

PERFORMANCE SCRUTINY COMMITTEE

**Thursday, 22 November
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, Jaclyn Gibson, Pat Jukes, Simon Walters, Alison Hewson, Jess Cullen, Clare Stait, Angela Andrews and Rob Baxter

A G E N D A

SECTION A	Page(s)
A TRAINING SESSION FOR MEMBERS ON TREASURY MANAGEMENT WILL BE HELD IMMEDIATELY PRIOR TO PERFORMANCE SCRUTINY COMMITTEE AT 5.00PM TEA/COFFEE WILL BE AVAILABLE FROM 4.45PM	
1. Confirmation of Minutes - 4 October 2018	3 - 8
2. Housing Scrutiny Sub-Committee Minutes - 13 August 2018 and 10 September 2018	9 - 18
3. 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.	
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Present: Councillor Helena Mair. (*in the Chair*),
Councillor Sue Burke, Councillor Thomas Dyer, Councillor
Ronald Hills, Councillor Laura McWilliams, Councillor
Lucinda Preston, Councillor Pat Vaughan and Councillor
Lorraine Woolley

Apologies for Absence: Councillor Gary Hewson, Kate Ellis, Jaclyn Gibson and
Simon Walters

28. Confirmation of Minutes - 23 August 2018

RESOLVED that the minutes of the meeting held on 23 August 2018 be confirmed.

29. Declarations of Interest

Councillor Ronald Hills declared a Disclosable Pecuniary Interest with regard to the agenda item titled 'Portfolio Under Scrutiny-Economic Growth'. Reason: His property was located within the vicinity of the Western Growth Corridor. He left the room during the discussion of this item.

Councillor Ronald Hills declared a Disclosable Pecuniary Interest with regard to the agenda item titled 'Vision 2020- Economic Growth Progress Report'. Reason: His property was located within the vicinity of the Western Growth Corridor. He left the room during the discussion of this item.

30. Portfolio Holder under Scrutiny
(a) Portfolio Performance Overview

Pat Jukes, Corporate Policy Business Manager:

- a) gave a presentation outlining the performance of the Economic Growth Portfolio which included:
- contextual information on the corporate environment of the City of Lincoln Council, the following points were noted:
 - there were 14 Brownfield sites in Lincoln as of August 2018
 - there were an estimated 48,859 males and 49,579 females in Lincoln in 2017
 - Lincolns median annual earnings for full time workers in 2017 was £23,001, this was a decrease of £1,434 when compared to 2016
 - Lincolns median annual earnings for part time workers in 2017 was £8,925, this was a decrease of £652 when compared to 2016
 - There were 651 job vacancies (less than 30 hours) and 547 (84.1%) full time. This compared to 692 vacancies last month, of which 129 were part time vacancies
 - There were 7,665 women who enrolled at Bishop Grosseteste University and 6,435 males
 - Highlighted the following key points:

- The population estimate for Lincoln for 2017 was 98,438 which was an increase of 643 when compared to the previous year and comprised 50.4% females and 49% males
- Both median annual earnings for full time workers and part time workers decreased as reported in 2017 survey
- The JobCentre Plus was reporting 651 vacancies in august 2018, of which 84% were full time and 16% part time
- The number of microbusinesses had grown substantially over the last 5 years, helping drive the total number of businesses up to 2535
- In 2017 Lincoln saw an increase of 2.9% visitors from 2016, bringing a 7.1% positive economic effect, including an increase of 3.5% in direct employment

b) invited members comments and questions

RESOLVED that the report be noted.

(b) Portfolio Under Scrutiny-Economic Growth

Councillor Ronald Hills left the room during the discussion of the Western Growth Corridor after he'd declared a Disclosable Pecuniary Interest.

Councillor Neil Murray, Portfolio Holder for Economic Growth:

a) presented a report which highlighted the following:

- Western Growth Corridor
- Parking and Transport
- Heritage
- Planning Policy
- Higher Education
- Tourism
- Supporting Lincoln Businesses
- Park Ward Regeneration

b) invited members comments and questions.

Councillor Ronald Hills returned to the room once the discussion on the Western Growth Corridor had ended.

Question: What was the reason for the decrease in salaries for part time workers?

Response: Over the last few years NHS jobs had paid a lower rate than the public sector in order to cut costs. A lot of jobs had become insecure in the private sector.

Question: Could the jobs being advertised at the Job Centre be calculated on contract length?

Response: Officers agreed to source the information from the Job Centre and report back to committee

Question: How would the City of Lincoln Council ensure that quality houses were being built?

Response: Officers advised that the properties that would be build would be of a good size and quality unlike other houses that were built in the city

Question: How could assets be reserved within the Council e.g. the Guildhall?

Response: The City of Lincoln Council received a lot of support from English Heritage. It was suggested that perhaps the upper level of the Guildhall could be used for functions.

Question: What capacity of the Managed Workspace was full? Could more businesses be taken on if it wasn't?

Response: There had always been high occupancy rates. North Greetwell was always 90% full.

Question: What could the Council do to bring more visitors into the city?

Response: It had become more difficult due to change in habits i.e. online shopping. The peak times of the year for visitors were generally August and May bank holiday. The redevelopment on Sincil Street had a very positive effect on the city so far. Working alongside Lincoln BIG and the Police, officers were working hard on trying to combat drug addiction in the city.

Question: Were there any long term plans for more resources in deprived wards?

Response: More community work was key. The next 2/3 years would be the focal point.

Question: Were all businesses paying the living wage?

Response: No.

RESOLVED that the content of the report be noted.

32. Vision 2020- Economic Growth Progress Report

Councillor Ronald Hills left the room during the discussion on the Western Growth Corridor after he'd declared a Disclosable Pecuniary Interest.

Gill Wilson, Principal Development Officer:

- a) provided Performance Scrutiny Committee with an update on the progress towards the Let's drive economic growth strategic priority in Vision 2020
- b) explained that it was agreed that the committee would receive a report each quarter from one of these Vision Groups to enable them to look in more detail at the progress of the Vision Groups work programme.
- c) highlighted the council's aspirations which covered the following:
 - Let's build a strong, viable and prosperous future for Lincoln
 - Let's help businesses prosper
 - Let's create a culture of innovation
 - Let's attract investment

- Let's make things happen
- d) detailed the key achievements over the past year which covered the following:
- The Transport Hub
 - Western Growth Corridor Development
 - Lincoln Central Market
 - Infrastructure Development
 - Greyfriars
 - Promotion of Lincoln
- e) Invited members comments and questions.

Question: When would the consultation on the Western Growth Corridor be published to members?

Response: Hopefully as soon as possible but before the 8th November.

Question: Was there a page on the City of Lincoln Council website to update members of public on the progress of the Western Growth Corridor?

Response: There hadn't been any major progress lately so there had been no updates on the website.

Councillor Ronald Hills returned to the room once the discussion on the Western Growth Corridor had ended

RESOLVED that the content of the report be noted.

33. Christmas Market 2018-Stalls Budget

Simon Colburn, Assistant Director for Health and Environmental Services:

- a) updated members on the progress made with letting stalls for the 2018 Christmas Market and the associated income
- b) explained that there were currently 170 stalls with 146 traders already fully paid
- c) highlighted that 28 stalls were currently under negotiation but had yet to be confirmed.
- d) Stated that the overall budget income from stall fee's for the 2018 market was £417,190
- e) invited members comments and questions

Question: How were the 18 vacant stalls going to be filled?

Response: Expressions of interest would be submitted to the events team. They were compared against other applications that had been received to ensure that there was a blend of different stalls.

Question: Did the City of Lincoln Council make a profit from the Christmas market?

Response: The target was always met in the MTFs (Medium Term Financial Strategy)

Question: Did the Council try and obtain any sponsorship for the Christmas market?

Response: Yes. A tender went out to a marketing company which closed on Friday 28th September. It was the second time the Council had gone out to tender for this. 8 expressions of interest were received however there were unfortunately no bids. The Procurement manager was going to contact the companies to find out the reasons behind why they decided not to put a bid in for it.

Question: Was there any allowance made by the Lincolnshire County Council for gritting the roads if it snowed in the run up or during the Christmas market?

Response: The Lincolnshire County Council had the responsibility of gritting all of the footpaths in the Bailgate area however the contract had altered slightly. Fixed prices were now put in place and it had been agreed that wider areas i.e. Scampton were gritted due to it being a major bus route for visitors attending the Christmas market.

Question: Had the Christmas market organised by Lincolnshire County Council this year had an effect on ours?

Response: There was some reluctance from traders in committing to the new market this year as they wanted to see how successful the first one was. As a result of this, the Castle had struggled to fill the Emporium.

Question: If the market hosted by Lincolnshire County Council was unsuccessful, could it lead to partnership working with the City of Lincoln?

Response: Hopefully, although the Lincolnshire County Council were aware that the City of Lincoln carried out all of the work.

RESOLVED that the report be noted.

34. Work Programme for 2018/19

Jess Cullen, Democratic Services Officer:

- a. presented the draft work programme for 2018/19 as detailed at Appendix A of her report
- b. advised that the work programme for the Performance Scrutiny Committee was put forward annually for approval by Council; the work programme was then regularly updated throughout the year in consultation with the Performance Scrutiny Committee and its Chair
- c. reported that items had been scheduled in accordance with the existing work programme and officers' guidance regarding the meetings at which the most up-to-date information could be reported to the committee; the work programme also included the list of portfolio holders under scrutiny

d. requested any relevant comments or changes to the proposed work programme for 2018/19.

RESOLVED that the work programme 2018/19 as detailed at Appendix A to the report be noted.

- Present:** Councillors Councillor Gary Hewson (*in the Chair*), Bob Bushell, Edmund Strengiel, Pat Vaughan and Loraine Woolley
- Apologies for Absence:** Councillor Alan Briggs and Sheila Watkinson
- Also in Attendance:** Debbie Rousseau (Chair of LTP) and Mick Barber (Vice Chair of LTP)

7. Confirmation of Minutes - 18 June 2018

RESOLVED that the minutes of the meeting held on 18 June 2018 be confirmed.

8. Matters Arising

Members asked if the following actions had been followed up and completed:-

1. Statistics on rent arrears for the past year – The Chair requested that this information be circulated to Members again.
2. Parking on grass verges – The Chair requested that a report be added to the work programme to be presented at a future meeting.
3. Quarter 4 Performance Report 2017/18 – There was an error on the report – The Chair requested that the amended report be circulated to Members.

9. Declarations of Interest

No declarations of interest were received.

10. LTP Matters (Verbal Report)

Debbie Rousseau, Chair of LTP

- The LTP had started a gardening group in response to the new protocol for recharging gardening work.
- Members of the LTP would be viewing the new properties at Ingleby Crescent before they were let to tenants.
- The Housing Officer details on the website were not up to date.

Dave Ward, Acting Tenancy Services Manager, explained the process and enforcement procedures for untidy gardens and the options that were available to recharge tenants. The Chair requested that a copy of the new procedures be circulated to all members.

Chris Morton, Resident Involvement Manager, advised that the Housing Officer details were publicised often, however, it was challenging to produce them in a legible format. Simon Walters, Strategic Director, Communities and Environment suggested that the Area Managers could be publicised as they changed less often.

11. Performance Monitoring Report - Quarter 1 - 2018/19

Dave Ward, Acting Tenancy Services Manager

- a. presented the Housing Scrutiny Sub Committee with an end of quarter report on performance indicators for the first quarter of the year 2018/19 (April 2018 – June 2018)
- b. advised that of the 23 measures 11 were on or exceeding targets for the year and 12 had not met the targets set.
- c. referred to paragraph 4 of the report and highlighted the areas of good performance including:
 - Arrears as a % of rent debit
 - % of rent lost due to vacant dwellings
 - % of repairs carried out within time limits
 - Complete Repairs right on first visit
 - Repair appointments kept against appointments made
 - Tenant Satisfaction with repairs
 - % of ASB cases closed that were resolved.
- d. further highlighted areas that had not achieved their target and explained the reason for this:
 - % of rent collected as a percentage of rent due
 - Average re-let period – General needs (excluding major works)
 - Average re-let period – All dwellings (including major works)
 - % of offers accepted first time
 - Average time taken to complete repairs
 - % of non-decent homes
 - % of homes with valid gas safety certificate
 - % of complaints replied to in 10 working days
 - Councillor enquiries replied to within time
 - Average days to resolved ASB cases
- e. gave up to date figures to the end of July for each performance indicator.
- f. invited committees questions and comments.

Question – Why was the percentage of rent lost due to vacant dwellings increasing?

Response – This was a complex performance indicator which included many different teams within the Housing Department. There had been some sickness issues within the Housing Solutions Team. A review of Housing Solutions and Voids was underway to streamline the systems. The figures had been reduced to 17 days within the first 2 weeks of August.

Question – Referred to the percentage of offers accepted first time and asked why properties were being refused when tenants had bid for them?

Response – Voids Support Officers would note down a reason for refusing a property if the reason was provided at the viewing, however, more analysis was needed to establish the reasons why properties were being refused.

Question – Why was the average time taken to complete repairs increasing?

Response – This was due to sickness and holidays and also the performance indicator included work completed by Aaron. This would be discussed with the relevant officer at Aaron Services.

Question – If the standard of the properties had been improved why were so many repairs being completed?

Response – If a property has been damaged the repairs would be recharged to the tenant.

Comment – A detailed analysis on the types of repairs that had been completed was required.

Response - A report could be brought to a future meeting.

RESOLVED that the contents of the report be noted.

12. Role of the Housing Officers

David Ward, Acting Tenancy Services Manager

- a. presented a report on the roles and responsibilities of a Housing Officer.
- b. advised that all Housing Officers managed a patch of around 450 properties and were based in one of three Area Housing Teams North, South and Central.
- c. referred to paragraph 2 of the report and advised on the improved performance highlighting the ASB Accreditation award that had been achieved and the targets that had been exceeded for rent arrears collection in both 2016/17 and 2017/18.
- d. referred to paragraph 4 of the report and detailed the Housing Officer's main responsibilities.

The committee discussed the contents of the report and made the following key points and received relevant responses.

Question: What would happen if a tenant could not contact their Housing Officer due to them working part time?

Response: Another member of the team would respond to the enquiry.

Question: Did Housing Officers undertake estate inspections?

Response: Yes there was a schedule for estate inspections and they were completed regularly.

Question: What could be done to assist with the enforcement of the Tenancy Agreement?

Response: It was a difficult balance between enforcing the Tenancy Agreement and helping to keep tenants in properties.

RESOLVED that the contents of the report be noted,

13. Tenant Involvement Strategy

Chris Morton, Resident Involvement Manager

- a. provided an update on the delivery of the Tenant Involvement Strategy 2018 – 2021.
- b. advised that there were a total of 22 actions within the action plan
 - 16 actions were in progress
 - 6 actions were not yet started
- c. detailed the key areas that the Residents Involvement Team would focus on over the next 12 months:
 - Community Investment
 - Develop Social Media
 - Increase the profile of the councils Housing Repair Service
 - Support and Develop the Lincoln Tenants Panel
 - Anti-Social Behaviour Improvements Related to Resident Involvement.
- d. invited the committees questions and comments

Question: Referred to Community Investment and asked how it was funded?

Response: Travis Perkin currently provided funding, it tended to be more labour and materials rather than money.

Question: When would work on the ASB victim support group commence?

Response: It would start early next year.

Question: Did daytime LTP meetings restrict people who worked attending the meetings?

Response: Current LTP members preferred to attend daytime meeting, however they could be held in the evenings if members wanted them to. Everyone had the opportunity to be involved via social media, residents groups and also neighbourhood boards.

Chris Morton, Residents Involvement Manager further asked if members had any suggestions for community projects that required funding be submitted to the Resident Involvement Team.

RESOLVED that the progress made on the delivery of the Tenant Involvement Empowerment Strategy be noted.

14. Work Programme Update

The Democratic Services Officer

- a. presented the work programme for the Housing Scrutiny Sub Committee for 2018/19 as detailed at Appendix A of the report.
- b. advised that this was an opportunity for the committee to suggest other items to be included within the work programme.

The Chair advised that an additional meeting had been arranged for 10th September 2018 to consider the Annual Report to Tenants and Leaseholders 2017/18. He also requested that a report on the number and type of repairs that had been completed in comparison to the previous year be added to the work programme for a future meeting.

RESOLVED that

1. the work programme be noted
2. a report on repairs be scheduled into the work programme.

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Present: Councillors Councillor Gary Hewson (*in the Chair*), Alan Briggs, Bob Bushell, Ronald Hills and Pat Vaughan

Apologies for Absence: Councillor Loraine Woolley, Councillor Edmund Strenghel, Debbie Rousseau and Sheila Watkinson

Also in Attendance: Mick Barber (Vice Chair of LTP)

15. Declarations of Interest

No declarations of interest were received.

16. Annual Report to Tenants and Leaseholders 2017/18

Chris Morton, Resident Involvement Manager

- a. presented the draft Annual Report to Tenants and Leaseholders 2017/18 for comments.
- b. advised that there was a requirement by Homes England to produce and submit an annual report to tenants and leaseholders each year.
- c. advised that the annual report had been developed in consultation with tenant representatives through the Lincoln Tenants Panel and the Editorial Panel.
- d. highlighted the theme and content of the Annual Report:
 - Successes achieved by housing and to report performance information for 2017/18.
 - To celebrate the communities in Lincoln.
- e. presented 2 previous Annual Reports for comparison and advised that this year's report aimed to have more of a balance between performance and community information.

The committee asked if the final report could come back to a future Housing Scrutiny Sub Committee before it was published. Chris Morton advised it would not be possible due to the timescales, the report needed to be published by the end of October 2018.

The Chair suggested that the final report be circulated to members of the Housing Scrutiny Sub Committee following the meeting. He advised that he would meet with the LTP representatives on Housing Scrutiny Sub Committee and make any further suggestions for consideration by Executive.

Mick Barber, Vice Chair of LTP requested that next year the report be brought to committee at an earlier stage within the process. Chris Morton responded that LTP had seen the report a number of times and in future it would be brought to Housing Scrutiny Sub Committee in August.

The committee further discussed the content of the Annual Report and raised the following questions and received relevant responses.

Comment: Referred to the In Bloom section and commented that this highlighted only 2 wards within the City and it was felt that information should be presented across all wards.

Response: The In Bloom competition was run by a local church group only in the Moorland and Birchwood area. The Annual report did need to be representative of all areas within the City and it was something to be aware of.

Comment: It was suggested that the wording of the In Bloom competition be changed to show the work that had been done in the these 2 wards and to encourage people to run similar schemes in other areas next year.

Response: The article was intended to show some good work that had been done by our tenants and agreed that it could be amended to encourage tenants in other areas to do similar work.

Comment: There were a lot of gaps in the report where information was missing.

Response: This was a draft report and some of the information was not available yet it would be updated for the final report. The Housing Officer contact information would be updated just before it was published as the information changed frequently.

Comment: Suggested that the Housing Officer contact information be presented by area eg City Centre.

Comment: The performance information that was included in the report was out of date.

Response: The annual report covered the period 2017/2018, the up to date performance information was publicised on a regular basis via Home magazine and Facebook.

Comment: Referred to the Portfolio Holder section of the report and asked for clarification on the new builds?

Response: Councillor Nannestad advised that he would meet with Simon Walters to re-write this section of the report.

Question: Referred to page 11 of the report and asked for clarification on why a thumbs up had been given even though performance had declined from the previous year?

Response: Clarified that the thumbs up was given to show that the target had been achieved rather than a comparison to last year's performance.

Comment: This needed to be made clearer and suggested that a traffic light system be used.

RESOLVED that

- i. The Annual Report be updated to include the suggested amendments and circulated to all Members of Housing Scrutiny Sub Committee.
- ii. The Chair of Housing Scrutiny Sub Committee to meet with the Housing Scrutiny Tenant Representatives to make any further changes to the Annual Report prior to Executive approval.

17. LTP Matters

Mick Barber Vice Chair of LTP advised that the LTP would be working on the following:

- Anti-Social Behaviour
- Untidy gardens
- Pet Policy

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Let's reduce
inequality



Reducing Inequality Portfolio

Contextual Overview

Pat Jukes
Business Manager, Corporate
Policy

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Reducing Inequality

This overview will cover contextual information on Lincoln for:

- Population
- Welfare
 - Housing benefit claims
 - Council tax support claimants
 - Universal Credit
- Crime including Anti-social behaviour
- Skills/education achievements
- Key Performance Measures

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Contextual information on the Reducing Inequality portfolio

4,068 incidents handled by CCTV operators and these are helping support some key police prosecutions.

Lincoln Community Lottery has 63 good causes signed up and has raised £8,279 to date

Population of Lincoln in 2017 is now 98,438, rising from 97,795 in 2016.

As of January 2017, 17.1% of Lincoln children were entitled to free school meals.

There are 17 organisations signed up to the Lincoln Living Wage and 95 employees have directly benefited from a pay rise as a result.

Since October 2018, the Lincoln Social Responsibility Charter has 18 organisations already signed up.

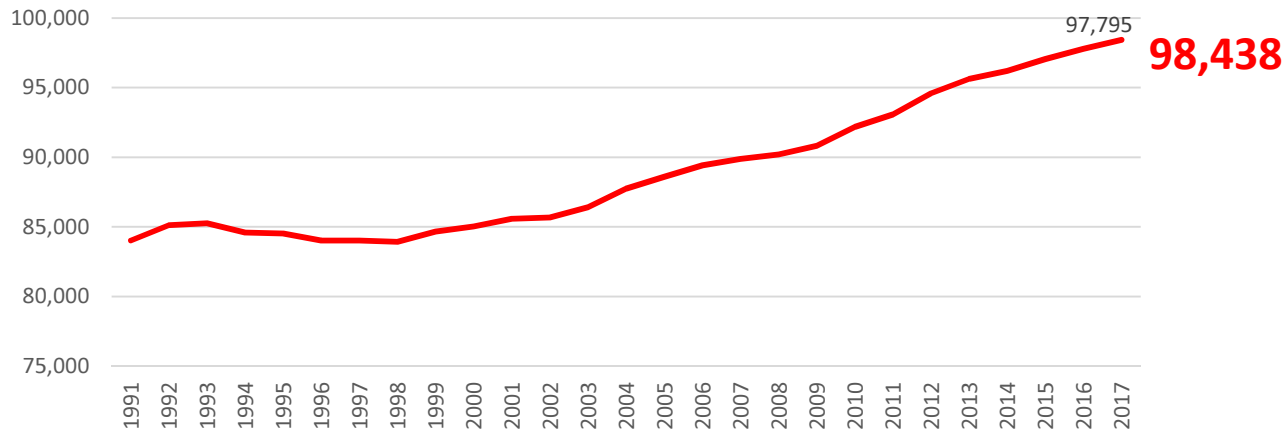


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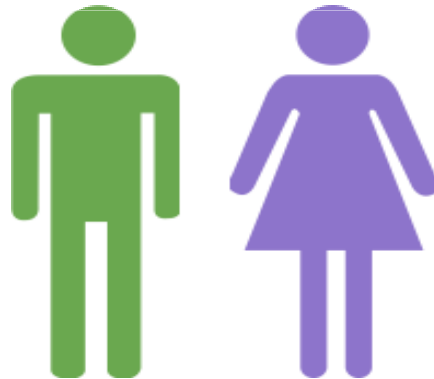
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Lincoln's population estimates 1991-2017



There were an estimated **48,859** males in Lincoln in 2017.

This was an increase of **546** when compared to 2016.



There were an estimated **49,579** females in Lincoln in 2017.

This was an increase of just **97** when compared to 2016.



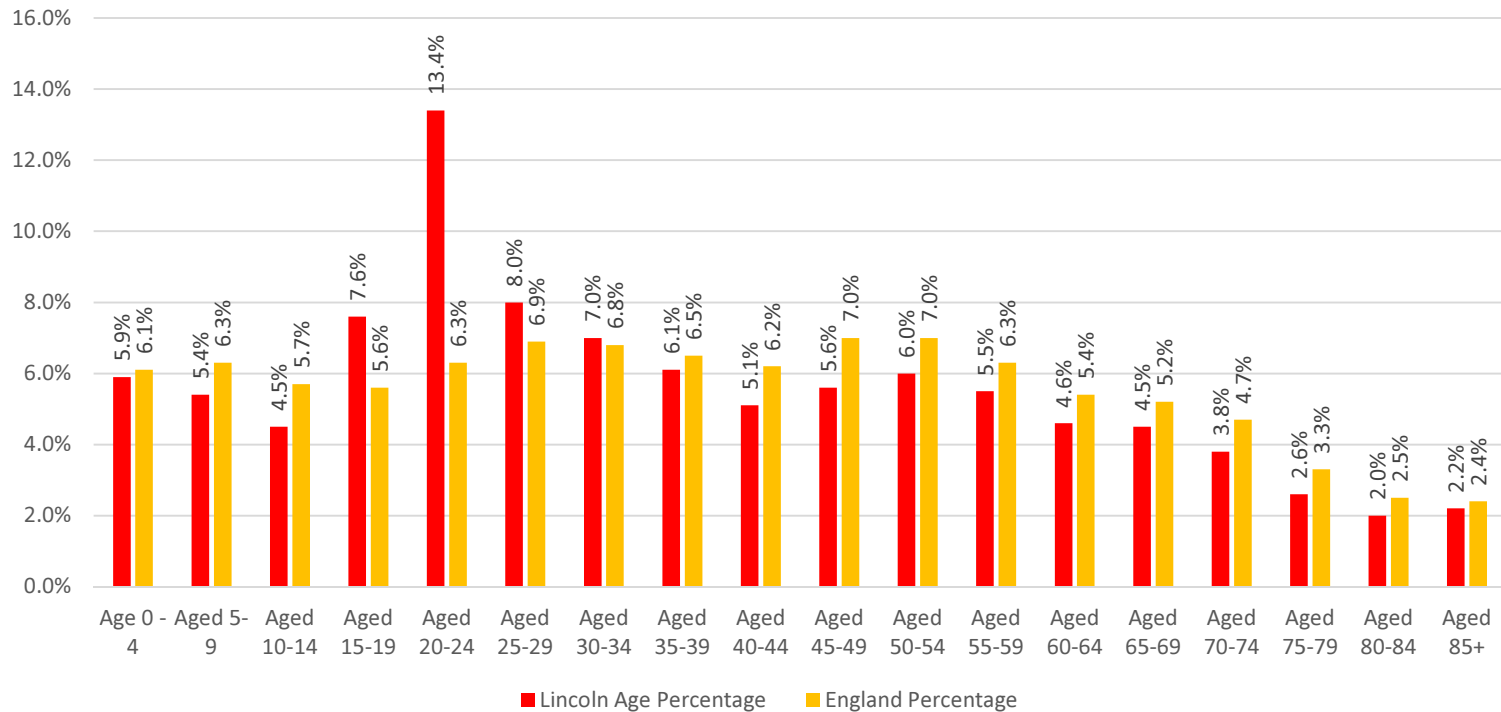
Source: ONS 2018

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Estimated Population of Lincoln By Age Breakdown Mid 2017



Having the two universities and a college clearly contributes to the younger than average population in the city



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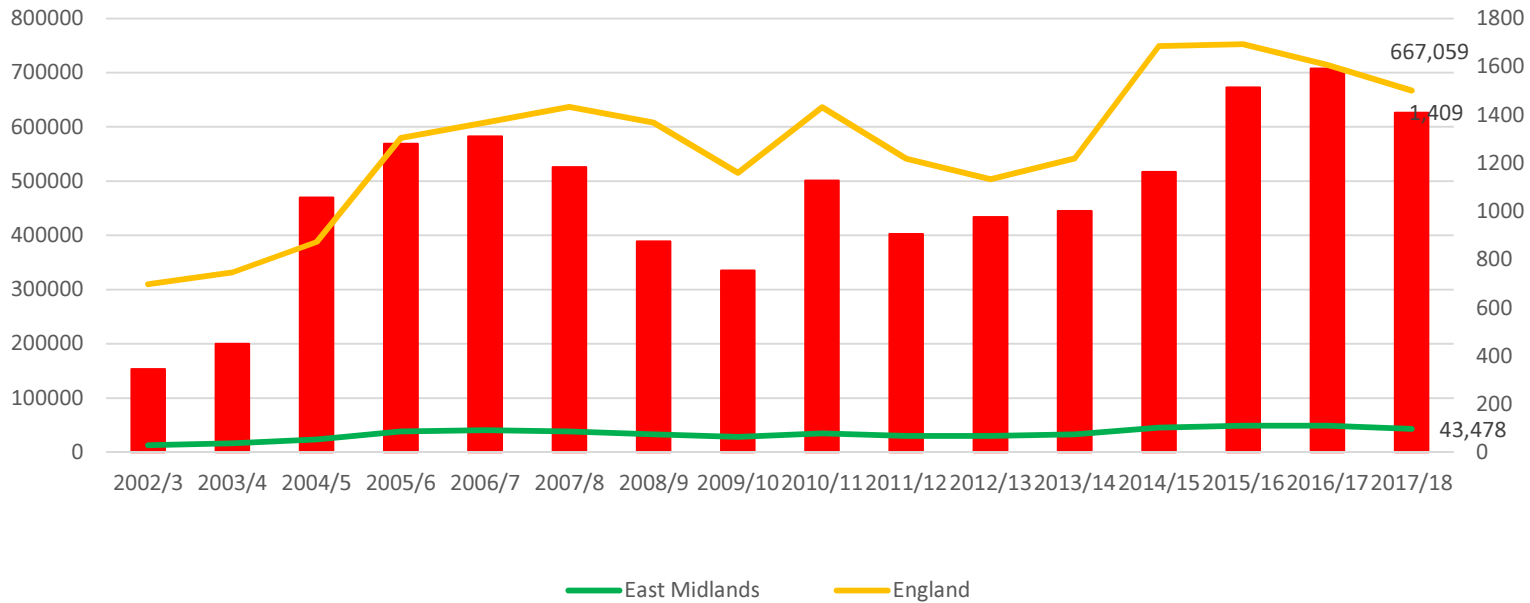


Source: ONS 2018

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Nino Registrations to adult overseas nationals entering Lincoln between 2002/3 and 2017/18 vs England and East Midlands

24



For the first time in seven years the number of people coming in from overseas has dropped



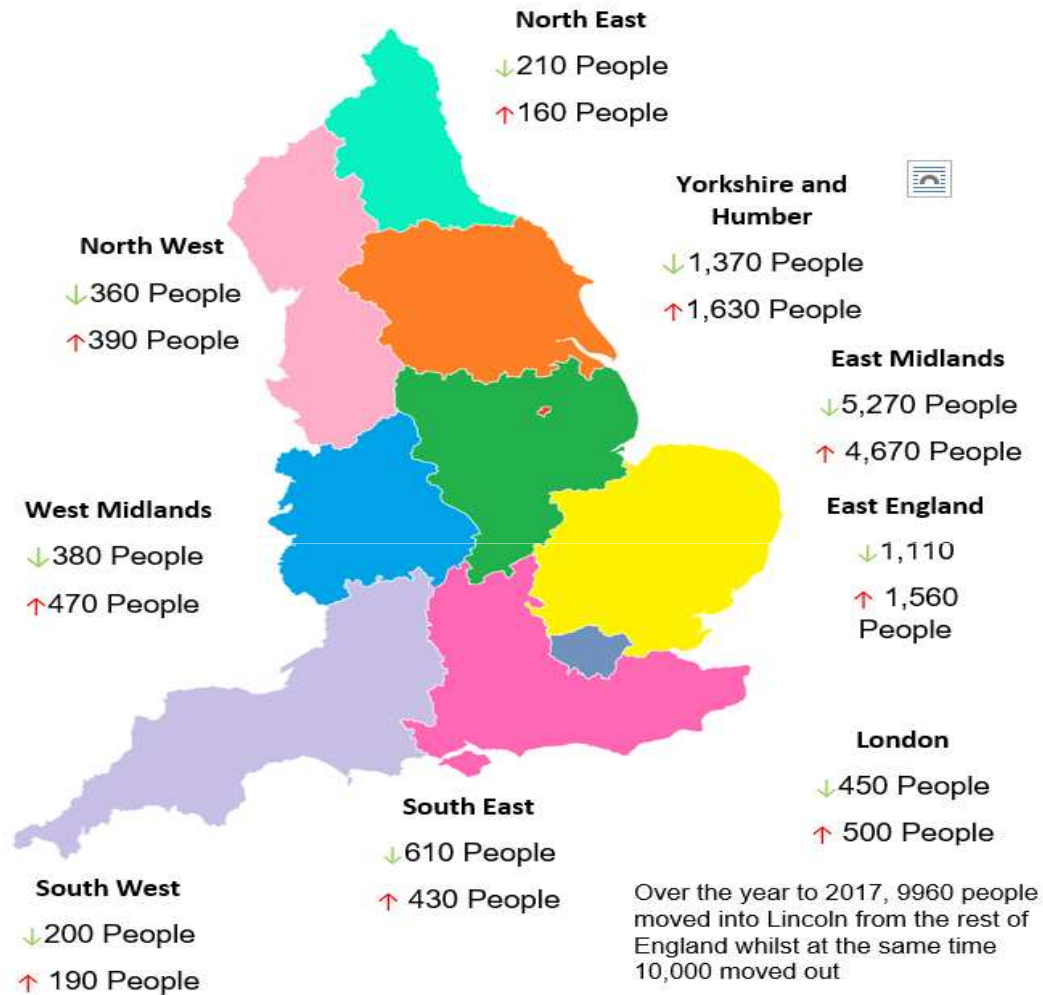
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Source: Gov.uk 2018

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Internal Migration in and out of Lincoln – 2017 Estimate



25



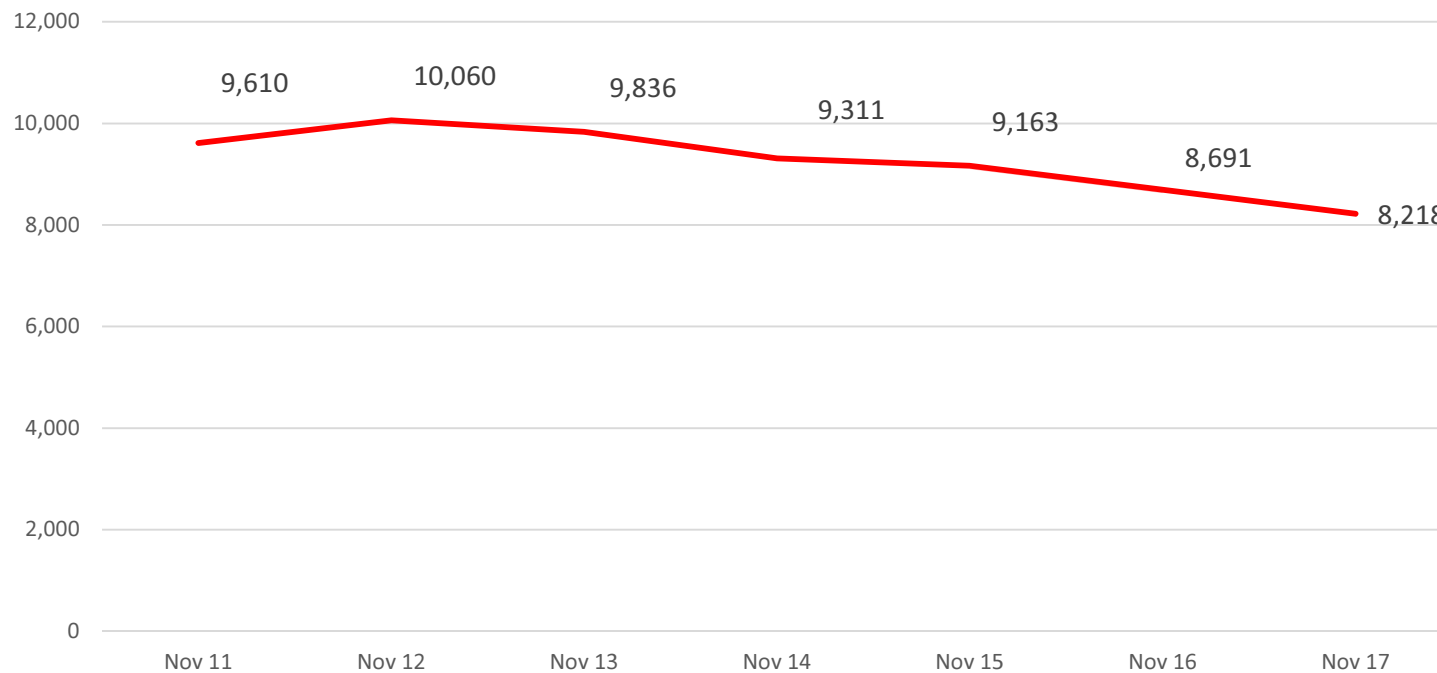
Source: ONS 2018

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Number of Housing Benefit claims in Lincoln November 2011 - November 2017



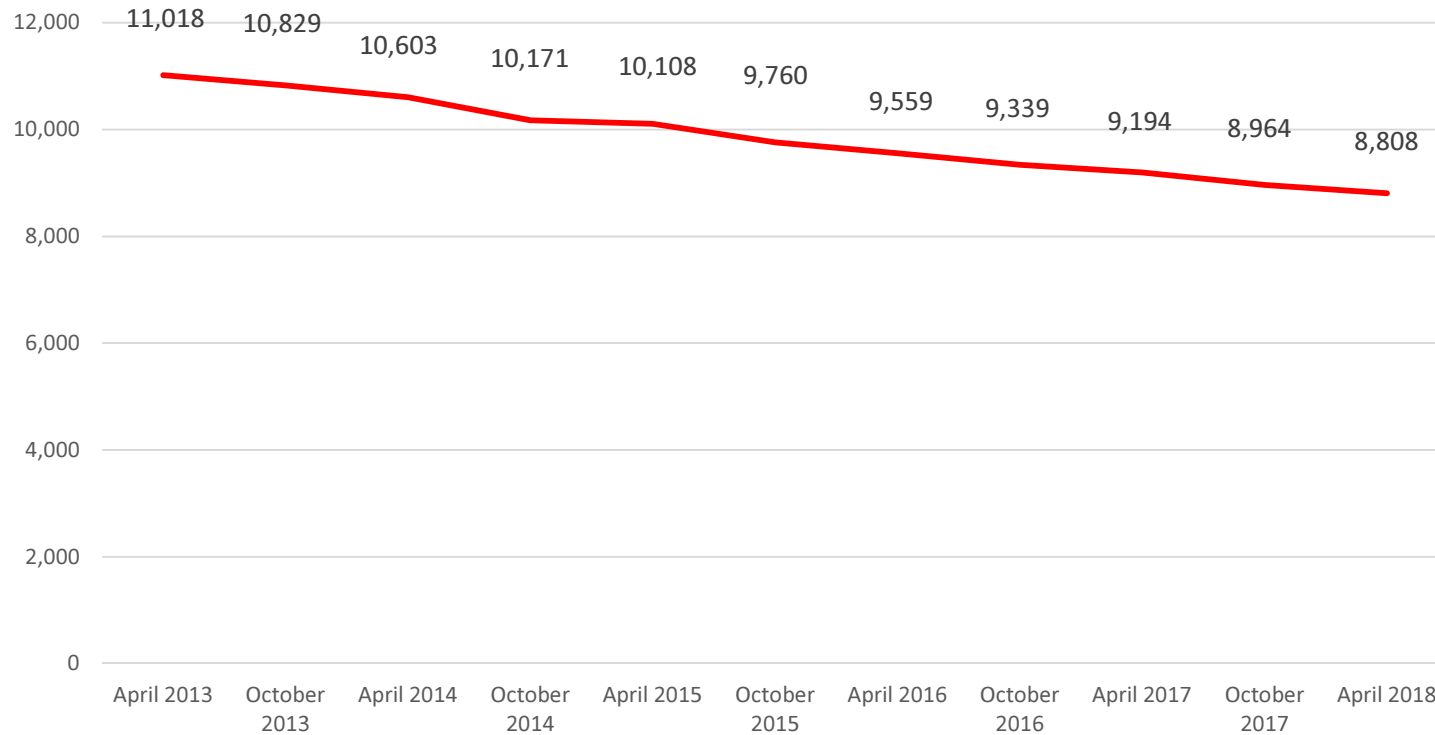
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Source: LG Inform 2018

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Council Tax Support claimants April 2013 - April 2018



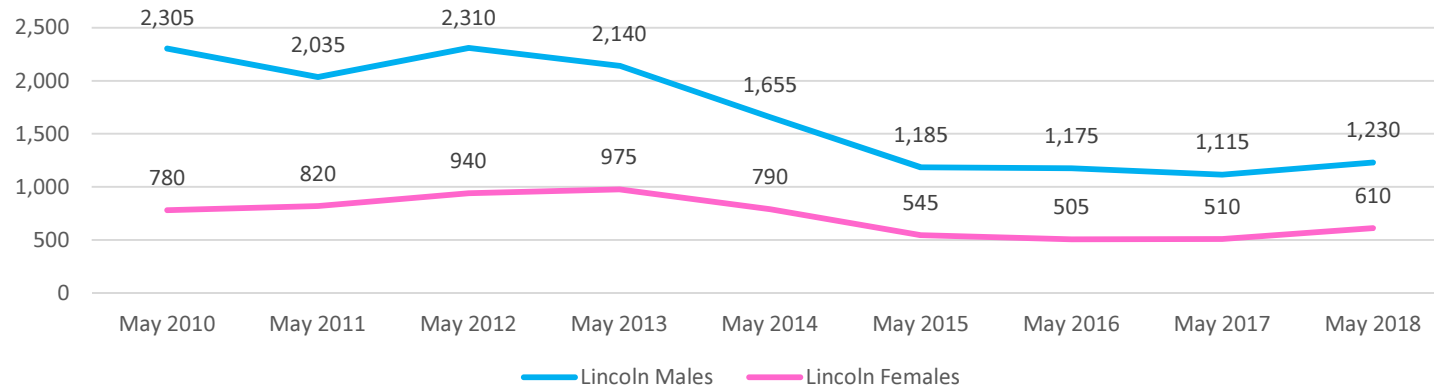
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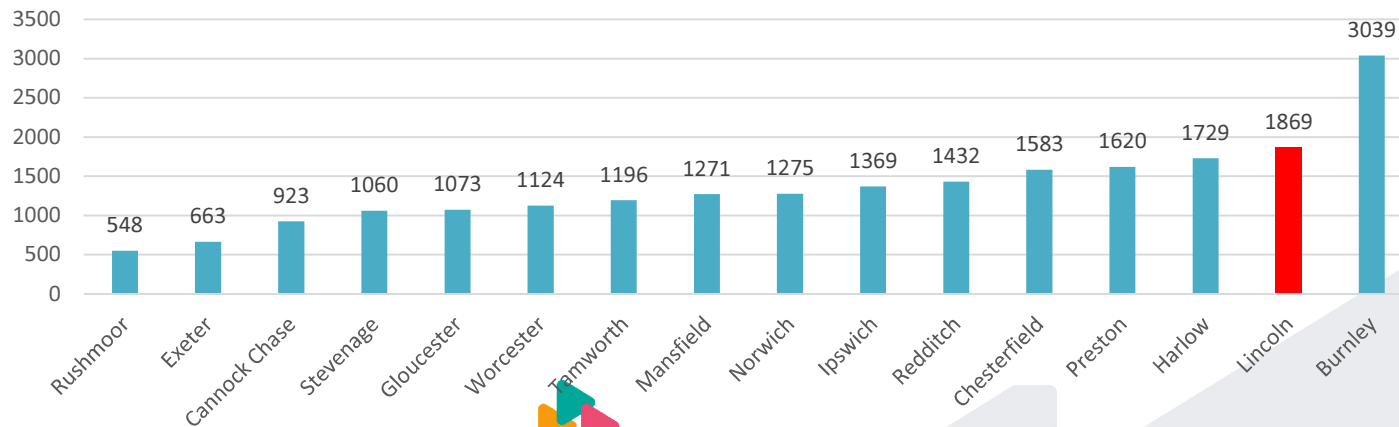
Source: City of Lincoln Council 2018

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Number of people claiming Universal Credit (or equivalent) May 2010 – May 2018, and compared to nearest neighbours



Rate per 1000 population of Universal credit (or equivalent) claimants in Lincoln compared to our nearest neighbours

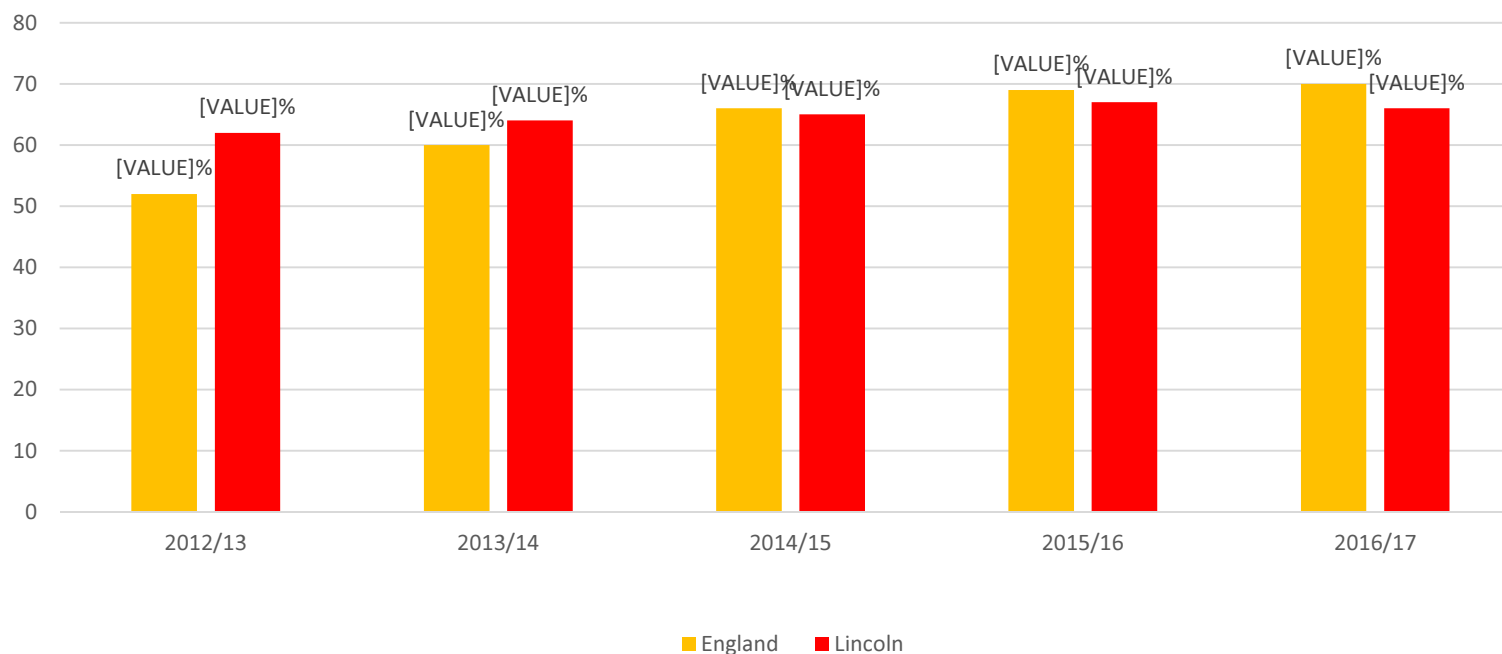


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Source: Nomis 2018

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Percentage of Foundation students who are achieving a 'good level' of development 2012/13-2016/17



A good level of development is defined as a child who is achieving or excelling at the expected level of learning. These levels consist of, communication and language; physical development; and personal, social and emotional development; literacy; and mathematics



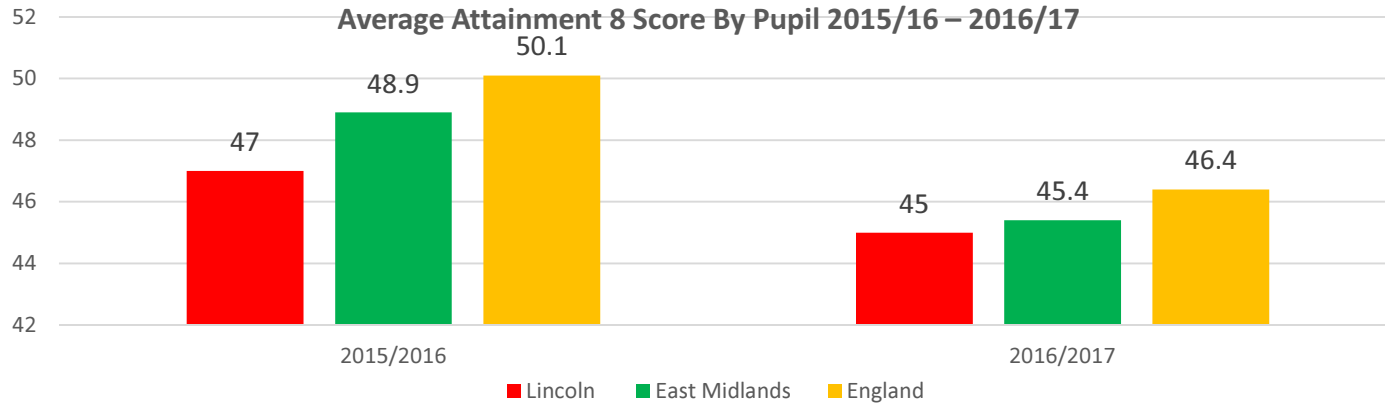
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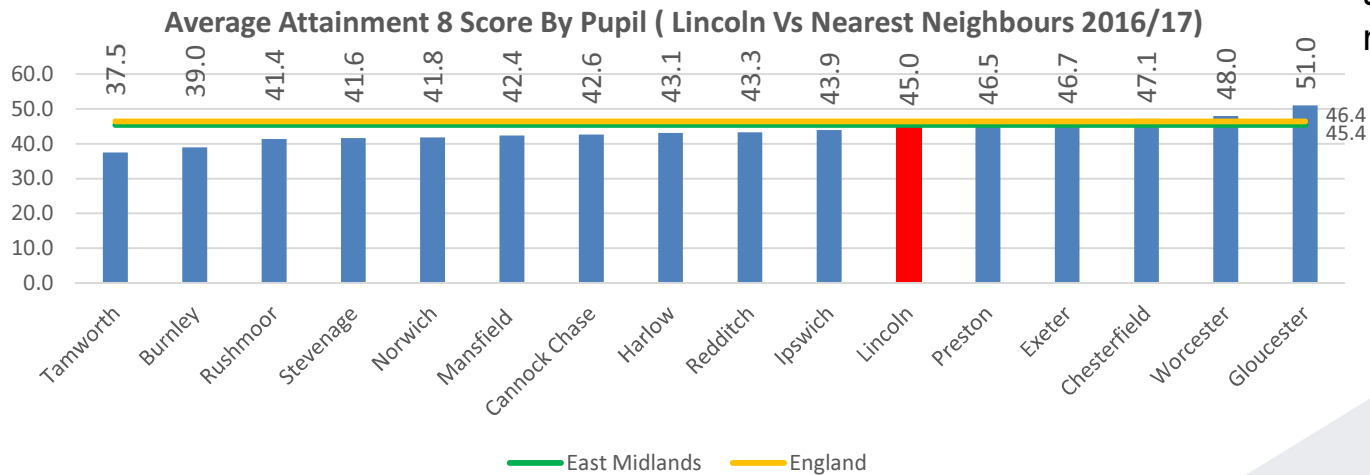
Source: LRO 2018

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Average Attainment 8 score by pupil 2015/16 – 2016/17



These figures are relatively new and still in test stage with 2016/17 acknowledged as more accurate

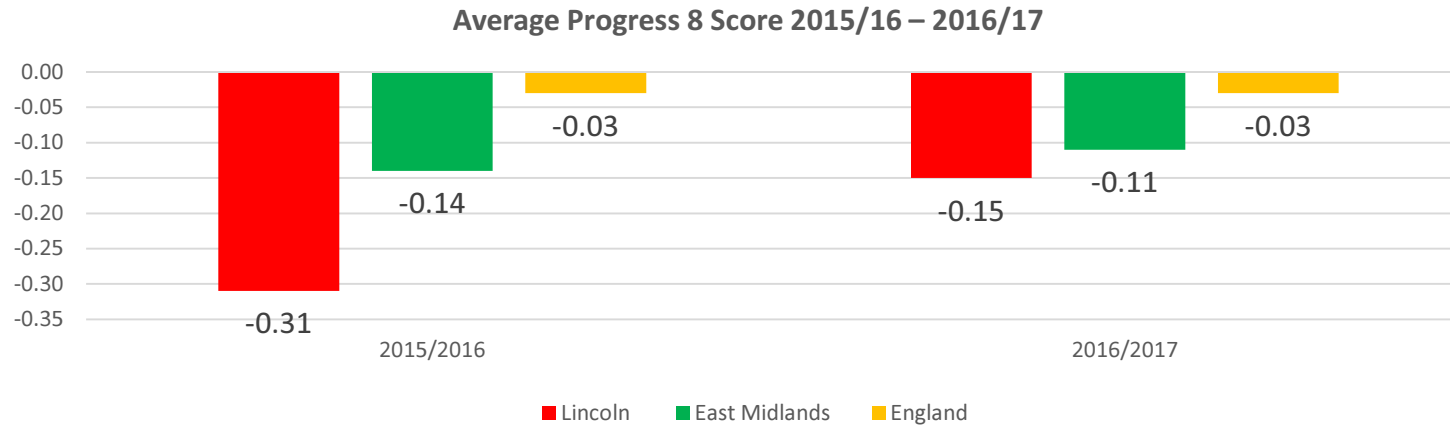


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Source: DFE 2018

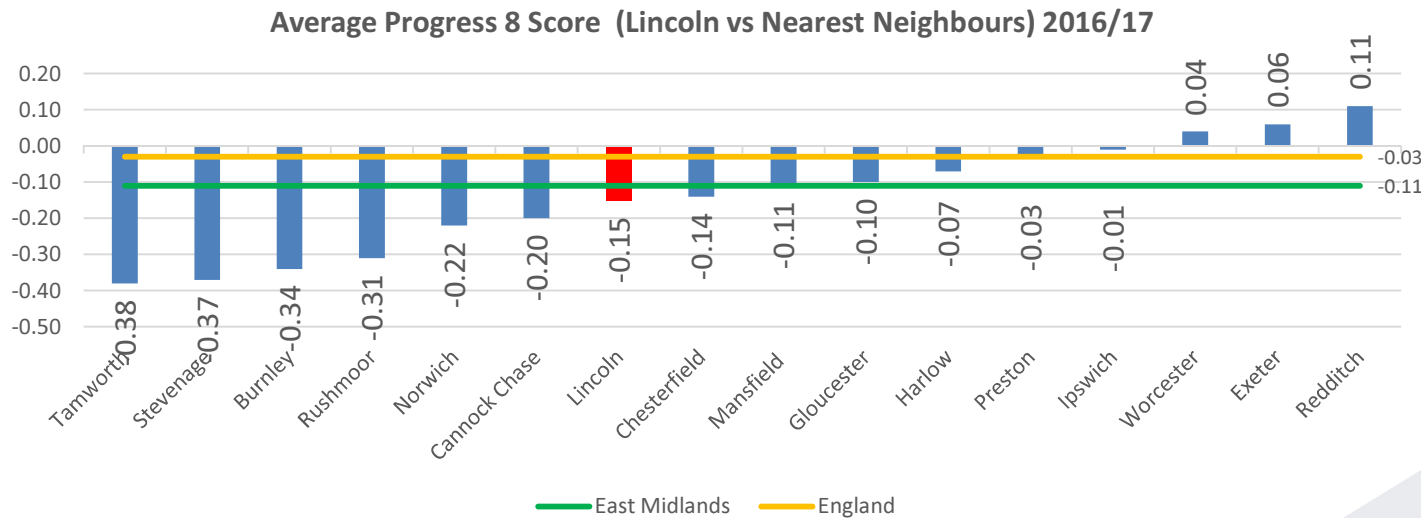
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Average Progress 8 score 2015/16 – 2016/17



These figures are relatively new and still in test stage with 2016/17 acknowledged as more accurate

31



A score below zero means pupils made less progress, on average, than pupils who got similar results at the end of Key Stage 2.



Together, let's deliver Lincoln's ambitious future

Source: DFE 2018

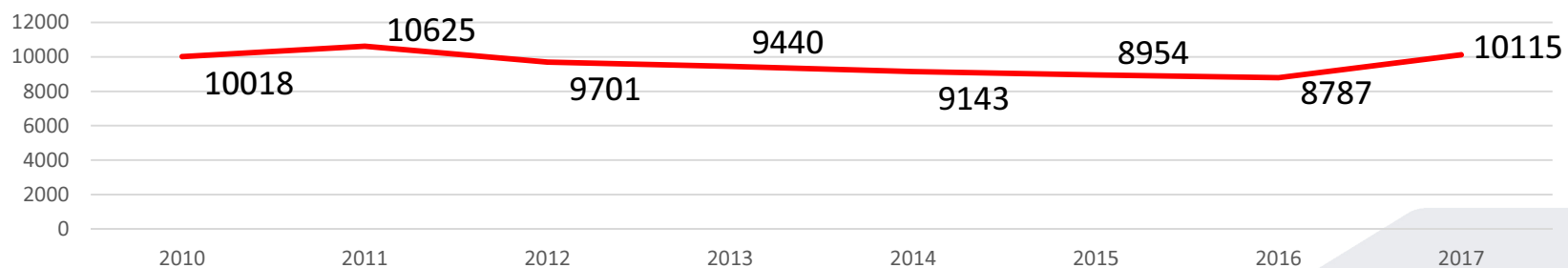
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Crime in Lincoln 2010 - 2017

Area	Total number of crimes	Numerical change	Percentage change
Lincoln 2016	8,787		
Lincoln 2017	10,115	+1,328	+15.1%
England and Wales 2016	4,115,537		
England and Wales 2017	4,746,339	+630,802	+15.3%

Although crime has increased across the country, Lincoln saw a slightly lower increase than the overall England and Wales results

Total Reported Offences in Lincoln 2010-2017



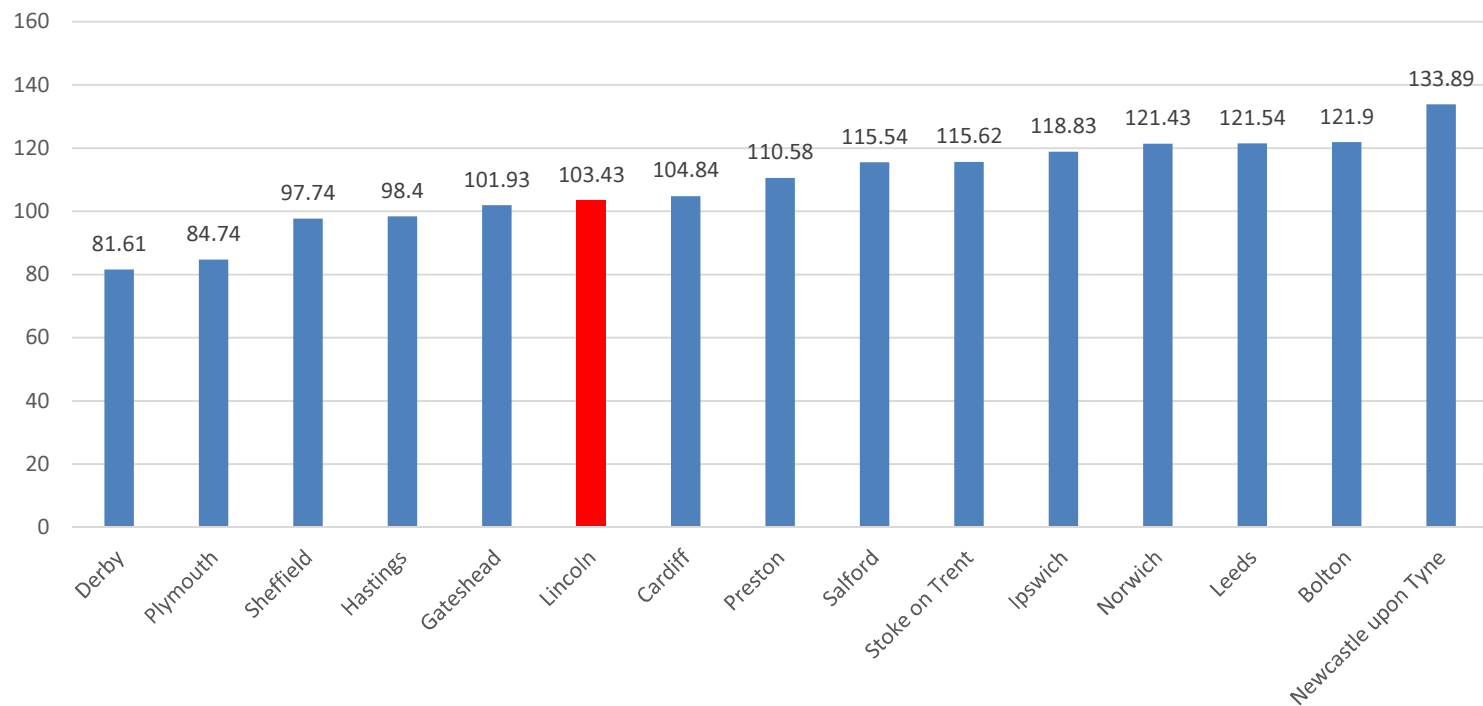
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Source: ONS 2018

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Total Crime Rate Per 1,000 People Vs Our Police Audit Family 2017



In terms of the city's position in the Police Audit Family comparisons which look at the rates per 1000 people, Lincoln has the 6th lowest crime rate overall at 103.43 per 1000 people.



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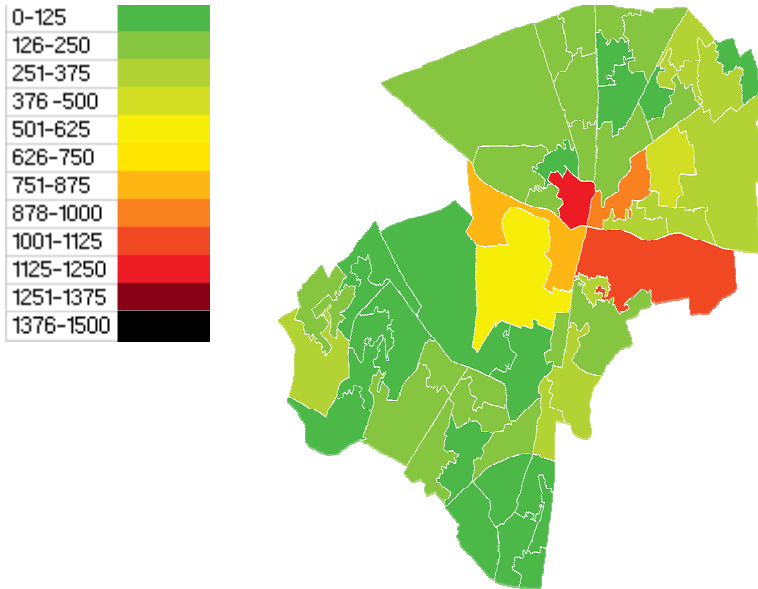


Source: Police UK 2018

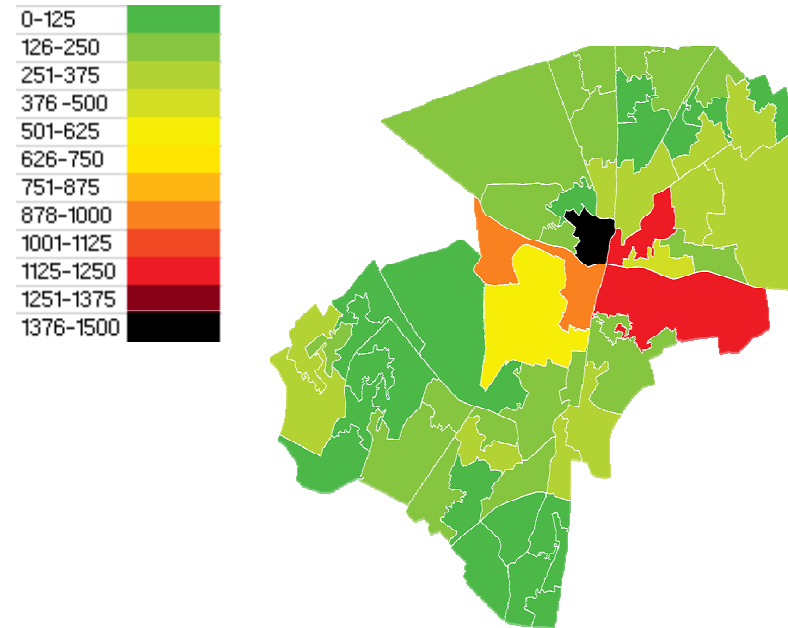
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Antisocial Behaviour – heat maps

ASB Map 2016/17



ASB Map 2017/18



The 2017/18 heat map shows that in LSOA codes 005B (in Carholme ward) and 004A (in Abbey ward) there has been an increase in the number of reported ASB incidents



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Source: Police UK 2018

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Key Performance Measures – Q2 2018/19

Reducing Inequality – Quarterly Measures	High/Low is Good	Trend – Quarterly or Seasonal	Q2 17/18	Q3 17/18	Q4 17/18	Q1 18/19	Q2 18/19	Status
Total number of incidents handled by CCTV operators	High is good	Quarterly	3,519	3,374	3,380	3,191	4,068	Improving
Number of service requests for Public Protection and ASB	Low is good	Seasonal	818	612	587	817	904	Maintaining
Satisfaction of complainants relating to how the complaint was handled	High is good	Quarterly	68.00%	89.00%	87.00%	80.00%	80.30%	Maintaining
Average (YTD) days to process new housing benefit claims from date received	Low is good	Quarterly	23.24	23.73	24.29	30.13	28.16	Maintaining
Average (YTD) days to process housing benefit claim changes of circumstances from date received	Low is good	Seasonal	7.62	7.93	4.00	4.72	8.09	Maintaining
Number of Housing Benefits/ Council Tax support customers awaiting assessment	Low is good	Seasonal	810	556	696	1,312	1,491	Deteriorating
Percentage of risk-based quality checks made where benefit entitlement is correct	High is good	Quarterly	91.00%	91.00%	92.00%	87.50%	84.00%	Deteriorating
The number of new benefit claims year to date (Housing Benefits/ Council Tax Support)	Low is good	Seasonal	3,731	5,513	7,296	1,322	2,860	Maintaining

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Source: CoLC 2018 Q2 performance data

Key Reducing Inequality Points Raised

- Lincoln has a significantly higher percentage of younger residents than England – with 36% of the population aged 15-34 against the England's average of 25.6%
- For the first time in seven years the number of people registering in Lincoln from overseas has dropped to 1409
- The number of recipients of Housing Benefits in Lincoln, has reduced by 5.4%, dropping from 8,691 in November 2016 to 8,218 in November 2017
- The number of Council Tax support claimants has also reduced by 20% over 5 years, reducing from 11,018 in April 2013 to 8,808 in April 2018
- There are 1840 individuals claiming Universal Credit in May 2018 compared to 1635 unemployment claimants in June 2017, with Lincoln having the 2nd highest rate of claimants in our nearest neighbour set

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Key Reducing Inequality Points Raised

- The new Attainment 8 education measures show Lincoln as just below East Midlands at a score of 45, compared to 45.4 – which is the sixth highest in our nearest neighbour set
- The average Progress 8 education score for Lincoln is -0.15 which is just a little less than East Midlands score of -0.11, but leaves Lincoln in tenth place against our nearest neighbours
- Annual crime levels have increased right across the country, but the total increase in crime in Lincoln is less than the increase in England and Wales
- In fact - in terms of the Police Audit Family comparisons which look at the comparable rates per 1000 people, Lincoln has the 6th lowest crime rate overall at 103.43 per 1000 people
- Our new CCTV system has been able to capture 4068 incidents and has been able to support more police prosecutions



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PERFORMANCE SCRUTINY COMMITTEE

22 NOVEMBER 2018

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

Report by Cllr R Kirk, Portfolio Holder for 'Reducing Inequality'

Introduction

Over the past year my portfolio has changed significantly to incorporate a number of key service areas and projects, which together help the council to reduce inequality across the city.

The areas covered by my new portfolio responsibilities include Anti-Poverty, Corporate Social Responsibility, Social Value Policy, Community Cohesion Strategy, Community Strategies and Policies, Modern Day Slavery, Asylum Seekers and Refugees, Lincoln Community Lottery, Universal Credit, Welfare and Benefits Advice, Housing Benefit/Council Tax Support, Welfare Reform, Crime and Disorder, Equality and Diversity, Financial Inclusion, Skills and Training (including Adult Learning and The Network), Young People, Prevent, Public Protection and Domestic Violence.

In the following pages I have summarised the progress made across my portfolio over the past year.

Although there has been some key challenges, I continue to be proud of what has been achieved. These achievements include our shared Revenues and Benefits service with North Kesteven District Council winning a prestigious national award in mid-October for 'Excellence in Partnership Working', the success of World Hello Day 2017 at continuing to support resident integration in the city, the launch of the Lincoln Community Lottery and the launch of the Lincoln Social Responsibility Charter to name just a few.

To help measure progress across my portfolio, I am also pleased to report on a number of performance measures which I have provided on page 14 of this report.

Key achievements for 'Let's Reduce Inequality'

In early 2017 we launched Vision 2020, which is the council's three year strategic plan to 2020. A key facet to that plan is the priority Let's Reduce Inequality. Below I have highlighted the key achievements under this priority over the past year.

- We have a Universal Credit Support Team, which assisted 448 Lincoln residents with digital support, and 235 residents with budgeting support between 1st April and 31st August this year
- Community Leadership Scrutiny Committee undertook a review of Inclusive Growth to identify how the economy can provide high quality employment opportunities. The committee's recommendations have been to Executive and a work-plan will now be developed
- Our Social Value Policy has been adopted which embeds the council's commitment to social, environmental and economical sustainability through procurement processes
- The Lincoln Community Lottery was launched on 11th August, generating revenue to support local voluntary community organisations in the city and in nearby villages

- The Lincoln Social Responsibility Charter was also launched this year, which encourages organisations in the city to go the extra mile to support their employees and also communities in the city

Anti-Poverty Strategy

The council continues to lead the Lincoln Against Poverty Steering Group, which helps to steer and manage the Lincoln Against Poverty Strategy and Action Plan. I continue to be the chair of this group which meets biannually. Over 120 actions have been delivered to date as part of this strategy. The current 2018/19 plan includes 22 actions to be delivered by both the council and local partners. Of these actions, three have been completed, 13 are on target and six have not yet been started. The actions which have been completed so far include development of a useful contacts sheet showing details of a range of support agencies across the city, production of the Lincoln Poverty Profile and renewal of Lincoln's status as a Fairtrade City. Two key actions within the plan this year include roll out of the Lincoln Social Responsibility Charter and the ongoing promotion of the Lincoln Living Wage Campaign. I have provided further details on each of these actions below.

In addition to the above, the council continues to manage the Lincoln Against Poverty website (www.lincolnagainstopoverty.co.uk) together with the Lincoln Against Poverty Twitter page (@lincolnvpoverty). Both communication tools have proven to be successful at raising awareness of poverty related news stories and events across the city over the past year to both residents and service providers. To date we have 583 followers of the Lincoln Against Poverty Twitter account, with posts to this page regularly being retweeted wider amongst residents and support services.

Corporate Social Responsibility

Lincoln Living Wage Campaign

The Lincoln Living Wage Campaign is now in its fourth year. We have continued to actively promote the campaign to Lincoln businesses over the past twelve months. The real Living Wage rate for 2018/19, which is set annually by the Living Wage Foundation, is £8.75 per hour/£16,835 per annum, with this rate being introduced from 1st April 2018. To date 17 organisations have registered as Living Wage Employers in the city. Of the 967 employees within these organisations, 95 received a pay rise as a direct result of the campaign.

During Living Wage Week 2018 the Living Wage Foundation announced the new real Living Wage rate for 2019/20 as being £9.00 per hour/£17,316 per annum.

The Lincoln Living Wage and Social Responsibility Forum, which is formed of representatives from Living Wage Employers across the city, continues to meet twice a year to identify new ways of raising awareness of the importance of paying the real Living Wage. I continue to support this group. Looking ahead this campaign will be supported by the new Lincoln Social Responsibility Charter.

Lincoln Social Responsibility Charter

With the assistance of key partners from across the city, the council has been working over the past year to develop the Lincoln Social Responsibility Charter. The aim of the

charter is to give recognition to those businesses which undertake a range of activities, above the statutory minimum, which benefit both their employees and the local community. A soft launch of the charter was undertaken at the Lincoln Growth Conference in March 2018, which resulted in an encouraging number of businesses expressing an interest in signing up. The formal launch of the charter took place during late September/early October 2018. This involved issuing a press release, direct contact to over 150 businesses and a social media campaign. To date 18 organisations have signed up to the charter. Signees include City of Lincoln Council, Development Plus, JW Ruddocks & Sons Ltd, Voluntary Centre Services, St Barnabas Hospice, Specialist Education Support Network, Wise Software (UK) Ltd, Epix Media Ltd, Optima, Lincoln Minster School, Linwave Technology Ltd, Saul Fairholm Chartered Accountants, Beneficial Trust & Will Co Ltd, Lincolnshire Credit Union, Ringrose Law, University of Lincoln, Lincolnshire Action Trust and LEAP. Work will continue to raise awareness of the charter and encourage further sign up over the next year. We are unaware of any similar initiative being launched and managed by local authorities across England.

Social Value Policy

The council has had in place for the last year a formal Social Value Policy, although it should be acknowledged that Social Value has always been included within procurement, where it was relevant and proportionate to do so. The policy details the important role Social Value can play in enabling sustainable development through the council's procurement activity. The policy identifies a number of key topics with social, economic and environmental impacts and details specific policy commitments. It is an evolving area where suppliers and officers alike are still developing best practice and therefore the policy will continue to be informed by best practice. The council is proposing the following as the Social Value position for the council:

“A process by which benefits can be made that will improve the quality of life & life chances of City of Lincoln residents and enhance our Civic pride in the City”

Since the formal adoption of the policy there has been no procurement exercises where it has been relevant and proportionate to include Social Value. However, the council has through its DHS contracts allocated a number of social value uplifts from its contractors during the past year.

Community Cohesion Strategy

The council has continued to support a number of Community Cohesion events in the city. The largest event supported by the council during November 2017 was World Hello Day. This annual event brings residents from different backgrounds and ethnicities together to say 'hello' and learn about different cultures. The 2017 event was supported by 15 organisations, which encouraged their employees and service users to say 'hello' to those they wouldn't normally. Key events which took place for World Hello Day 2017 included:

- Communication Across Culture Conference
- Web Walk starting from different areas of the city
- Big Coffee Morning at Queen's Park Community Hub

Following World Hello Day 2017 the council produced and shared an informative information leaflet which summarised all the key events which took place for the 2017 event.

Looking ahead, preparations are currently underway for World Hello Day 2018. The council will offer support to key partners in the city to ensure the 2018 event is also a success.

Over the past twelve months the council has also continued to support the Community Cohesion Steering Group. This group meets biannually to discuss community cohesion related issues in the city. In July the group met with the Lincoln Against Poverty Steering Group to receive a joint update on the new homelessness intervention project, with updates being provided from council representatives, Lincolnshire Police and P3. This meeting proved to be particularly effective at communicating our plans to key partners who regularly work with and support homeless people in the city. A second update session is planned for March 2019, which will be at the mid-point stage in the project. Both steering groups will be provided with interim updates as the project progresses.

As part of the work of supporting this group over the past year, myself and council officers have assisted with the development of a new Community Cohesion Framework. This new framework will help steer the work of the group over the next few years. The framework was presented to the Community Cohesion Steering Group in October 2018, where group members were supportive of this. I continue to be a member of this group, taking on the role as vice chair.

Community Strategies and Policies

Since my previous report to PSC in 2017, Neighbourhood Revitalisation (Sincil Bank) has now moved under the responsibility of the Portfolio Holder for Economic Growth, however I retain responsibility for Community Strategies and Policies.

Following the review of Neighbourhood Working, in November 2017 Urban Challenge and a consortium of charitable organisations were appointed to provide support to the new Neighbourhood Boards for a twelve month period.

The new Neighbourhood Boards are as follows:

- Abbey Forum
- Birchwood Neighbourhood Board
- Bracebridge and Manse Neighbourhood Board
- Ermine Community Action Group
- Moorland & Boutham Community Forum
- Sincil Bank Community Group
- St Giles & Nettleham Field Neighbourhood Board

During the final quarter of the contract, which will expire in November 2018, further support is being given to develop the structure of each of the boards. Further training is also being given on the following areas:

- Code of conduct
- Principles of good governance

- Problem solving

Following discussions between Urban Challenge, Neighbourhood Board members and the City of Lincoln Council, it has been identified that the most appropriate way forward beyond November 18 is to provide support to the boards at a citywide level through the development of the 'Lincoln Neighbourhoods Together Network'. The individual boards have developed to a point that less intensive support is required at an individual board level, however more strategic support is required to ensure the boards continue to receive the support required for them to continue to grow and develop. A bid has been submitted to the Big Lottery Fund to secure resources to enable the development of the network as:

- A forum to share ideas and best practice
- A place to help and support each other
- A central resource of information and resources
- A forum for shared training and skills development opportunities
- A mechanism for holding individual board budgets through a central bank account
- A means of communication and accountability across the Neighbourhood Boards
- A channel to enable specific support to individual boards as required
- A more formal link to the City of Lincoln Council
- A central place for raising funding
- A means of providing insurance for events
- A central forum for dealing with larger citywide issues such as homelessness, drug misuse, traffic and highways issues
- A forum for problem solving/resolve shared issues
- An opportunity to facilitate buddying/mentoring for new Chairs and Secretaries
- A more formal structure – with appointed reps from each individual board
- A means of support to implement effective performance management processes to ensure the boards can evidence the impact and the success of their work.

We expect a decision on the first stage application by late November 2018.

Modern Day Slavery

Modern Day Slavery is a broad term that can include forced labour, debt bondage or bonded labour, human trafficking, descent-based slavery, child slavery and forced and early marriage.

City of Lincoln Council continues to have a key role in helping to prevent Modern Day Slavery in our community. Actions undertaken by the council during the last year include:-

- Ensuring staff have a clear understanding of Modern Day Slavery and know how to recognise and report signs
- Communicating and promoting materials highlighting Modern Day Slavery as an issue within Lincolnshire
- Ensuring our procurement procedures are in line with the Modern Day Slavery Charter

- A Charter Against Modern Slavery was adopted by the council in September 2018, showing our ongoing commitment towards tackling Modern Slavery

The council will continue to help prevent Modern Day Slavery to both staff and residents over the coming year.

Asylum Seekers and Refugees

We have not received any asylum seekers or refugees into the city so far. Council officers have been monitoring the situation regarding Syrian refugees and an officer group has looked at the Vulnerable Persons Resettlement Scheme with a view to offering accommodation. However, without confirmed support from Lincolnshire County Council in relation to Education and Social Care, we have been unable to move forward to pledge an offer of accommodation to date.

In recent weeks this situation has progressed and we have received confirmation that Lincolnshire County Council is now willing to offer support to a limited number of families as part of the scheme. The council is working with colleagues from across the county to progress this forward.

Lincoln Community Lottery

In August 2018 the council launched the new Lincoln Community Lottery. The lottery aims to raise vital funding for good causes in and around the city. To date over 700 people have purchased tickets for the lottery, supporting 63 good causes in and around the city. Good causes supported so far include local charities, sports clubs, schools and scout groups. For every £1 ticket sold, 60 pence goes directly to support local good causes signed up to benefit from the lottery. Supporters of the lottery have the option of selecting the good cause they would like to support when purchasing their tickets, or alternatively supporting the Lincoln Community Lottery Community Fund.

A panel has been formed to consider where the funds raised within the Lincoln Community Lottery Community Fund pot will be allocated. I have taken on the role as chair for this panel, which is also supported by Cllr Donald Nannestad, Cllr Geoff Ellis and council officers. In addition to deciding upon where this fund is allocated, this panel has also been formed to make decisions on any applications to join the lottery which do not fully meet the approved criteria. It is currently estimated that the lottery could raise as much as £41k for good causes in its first year. Work will continue to promote the lottery to local good causes and potential supporters in the city over the coming year. As part of the development of the lottery the council has become a member of the Lotteries Council and has made a contribution to the Gamble Aware charity.

Universal Credit

Universal Credit (UC) Full Service was introduced into Lincoln Jobcentre from 7th March this year, bringing in a whole host of new UC customers. Our UC Support Team provides an invaluable service to customers – particularly around Assisted Digital Support (ADS) and Personal Budgeting Support (PBS). Between 1st April and 31st August this year, our UC Support Team assisted 446 Lincoln residents with digital support and 235 with personal budgeting support – far outweighing Department for Work and Pensions' (DWP) forecasts. In addition to this, the team has achieved a

number of positive outcomes for residents, including foodbank vouchers, provided in a holistic, efficient and customer-focussed manner. Our shared Revenues and Benefits service with North Kesteven District Council won a prestigious national award in mid-October, for 'Excellence in Partnership Working' – a key part of which, relating to the work undertaken with DWP and a 'flagship' model of UC Support (as quoted by local DWP colleagues).

Welfare and benefits advice

The Welfare Team in Lincoln dealt with 4,382 customers in 2017/2018.

Additional benefits claimed by customers who sought the advice and assistance of the Welfare Team in 2017/18 totalled a weekly value of £34,076.12. Over the full year these additional benefits amounted to £1,771,958.24. In addition to these benefits, in many cases customers had backdated awards or lump-sum payments. In 2017/18 the total value of back-dated and lump sum payments amounted to £199,532.02.

A crucial service also offered by the team is the FCA regulated debt advice, which is the Money Advice caseworker support. 60% of the team are trained in debt casework and they offer a full service, starting with the preparation of the Standard Financial Statement (SFS). Customers' income and expenditure levels are explored to establish whether there are options to claim additional benefits or increase income in some other way.

In 2017-2018 the team received 123 referrals for Money Advice, of these 73 individuals were advised and assisted with their debts. The total debt managed was £399,104.41 for 73 City of Lincoln residents.

Housing Benefit/Council Tax Support

Although Universal Credit Full Service was rolled out for new claims in Lincoln Jobcentre Plus from March 2018, our Benefits Team still has significant Housing Benefit and Council Tax Support caseloads to administer – 7,063 and 8,784 respectively. The impact of Universal Credit on claims processing has been significant, with almost 9,000 additional Universal Credit related documents being received by the team between April and August 2018, which has impacted on average processing times and outstanding work levels. However, a plan is in place to address these matters.

Discretionary Rate Relief Policy

A 'Business Rates Growth Policy' was approved by Executive on 23rd July 2018, which aims to provide relief to new or growing businesses, subject to certain criteria, location in a strategic employment site, etc. Officers are currently in the process of implementing this policy.

Welfare Reform

As well as Universal Credit, our Benefits Team continues to administer a whole range of other welfare reforms – such as Localised Council Tax Support, Spare Room Subsidy ('bedroom tax'), Benefits Cap and Discretionary Housing Payments. Despite these challenges the team continues to perform well and provides vital support and advice to our customers.

Crime and disorder

Lincolnshire Safer Communities & Hate Crime

Representatives from the council continue to attend the Safer Communities Lincolnshire Hate Crime Delivery Group. As part of our membership to this group, the council actively promoted Hate Crime Awareness Week between 16th and 20th October. The council is also supporting a countywide Hate Crime survey, led by Lincolnshire County Council. In addition to raising awareness of Hate Crime, the council also continues to raise awareness of Mate Crime, which is becoming an increasing issue. Information posters and flyers on this type of crime were also distributed during Hate Crime Awareness Week. Raising Awareness of this type of crime is being co-ordinated by Safer Communities Lincolnshire.

I also continue to sit on the Safer Lincolnshire Partnership Overview & Scrutiny Board, together with the Lincolnshire Police and Crime Panel.

Equality and Diversity

Employer perspective

The council is proud to remain accredited with the Disability Confident Scheme, building on the 22 years the council held the Two Ticks disability symbol. The council has continued to promote this status to residents throughout the past year via the council's website and recruitment process.

New council employees continue to be required to complete Equality and Diversity training as part of their induction, and also periodically after. Throughout the year the council has also continued to actively promote Equality and Diversity training and events via the dedicated Equality and Diversity notice boards and via the council's intranet 'City People' and 'In Brief' newsletters.

The latest data provided by the council's ITrent system in September 2018 shows the council's workforce stood at 646 staff members, of which 298 were males and 348 were females. 35 members of the workforce declared a disability and 19 were from a black and ethnic minority group. The largest age group was 50 to 59 years of age, with 173 staff members in this age group.

The council also continues to provide a successful apprenticeship scheme. During 2017/18, 84 applications were made to join the council's scheme. Of those successful at gaining a place on the scheme, 19 were aged under 24 and eight had a learning difficulty or disability.

Service user perspective

The council has implemented an Equality Analysis Toolkit which assists in assessing the impact on equality of proposed changes to policies, procedures and services. This helps to ensure there is a minimal risk of discrimination when delivering our services to our residents. During 2017/18 equality analyses were undertaken on ten policies and projects as listed below.

- Redevelopment of Birchwood Leisure Centre and renegotiation of the Active Nation management fee

- Neighbourhood Working Review 2017
- Council Tax Support Scheme 2018-19
- Amendment to the Housing Assistance Policy – Re-introduction of Minor Works Grants
- Council Tax Support Scheme 2018-19
- Lincoln Community Lottery
- Choice Based Lettings Allocation Policy
- Lincoln Social Responsibility Charter
- Private Housing Health Assistance Policy 2018-22
- Empty Homes Strategy 2017-22

In addition, the following equality analyses have been undertaken on the following three policies and projects in 2018/19 so far;

- City Centre Intervention – Outreach and Enforcement
- Local Letting Plan – New Build Properties
- Scheme for Mandatory Licensing of Homes in Multiple Occupation 2018
- Council Tax Support Scheme 2019/20

To help ensure Equality and Diversity remains at the heart of the council, the Equality and Diversity Group continues to meet twice yearly to discuss Equality and Diversity both in the workplace and amongst our residents. I continue to be the vice-chair of this group.

Financial Inclusion

Officers continue to be proactively involved in the Lincolnshire Financial Inclusion Partnership (FIP), with the Head of Shared Revenues and Benefits being part of the FIP Steering Group, which aims to ensure that everyone has the capability and opportunity to access appropriate financial services and products needed to participate fully in society. FIP delivered a conference themed around ‘Financial Wellbeing for Working People’ which was well attended, with the Leader of our Council being one of the speakers at this event.

Skills and Training (including Adult Learning and The Network)

Officers continue to be involved in a number of projects and initiatives relating to providing skills and training to help increase residents’ employment prospects if out of work, as well as developing and progressing if already in employment. Working closely with a range of partners, including Lincoln College, The Network and Jobcentre Plus, a range of initiatives are in place which have resulted in successful outcomes as a result of funded training, development opportunities, as well as a range of advice for those in the NEET group.

Controlling Migration Fund Bid

An application has been submitted by the council to the Controlling Migration Fund. Key activities in this project should the funding be received include:

- Developing a Neighbourhood Boards Events Programme
- Developing welcome packs
- Tackling Rogue Landlords

- Steps Programme (project gives people an opportunity to explore possibilities, make informed choices & set a realistic action plan)
- Assisting low income households
- Volunteering support programme

It is expected that the results of the bid will be known by mid-December 2018.

Young people

City of Lincoln Council, with the support of the Children and Young People Advocate for Lincoln (Cllr Helena Mair), has continued to work with the School of Political Sciences at the University of Lincoln and other key partners in the city to progress the new Children of Lincoln project over the past year. The aspiration of the group is for the city to gain recognition by UNICEF as a Child Friendly City alongside a number of other cities in the UK. Following the launch event for the project, which took place on 4th November 2017 as part of a university led ESRC Festival of Social Science Family Fun Day, the group has been working to develop a framework for the project to help steer and progress this forward. To support this project, in May 2018 myself, the Children and Young People Advocate, and officers from the council and University of Lincoln visited Leeds to find out more about their leading Child Friendly Leeds project. This enabled us to gain some great new contacts and ideas, which will help to progress our own Children of Lincoln project over the coming months.

As part of our partnership working with the National Citizens Service, the council has also supported a number of workshops, each containing approximately 200 young adults over the summer holidays. This has involved a council officer working with them to think about issues in their local communities, and social action projects that they could develop and lead on to make real change in their neighbourhoods. Additionally, on 2nd November 2018, the Chief Executive, Leader, Director for Housing and Investment, and myself, undertook a Question Time and Dragons Den event with approximately 50 students from Lincoln College. This provided NCS participants with the opportunity to ask questions about the council and their local communities, and present social action projects that could be delivered in Lincoln over the coming months.

Prevent

The council continues to support Prevent, which is a supportive framework to assist people at risk of radicalisation. All council staff have received Prevent training, either face to face or online, and are fully aware of the council's procedures to make referrals for people they are concerned about. The council is continuing, as part of a wider partnership across Lincolnshire, to look at new ways to raise the profile of Prevent in the community.

Public Protection

Anti-social behaviour

The PPASB team received in excess of 3,000 service requests in the 12 months to September 2018. Over 93% of service requests received were responded to within the target time of approximately three days. Over 60 Legal Notices have been served

across the team (excluding littering) and 575 fixed penalty notices have been served for littering. Service satisfaction over the previous 12 months averaged at 81.4%.

Noise Nuisance

Between 1st September 2017 and 31st August 2018 the council had 584 reports of noise nuisance into the PPASB team. Of these 584 complaints, 71 were about commercial premises and 513 about domestic noise.

The council specifically sees an increase in noise complaints during Fresher's Week. In response to this officers of the PPASB team worked a total of six nights over a two week period during September between 10pm and 4am in a bid to educate those who are noisy and to reduce future noise complaints about this demographic.

CCTV

During late summer/early autumn last year the new high definition cameras were coming on line, as part of the overall CCTV upgrade. The upgrade from the old analogue system to the new IP (Internet Protocol) network system has provided a significant improvement to the operational effectiveness of CCTV throughout the city centre. Over the past year council staff have been getting used to the new system and developing the operational processes. This has resulted in the council being able to continue to improve the capabilities of CCTV and associated technology.

The new system has provided significant improvement to the quality of the images recorded, which enables operators to determine what has occurred and who was involved. This is providing dividends in such areas as searches for high risk missing people and individuals threatening suicide or suffering from mental health issues. Statistics on reactive reviews of incidents provide another example of the massive improvements achieved through improved image quality and increased city centre camera coverage, with an increase in positive review outcomes from around a low 2% when looking at analogue data, to a figure close to 60% through the new system.

Domestic Violence

Within Lincolnshire Domestic Violence/Abuse prevention is led at a county level, and is a core priority of the Safer Lincolnshire Partnership.

City of Lincoln Council continues to contribute to delivering a range of actions as part of this partnership. These include but are not exclusive to;

- Target hardening - this is delivered by the council's housing services and can include additional security or the installation of panic alarms
- Domestic Abuse, Stalking and Harassment (DASH) Risk Assessments - these can be offered and completed by trained staff for those who wish to disclose domestic violence. A high risk score will be referred to the West Lincolnshire Multi Agency Risk Assessment Conference (MARAC) and an Independent Domestic Violence Advisor (IDVA) will be allocated to the victim
- Communications and publicity of how to report concerns or where to seek help if you are a victim of/or know a victim of Domestic Abuse

- City of Lincoln Council has a Domestic Abuse Policy covering our obligations to safeguard victims but also our obligations to employees who suffer Domestic Abuse
- All Staff receive training on Domestic Violence
 - The council remains compliant with the Domestic Abuse Charter, and continues to attend the Domestic Abuse Core Priority Group
 - To help increase staff knowledge and awareness of domestic abuse, the PPASB team continue to support staff across the authority in identifying victims of domestic abuse and providing access to DASH assessments
 - A quilt that has been produced by women who have been subject to domestic abuse has been displayed in City Hall in early 2018

All new starters at the council must complete Domestic Violence Awareness Training. The Housing Appeals Panel have also recently received training.

Programmes in place in Lincoln to tackle rough sleeping, addiction and ASB

There are currently four key projects being undertaken in the city to tackle rough sleeping, addiction and ASB. I have provided an overview of each of these projects below.

Action Lincs

The purpose of this project is to help long term rough sleepers across Lincolnshire who have multiple complex problems.

The project is funded by the Social Impact Bond and was launched in September 2017. The project will run until March 2021.

The project will support 120 clients across Lincolnshire with extremely complex needs. This project is not open to new referrals.

P3 Street Outreach Team

This team helps rough sleepers in Lincoln, with the aim of providing support and a route away from homelessness.

The team was commissioned by Lincolnshire County Council and is being co-ordinated by P3, working with district councils, Lincolnshire County Council, Police, multiple faith and community groups and other voluntary services.

Lincoln Rough Sleeping Project

The Lincoln Rough Sleeping project has been commissioned in response to the rise in rough sleeping in the city. The team consists of:

- 1 Rough Sleeping Coordinator
- 2 Housing Solutions Officers (Rough Sleeping)
- 1 Street Outreach Worker
- 1 Addiction Outreach Worker
- 1 Mental Health Outreach Worker

The purpose of the project is to engage with rough sleepers with a view to producing a personal plan for each individual, which will help them to leave the streets into

suitable, sustainable accommodation, together with starting the pathway to addressing any complex needs they may have.

In addition to the workers listed above, the council has received funding for 15 units of supported accommodation at The Cornerhouse, and to extend the opening hours of the Day Centre operated by YMCA.

The project is currently in its infancy and has funding until March 2019, with a further provisional allocation of funding until March 2020.

Lincoln Intervention Team

The Lincoln Intervention Team has been commissioned in response to the continued rise in on street ASB associated with homelessness, substance misuse and begging particularly in the city centre. The team consists of:

- 1 ASB Outreach Worker
- 1 Addiction Outreach Worker
- 1 Mental Health Outreach Worker
- 1 Outreach Co-ordinator

The purpose of the team is to holistically tackle the on street ASB with a combination of enforcement to deal with the immediate symptomatic ASB whilst offering support to try and identify and address the deeper rooted psychosocial aspects of the cause.

The team is currently in its infancy and has funding until October 2019.

Measuring Performance

Below shows the performance of a number of measures linked to reducing inequality. The data shown is the latest data for each measure.

Strategic Performance Measures							
Measure	High/Low is good	Trend	Q2 17/18	Q3 17/18	Q4 17/18	Q1 18/19	Q2 18/19
Total number of incidents handled by CCTV operators	High is good	Quarterly	3,519	3,374	3,380	3,191	4,068
Number of service requests for Public Protection and ASB	Low is good	Seasonal	818	612	587	817	904
Satisfaction of complainants relating to how the complaint was handled	High is good	Quarterly	68.00%	89.00%	87.00%	80.00%	80.30%
Average (YTD) days to process new housing benefit claims from date received	Low is good	Quarterly	23.24	23.73	24.29	30.13	28.16
Average (YTD) days to process housing benefit claims changes of circumstances from date received	Low is good	Seasonal	7.62	7.93	4.00	4.72	8.09
Number of Housing Benefits/Council Tax support customers awaiting assessment	Low is good	Seasonal	810	556	696	1,312	1,491
Percentage of risk-based quality checks made where benefit entitlement is correct	High is good	Quarterly	91.0%	91.0%	92.0%	87.5%	84.0%
The number of new benefit claims year to date (Housing Benefits/Council Tax Support)	Low is good	Seasonal	3,731	5,513	7,296	1,322	2,860

Anti-poverty – Living Wage Campaign		
Measure	2017/18	2018/19 (YTD)
Organisations accredited with the Lincoln Living Wage Campaign	26	17
Employees in Lincoln covered by the Lincoln Living Wage Campaign	2,039	967
Employees receiving a pay rise as a result of the Lincoln Living Wage Campaign	220	95

Young People	
Measure	2017/18
Number of young people actively engaged with by The Network	312
Face to face appointments where young people have visited The Network's office to receive careers advice and guidance	147
Percentage of young people seen for appointments by The Network moving into education, employment or training	57% (84)

Adult Learning	
Measure	Up to June 2018
Number of people signed up to the 'Assisting low income households – 600 places available at Lincoln College' programme to support people into work and/or training (Cumulative)	277
The number of people moved into employment as a result of the above	111

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SUBJECT: REDUCE INEQUALITY PROGRESS REPORT

DIRECTORATE: CHIEF EXECUTIVE AND TOWN CLERK

REPORT AUTHOR: ANGELA ANDREWS

1. Purpose of Report

- 1.1 To provide Performance Scrutiny Committee with an update on progress towards the Reduce Inequality strategic priority contained in Vision 2020.

2. Background

- 2.1 Vision 2020 was published in January 2017, and contains four strategic priorities (Reduce Inequality; Economic Growth; Quality Housing; and Remarkable Place), along with an important strand of work focusing on High Performing Services.

- 2.2 As part of the arrangements for managing and monitoring progress of Vision 2020, the council established four Vision Groups along with a High Performing Services Board, each with a Corporate Management Team lead. Each Vision Group reports once annually to Performance Scrutiny Committee on progress.

- 2.3 The Reduce Inequality Vision Group is leading on delivering the following council aspirations under this priority:

- Let's help people succeed
- Let's provide help to the most vulnerable in our city
- Let's help people feel safe and welcome in their communities
- Let's empower people
- Let's ensure the best quality of life for people living in Lincoln

- 2.4 For the first time, this report is being submitted alongside the Portfolio Holder report for Reducing Inequality, providing Performance Scrutiny Committee with the opportunity to undertake an in-depth review of the Reduce Inequality strategic priority and portfolio. The format of this report has therefore changed slightly from last year's report, so as to avoid duplication between the two reports. For example, key performance indicators have been included in the Portfolio Holder report, instead of this report.

- 2.5 In addition to all the 'day to day' services the council offers which is central to the delivery of these aspirations, a programme of projects and initiatives has been developed for Phase Two of Vision 2020, to ensure the delivery of this strategic priority.

3. Position Statement (Appendix A)

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

Vision 2020.

4. Project Monitoring Table (Appendix B)

4.1 The Project Monitoring Table provides an overview of the Phase Two projects for this strategic priority, and is attached to this report as Appendix B.

4.2 There are 14 live projects in the Phase Two work programme for Reduce Inequality.

4.3 In addition, since the last meeting, two Vision 2020 projects have been completed. These are;

- Development of a Social Value Policy to ensure all relevant contracts and procurement practices include social value criteria. This policy has now been approved by Executive and adopted. Copies of the policy have been circulated to business stakeholder groups and contractors, and all Vision Groups have been briefed on the importance of using the policy to achieve social value through procurement.
- Assist the Islamic Association with community work while the mosque is built. Community work has taken place, and regular meetings between the city council and the Islamic Association have happened. In addition, ward members were kept informed throughout the development of the mosque, and the council took part in the successful mosque opening day.

4.4 Of the 14 live projects, nine are flagged as Green (meaning they are meeting their milestones); and no projects are flagged as Red (meaning none are substantially off track). In addition to the completed projects above, some notable progress has been made in the delivery of this strategic priority:

- The council has set up a new Universal Credit Support Team which has provided digital and budgeting support to hundreds of residents from the Lincoln and District DWP area. Between April and September 2018, 360 people have been provided digital support; 123 people have been provided budgeting support; and 55 people have been provided combined budgeting and digital support.
- The Reduce Inequality Vision Group has supported Community Leadership Scrutiny Committee in a review of inclusive growth in the city. This took place over a number of committee meetings, and included external representatives from the DWP, Tesco, Linkage Community Trust, the University of Lincoln, and the Bailgate Guild. The review considered both the supply and demand sides of inclusive growth, and resulted in development of a work programme that the Vision Group is now overseeing.
- The Council has made a submission to the Controlling Migration Fund to deliver a number of projects across the city. A successful bid would enable a new project that can enable a programme of employability courses delivered across the city, building on the successes of the existing project delivered in partnership with Lincoln College which is nearing completion.

- The council is close to completing a substantial suicide reduction training programme that will equip frontline council officers in supporting people that may be at risk of suicide. The courses are taking place between May and December 2018, with over 400 places available.
- The Lincoln Social Responsibility Charter was launched, which encourages employers across Lincoln to go above and beyond in supporting their communities and their employees across Lincoln and the surrounding area.

4.5 There are three projects flagged as Amber. None of the project outcomes are delayed, but have instead been flagged as Amber to ensure they are monitored closely by the Reduce Inequality Vision Group as a result of a number of external factors. Mitigating actions are in place for each of these actions, which are detailed in Appendix B.

- The Network project is Amber due to the need to develop a business case and plan prior to its funding ending in 2019/20.
- The Social Impact Bond project for rough sleepers has been flagged as Amber as a result of delays in some parts of the county in transferring the management of some properties to P3. This has impacted on the project's short term cash flow.
- The Universal Credit support project has been flagged as Amber following a national DWP announcement that in the future, Universal Credit support will be provided by Citizens Advice. This will impact the work currently undertaken by the Council in supporting Universal Credit customers, and so a business case will be developed on future ways of working. In addition, Community Leadership Scrutiny Committee will undertake a review of the national decision at their meeting on 18 December 2018, which will further inform the development of future ways of working.

5. Performance Indicators

5.1 A set of performance indicators has been developed for the Reduce Inequality strategic priority, which have been included in the *Measuring Performance* section of the Portfolio Holder report for Reducing Inequality.

6. Recommendations

6.1 Performance Scrutiny Committee considers the progress report of the Reduce Inequality Vision Group.

7. Strategic Priorities

7.1 Let's Reduce Inequality

This report captures the progress of the Reduce Inequality Vision Group, whose remit is to ensure the delivery of this strategic priority.

8. Organisational Impacts

- 8.1 Finance (including whole life costs where applicable)
There are no financial implications arising from this report
- 8.2 Legal Implications including Procurement Rules
There are no legal implications arising from this report
- 8.3 Equality and diversity
There are no E&D implications arising from this report

9. Recommendation

- 9.1 To consider the progress of the vision group and this strategic priority

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?	Two
List of Background Papers:	None

Lead Officer: Angela Andrews, Chief Executive and Town Clerk
Telephone (01522) 873300

Appendix A – Position Statement

Delivering our strategic priority ‘Let’s Reduce Inequality’ is much more than delivering projects. The day-to-day work of everyone at the Council has an enormous impact, either directly or indirectly. This includes;

Universal Credit Support Team

- ✓ Providing daily **budgeting and digital support** for residents
- ✓ Working closely with tenancy services to help tenants **manage their rent arrears** and avoid falling into difficulty
- ✓ Arranging for **managed payments** in cases where tenants are struggling to manage their rent payments
- ✓ Working closely with partners such as the Department for Work and Pensions (DWP) to ensure a **reactive and agile service** across the Public Sector Hub

Customer Services

- ✓ Providing **benefits advice** and FCA regulated **money advice**
- ✓ Supporting DWP customers with **personal budgeting support**
- ✓ Holding weekly **advice sessions** in our **most deprived communities**
- ✓ Providing **foodbank vouchers** to enable our customers to access emergency food parcels
- ✓ Offering **free use of 20 public access PCs** alongside the DWP
- ✓ Managing the **Public Services Hub** at City Hall, which includes ourselves; the DWP Jobcentre; the DWP Medical Examination Centre; Lincoln Voluntary Centre Services; Lincolnshire Credit Union; and The Network
- ✓ Promoting **furniture recycling** charities to residents not entitled to free bulky waste collection

Revenues and Benefits

- ✓ 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**
- ✓ Responding to **Welfare Reform**

Housing

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

Corporately

- ✓ Working with Lincoln College and the Lincolnshire Health and Wellbeing Board to facilitate **employability courses** for up to 600 Lincoln and North Kesteven residents
- ✓ Hosting a website to support, promote, and **signpost to partners** that help us tackle poverty

- ✓ **Working regularly with partners** to drive forward existing and new initiatives to reduce inequality. This includes hosting:
 - The Growth Conference
 - The Tenants Panel
 - The Anti-Poverty Steering Group
 - The Lincoln Living Wage Forum

Human Resources and Work Based Learning

- ✓ Signpost staff in the Health and Wellbeing booklet ('Our Health Matters') on debt advice
- ✓ Delivering an **apprenticeship scheme** to build people's skills and experience
- ✓ Signposting to **Citizens Advice** on payslips
- ✓ Paying our own staff the **Living Wage**
- ✓ Monitoring and reporting on **recruitment and success** rates by all protected characteristics where we have data and report this annually to the Equality and Diversity Group

Community Services

- ✓ Offering a free **bulky waste collection** for residents with a disability; eligible for a state pension or pension credits; or in receipt of a means tested benefit
- ✓ Providing **assisted waste collection** to residents who do not have an able-bodied person living with them

Planning

- ✓ Enabling **sustainable communities** where people can thrive and access services

Recreational Services

- ✓ Providing access to **market stalls** that offer a variety of **affordable produce**

Leisure

- ✓ Ensuring access to our **two leisure centres** in an **affordable** and **accessible** way

Communications

- ✓ **Promoting partners** through our publications such as Home! Magazine and Your Lincoln
- ✓ Development of a **robust advertising policy** preventing payday lenders from advertising on council assets

I.T.

- ✓ **Blocking access to payday loan websites** on council computers, including the free public access computers

Civic and Leisure

- ✓ Supporting **Lincolnshire Children's University** by having both the Guildhall and Hartsholme Country Park accredited

Policy

- ✓ Working with partners to make Lincoln a **Child Friendly City**
- ✓ Supporting the city's **Fair Trade** status

- ✓ Supporting **blood and organ donation** campaigns
- ✓ Producing the **Lincoln City Profile**
- ✓ Supporting the **anti-poverty action plan**
- ✓ Supporting the **community cohesion action plan**

All service areas

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

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Appendix B – Monitoring Table

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Project name	Project manager	Milestones	CMT Champion update of progress against milestones	RAGB	Financial considerations
Maximise any opportunities for income generation as part of the National Apprenticeship Employer Levy	Claire Burroughs	2018 onwards: Reconfigure Work Based Learning (WBL) to match the financial situation and maximise the opportunities this gives in relation to the future of the service	A very positive meeting has been held with LAGAT who are keen to work in partnership. This will enable the council to deliver NVQ's to smaller non-levy paying organisations. The team is carrying out due diligence, and will then move on to contract development.	Green	There is no specific budget profiled for this project. COLC was successful with an application to the Skills Funding Agency to be a supporting provider. This enables COLC to secure income of up to £500k. The current business model for the WBL team is reliant upon the income it receives.
Work with training providers, businesses and partners to increase opportunities for local people to access training and employment (college courses)	Martin Walmsley / Paul Carrick (for Controlling Migration Fund)	18 Sep 2018: Draft Controlling Migration Fund bid to CMT 01 Oct 2018: Bid submission deadline Aug 2019: Funding ends	Once this project completes in Aug 2019, there is a possibility of launching a new project to deliver employability courses if successful with the controlling migration fund bid.	Green	The Health and Wellbeing Project with Lincoln College has a budget of £98k. Spend has been profiled, so the £98k will last for the full four years of the project.
Providing a central hub of support for young people through The Network	Martin Walmsley	Quarterly: Progress meetings, and Budget meeting with Finance	Discussions have taken place between The Network and members of the Reduce Inequality Vision Group.	Amber	City of Lincoln Council has made a financial contribution to The Network of £26,600 per

Appendix B – Monitoring Table

Project name	Project manager	Milestones	CMT Champion update of progress against milestones	RAGB	Financial considerations
		<p>Oct 2018: Options appraisal to be developed and presented to the Reduce Inequality Vision Group</p> <p>Nov 2018: Further development and potential re-scoping of The Network to take account of; funding, performance targets, priorities in the City, and other support providers</p> <p>Nov 2018: Production of financial and performance plan</p> <p>Jan-Mar 2019: Production of The Network Business Plan 2019/20</p>	<p>Two part-time Network Officers have been appointed following the departure of the existing post holder.</p>		<p>annum between 2015/16 and 2019/20.</p> <p>In addition is £9,950 from the Big Lottery, and £9,024 from the Social Justice Fund.</p>
Social Impact Bond project supporting rough sleepers	Paula Burton	<p>Oct 2017: Begin referrals into project</p> <p>Oct 2018: Last referrals of cohort into scheme</p> <p>Q3 2020: Ongoing support and funding, reporting of final outcomes</p>	<p>City council has transferred management of 20 properties to support his scheme.</p> <p>Delay in setting up this project in some parts of the county in relation to property transfers. Whilst these have all now been handed over, the subsequent payments remain lower than originally forecasted as a result of the delay and will not be made up as the deadlines for claims has passed.</p> <p>The team is developing a business case to submit to MHCLG relating to</p>	Amber	<p>The bid was awarded £1.3m which has been provided to Lincolnshire County Council to spend and monitor.</p> <p>Project has remained Amber due to ongoing concerns regarding cash flow. This is being monitored closely and mitigations are being sought.</p>

Appendix B – Monitoring Table

Project name	Project manager	Milestones	CMT Champion update of progress against milestones	RAGB	Financial considerations
			<p>possible flexibility on other outcomes payments which could go towards covering the shortfall.</p> <p>This project will therefore remain Amber until the outcomes of the mitigation works can be understood.</p>		
Reduce incidences of suicide	Simon Colburn / Claire Burroughs	<p>Sep 2017: Report to Executive presenting recommendations from Community Leadership Scrutiny Committee’s review</p> <p>2017/18: Consider options for and develop training plan in respect of ASSIST and SafeTALK, for all frontline services, but undertaking in a phased approach.</p> <p>Sep – Dec 2018: Deliver ASSIST and SafeTALK training to all frontline staff</p>	The content of the training sessions is emotive, and a post project evaluation will take place to identify outcomes achieved. The final training session takes place on 05 Dec 2018.	Green	<p>SafeTALK half day workshops – held between May and December 2018 with provision for 400 places. Total cost - £10,000.</p> <p>ASSIST two day course – held in September with provision for 24 places (16 attended). Total cost - £2,000.</p>
Further support for residents to adapt to welfare reform – council tax support scheme	Claire Moses	<p>10 Sep 2018: CMT for option discussion</p> <p>24 Sep 2018: SRG</p> <p>29 Oct 2018: Executive for agreement of options for public consultation</p>	UC Support Team operating well. Council was shortlisted for three national awards. The IRRV Inspection Team attended City Hall on 14 Aug 2018 to meet the Revs and Bens Team,	Green	<p>Financial Consideration for 2018/19</p> <ul style="list-style-type: none"> o Council Tax Support scheme – total cost = £7,715,182 (Lincoln’s cost is £1,234,429)

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Appendix B – Monitoring Table

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Project name	Project manager	Milestones	CMT Champion update of progress against milestones	RAGB	Financial considerations
		<p>01 Nov 2018: Public consultation starts</p> <p>27 Nov 2018: Policy scrutiny committee</p> <p>14 Dec 2018: Public consultation ends</p> <p>17 Dec 2018: SRG to review outcome of public consultation</p> <p>07 Jan 2019: Executive – final scheme details in readiness for council</p> <p>22 Jan 2019: Council – approval of scheme</p>	<p>Senior Management, Chief Executives and Members.</p> <p>Subsequently the Excellence in Partnership Award was won at the IRRV Awards.</p>		<ul style="list-style-type: none"> ○ Exceptional Hardship fund = £20,000
<p>Promote bulk energy switching to lower energy bills for residents</p>	<p>Kate Bell</p>	<p>Throughout 2017/18: Proactive communications to increase number of residents to sign up to scheme.</p> <p>Tranches: As delivered throughout the period of Vision 2020 – to be reported to Vision Group for monitoring</p>	<p>This project involves a number of campaign tranches each year, led by the county council. The city council helps to promote with materials provided by the Greater Lincolnshire Energy Efficiency Network via supporting press releases and social media messages.</p> <p>The most recent tranche ended in February 2018 in which the city council secured 64 completed registrations, of whom 9 switched as a result of a better deal.</p>	<p>Green</p>	<p>No budget required as cost is met by the Greater Lincolnshire Energy Efficiency Network which receives income from each switch to help fund the scheme.</p>

Appendix B – Monitoring Table

Project name	Project manager	Milestones	CMT Champion update of progress against milestones	RAGB	Financial considerations
<p>Maintaining support for people moving to Universal Credit</p>	<p>Claire Moses</p>	<p>Nov 2017: CMT paper for agreement to set up a UC Support Team Jan 2018: Expression of Interest to be issued to shared service benefit officers for two Full Time UC Support Officers located at City Hall Feb 2018: UC Support Officers recruited and training to take place 7 Mar 2018: Lincoln Full Service go live date Apr/May 2018: Benefits Officer training for processing UC information for HB stops, changes and CTS claims 18 Dec 2018: Community Leadership Scrutiny Committee review into the national announcement to transfer UC support to Citizens Advice.</p>	<p>Rob Kay is speaking at the IRRV to promote the positive work taking place in Lincoln. As reported above, the partnership between City of Lincoln Council, North Kesteven District Council and the DWP was also awarded an Excellence in Partnership Award at the 2018 IRRV Awards.</p> <p>A national announcement has been made regarding Universal Credit Support to be provided by Citizens Advice. This would impact the service offered by the city council via DWP funding (which only meets a proportion of actual delivery cost).</p> <p>Still uncertainty over what the national announcements will mean locally, and so has been flagged Amber as further local work and discussions take place. In the meantime, CLSC is proposing to review the issue in December 2018.</p> <p>The review will be supported by the city council along with Citizens Advice and the DWP.</p>	<p>Amber</p>	<p>Financial consideration for 2018/19: External funding totals = £24,960 <u>Assisted Digital Support</u> City of Lincoln = £5,692 North Kesteven = £2,753 <u>Personal Budgeting Support</u> City of Lincoln = £11,131 North Kesteven = £5,384</p> <p>The cost of the UC Support Team, whilst met within existing budgets, extends beyond the funding provided by the DWP.</p>

Appendix B – Monitoring Table

Project name	Project manager	Milestones	CMT Champion update of progress against milestones	RAGB	Financial considerations
<p>Promote the Lincoln Living Wage to employers (closely linked to the emerging Corporate Social Responsibility [CSR] project)</p> <p>And</p> <p>Encourage businesses to embrace corporate social responsibility</p>	Graham Rose	<p>Jul 2018: Launch accreditation scheme</p> <p>Ongoing post launch: Maintain a register of accredited organisations</p> <p>Sep 2018: Produce CSR promo video (complete)</p> <p>Sep 2018: Produce promotion guide for CSR (complete)</p> <p>Sep 2018: Roll out of video via range of routes</p> <p>Rest of 2018 and 2019: Ongoing promotion and referencing through partnerships and external comms</p>	<p>LW – work ongoing to promote to businesses as part of CSR scheme.</p> <p>Preparations taking place for Nov LW week.</p> <p>CSR – currently gathering list of businesses to receive direct contact.</p> <p>Promotional video complete.</p>	Green	£1,500 allocated from existing Policy Unit Budget for promotion and partnership events / Living Wage Forum.
				Green	All CSR costs have been met from within existing Policy Unit budgets.
<p>Promote access to a range of financial products</p>	Martin Walmsley	<p>Mar-May 2018: EOI issued and expressions received responded to / any further information requested.</p> <p>Jun 2018: Analyse responses received and determined which are appropriate to be advertised through Lincoln Against Poverty website, + any other appropriate agencies and products.</p> <p>04 Oct 2018: Present list of agencies/ products to Reducing Inequality Vision Group seeking 'sign-off'.</p>	<p>Expression of interest results presented to the Reduce Inequality Vision Group in October 2018, and arrangements will now be made to promote / signpost these to partnerships and to members of the public. The list was signed off by the Reduce Inequality Vision Group on 08 Nov 2018, and will be promoted on the Lincoln Against Poverty website, and the City of Lincoln Council website.</p>	Green	No budget required – staff time met from within existing resources

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Appendix B – Monitoring Table

Project name	Project manager	Milestones	CMT Champion update of progress against milestones	RAGB	Financial considerations
		<p>08 Nov 2018: List final sign off by Reduce Inequality Vision Group</p> <p>30 Nov 2018: Arrange for links to be posted on Lincoln Against Poverty website and City of Lincoln Council website.</p>			
Continue to promote initiatives aimed at integrating communities e.g. World Hello Day; SHUSH	Heather Grover	<p>Jul–Sep 2017: Fresher’s Week Campaign</p> <p>Jul–Nov 2017: World Hello Day (21 Nov 2017)</p> <p>Ongoing: Promotion of events and maintaining contact with community groups</p>	Forward plan of community events that align to Vision 2020 has now been produced.	Green	£1,500 set aside from Policy Unit Budget for Community Cohesion projects (exc. World Hello Day which has its own budget).
Sincil Bank Revitalisation Programme – Community Hubs, Skills and Enterprise	Paul Carrick	<p><u>Establish a Neighbourhood Office</u></p> <p>Sep 2017: Identify suitable building</p> <p>Nov 2017: Prepare plans for work required and costs</p> <p>Jan 2018: Submit bid to Kier / Aaron / City of Lincoln Council Community Panel</p> <p>Mar 2018: Agree and sign lease with Lincolnshire County Council</p>	<p><u>Place Based Social Action</u></p> <p>Phase 1 funding was successful. It was used to create a shared vision, develop locally trusted networks, develop local capacity, and identify opportunities for social action. The partnership has successfully delivered this within the timeframe specified by the Big Lottery.</p> <p>An application for Phase 2 has been submitted, drawing on the strength and vision of the plans developed in Phase 1. In Phase 2, up to 10 partnerships will be awarded a grant of</p>	Green	<p>Refurbishment costs are £8.3k (provided to the council in kind)</p> <p>Annual lease £6k p.a.</p> <p>Officer time</p> <p>A submission has been made of circa £290k to the Controlling Migration Fund to enable eight projects:</p> <ul style="list-style-type: none"> - Community organiser

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Appendix B – Monitoring Table

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Project name	Project manager	Milestones	CMT Champion update of progress against milestones	RAGB	Financial considerations
		<p>Mar 2018: Refurbishment work to commence</p> <p>20 Dec 2018: Relocate Neighbourhood Team to new hub <u>Place Based Social Action</u></p> <p>31 Oct 2018: Phase 2 submission deadline</p> <p>15 Dec 2018: Representatives from the Fund and / or DCMS to meet the partnership</p> <p>Jan 2019: Outcome of Phase 2 submission to be communicated</p>	<p>circa £240k, to deliver a programme of work over a three year period.</p> <p>Work to promote recruitment to the net Lincoln Travelodge has been successful, with a number of DWP attendees securing local employment. Waiting for confirmation of numbers from DWP.</p>		<ul style="list-style-type: none"> - Circa 10 Neighbourhood Board events - Welcome packs - Rogue landlord project - Community development work - Assisting local income households with employability courses - Parent support - Volunteer support
Delivery of inclusive growth recommendations	James Wilkinson	<p>Jul 2018: Meet with The Network to review the CLSC recommendations.</p> <p>Jul 2018: Incorporation of the employability courses project into the Controlling Migration bid and present to the Reduce Inequality Vision Group.</p> <p>TBC: Submission of the Controlling Migration bid</p> <p>Jul 2018: JW, MW, and The Network to discuss the role of Lincolnshire</p>	<p>JW has met with Kieron Manning and Graham Metcalfe to agree promotion of sector-based work academies.</p> <p>Forward programme for CLSC is in development, and the first of two policy review meetings has taken place focusing on the links between affordable homes and welfare reform.</p>	Green	Within existing resources.

Appendix B – Monitoring Table

Project name	Project manager	Milestones	CMT Champion update of progress against milestones	RAGB	Financial considerations
		<p>MOVE and how this connects with The Network.</p> <p>Aug 2018: DWP to meet with Planning to review opportunities to encourage local employment through engagement with developers.</p> <p>Aug–Dec 2018: Work with CLSC to provide support and guidance on its review of welfare reform, and additional review topics that were an outcome of the CLSC review into inclusive growth (e.g. housing).</p> <p>Sep 2018: Options appraisal for the future of The Network, taking into account the recommendations of CLSC, particularly around future funding, removal of duplication, and focus on key economic sectors.</p> <p>Throughout 2018/19: Liaise with the Small Business Support Team to review training opportunities, and identify opportunities to meet the demand / need faced by SMEs to encourage their sustainability and growth.</p>			

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PERFORMANCE SCRUTINY COMMITTEE**22 NOVEMBER 2018****SUBJECT: FINANCIAL PERFORMANCE – QUARTERLY MONITORING****DIRECTORATE: CHIEF EXECUTIVE & TOWN CLERK****LEAD OFFICER: ROBERT BAXTER, FINANCIAL SERVICES MANAGER****1. Purpose of Report**

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

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

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

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

2. Executive Summary

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

	2018/19		
	Budget £'000	Forecast at Q2 £'000	Variance at Q2 £'000
Revenue Accounts			
General Fund –Contribution to/(from) balances	288	(11)	300
Housing Revenue Account (HRA) (Surplus)/Deficit in year	0	64	64
Housing Repairs Service	0	(146)	(146)
Capital Programmes			
General Fund Investment Programme	17,113	16,867	(245)
Housing Investment Programme	30,198	33,048	2,850
Capital Receipts			
General Fund	3,555	2,232	(1,323)

	2018/19		
	Budget £'000	Forecast at Q2 £'000	Variance at Q2 £'000
HRA	1,719	1,719	0
Reserves & Balances			
General Fund Balances	1,898	1,598	(300)
HRA Balances	1,023	959	(64)
HRS Balances	89	89	0
General Fund Earmarked Reserves	5,833	6,266	433
HRA Earmarked Reserves	1,366	1,374	8

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 over spend of £299,600 (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 £1,133,500
- Development Management Increased Income £(84,810)
- HIMO Fees Increased Income £(256,910)
- Borrowing Contingency Reduced Cost £(200,000)
- Balance Sheet Review increased Income £(70,170)
- Income Volatility Reserve increased Income £(178,070)
- Pay Contingencies Reduced Cost £(82,600)

3.3 **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 2 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>3,837,110</u>
MTFS savings target	(3,850,000)
(Under)/ over achievement	(12,890)

- 3.4 **Fees and charges income** – Income from fees and charges represents a significant proportion of income to the Council, with the primary sources being from car parking, development management and building regulations. Due to the importance of these income streams to the Council’s financial position and the impact external factors can have on the levels of income received 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 second quarter of the financial year is provided below:

	<u>Budget Q2 £'000</u>	<u>Actual Q2 £'000</u>	<u>Variance £'000</u>	<u>Forecast Variance Q2 £'000</u>
Car Parks	(3,158)	(2,508)	650	1,134
Development Management	(223)	(377)	(154)	(84)
Building Regulations	(113)	(93)	20	27
Total	(3,494)	(2,978)	516	1,077

- 3.5 At this stage in the financial year, forecast outturns are difficult to predict and often subject to volatility. The biggest risk is car parking income which is based on current activity trends within the city which may change over time.
- 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 The forecast overspend is significant and appropriate action has been taken in order to address this shortfall. Although a mitigation strategy for car parking income has been developed, the impacts of this are unlikely to be seen during the current financial year. Therefore more short term action has been taken, which has included:

- A full review of earmarked reserves, which has identified one off releases from the following reserves –
 - Air Quality Initiatives - £18,000 (DCE)
 - Article 4 - £19,150 (DCE)
 - Private Sector Stock Condition Surveys - £35,000 (DCE)
 - Managed Workspace - £30,000 (CX)
- A full review of the self-insurance fund is in the process of being commissioned by our insurance consultants

Following the release from these reserves, the forecast overspend is £299,600.

It is also suggested that any budget carry forwards will be limited to contractually committed obligations at the year end.

3.9 Although the forecast outturn for the General Fund is currently estimated to be £299,600, 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 3 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.

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 £63,988, which would decrease General Balances to £959,113 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 underway.

4.3 The components of this overspend are detailed in Appendix D and a summary of the key variances are provided below:

- Staff Vacancies - Reduced Spending £(221,000)
- Council Tax Payable on Void Properties – Increased Spending £74,000
- Repairs & Maintenance (void properties) – Increased Spending £423,000
- Rental Income – Additional Income £(79,000)
- HRS Surplus – Additional Income £(145,570)

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 2 HRS are forecasting a surplus of £145,570 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-Q2	Forecast Q3-Q4	Forecast Balance
	01/04/18				31/03/19
	£'000	£'000	£'000	£'000	£'000
General Fund	4,559	2,784	0	(1,077)	6,266
HRA	1,572	3	0	(202)	1,374
Capital Resources	22,358	15,918	0	(27,550)	10,726

7. Capital Programme

7.1 General Investment Programme

7.2 The last quarterly report approved a General Fund Investment Programme for 2018/19 of £17,112,478. Movements in the programme during the second quarter have decreased overall planned expenditure in 2018/19 to £16,867,296. 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 Q1 Report	17,112	500	500	500	500
Budget Changes by CFO approval Q2	-330	346	0	0	0
Budget Changes by Executive approval	85	0	0	0	0
Revised Budget	16,867	846	500	500	500

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

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

- The Terrace Heat Mitigation Works - £257,965 re-profiled into 2019/20
- Flood alleviation scheme - Hartsholme Park- £88,293 re-profiled into 2019/20

7.4 There are no changes that require Executive approval for the second quarter.

The budget changes this quarter which have already been approved by Executive are provided below:

- City Hall Improvements - £60,000 (Executive 29th May 2018)
- Verso System - £25,000 improvement of new scheme (Executive 23rd July 2018)

7.5 New projects agreed at Capital Programme Group are then subject to Executive Approval. One new project requires Executive approval in the second quarter as follows:

- Electric Vehicle Replacement £16,076 – DRF reserve in place

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

	MTFS 2018-23 Budget Qtr1	Revised Budget Qtr2	Forecast Outturn	Variance
	£'000	£'000	£'000	£'000
Active Programme				
Housing & Regeneration	415	415	415	0
Communities & Environment	2,587	2,524	2,524	0
Chief Executives Department	12,491	12,293	12,293	0
"Mega Projects"	1,393	1,393	1,393	0
Total Active Schemes	16,886	16,624	16,624	0
Schemes On Hold/Contingencies	227	243	243	0
Total Capital Programme	17,113	16,867	16,867	0

7.7 The overall spending on the General Fund Investment Programme for the second quarter is £875,816, which is 5.19% of the agreed programme and 5.34% 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 last quarterly report approved a Housing Investment Programme for 2018/19 of £30,197,788. Movements in the programme since have increased overall planned expenditure in 2018/19 to £33,047,788. 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 2018/19 Qtr1 Report	30,198	14,209	11,601	12,638	12,338
Budget changes for Executive approval at Q2	2,850	(2,784)	66	66	0
Revised Budget	33,048	11,425	11,667	12,704	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. The following changes approved by the Chief Finance Officer in the second quarter are summarised below:

- Movement out of decent homes rewiring budget of £45,000 re-profiled into communal electrics.
- Increases to the CCTV scheme of £10,500, and an increase of £57,811 to existing properties major aid and adaption schemes from available resources.

Executive approval was granted on the 24th of September 2018 to allocate £175,507 towards New Build Capital Salaries from the new build programme over a five year period, of which £9,439 is allocated within the 2018/19 programme.

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

- Movements from over bath showers for £600,000 and asbestos removal £150,000 back into available resources based on current year work profiling.
- Movements within the financial year with regards to Ingleby Crescent for £328,399 which has been allocated from the new build programme.
- Re-profile from 2019/20 to 2018/19 due to timing movement of Waterloo Housing new build programme.

7.11 New projects agreed at Capital Programme Group are then subject to Executive Approval.

The new projects that require Executive approval for the second quarter (further details in Appendix I) are:

Operation ROSE (Replacing old site equipment) – To replace all site equipment across 6 of the councils supported housing schemes on a three year rolling programme. The HRA supported Housing service has 4 long standing vacant posts from which it is proposed the £197,000 three year project is funded, commencing in 2019/20.

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

	MTFS 2018-23 Budget Qtr1 Report	Revised Budget Qtr2	Forecast Outturn	Variance
	£'000	£'000	£'000	£'000
Decent Homes/ Lincoln Standard	9,323	8,678	8,678	0
Health and Safety	825	675	675	0
Contingent Major Repairs/ Works	638	1,319	1,319	0
New Build Programme	15,479	18,329	18,329	0
Land Acquisition Fund	3,015	3,015	3,015	0
Other Schemes	806	920	920	0
Computer Fund	111	111	111	0
Total Capital Programme	30,198	33,048	33,048	0

7.13 Expenditure against the HIP budget during the second quarter was £6,181,928, which is 18.71% of the approved programme. 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 September 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 7.5 and 7.10 and 7.11.

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 SEPTEMBER 2018

Service Area	Ref	Revised Budget £'000	Projected Outturn £'000	Variance £'000
Strategic Development	A	1,859	1,822	(37)
Chief Finance Officer (S. 151)	B	192	298	107
City Solicitor	C	1,507	1,422	(85)
Housing	D	754	786	32
Director of Major Developments	E	418	501	83
Communities and Street Scene	F	1,346	2,622	1,276
Health & Environmental Services	G	1,997	1,791	(206)
Planning	H	886	694	(192)
		8,959	9,936	977
Corporate Expenditure	I	1,692	1,545	(147)
TOTAL SERVICE EXPENDITURE		10,651	11,481	830
Capital Accounting Adjustment	J	1,858	1,828	(30)
Specific Grants	K	(1,006)	(1,006)	0
Contingencies	L	406	239	(167)
Savings Targets	M	(102)	(89)	13
Earmarked Reserves	N	2,054	1,707	(346)
Insurance Reserve	O	128	128	0
TOTAL EXPENDITURE		13,988	14,288	300
CONTRIBUTION FROM BALANCES		288	(11)	(300)
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 2

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	33,420	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	65,860	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	1,133,500	The budget for the new Lincoln Central Car Park is projected to underachieve due to it not being fully operational or at the demand level budgeted.
L	Vacancy Contingency	140,740	Reduced vacancies expected during 2018/19 offset by savings in service areas.
	<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	(38,270)	Underspends expected on overtime and Supplies & Services budgets.
C	Legal Services	(37,230)	Savings made on supplies and services, vacancies and increased income on asset sales including Right to Buys.

Appendix B

Ref		£	Reason for variance
I	Pension Recharges	(39,070)	Underspend projected on recharges to Lincolnshire County Council.
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.
	<u>Additional Income</u>		
H	Development Management	(84,810)	Overachievement of income projected in the year due to an increase in larger applications.
I	Release of Balance Sheet Items	(70,170)	A review of the Balance Sheet at outturn 2017/18 has led to the identification of amounts set aside which are no longer required.
G	HIMO Fees	(256,910)	Increased income due to new fees and charges coming into force.

HOUSING REVENUE ACCOUNT FUND SUMMARY - AS AT 30 SEPTEMBER 2018

	Ref	Budget	Forecast Outturn	Variance
		£'000	£'000	£'000
Gross Rental Income	A	(27,711)	(27,789)	(79)
Charges for Services & Facilities	B	(383)	(316)	67
Contribs towards Expenditure	C	(45)	(61)	(16)
Repairs & Maintenance	D	8,298	8,721	423
Supervision & Management:	E	6,517	6,432	(86)
Rents, Rates and Other Premises	F	34	108	74
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	(146)	(146)
Net Cost of Service	M	(2,047)	(1,806)	242
Loan Charges Interest	N	2,352	2,352	0
Investment/Mortgage Interest	O	(31)	(31)	0
Net Operating Inc/Exp		273	515	242
Major Repairs Reserve Adjustment	P	0	0	0
Transfers to/from reserves	Q	(273)	(451)	(178)
(Surplus)/Deficit in Year		(0)	64	64
Balances b/f @ 1st April		(1,023)	(1,023)	0
(Increase)/Decrease in Balances		0	64	64
Balances c/f @ 31st March		(1,023)	(959)	64

Housing Revenue Account Variances - Quarter 2

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	(221,000)	Supervision & Management Vacancies Q2 - under review.
	<u>Additional Income</u>		
A	Rental Income	(79,000)	Effect of Revised New Build Phasing
C	Court Fee Income	(16,000)	Court Fee Income Expected to be higher than budget at Q2.
L	HRS Trading Surplus	(145,570)	Forecast HRS Repatriation
	<u>Increased Spending</u>		
F	Rents Rates & Other Premises	74,000	Council Tax on voids.
D	Repairs & Maintenance	423,000	Increased spending projected on void properties as a result of the new build programme.

HOUSING REPAIRS SERVICE SUMMARY - AS AT 30 SEPTEMBER 2018

	Forecast Outturn		
	Budget	Forecast Outturn	Variance
	£'000	£'000	£'000
Employees	2,539	2,455	(84)
Premises	28	30	2
Transport	450	450	0
Materials	1,329	1,276	(53)
Sub-Contractors	2,229	1,978	(250)
Supplies & Services	114	142	28
Central Support Charges	754	754	0
Capital Charges	0	0	0
Total Expenditure	7,443	7,086	(357)
Income	(7,443)	(7,231)	212
(Surplus)/Deficit	0	(145)	(145)

Housing Repairs Service Variances - Quarter 2

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	(91,670)	3 x vacancies ongoing.
Materials	(53,190)	Less Responsive expenditure work versus budget.
Sub Contractors	(250,280)	Continual reduction of sub-contractor works.
<u>Reduced Income</u>		
Recharges	211,840	Reduced spend on sub-contractors and materials costs has subsequently led to a reduced charge to the HRA.

EARMARKED RESERVES – Q2 MONITORING 2018/19

	Opening Balance 01/04/2018 £'000	Contributions £'000	Actuals Q1-Q2 £'000	Forecast Q3-Q4 £'000	Forecast Balance 31/03/2019 £'000
General Fund					
Grants & Contributions	787	95	0	(44)	838
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	47	0	(197)	173
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	111	0	(52)	276
Income Volatility	178	0	0	(178)	0
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	(35)	40
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	(30)	5
Section 106 interest	32	0	0	0	32
Funding for Strategic Priorities	28	1,342	0	(81)	1,289
Commons Parking	27	0	0	0	27
Electric Van replacement	22	4	0	(14)	12
Air Quality Initiatives	22	6	0	(18)	10
Christmas Decorations	17	0	0	(4)	14
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	2,784	0	(1,077)	6,266
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	2,787	0	(1,279)	7,640

CAPITAL RESOURCES – Q2 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	2,191	(1,195)	1,037
Capital receipts HRA	7,334	819	12	8,165
Capital receipts 1-4-1	1,958	900	(2,858)	0
Major Repairs Reserve	12,640	10,710	(21,835)	1,515
Total Capital Resources	22,358	15,918	(27,559)	10,717

General Investment Programme – Summary of Financial Changes

Project Name	2018/19	2019/20	2020/21	2021/22	2022/23	Notes
	£	£	£	£	£	
2018/19 MTFS Budget as at Q1	17,112,478	500,000	500,000	500,000	500,000	
Budget for approval	16,851,220	846,258	500,000	500,000	500,000	
Total changes for Q2	(261,258)	346,258	0	0	0	
Approved by Chief Finance Officer						
The Terrace Heat Mitigation Works	(257,965)	257,965	0	0	0	Re-profile to 2019/20
Flood alleviation scheme - Hartsholme Park	(88,293)	88,293	0	0	0	Re-profile to 2019/20
Electric Vehicle Replacement	16,076	0	0	0	0	DRF Reserve
Approved by Executive						
City Hall Improvements 29/05/18	60,000	0	0	0	0	
Verso 23/07/18	25,000	0	0	0	0	New Scheme
To be approved by the Executive						
	(261,258)	346,258	0	0	0	

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

Scheme	2018/19 MTFS Budget	Revised Budget	Actuals as at Q2	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	1,080,980	1,080,980	282,085	798,895	26.10%
Transformation of Birchwood Leisure Centre	401,364	401,364	86,986	314,378	21.67%
Bereavement Services Lighting	24,290	24,290	24,482	(192)	100.79%
Memorial Tree	20,000	20,000	24,200	(4,200)	121.00%
Verso	0	25,000	0	25,000	0.00%
	1,793,355	1,818,355	417,753	1,400,602	
<u>DCE - Community Services</u>					
Flood alleviation scheme - Hartsholme Park	88,293	0	0	0	0.00%
Boultham Park Masterplan	134,413	134,413	25,393	109,020	18.89%
CCTV Upgrade	7,135	7,135	14,210	(7,075)	199.16%
Allotment Capital Improvement Programme	564,224	564,224	149,059	415,165	26.42%
	794,065	705,772	188,662	517,110	
<u>General Fund Housing</u>					
Housing Renewal Area	414,545	414,545	9,559	404,986	2.31%
	414,545	414,545	9,559	404,986	
<u>CX - Corporate Policy</u>					

Scheme	2018/19 MTFS Budget	Revised Budget	Actuals as at Q2	Variance	Spend
	£	£	£	£	%
New Telephony System	40,165	40,165	0	40,165	0.00%
	40,165	40,165	0	40,165	
<u>CX - Chief Finance Officer</u>					
The Terrace	0	0	(2,712)	2,712	0.00%
The Terrace Heat Mitigation Works	257,965	0	0	0	0.00%
Planned Capitalised Works	625,401	685,401	197,831	487,570	28.86%
Land and Property Acquisition	11,567,232	11,567,232	2,512	11,564,720	0.02%
	12,450,598	12,252,633	197,631	12,055,002	
Lincoln Transport HUB	0	1,392,840	58,961	1,333,879	4.23%
TOTAL BUDGET FOR ACTIVE SCHEMES	16,885,568	16,624,310	872,566	15,751,744	
<u>Schemes Currently Non Active</u>					
Compulsory Purchase Orders	154,504	154,504	3,250	151,254	2.10%
Non Disabled Facilities Grants	26,026	26,026	0	26,026	0.00%
Capital Contingencies	46,380	46,380	0	46,380	0.00%
Electric Vehicle Replacement	0	16,076	0	16,076	0.00%
TOTAL BUDGET FOR SCHEMES NON ACTIVE	226,910	242,986	3,250	239,736	

Scheme	2018/19 MTFS Budget	Revised Budget	Actuals as at Q2	Variance	Spend
	£	£	£	£	%
TOTAL GENERAL INVESTMENT PROGRAMME	17,112,478	16,867,296	875,816	15,991,479	

Housing Investment Programme – Summary of Financial Changes

Project Name	2018/19 MTFS Budget following 18/19 Qtr1 report	Budget increase/ (reduction)	Revised Budget	Reprofile (to) from future years	Notes
	£	£	£	£	
<u>Decent Homes</u>					
Rewiring	78,911	(45,000)	33,911	0	
Decent Homes	8,162,138	(45,000)	8,117,138	0	
<u>Lincoln Standard</u>					
Over bath showers (10 year programme)	1,000,110	(600,000)	400,110	0	
Lincoln Standard	1,055,479	(600,000)	455,479	0	
<u>Health & Safety</u>					
Asbestos Removal	267,424	(150,000)	117,424	0	
Health & Safety	825,028	(150,000)	675,028	0	
<u>New Build Programme</u>					
New Build Programme	4,440,048	(328,399)	4,111,649	0	
New Build Partnership - Waterloo Housing	1,633,680	2,850,000	4,483,680	2,850,000	2019/20
Ingleby Crescent New Build Scheme	6,870,000	328,399	6,870,000	0	
New Build Programme	12,943,728	2,850,000	15,793,728	2,850,000	
<u>Other Schemes</u>					
Webster Close	45,433	32,312	77,745	0	
Garfield Close	41,535	25,499	67,034	0	
Communal Electrics	77,999	45,000	122,999		

Project Name	2018/19 MTFS Budget following 18/19 Qtr1 report	Budget increase/ (reduction)	Revised Budget	Reprofile (to) from future years	Notes
CCTV	6,685	10,500	17,185		
Other Schemes	3,215,213	0	3,215,213	0	
<u>Contingency Schemes</u>					
Contingency Reserve	637,704	681,689	1,319,393	0	
Contingency Schemes	637,704	681,689	1,319,393	0	
GRAND TOTALS	30,197,788	2,850,000	33,047,788	2,850,000	2019/20

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

Project Name	2018/19 MTFS Budget	Revised Budget	Actuals as at Q2	Variance	Spend
	£	£	£	£	%
<u>Decent Homes</u>					
Bathrooms & WC's	625,938	625,938	297,000	(328,938)	47.45%
DH Central Heating Upgrades	1,433,837	1,433,837	697,899	(735,938)	48.67%
Responsive Capitalised Heating Replacements	346,122	346,122	114,016	(232,106)	32.94%
Thermal Comfort Works	408,831	408,831	37,254	(371,577)	9.11%
Kitchen Improvements	570,276	570,276	292,624	(277,652)	51.31%
Rewiring	78,911	33,911	12,401	(21,510)	36.57%
Re-roofing	756,776	756,776	118,633	(638,143)	15.68%
Lincoln Standard Windows Replacement	600,000	600,000	0	(600,000)	0.00%
Structural Defects	105,015	105,015	6,083	(98,932)	5.79%
Wall Structure Repairs	6,951	6,951	0	(6,951)	0.00%
Door Replacement	1,426,799	1,426,799	114,236	(1,312,563)	8.01%
Decent Homes Decoration Allowance	13,371	13,371	11,165	(2,206)	83.50%
CO Detector Installation	40,058	40,058	39,051	(1,007)	97.49%
New services	47,046	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%
Alterations to De Wint Court	105,010	105,010	273,852	168,842	260.79%
<i>Prelim Costs & Exceptionals to be allocated</i>	0	0	0	0	0
Decent Homes	8,267,148	8,222,148	2,016,494	(6,205,655)	

Project Name	2018/19 MTFS Budget	Revised Budget	Actuals as at Q2	Variance	Spend
	£	£	£	£	%
<u>Lincoln Standard</u>					
Over bath showers (10 year programme)	1,000,110	400,110	172,311	(227,799)	43.07%
Safety flooring - Supported Housing	55,369	55,369	0	(55,369)	0.00%
Lincoln Standard	1,055,479	455,479	172,311	(283,168)	
<u>Health & Safety</u>					
Asbestos Removal	267,424	117,424	41,882	(75,542)	35.67%
Asbestos Surveys	230,583	230,583	52,368	(178,215)	22.71%
Replacement Door Entry Systems	81,034	81,034	0	(81,034)	0.00%
Renew stair structure	23,133	23,133	0	(23,133)	0.00%
Plastering (HHSRS)	222,854	222,854	0	(222,854)	0.00%
Health & Safety	825,028	675,028	94,250	(580,778)	
<u>New Build Programme</u>					
New Build Programme	4,440,048	4,111,649	0	(4,111,649)	0.00%
New Build Partnership - Waterloo Housing	1,633,680	4,483,680	0	(4,483,680)	0.00%
New Build Partnership - Westleigh	1,502,054	1,502,054	1,074,206	(427,848)	71.52%
New Build Partnership - Lytton Street	700,000	700,000	693,043	(6,957)	99.01%
New Build Site - 1	74,767	74,767	0	(74,767)	0.00%
New Build Site - 2	20,027	20,027	0	(20,027)	0.00%
New Build Site - 3	38,769	38,769	11,221	(27,548)	28.94%
Blankney Crescent New Build Scheme		0	1,076	1,076	0.00%
New Build Site - Queen Elizabeth Road	0	0	11,422	11,422	0.00%
Ingleby Crescent New Build Scheme	6,870,000	7,198,399	1,288,627	(5,909,772)	17.90%
Land Acquisition - Rookery Lane	200,000	200,000	186,621	(13,379)	93.31%

Project Name	2018/19 MTFS Budget	Revised Budget	Actuals as at Q2	Variance	Spend
	£	£	£	£	%
New Build Programme	15,479,345	18,329,345	3,266,216	(15,063,129)	
<u>Land Acquisition</u>					
Land Acquisition Fund	1,185,213	1,185,213	0	(1,185,213)	0.00%
Land Acquisition – site 1	1,695,000	1,695,000	0	(1,695,000)	0.00%
Land Acquisition – site 2	135,000	135,000	0	(135,000)	0.00%
Land Acquisition	3,015,213	3,015,213	0	(3,015,213)	
Other	806,444	919,755	605,672	(314,083)	65.85%
<u>Contingency Schemes</u>					
Contingency Reserve	637,704	1,319,393	0	(1,319,393)	0.00%
Contingency Schemes	637,704	1,319,393	0	(1,319,393)	
<u>Other Schemes</u>					
Housing Support Services Computer Fund	111,427	111,427	26,986	(84,441)	24.22%
Other Schemes	111,427	111,427	26,986	(84,441)	
GRAND TOTALS	30,197,788	33,047,788	6,181,928	(26,865,860)	

SUBJECT: Q2 2018-2019 OPERATIONAL PERFORMANCE REPORT

DIRECTORATE: CHIEF EXECUTIVE & 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 two of the financial year 2018/19 (from July 2018 to September 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:

A summary of the key headlines are found below:

<ul style="list-style-type: none"> ✓ The number of users logged into the self-service system has increased again to 7,298 from 6,059 in Q2 last year ✓ The total number of users of our health and recreation facilities has increased by 38,487 since Q2 last year. ✓ The standard of service as provided by Birchwood LC has improved back up to 87.7% ✓ The percentage of Non-Major and Major Planning Applications determined within the government targets are above their targets at 95.05% and 98.04% respectively. ✓ The cumulative number of affordable homes delivered has increased by 20 since Q2 last year, now reporting at 41, and is only slightly below its lower target of 45 ✓ The rent collected as a proportion of rent owed has surpassed its target of 96.50% with a figure of 98.19% ✓ The current level of tenant arrears is above the target of 3.50% with a figure of 2.95% (low is good) ✓ The percentage of reactive repairs completed within target time is above the target of 97.50% with a figure of 99.36% 	<ul style="list-style-type: none"> ✗ The average time taken to answer a call in customer services has increased by 36 seconds compared to Q2 last year, at 96 seconds which is below the lower target of 50 seconds ✗ The level of outstanding customer changes in the Revenues team has increased to 749 in Q2 this year, from 624 in Q2 last year <p><i>As expected, following the introduction of full Universal Credit from March this year, there has been a lengthening of time taken in almost all aspects of Housing Benefits work.</i></p> <ul style="list-style-type: none"> ✗ The average (YTD) days to process new housing benefit claims is below the target of 24 days at 28.16 days. ✗ The number of Housing Benefits/ Council Tax support customers awaiting assessment has increased from 810 in Q2 last year to 1,491 in Q2 this year ✗ The percentage of Benefit quality checks made where the entitlement is correct has decreased from 87.50% in Q1 to 84% in Q2, and is below the target of 91.50%. ✗ The percentage of FH&S controls that should have been completed has decreased by 8.4% since Q1, now reporting at 81.60%. This is also below its target of 97%.
<p>The following indicators are VOLUMETRIC ones (V). This means that they are important to report, as they provide contextual data to support the performance data above. None of these will have a target allocated as it is not true performance– as in the team cannot affect the numbers coming in directly.</p>	
<ul style="list-style-type: none"> ✓ (V)The number of face to face enquiries in Customer Services has decreased to 4,873 from 12,123 in Q2 last year 	<p>As expected due to the introduction of the Homelessness ACT in April 2018, we are seeing increased numbers of applicants, and thus helping more people for longer</p>
<ul style="list-style-type: none"> ✓ (V)The number of telephone enquiries answered has decreased again to 27,342 from 34,327 in Q2 last year 	
<ul style="list-style-type: none"> ✓ (V) The total number of CCTV incidents handled by operators has increased by 877 since Q1, now reporting at 4,068. 	<ul style="list-style-type: none"> ✗ (V) The number of Homelessness applications progressed within the Housing team has increased from Q2 last year by 241, now reporting at 368.

2.3 Key Headlines from the Corporate Measures:

The overall sickness data as at the end of September is 1.93 days per FTE (excl. apprentices). This is 0.97 days less compared to quarter one and brings the cumulative total of sick days to 4.83 days which is 1.51 days less than last year and is the lowest Q2 average in the last 6 years.

The cumulative average time across all directorates to respond to formal complaints was 8.7 days, which is an increase of 1.7 days from Q2 2017/18.

The total number of FTE employees (excluding apprentices) at the end of quarter one was 553.26. During Q2, there was also an average of 16.43 apprentices.

84% of all staff appraisals were completed by Q2 in the year 2018/19

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 Performance achievements

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.

4.1 Key Performance Areas in Chief Executives Directorate

<ul style="list-style-type: none"> The number of new starters on the apprenticeship programme has decreased to nine in Q2 this year from 18 in Q2 last year. 	
<ul style="list-style-type: none"> (V)The number of face to face enquiries has decreased to 4,873 from 12,123 in Q2 last year 	
<ul style="list-style-type: none"> (V)The number of telephone enquiries answered has decreased again to 27,342 from 34,327 in Q2 last year 	
<ul style="list-style-type: none"> The number of users logged into the self-service system has increased again to 7,298 from 6,059 in quarter two last year 	
<ul style="list-style-type: none"> The average time taken to answer a call in customer services has increased by 36 seconds compared to Q2 last year, now reporting at 96 seconds which is below its lower target of 50 seconds 	
<ul style="list-style-type: none"> The in year collection rate for Council Tax is 52.80%, 0.37% lower than the figure of 53.17% reported in Q2 last year, but on target 	
<ul style="list-style-type: none"> The in year collection rate for Business Rates has decreased this quarter to 60.57% from 61.13% in Q2 last year. It is however above its target of 58.69%. 	

<ul style="list-style-type: none"> The level of outstanding customer changes in the Revenues team has increased to 749 in Q2 this year, from 624 in Q2 last year 	↑
<ul style="list-style-type: none"> The average (YTD) days to process new housing benefit claims is below its target of 24 days with a figure of 28.16 days. 	↑
<ul style="list-style-type: none"> The number of Housing Benefits/ Council Tax support customers awaiting assessment has increased from 810 in quarter two last year to 1,491 in quarter two this year 	↑
<ul style="list-style-type: none"> The percentage of risk-based quality checks made where Benefit entitlement is correct has decreased from 87.50% in quarter one to 84% in quarter two, also below its target of 91.50%. 	↓

4.2 Apprenticeship Programme

Numbers from Q2 last year are actually inflated due to a delay in starting learners that should have ideally started in Q1. The reason for the delay in starting was due to the introduction of the new Digital Apprenticeship Service which meant we were unable to start at least 8 progressions from level 2 to level 3 any earlier. If we had progressed earlier, numbers would have been more evenly distributed across Q's 1 and 2 and would have been more comparable to this year's figures. We have not reduced our internal apprenticeship numbers and are not struggling to recruit at present, in fact we have recruited 3 new apprentices within the last 2 weeks, which will show in Q3.

4.3 Customer Services

Although we are seeing less face to face and telephone demand following the end of the concessions contract, the Customer Services team is running below previous staffing levels with one vacancy, a 0.6 FTE drop in team leader time and reduced apprentice capacity alongside increased responsibilities in Housing areas.

The average time to answer a call in Customer Services has seen a small decrease from last quarter's figure of 110 seconds, decreasing this quarter to 96 seconds. This is still higher than the figure reported at the same time last year of 62 seconds, and the measure has not yet reached its lower target of 50 seconds.

There was slightly less demand in customer services during quarter two compared to the last quarter with 677 less customers visiting to make a face to face enquiry and 2,053 less calls answered (mainly due to a reduction in Revenues and Benefits calls). One customer services assistant has been transferred to assist Housing Solutions in taking their calls (which are not included in these totals).

The average length of call times in quarter two has increased to 189 seconds compared to quarter one when calls took an average of 175 seconds. As customers with straightforward queries or actions are more and more accessing the council via electronic means (see below) this means that our agents are dealing with the 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.

To confirm the point made above, it is pleasing to report that yet again the number of users who logged into the self-service system 'MyInfo' has increased; from 6,059

in quarter two last year to 7,298 in quarter two 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 and telephone enquiries. Just 4,873 people came to City Hall in quarter two, a drop of 7,250 compared to the same point last year with the lack of the travel concession contract contributing significantly to this change. 6,985 less customers called in quarter two this year, reducing from 34,327 in quarter two last year to 27,342 in quarter two this year. Again, this can be primarily explained due to the lack of the travel concessions contract.

4.4 Revenues Administration

The in-year collection rate for Lincoln Council Tax at 52.8% has dropped below that collected by the same time last year, but is still within its target of 52.39% to 53.19%. Whilst decreasing by 0.37% in quarter two this year compared to quarter two last year, meaning a reduction of £146,107 collected, in fact our total net receipt has actually increased from the same point last year by £2,454,530.

In a similar way, although the in-year collection rate for Lincoln Business Rates has decreased by 0.56% in quarter two this year compared to quarter two last year, it still remains above its Q2 target of 58.69% with a figure of 60.57%. Whilst less has been collected (- £246,903), our total net receipt has increased by £955,861 from the same point last year.

Outstanding revenues customer changes have increased from 624 in quarter two last year to 749 in quarter two this year, an increase of 125. This has partially been caused by an increase in workload compared to last quarter.

4.5 Housing Benefit Administration

The number of Housing Benefit and Council Tax Support claims processed has decreased compared to the same quarter in 2017/18, - in particular Housing Benefit, which is not unexpected due to some new claims now being for Universal Credit instead of Housing Benefit. Resources in the Benefits Service has been re-allocated to take account of new demands on the team.

Number of new claims processed	Q2 2017/18	Q2 2018/19
Housing Benefits	1,476	711
Council Tax Support	2,255	2,149

There is now a lengthening of time taken in almost all aspects of Housing Benefits work, caused by the introduction of Universal Credit earlier this year.

The average cumulative days to process housing benefit claim changes of circumstances remains relatively stable at 8.09 days compared to 7.62 days last year. A reallocation of resource in the team to try and decrease the outstanding workload related to Universal Credit (UC) claims, the number of UC related documents requiring assessment, as well as diversion to other key areas of benefits administration (such as fraud and error) is impacting on the time taken to process housing benefit changes.

It is worth noting that the average cumulative days to process new housing benefit

claims has decreased slightly from 30.13 in quarter one this year to 28.16 in quarter two. Processing delays are mainly due to delays in income details for Housing Benefit customers being transferred over to Universal Credit, the figure of 28.16 is still below its target of between 24 - 26 days.

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 5 day increase for new claims.

The number of Housing Benefit / Council Tax support customers awaiting assessment has increased significantly from 810 at quarter two last year to 1,491 in quarter two this year. Of these customers, 1,157 are awaiting a first contact from a Benefits Officer. For the remaining 334 customers, Benefits Officers have made contact and are now awaiting information from the customer.

Although the amount of outstanding Housing Benefit work has increased, there has been a proactive action plan put in place which has turned round significantly the 'oldest date' of work not yet processed – on 30th September 2018 the oldest item was dated 20th August (6 weeks old) – and as at 31st October the outstanding work figure had decreased to 1,119 – with the oldest item being dated 10th October – i.e. 3 weeks old. This shows positive progress. It is also important to note that as we have a number of 'lean processes' to assess at the point of contact wherever possible – so this does not mean whatsoever that every item of work is taking 3 weeks to process.

The percentage of risk based quality checks where benefit entitlement is correct, has seen a 3.5% decrease from quarter ones figure of 87.50%, now reporting at 84%. New changes introduced to the quality control procedure has increased the number of checks taking place and also now includes Universal Credit assessments being checked. The changes are much more complex, and require more time to be taken to ensure accurate processing.

4.6 Key Performance Areas in Directorate for Communities and Environment

(V) The total number of CCTV incidents handled by operators has increased by 877 since Q1, now reporting at 4,068.	↑
The total number of users at our health and recreation facilities has increased by 38,487 since Q2 last year, now reporting at 247,762	↑
The overall percentage utilisation of all car parks has decreased from 68% in Q2 last year to 45% in Q2 this year, which is below its 60% target	↓
The number of off-street charged car parking spaces has increased from 2,241 in Q2 last year to 3,621 in Q2 this year.	↑
The satisfaction of complainants relating to how the complaint was handled is below its target of 87.50% with a figure of 80.30%.	↓

The percentage of official FH&S controls completed has decreased by 8.4% since Q1, now reporting at 81.60% - below the target of 97%.	↓
Non-Major and Major Planning applications determined within g'vment targets are above target at 95.05% and 98.04% respectively.	↑
% satisfaction with the standard of service by Birchwood Leisure Centre has improved to 87.71% from 78.85% last year	↑

4.7 **CCTV**

The total number of CCTV incidents handled by our operators has seen a large increase from quarter ones figure of 3,191 with a figure in quarter two of 4,068. Our upgraded CCTV system with its brand new technology has allowed us to view in superior detail crimes and incidents taking place in the City. This has allowed our operators to report more to the police consequently allowing the police to use our footage evidentially in a number of cases.

4.8 **Recreation and Leisure**

In comparison to quarter two last year, the total number of users of our health and recreation facilities has risen by a substantial 38,478, now totalling an impressive 247,762 as of quarter two this year. With the new improved facilities at Birchwood Leisure Centre now fully open for the second quarter, customers have been able to return to the facility and indeed this has been the case with an increase of 35,480 users this quarter. Effective marketing between Active Nation and the City of Lincoln Council has also promoted the facility much better than ever before, and is proving to be a success with residents across the city.

In addition we can see customer satisfaction start to improve again at Birchwood, with a significant improvement of almost 7%

4.9 **Parking Services**

The number of off street parking spaces operated by City of Lincoln Council (now standing at 3621) is 1,380 above the same point last year.

Overall utilisation of the car parks has decreased from 68% in quarter two last year (before the new multi-storey was built) to 45% in quarter two this year, which is not a drop in total usage, but the effect of having more spaces available. Whilst this is below the lower target of 60%, income figures for the car parks first two quarters of 2018/19 show a 23.5% increase (plus £431,888.). Season tickets are also at a 26.5% increase (plus £47,355), whilst penalty charges show a decrease of 35% (minus £11,595). The extra capacity at the Lincoln Central car park and the return of cars to Tentercroft Street car park has boosted income. The Lincoln Central car park continues to show a growing usage, which we will continue to closely monitor as we approach a full year's opening.

4.10 **Public Protection and Anti-Social Behaviour**

The satisfaction of complainants relating to how the complaint was handled in the Anti-Social Behaviour team has remained relatively stable compared to quarter one – achieving 80.3%, 0.3 % up on last quarter.

Whilst this is below its lower target of 85%, it should be recognised that an

achievement of over 80% in an enforcement service is actually very positive. During July, August and September; 70, 68 and 59 surveys were attempted respectively by Customer Services team. 6 people refused to reply in July, 11 in August and 6 in September. 38 people didn't answer the phone during July, 41 during August and 26 in September. For those that don't answer the phone, a postal survey is also sent.

4.11 Food Health and Safety

The percentage of official controls that should have been completed and have been in Q2 has decreased by 8.4% since quarter one. With a figure of 81.6%, this measure is also below its lower target of 90%.

During Quarter two we had been running with one vacancy, although this post has now been filled, but this will have impacted on the number of inspections that were achieved, alongside dealing with a number of complex cases. A further resignation has been received which will mean the team will be reduced by one again in December, and the potential time to recruit into this post over the Christmas period could impact into next quarter. There are 94 inspections outstanding with no high risk red inspections overdue. However there are seven amber inspections over due of which five are evening economy visits, 18 are new businesses and the 69 remaining are green.

4.12 Development Management

Quarter two saw 229 standard planning applications submitted, a small decrease of just 18 compared to last quarter. They were dealt with in a marginally slower average of 56.25 days, compared to the 57.44 days in quarter one.

The percentage of non-major and major planning applications determined within the government target (70% in eight weeks and 60% in 13 weeks respectively) measured on a two year rolling basis have maintained since last quarter, and are still above target of 90%, at 95.05% and 98.04% respectively. The Development Management team prioritises Major Developments and manages the timescales effectively with the applicant to ensure that this level of performance is maintained.

This workload was completed against a background where 93% of planning applications were accepted. Five planning appeals were submitted of which just two were allowed.

The teams' performance results remain high due to efficient work management and prioritisation, but it is worth noting that this could be affected in the coming months due to the new requirements introduced by the National Planning Policy Framework where the team will have to seek agreement with the applicants of all pre-commencement conditions prior to determination.

4.13 Affordable Housing

The number of affordable homes delivered by the council stands at a cumulative total of 41 homes this year. However, it is worth noting that this figure will increase considerably in 2018/19 final figures, when housing developments are completed.

City of Lincoln Council will deliver 172 properties with partners over the next six months to meet the demand for much-needed affordable housing in the city.

The new stock is being block purchased directly from developments that are being delivered by Waterloo Housing Group and Westleigh Partnerships Ltd, and aims to reduce the waiting list for affordable housing by transferring current council tenants to the new properties, which in turn, will vacate existing properties to be let to applicants on the Housing Register.

The new properties are located on Allenby Close near Monks Road, Lytton Street in the Stamp End area, Ingleby Crescent in the Ermine area and the former school site on Westwick Drive in the Boultham area. The properties have been built to a minimum standard to raise the quality of housing in Lincoln.

4.14 Key Performance Areas in Directorate for Housing and Regeneration

The rent collected as a proportion of rent owed has surpassed its target of 96.50% with a figure of 98.19%	↑
The current tenant arrears as a percentage of the annual rent debit is above its target of 3.50% with a figure of 2.95% (low is good)	↓
The number of Homelessness applications progressed within the Housing team has increased from Q2 last year by 241, now at 368.	↑
The percentage of reactive repairs completed within target time is above its target of 97.50% with a figure of 99.36%	↑

4.15 Rent Collection and Arrears

In quarter two the level of rent collection increased slightly from 97.56% in Q1 to 98.19% this quarter and it is still above its target of 96.50%. Outstanding workload in relation to Universal Credit (existing tenants experiencing delays in receiving their first payment) has been reduced, and at this stage in the financial year, we have collected £13,901,594 in rent.

The current tenant arrears as a percentage of the annual rent debit has increased slightly again this quarter to 2.95%, up from 2.72% in the last quarter, with arrears now standing at £802,050. This is however still above its target of 3.5%. Since January, our arrears have increased by over £135,000. A major factor of this increase is the rollout of full service Universal Credit which has played a significant role in our arrears and rent collection and this will continue further moving forward. To date, we have over 800 Universal Credit cases that we are aware of and the associated arrears from these cases equates to around 35% of our total arrears.

4.16 Housing Solutions (Homelessness)

Due to the Homelessness Reduction Act changes which came into force in April 2018, we must now open a homeless application/case for anyone eligible, threatened with homelessness within 56 days or is already homeless. The revised focus 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 almost certain that homelessness

presentations will increase in the first year but the number of cases where homelessness is prevented should 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 they can secure accommodation for those households who are statutory homeless, more quickly.

The number of homeless applications received includes everything from triage, advice, under prevention, under relief, successfully prevented and successfully relieved. For Q2 this number was 368 - this is a considerable increase of 241 more than in quarter two last year, but is expected as explained above. Comparisons externally have shown that this is in line with national averages and not a Lincoln phenomenon. We have successfully prevented 95 homeless cases and successfully relieved 63 since April 2018.

4.17 Housing Maintenance

The percentage of reactive repairs completed within the target time has seen its strongest performance for many years, reaching a figure of 99.36%, above the target of 97.5%. With the new repair task codes implemented, along with making sure the team are identifying the repairs correctly at the first point of contact, it is allowing the team to complete repairs in a more efficient timeframe.

4.18 OTHER ACHIEVEMENTS DURING THIS QUARTER

4.19 IRRV Performance Awards 2018



We are pleased to announce that our joint revenues and benefits service has this year been awarded the Institute of Revenues Rating and Valuation (IRRV) award for Excellence in Partnership Working 2018.

The council has been shortlisted in the past many times – securing a ‘final four’ place as ‘Benefits Team of the Year’ in 2004, and winning the ‘Revenues Team of the Year’ in 2007 and shortlisted for Excellence in Social Inclusion (for our Welfare Team) in 2008.

Congratulations to all who helped us achieve this magnificent achievement.

4.20 City of Lincoln Council delivering more than 170 new homes in first phase of new build rollout



City of Lincoln Council is delivering 172 properties with partners over the next six months to meet the demand for much-needed affordable housing in the city. The distribution of the properties will be done in accordance to the size and type of each unit, matched with an applicant’s current needs.

The introduction of these properties is just the beginning of City of Lincoln Council’s new build programme as it works toward the Vision 2020 target of 400 new homes

by 2020.

4.21 LABC Awards 2018

As reported in Q1 the Building Control team together with partners won two regional awards for the Best Educational Building – Isaac Newton Building and the Non-residential Construction Professional of the year – Rachel Casey with Ian Rainbow for the Sarah Swift Building Lincoln University.



As a result of these regional successes, the two winning teams were considered as part of the National Award Grand Finals in early November, but in this case were not the overall winners. However, well done on the Regional achievements

4.22 Apprentice of the Year Award

The Lincolnshire Public Service Apprentice of the Year Awards is taking place on Friday 30 November at the University of Lincoln. There are three apprenticeship categories:-

1. Level 2 Apprentices
2. Level 3 Apprentices
3. Higher Apprentices



A number of CoLC apprentices (both past and present) were nominated by WBL Assessors and Department Managers. We are extremely proud to announce that two of our employees have been shortlisted for the Lincolnshire Public Service Apprentice of the Year:

Ali Thacker (HR Team Leader) – Higher Apprentice category

Laura Armstrong (Community Services Contract Officer) - Level 3 Apprentice
Congratulations and good luck both for the finals

4.23 Breaking News

City of Lincoln Council has just been told that it has been shortlisted for three awards in the national Local Government Chronicle



Awards for 2019. The awards are the biggest and most prestigious for the local government sector, recognising the best of local government innovation and service delivery, so this is a fantastic achievement.

We have been shortlisted in the **Entrepreneurial Council** category which focuses on how local government is innovating, to generate income to respond to the challenging financial environment in which we operate. The award recognises that councils increasingly operate with a private sector mentality, successfully trading their expertise whilst demonstrating an understanding of the risks involved

In addition to this, we have two members of staff shortlisted in the **Rising Stars** category. This new category aims to highlight young officers and professionals who are currently not in corporate management team roles but are making change happen and preparing to deliver excellent local government in the future.

We have also been shortlisted for a partnership award along with North Kesteven, West Lindsey and East Lindsey.

All shortlisted councils will now be interviewed by judges in January before the winners are announced at a ceremony on 13 March 2019 held in London

4.24 **City of Lincoln Council Launches Social Responsibility Charter**

The Lincoln Social Responsibility Charter has been launched by City of Lincoln Council to showcase star employers in Lincoln who go above and beyond to support their employees and the local community.



Through undertaking a range of socially responsible activities, employers can expect to reap rewards for their organisation such as increased staff retention, reduced recruitment costs, a more productive workforce, better brand recognition, improved business reputation, increase in profits, customer loyalty and recognition as an ethical employer.

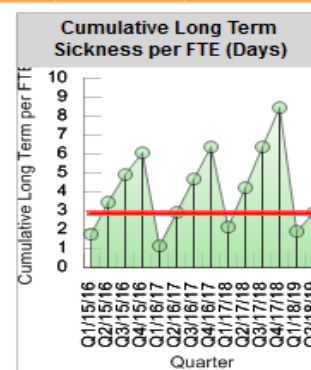
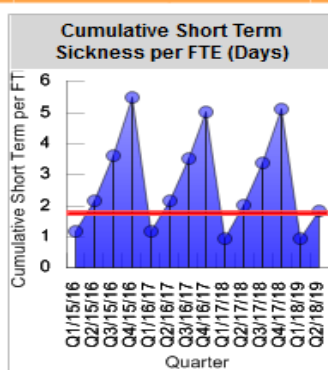
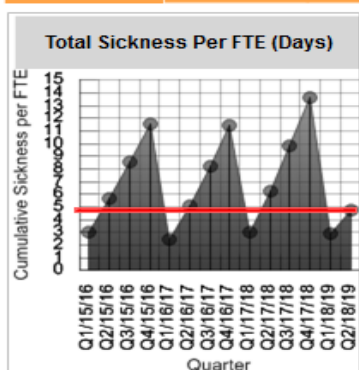
In turn, employees can expect to receive a range of benefits from their employer which can make a real difference, including such things as fair pay, career breaks, holiday purchase schemes, additional training and development, walk/cycle to work initiatives, staff recognition schemes and health support.

4.25 **CORPORATE MEASURES**

4.26 **Sickness Indicators – Q2 Cumulative (Year to date)**

In Q2 the average short term total stood at 0.9 days/FTE, and the average long term sickness stood at 1.03 days. The cumulative total sickness per FTE as at the end of September is now 4.83 days (excl. apprentices). This is 1.51 days less per FTE compared to quarter two last year, with the biggest reduction seen in long term sickness. Notably this is the lowest Q2 average in the last 6 years, however CMT continues to place a keen focus on these levels.

	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)	442.00	619.00	1,061.00	210.08	2.10	2.94	5.04
DCE	171.00	417.00	588.00	133.05	1.28	3.11	4.39
DMD	3.00	0.00	3.00	7.42	0.27	0.00	0.27
DHR	407.50	622.50	1,030.00	202.71	2.01	3.07	5.07
TOTAL	1,023.50	1,658.50	2,682.00	553.26	1.85	2.99	4.83



4.27 Apprentices Sickness – Q2 Cumulative

During quarter two alone, the apprentices lost a total of 42 days due to short term sickness, which equates to a total of 2.56 days per FTE. This brings the average YTD to 4.97 days

Cumulative sickness to Q2	Short term days lost	Long term days lost	Total days lost	Average Number of FTE this Q	Short term days lost per FTE	Long term days lost per FTE	Total days lost per FTE
Apprentice sickness	72	16	88	16.43	4.13	0.84	4.97

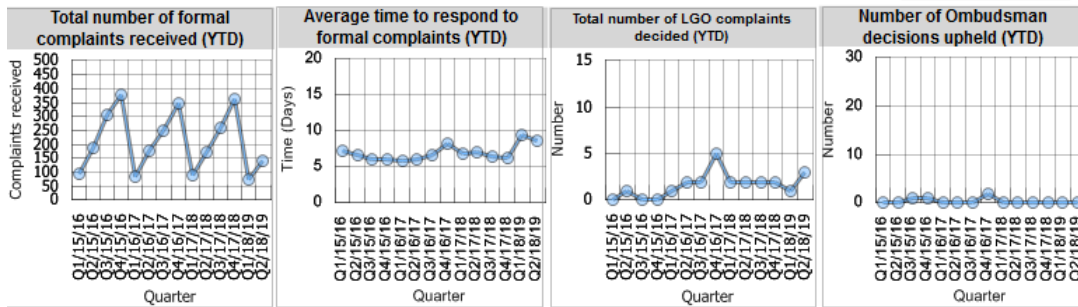
4.28 Corporate Complaints – Q2 Cumulative

In Q2 alone there were 69 complaints of which 21 were upheld. The average time to resolve these complaints (Q2 alone) was 6.5 days

The cumulative number of formal complaints received up to quarter two was 144 which is a decrease of 27 when compared to the same period last year. The cumulative average time across all directorates to respond to formal complaints was 8.7 days, which is an increase of 1.7 days compared to the same point in 2017/18.

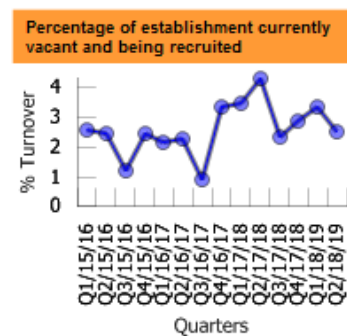
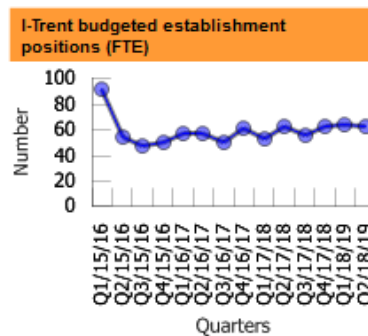
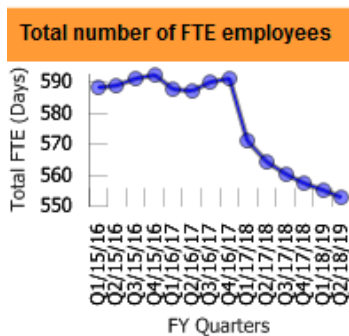
In Q2 we had one LGO complaint raised for DCE Directorate, and two raised in DHR Directorate, which have yet to be considered.

	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	21	8.9	0	0	
DCE	41	13.6	1	0	
DHR	81	6.2	2	0	0
DMD	1	3.0	0	0	
TOTALS	144	8.7	3	0	



4.29 Employees (FTE, Vacancies and Turnover) for Q2

Number of FTE employees (exc. App.s)	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19
CX - Number of FTE employees	211.85	209.46	209.08	210.77	210.08
DCE - Number of FTE employees	140.67	139.18	137.59	133.95	133.05
DHR - Number of FTE employees	203.91	204.18	203.63	203.27	202.71
DMD - Number of FTE employees	7.81	0.90	7.62	7.42	7.42
TOTAL	564.24	560.63	557.92	555.41	553.26
Average number of apprentices across the period					16.43
	Q2 2017/2018	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19
I-Trent budgeted establishment positions (FTE)			63.00	64.50	62.69
Active vacancies which are being recruited (FTE)	20.80	25.50	17.00	30.60	29.79
	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19
Percentage of staff turnover	4.24%	2.35%	2.83%	3.31%	2.50%



The total number of FTE employees (excluding apprentices) at the end of quarter one was 553.26 with an average of 16.43 apprentices over the period.

In terms of the level of vacancies at quarter two - budgeted establishment unfilled positions (FTE) stood at 62.69 FTE. This figure has decreased from that reported at quarter one. It should be noted that the Council are actively recruiting to 29.79 FTE positions, also a small decrease over quarter one.

The percentage of staff turnover at the end of quarter one was 2.5%. In comparison to the previous quarter, this has decreased by 0.81%.

Budgeted establishment vacancy positions by Directorate (FTE)

Directorate	i-Trent Budgeted establishment positions (FTE)
CX	22.5
DCE	11.2
DHR	0.39
DMD	28.6
OVERALL	62.69

4.30 Appraisal Monitoring

Directorate	Percentage of appraisals completed
CX	81%
DCE	83%
DHR	92%
DMD	50%
OVERALL	84%

The overall completed appraisal percentage as entered into the HR i-Trent system shows that 84% of appraisals have been completed. It is accepted that it is almost impossible to complete 100% as there will be cases of Maternity Leave, long term sickness and resignations which cannot be covered.

5. Strategic Priorities

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 the better the performance the more services can contribute towards priorities.

6. Organisational Impacts

- 6.1 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.
- 6.2 Legal Implications including Procurement Rules - there are no direct implications
- 6.3 Equality, Diversity and Human Rights
The Public Sector Equality Duty means that the Council must consider all individuals when carrying out their day-to-day work, in shaping policy, delivering

services and in relation to their own employees.

It requires that public bodies have due regard to the need to:

- Eliminate discrimination
- Advance equality of opportunity
- Foster good relations between different people when carrying out their activities

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. However, should implications be seen when considering the data - they will be passed to services for resolution.

6.4 Human Resources - there are no direct implications

6.5 Land, Property and Accommodation - there are no direct implications

6.6 Significant Community Impact - there are no direct implications

6.7 Corporate Health and Safety implications - there are no direct implications

7. Risk Implications

7.1 (i) Options Explored – not applicable

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

8. Recommendations

8.1 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 – Appendix A: table of measures

List of Background Papers:

None

Lead Officer:

Nathan Walker, Senior Corporate Performance & Engagement Officer. Telephone (01522) 873315

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Lean Area	Measure	Unit	Tolerance	Cumulative or Quarterly	High / Low is Good	Trend - Quarterly or Seasonal	Q2/17/18	Q3/17/18	Q4/17/18	Q1/18/19	Q2/18/19	Status	Q2/18/19 (Row Comment)	Under Performing	Target	Last Target Status
Work Based Learning	WBL 5 - Number of apprentices completing on time	Number	10	Cumulative	High is good	Seasonal	100%	100%	100%	100%	100%	Maintaining	16/16 apprentices within quarter 2 achieved their framework on time			
Work Based Learning	WBL 6 - Number of new starters on apprenticeships	Number	5	Cumulative	High is good	Seasonal	18	17	5	6	9	Deteriorating	9 New starts within quarter 2. No concerns to report in recruitment levels			
Work Based Learning	WBL 7 - Number of apprentices moving into Education, Employment or Training	Number	5	Cumulative	High is good	Seasonal	100%	100%	75%	100%	100%	Maintaining	Within quarter 2 100% of apprentices on programme moved into EET	90	100	At Target
Work Based Learning	WBL 8 - Number of early leavers	Number	5.00	Cumulative	Low is good	Seasonal	1	0	1	0	3	Maintaining	In Quarter 2 we had 3 early leavers			
Work Based Learning	WBL 9 - Employers / supervisors rating the WBL team as good or very good	%	5.00	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 2			
Customer Services	CS 4 - Number of face to face enquiries	Number	1000	Quarterly	Low is good	Seasonal	12,123	10,388	9,826	5,550	4,873	Improving	This is slightly lower than the previous quarter, we have had fewer customers for Garden waste and revenues and benefits in quarter two compared with quarter 1			
Customer Services	CS 5 - Number of telephone enquiries answered	Number	3000	Quarterly	Low is good	Seasonal	34,327	32,102	33,254	29,395	27,342	Improving	This is lower than previous quarter with calls for Revenue and Benefits being the main decrease.			
Customer Services	CS 6 - Number of users logged into the self-service system MyInfo this quarter	Number	400	Quarterly	High is good	Seasonal	6,059	6,409	9,865	7,925	7,298	Improving	A continued 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	10	Quarterly	Low is good	Seasonal	62	49	104	110	96	Deteriorating	Slightly lower than the previous quarter, although we had less demand in customer services, we are using 1 CSA to assist housing solutions with their incoming calls, their calls are not included in this quarters totals	50	40	Below Target
Human Resources	HU 4 - Number of grievances	Number	5	Quarterly	Low is good	Quarterly	1	1	0	1	2	Maintaining				
Human Resources	HU 5 - Number of disciplinary sanctions	Number	5	Quarterly	Low is good	Quarterly	4	2	0	2	2	Maintaining				
Accountancy	ACC 8 - Average return on investment portfolio	Number	0.50	Cumulative	High is good	Seasonal	0.31%	0.53%	0.67%	0.57%	0.73%	Maintaining	An increase in the Bank of England base rate during the quarter has increased rates on new investments and variable rate investments			
Accountancy	ACC 9 - Average interest rate on external borrowing	%	0.25	Cumulative	High is good	Seasonal	4.07%	4.07%	3.90%	3.90%	3.90%	Maintaining	No further borrowing taken during the quarter - rate is consistent with previous quarter			
Revenues Administration	REV 4 - Council Tax - in year collection rate for Lincoln	%	0.29	Cumulative	High is good	Seasonal	53.17%	79.77%	97.17%	27.09%	52.80%	Deteriorating	0.37% below 2017/18 = £146,107 However, the total net receipt has increased from 17/18 by £2,454,530	52.39	53.19	On Target
Revenues Administration	REV 5 - Business Rates - in year collection rate for Lincoln	%	0.4%	Cumulative	High is good	Seasonal	61.13%	86.43%	98.87%	35.86%	60.57%	Deteriorating	0.56% below 2017/18 = £246,903 However, the total net receipt has increased from 17/18 by £955,861	57.81	58.69	Above Target
Revenues Administration	REV 6 - Level of outstanding customer changes in the Revenues team	Number	100	Quarterly	Low is good	Seasonal	624	80	121	659	749	Deteriorating	Although there is an increase in the level of outstanding customer changes - there has also been an increase in incoming workload compared to quarter 1.			
Housing Benefit Administration	BE 4 - Average (YTD) days to process new housing benefit claims from date received	Days	4.00	Cumulative	Low is good	Quarterly	23.24	23.73	24.29	30.13	28.16	Maintaining	Increase in time to provide income details for those HB customers who claim UC may be impacting on processing times.	26	24	Below Target
Housing Benefit Administration	BE 5 - Average (YTD) days to process housing benefit claim changes of circumstances from date received	Days	3	Cumulative	Low is good	Seasonal	7.62	7.93	4.00	4.72	8.09	Maintaining	Work undertaken to bring down outstanding work and delay in UC claims being decided impacting on time taken to process changes.	9	5	On Target
Housing Benefit Administration	BE 6 - Number of Housing Benefits / Council Tax support customers awaiting assessment	Number	200	Cumulative	Low is good	Seasonal	810	556	696	1,312	1,491	Deteriorating	Of the 1,491, 1,157 are waiting a first contact.			
Housing Benefit Administration	BE 7 - Percentage of risk-based quality checks made where Benefit entitlement is correct	%	3	Cumulative	High is good	Quarterly	91.00%	91.00%	92.00%	87.50%	84.00%	Deteriorating	There is a decrease in accuracy due to the new policy being implemented and more checks taking place. We have also been checking more Universal Credit assessments due to new changes being implemented.	86.50	91.50	Below Target
Housing Benefit Administration	BE 8 - The number of new benefit claims year to date (Housing Benefits / Council Tax Support)	Number	1000	Cumulative	Low is good	Seasonal	3,731	5,513	7,296	1,322	2,860	Maintaining	Housing Benefit 711 Council Tax Reduction 2149			

Service Area	Full Name	Tolerance	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
Procurement Services	PRO 10 - What percentage of total contract spend is with a SME	10%	%	Cumulative	High is good	Seasonal			Not Set	First full collection will be 2019/20 due to the change of procurement arrangements in March 2018			
Procurement Services	PRO 11 - Percentage of total contract spend that is with a SME who meets the "local" definition	10%	%	Cumulative	High is good	Seasonal			Not Set				
Procurement Services	PRO 8 - Percentage spend on contracts that have been awarded to "local" contractors (as the primary contractor)	10%	%	Cumulative	High is good	Seasonal			Not Set				
Procurement Services	PRO 9 - Percentage value of the top 10 spend contracts that have that have been sub-contracted (wholly or partly) to "local" suppliers to deliver	10%	%	Cumulative	High is good	Seasonal			Not Set				

Service Area	Measure	Unit	Tolerance	Cumulative or Quarterly	High / Low is Good	Trend - Quarterly or Seasonal	Q2/17/18	Q3/17/18	Q4/17/18	Q1/18/19	Q2/18/19	Status	Q2/18/19 (Row Comment)	Under Performing	Target	Last Target Status
CCTV	CCTV 6 - Total number of incidents handled by CCTV operators	Number	600	Quarterly	High is good	Quarterly	3,519	3,374	3,380	3,191	4,068	Improving	Change believed to be due to use of new technology within the camera system, making it possible for the system to be used more effectively and for a wider range of issues.			
Recreation Services	RES 17 - Total number of users of our Health & Recreation facilities per quarter	Number	5000	Quarterly	High is good	Seasonal	209,284	190,198	218,181	244,381	247,762	Improving	Yarborough 179,395 (up on Q2 last year by 2,974) - Birchwood 49,829 (up on Q2 last year by 35,480) - Community Centres 16,778 (Down on Q2 last year by 1,666) - Recreation 1,760 (Recreation grounds up on Q2 last year by 1,690) Again this quarter, the number of users at our Health and Rec facilities has risen. This is due to Birchwood LC now being fully open for the second quarter.			
Waste & Recycling	WM 5 - Percentage of waste recycled or composted	%	2.5	Quarterly	High is good	Seasonal	39.90%	38.20%	33.70%	27.40%	38.20%	Maintaining	This figure relates to data from quarter 1. 21.95% of waste was composted, and 16.24% of waste was recycled, equating to 38.2% of waste being composted or recycled.	35%	45%	On Target
Parking Services	PS 6 - Overall percentage utilisation of all car parks (P8)	%	5	Quarterly	High is good	Seasonal	68.00%	70.00%	45.00%	48.00%	45.00%	Deteriorating	The utilisation is measured as a percentage of the overall number of spaces available. From PS7 it can be seen that the available car park stock has increased significantly since last year, and as such there has been a corresponding drop in the utilisation percentage. Red status for this indicator therefore reflects the increase in car parking stock, not a drop in utilisation in this instance.	60.00%	70.00%	Below Target
Parking Services	PS 7 - Number of off street charged parking spaces	Number	20	Quarterly	High is good	Seasonal	2,241	2,880	3,621	3,621	3,621	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 one of the University of Lincoln car parks at weekends.			
Allotments	AM 8 - Percentage occupancy of allotment plots	%	5	Quarterly	High is good	Seasonal	82.87%	82.50%	80.10%	84.20%	85.70%	Maintaining	As at the end of September 2018, 893 plots of a total 1101 plots were let, equating to 81.1%. Of the 1042 lettable plots, 893 occupied plots equates to 85.7%.			
Public Protection and Anti-Social Behaviour Team	AB 4 - Number of service requests for Public Protection and ASB	Number	200	Quarterly	Low is good	Seasonal	818	612	587	817	904	Maintaining	This is up on quarter 2 2017 however is still lower than seen historically over this period. The team have done proactive promotional work over the two weeks of fresher's which may have lowered service requests slightly.			
Public Protection and Anti-Social Behaviour Team	AB 5 - Satisfaction of complainants relating to how the complaint was handled	%	5	Cumulative	High is good	Quarterly	68.00%	89.00%	87.00%	80.00%	80.30%	Maintaining	How many surveys attempted July - 70, August - 68, September - not yet reported How many people refused to answer July -6, august - 11, September - not yet reported How many people didn't answer the phone* July - 38, august 41, September - not yet known * Those that didn't answer the phone, we would follow this up with a postal survey	85%	87.50%	Below Target
Food and Health & Safety Enforcement	FHS 4 - Percentage of premises fully or broadly compliant with Food Health & Safety inspection	%	3	Quarterly	High is good	Quarterly	97.8%	98.1%	98.0%	98.7%	96.8%	Maintaining	Total of 1038 businesses. 33 non-compliant of which 18 are new businesses awaiting initial assessment.	95%	97%	On Target
Food and Health & Safety Enforcement	FHS 5 - Average time from actual date of inspection to achieving compliance	Days	2.00	Quarterly	Low is good	Quarterly	9.90	13.25	10.40	9.50	8.30	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)	%	4	Quarterly	High is good	Quarterly	81.10%	84.50%	94.00%	90.00%	81.60%	Deteriorating	There have been a reduction in staff resources during this quarter and this has impacted on the number of inspections that have been achieved alongside a number of time hungry complex cases. The team will be reduced by a 1FTE EHO from the 30 November and the potential time to recruit into this post will impact this measure further. There are 94 inspections outstanding. There are no high risk red inspections overdue, however there are 7 amber inspections overdue of which 5 are evening economy visits, 18 are new businesses and the remainder (69) are green.	90%	97%	Below Target

Service Area	Measure	Unit	Tolerance	Cumulative or Quarterly	High / Low is Good	Trend - Quarterly or Seasonal	Q2/17/18	Q3/17/18	Q4/17/18	Q1/18/19	Q2/18/19	Status	Q2/18/19 (Row Comment)	Under Performing	Target	Last Target Status
Development Management (Planning)	DM 11 - End to end time to determine a planning application (Days)	Days	5	Quarterly	Low is good	Quarterly	54.32	58.04	67.34	57.44	56.25	Maintaining	High performance maintained for a second consecutive quarter, but this is likely to increase due to the recent changes to the National Planning Policy Framework.			
Development Management (Planning)	DM 13 - Number of live planning applications open	Number	20	Quarterly	Low is good	Quarterly	120	97	126	121	117	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	%	5	Quarterly	High is good	Quarterly	95%	95%	96%	93%	93%	Maintaining	This figure remains consistently high and remains a reflection of officer's approach to negotiating a positive outcome wherever possible.	85%	97%	On Target
Development Management (Planning)	DM 20 - Number of planning appeals allowed	Number	5	Quarterly	Low is good	Quarterly	2	1	0	0	2	Maintaining	5 appeals decided of which two were allowed and three dismissed			
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		10	Quarterly	High is good	Quarterly	94.30%	95.00%	95.00%	94.67%	95.05%	Maintaining	This figure remains high due to our work management and prioritisation, but could drop in the coming months due to the new requirements of the National Planning Policy Framework where we have to seek agreement with the applicants of all pre-commencement conditions prior to determination.	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		5	Quarterly	High is good	Quarterly	98.18%	98.28%	100.00%	100.00%	98.04%	Maintaining	This remains high due to our prioritisation of major applications, and our negotiation of time extensions when needed.	60.00%	90.00%	Above Target
Development Management (Planning)	DM 8 - Number of applications in the quarter	Number	40	Quarterly	High is good	Quarterly	246	264	234	247	229	Maintaining	This number is still relatively high and reflects the confidence in the City. As has been demonstrated in previous quarters, this workload is still manageable within the team without causing any significant performance issues. This could increase due to changes to the National Planning Policy Framework.			
Affordable Housing	AH 4 - Cumulative number of affordable homes delivered to date this year	Number	5	Cumulative	High is good	Quarterly			21	0	41	Maintaining	A number of council site developments have helped deliver 41 affordable homes in Lincoln in Q2, such as the old Ermine School site, Moorland School site and the privately developed LN6 Phase 2.	40	50	On target

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APPENDIX A - DCE Annual Measures – Q2 2018/2019

Service Area	Measure	Unit	Tolerance	High / Low is Good	2016/2017	2017/2018	2018/2019	RAG Status	2018/2019 (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	Number	5	High is good			2	Not Set	There are some inconsistencies in how this measure is derived, which need to be assessed to improve its quality and understand more fully what it is actually measuring. We will therefore work on a more informative measure over the next quarter.			
Street Cleansing	SC 8 - % satisfaction that public land and public highways are kept clear of litter and refuse	%	5	High is good	82.76%	74.76%	66.89%	Maintaining				
Sport & Leisure	SP10 - The standard of service provided by Yarborough Leisure Centre (as per citizens panel)	%	5	High is good	95.59%	84.91%	80.21%	Maintaining				
Sport & Leisure	SP11 - The standard of service provided by Birchwood Leisure Centre (as per citizens panel)	%	5	High is good	95.35%	78.85%	87.71%	Improving	Taken from the July 2018 panel data			

Service Area	Measure	Unit	Tolerance	Cumulative or Quarterly	High / Low is Good	Trend - Quarterly or Seasonal	Q2/17/18	Q3/17/18	Q4/17/18	Q1/18/19	Q2/18/19	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)	%	2	Cumulative	Low is good	Quarterly	0.00%	0.00%	0.00%	0.94%	0.48%	Maintaining				
Housing Investment	HI 6 - Number of properties 'not decent' as a result of tenants refusal to allow work (excluding referrals)	Number	30	Quarterly	Low is good	Quarterly	4	4	4	174	192	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. Therefore this quarter's increase is not due to the team's performance but down to the influx of properties that have been identified as needing repairs, but where the team are facing refusals or lack of contact to be able to complete the survey			
Housing Investment	HI 7 - Percentage of dwellings with a valid gas safety certificate	%	2	Cumulative	High is good	Quarterly	99.95%	99.95%	99.96%	99.85%	99.93%	Maintaining				
Control Centre	CC 5 - Percentage of calls answered within 60 seconds	%	1	Quarterly	High is good	Quarterly	98.37%	98.36%	98.25%	99.09%	99.16%	Maintaining				
Rent Collection	RC 3 - Rent collected as a proportion of rent owed	%	5	Cumulative	High is good	Quarterly	98.21%	99.27%	99.68%	97.56%	98.19%	Maintaining	At the halfway stage of the financial year, we have collected £13,901,594 in rent.	94.00%	96.50%	Above Target
Rent Collection	RC 4 - Current tenant arrears as a percentage of the annual rent debit	%	1	Cumulative	Low is good	Quarterly	2.59%	2.22%	2.11%	2.72%	2.95%	Maintaining	Arrears currently stand at £802,050, which equates to 2.95%. Since January, our arrears have increased by over £135,000. A major factor of this increase is the rollout of full service Universal Credit which has played a significant role in our arrears and rent collection and this will continue further moving forward. To date, we have over 800 UC cases that we are aware of and the associated arrears from these cases equates to around 35% of our total arrears.	5.40%	3.50%	Above Target
Housing Solutions	HS 3 - The number of people currently on the housing waiting list	Number	100	Cumulative	Low is good	Quarterly	1,681	1,653	1,693	1,692	1,663	Maintaining				
Housing Solutions	HS 4 - The number of Homelessness applications progressed within the Housing team	Number	10	Cumulative	Low is good	Seasonal	127	183	279	167	368	Deteriorating	At the end of quarter 2 the number of homeless applications received was 368, however this includes everything from triage, advice, under prevention, under relief, successfully prevented and successfully relieved. The figure is this high as this is a rolling figure and records the stage of the application at that time. It is also high because of the changes to the Homelessness Reduction Act in which we now have to open a homeless application/case for anyone who is eligible. We have successfully prevented 95 homeless cases and successfully relieved 63 since April 2018.			
Housing Voids	HV 7 - Percentage of rent lost through dwelling being vacant	%	0.05	Cumulative	Low is good	Quarterly	1.06%		0.97%	0.72%	0.70%	Maintaining				
Housing Voids	HV 9 - Average re-let time calendar days for all dwellings (including major works)	Days	5	Cumulative	Low is good	Monthly	30.00	27.16	26.77	26.42	26.47	Maintaining		28	25	On Target
Housing Maintenance	HM 3 - Percentage of reactive repairs completed within target time	%	2.00	Cumulative	High is good	Quarterly	96.52%	96.98%	97.49%	98.00%	99.36%	Maintaining	Performance in this area is the strongest it's been for many years. With the new repair task codes implemented along with making sure we are identifying the repair correctly at the first point of contact it allows us to complete the repair in an efficient timeframe	95.00%	97.50%	Above Target
Housing Maintenance	HM 4 - Percentage of repairs fixed first time	%	5	Cumulative	High is good	Quarterly	88.01%	88.91%	90.21%	93.38%	93.60%	Maintaining				
Housing Maintenance	HM 5 - Appointments kept as a percentage of appointments made	%	5	Cumulative	High is good	Quarterly	96.25%	95.71%	95.85%	96.56%	96.66%	Maintaining				

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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 second 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 Members in August 2018 and contained seven strategic risks.
- 2.2 Since reporting to Members in August 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. There has also been an additional risk added No. 8 Decline in the economic prosperity within the City Centre.
- 2.3 The updated Register is attached at Appendix A, this contains eight 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. 3 Failure to deliver the Towards Financial Sustainability Programme whilst ensuring the resilience of the Council. Continued monitoring of the Phase 5 Programme with development of phase 6 proposals now in progress. The development of a high level commercial strategy will be drafted alongside the development of an investment strategy for property acquisition scheduled for completion December 2018. Linkages to Organisational Development and Leadership Development to be explored in March 2019.

Risk No 4. Failure to ensure compliance with statutory duties/functions and appropriate governance arrangement's in place. IT disaster recovery plan is drafted. An internal audit has been completed, actions have been allocated and now being refined by Business Continuity Planning Group.

Risk No. 6 Unable to meet the emerging changes required in the Council's culture, behaviour and skills to support the delivery of the Council's Vision 2020

and the transformation journey to “One Council” approach. Further work to review People Strategy in line with “One Council” at CMT scheduled for October 2018. Completion of staff Global Challenge with award event to take place in November 2018 with Leader and CX to highlight successes such as improvement of physical, social and mental wellbeing.

A new risk has been added to the Strategic Risk Register at Risk No 8. Decline in the economic prosperity within the City Centre. Whilst work is ongoing in supporting businesses in ensuring Lincoln is a thriving city an intervention team to support rough sleeping/homelessness/street begging has been set up. The team is a joined up approach, with officers from City of Lincoln Council, Lincolnshire Police, LPFT, Lincoln BIG and Addaction using a mix of outreach support, treatment and potentially legal enforcement. A media launch is scheduled for mid October 2018.

- 3.2 The above movement in control actions has resulted in changes to the assessed levels of likelihood and impact of risks identified on risk no. 1

Control actions continue to be implemented and risks managed accordingly:

Risk No.	Risk Rating	Likelihood	Impact
2	Red/High	Probable	Critical
5	Amber/Medium	Possible	Critical
6 & 7	Amber/Medium	Probable	Major
1, 3, 4 & 8	Amber/Medium	Possible	Major

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

4. Strategic Priorities

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

5. Organisational Impacts

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

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

6. Risk Implications

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

7. Recommendations

7.1 Performance Scrutiny Committee are asked to note and comment on the Strategic Risk Register as at the end of the second quarter 18-19.

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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Strategic Risk Register Template

Likelihood	4 Almost Certain				
	3 Probable			6. 7.	2.
	2 Possible			1. 3. 4. 8.	5.
	1 Hardly Ever				
		1 Negligible	2 Minor	3 Major	4 Critical
	Impact				

RISK REGISTER:

REVIEWED:
 CMT 07/11/17
 Risk owners 06.02.18 CMT 08/02/18
 Risk owners 25.04.18
 CMT 08.05.18
 Reviewed 06.09.18
 Reviewed 08.10.19
 CMT 13.11.18

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

The matrix below, helps you define where the risk is by scoring it on a basis of 'Likelihood' and 'Impact':

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Likelihood	4 Almost certain	Retain	Transfer Modify Retain	Avoid Transfer Modify	Avoid Transfer Modify	Description of occurrence
	3 Probable	Retain	Prioritise for Modifying Retain	Transfer Modify Retain	Avoid Transfer Modify	
	2 Possible	Retain	Prioritise for Modifying Retain	Prioritise for Modifying Retain	Transfer Modify Retain	
	1 Hardly ever	Retain	Retain	Retain	Prioritise for Modifying Retain	
		1 Negligible	2 Minor	3 Major	4 Critical	

Occurs several times per year. It will happen.
 It has happened before and could happen again.
 It may happen but it would be unusual.
 Never heard of it occurring. We can't imagine it occurring.

Impact	Service Delivery	Delay	Finance	Reputation	People
Critical	Very significant	>1month	>£1m	National media story	Loss of life
Major	Significant	1week - 1month	£500k - £1m.	Local media story	Serious Injuries
Minor	Major	1day - 1week	£100k - £500k	Limited Local publicity	Minor injuries
Negligible	Minor	<1day	<£100k	Little/No publicity	-

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

Risk No:	Risk Description	Risk Owner	Risk Appetite	Controls/Actions		Current Risk Score	Target Risk Score at end of March 2019	Assurance - Status (Full, Substantial, Limited, No)	Assurance - Direction of Travel (Improving, Static, Declining)
				Current/Already in Place	Required Mitigation (inc timescales)				
1.	Failure to engage & influence effectively the Council's strategic partners, council staff and all stakeholders to deliver against e.g. 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 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 Continuation of partner 	<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 			Substantial	Static

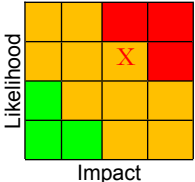
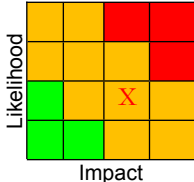
Risk No:	Risk Description	Risk Owner	Risk Appetite	Controls/Actions		Current Risk Score	Target Risk Score at end of March 2019	Assurance - Status (Full, Substantial, Limited, No)	Assurance – Direction of Travel (Improving, Static, Declining)
				Current/Already in Place	Required Mitigation (inc timescales)				
				<p>meetings and 3rd sector - ongoing through hoarding displays</p> <ul style="list-style-type: none"> • “‘Engine Room’ launched June 2017 • 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.	Failure to deliver a sustainable Medium term Financial Strategy (that supports delivery of Vision 2020 (Council plan))	CFO	<p><u>Creative & Aware/ Opportunistic</u></p> <p>†</p> <p>Finance & Money</p>	<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 	<ul style="list-style-type: none"> • Link to TOFS Programme, risk no 3 below. • Continued assessment of future funding reforms, including The Fair Funding Review, reset of business rates baselines and 75% retention of business rates – Ongoing – <ul style="list-style-type: none"> • Review of earmarked reserves to release one-off resources – Oct 18 • Implementation of action plans developed in response to Q1 forecast overspend – ongoing • Preparation of draft MTFS 2019-24 based 	<p>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>	Substantial	Static

Risk No:	Risk Description	Risk Owner	Risk Appetite	Controls/Actions		Current Risk Score	Target Risk Score at end of March 2019	Assurance - Status (Full, Substantial, Limited, No)	Assurance - Direction of Travel (Improving, Static, Declining)
				Current/Already in Place	Required Mitigation (inc timescales)				
				<p>by CMT with mitigation plans for areas of target monitored quarterly.</p> <ul style="list-style-type: none"> 100% Business Rates Pilot in place for 2018/19 with all Lincolnshire Districts together with the County and North Lincolnshire Council.. Mitigation action plan developed in response to forecast overspend reported at Q1, specifically car parking Budget Strategy including review of assumptions and budget pressures to be prepared – Sept 18 BR Pilot Bid for 2019/20 submitted Sept 18 	<p>on revised assumptions – Dec 18</p>				
3.	Failure to deliver the Towards Financial Sustainability Programme whilst ensuring the resilience of the Council	CFO	<p>Opportunist</p> <p>Projects & Major Change</p> <p>Hungry</p> <p>Reputation and Public Confidence</p>	<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 	<ul style="list-style-type: none"> Monitor delivery of Phase 5 Programme through established arrangements – ongoing Development of phase 6 proposals in progress – Dec 18 Development of a high level commercial strategy. – Mar 19 Development of an investment strategy for property acquisition – Dec 18 Linkages to Organisational Development and Leadership Development to be explored – Mar 19 			Substantial	Declining

Risk No:	Risk Description	Risk Owner	Risk Appetite	Controls/Actions		Current Risk Score	Target Risk Score at end of March 2019	Assurance - Status (Full, Substantial, Limited, No)	Assurance - Direction of Travel (Improving, Static, Declining)																																																		
				Current/Already in Place	Required Mitigation (inc timescales)																																																						
				<p>in place and monitored monthly through Board and Team.</p> <ul style="list-style-type: none"> • 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. 																																																							
4..	Failure to ensure compliance with statutory duties / functions and appropriate governance arrangements are in place,	CLT	Cautious Regulatory standing & legal compliance	<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 Asset Register created and updated Retention schedules. • Continued progression of GDPR Action Plan and Training Needs 	<ul style="list-style-type: none"> • Waiting outcome of HSE inspection – expected Q3 • All Information Management Polices reviewed, updated and approved May 18. To be rolled out to staff Sept 18. • GDPR guidance provided to all Members May 18 and training for new members. All members to receive training 11.10.18. 	<p>Likelihood</p> <table border="1"> <tr><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td>X</td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td></tr> </table> <p>Impact</p>														X												<p>Likelihood</p> <table border="1"> <tr><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td>X</td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td></tr> </table> <p>Impact</p>																			X							Substantial	Static
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				Current/Already in Place	Required Mitigation (inc timescales)				
				Plan <ul style="list-style-type: none"> ITDR plan endorsed and now needs testing which is to be scheduled in new financial year. Internal Audit completed with actions referred to BCP Group for consideration 					
5.	Failure to protect the local authority's vision 2020 due to changing structures in local government and impact on size, scale and scope of the Council	CX	Opportunist	<ul style="list-style-type: none"> Information gathering and a watching brief on national and local developments Formation of RLG Group (Reshaping Local Government) has been formed and meets regularly to review local and national developments, which continue to be monitored regularly. This includes the proposed business rate retention consultation, and any proposals for fairer funding arrangements. 	<ul style="list-style-type: none"> Information gathering and a watching brief on national and local developments – ongoing. Reviewing a range of policies, statistics and potential scenarios and keeping a watching brief nationally 			Substantial	Static
6.	Unable to 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 one Council approach	CS	Opportunist	<ul style="list-style-type: none"> Leadership development delivered to CMT, Assistant Directors and Service Managers 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 	<ul style="list-style-type: none"> Implementation of People Strategy action plan – annual review. Staff Recognition scheme in progress to be agreed and rolled out Q3 CMT to evaluate Coaching programme – Q3 with a view to rolling out further to Team Leader level CMT workshop to review People Strategy – October 2018 Global challenge award event to be held end of October 			Substantial	Static

Risk No:	Risk Description	Risk Owner	Risk Appetite	Controls/Actions		Current Risk Score	Target Risk Score at end of March 2019	Assurance - Status (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"> Nov-Dec 2017 Registration of Virgin Corporate Global Challenge for staff – May 2018 Sickness Clinics to be progressed in areas of concern– June 2018 					
7.	Insufficient levels of resilience and capacity exist in order to deliver key strategic projects & services within the Council	CX	<p><u>Creative & Aware / Opportunist</u></p> <p>Projects & Major Change</p>	<ul style="list-style-type: none"> BCP Plans in place for critical services New Vision 2020 launched, with associated 3 year programme, forming basis of service plans and priorities Strategic Projects reported on a quarterly basis to CMT/Exec/PSC Programme Boards established for key strategic projects. 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 	<ul style="list-style-type: none"> Recruitment to AD – Strategic Development /AD – Regeneration – Early 2019 			Substantial	Static

Risk No:	Risk Description	Risk Owner	Risk Appetite	Controls/Actions		Current Risk Score	Target Risk Score at end of March 2019	Assurance - Status (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"> through CMT and Portfolio Holders • Vision 2020 Phase 2 projects agreed and work allocations within Directorates reviewed • Health and Wellbeing group being set up with staff to support People Strategy – Ongoing • Recruitment of vacant Director of Housing & Investment – Sept 18 • Management restructure approved by Executive 					
8.	Decline in the economic prosperity within the City Centre	CLT	<u>Opportunist</u>	<ul style="list-style-type: none"> • COLC representatives continue to sit on Bailgate Guild/Healthy High Streets/Chamber of Commerce etc • City Stakeholder Group set up with MP/Police and third sector organizations to review pathways into support – Sept 2017 • City Centre Masterplan in place • Public Realm Strategy in place • Townscape Assessment has been undertaken • Range of partner developed strategies in place □ 	<ul style="list-style-type: none"> • New intervention team set up to support rough sleeping/homeless ness/street begging – October 2018 • Research work in the city continues to understand the causes of the increases in rough sleeping and ASB. • Reviewing current arrangements with market – Q3 • Review Place shaping strategy – commence Q2 • Review Public Arts Strategy – January 2019 • Rollout of Business Growth Policy – Q2 • Development of a programme of activity/investment to support the vibrancy of the city centre – Q3 • Newly set up High Street Task Force now in place – continue to scope and monitor actions required • Work on “evening economy” to commence 			Limited	N/A

Risk No:	Risk Description	Risk Owner	Risk Appetite	Controls/Actions		Current Risk Score	Target Risk Score at end of March 2019	Assurance - Status (Full, Substantial, Limited, No)	Assurance - Direction of Travel (Improving, Static, Declining)
				Current/Already in Place	Required Mitigation (inc timescales)				
					January 2019 <ul style="list-style-type: none"> Review /engage with government on Future High St Fund / Business Rates Relief for small business following Autumn Statement 				

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PERFORMANCE SCRUTINY COMMITTEE

22 NOVEMBER 2018

SUBJECT: SCRUTINY ANNUAL REPORT 2017/18

DIRECTORATE: CHIEF EXECUTIVE AND TOWN CLERK

LEAD OFFICER: ALI HEWSON - DEMOCRATIC SERVICES OFFICER

1. Purpose of Report

- 1.1 To present the Scrutiny Annual Report for 2017/18 for comments, prior to being referred to Full Council for approval.

2. Background

- 2.1 Within the Constitution it states that the scrutiny committees should produce an annual report to Council. Chairs of the Scrutiny Committees do produce individual reports to Council during the municipal year, however, the attached Scrutiny Annual Report (**Appendix 1**) summarises the work of the scrutiny committees for the full year and highlights the key achievements made under scrutiny in 2017/18.

- 2.2 Once the Annual Report has been approved, it will be published on the Council's website and circulated to interested persons or groups as appropriate.

3. Recommendation

- 3.1 That the Scrutiny Annual Report for 2017/18 be agreed and referred to Full Council for approval.

Key Decision No

Key Decision Reference 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? One

List of Background Papers:

Lead Officer: Ali Hewson, Democratic Services Officer
Telephone 873370

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Scrutiny

Annual Report 2017-18

Introduction

During 2017-18 the City of Lincoln Council operated an Executive system, comprising the Leader and five other portfolio holders. Much of the decision-making within the Council takes place within the Executive. To improve the quality of the decisions made by the Council, a scrutiny structure remained in place under the local government modernisation agenda, which provided the opportunity for the remaining 27 non-Executive Councillors to challenge decisions made by the Executive, as well as to help the Executive in reviewing and developing new policies.

Background to Scrutiny

The scrutiny structure is:-

- Performance Scrutiny Committee
- Policy Scrutiny Committee
- Community Leadership Scrutiny Committee
- Select Scrutiny Committee
- Housing Scrutiny Sub-Committee

What Did We Achieve in 2017/18?

Main Scrutiny Committees were:

Committee	Chair
Community Leadership Scrutiny Committee	Councillor Bushell
Performance Scrutiny Committee	Councillor Hewson
Policy Scrutiny Committee	Councillor J Kirk
Select Scrutiny Committee	Councillor Hewson

With the exception of the Select Scrutiny Committee, the work programmes for these scrutiny committees were formally approved by the respective Committees in June 2017, and updated regularly throughout the municipal year. The Select Scrutiny Committee meets annually in order to consider crime and disorder, as well as considering any call-in requests made throughout the year.

This report identifies some of the key achievements made by the Committees. Current work programmes for scrutiny committees, can be found on the Council's website.

Sub/ Task Groups were:

Name of Group	Chair
Housing Scrutiny Sub Committee	Councillor Hewson

This sub committee sits under Performance Scrutiny Committee and reports back to this meeting on a quarterly basis.

Community Leadership Scrutiny Committee

The Community Leadership Scrutiny Committee considered two main topics as scrutiny reviews during 2017/18, as follows:

Proposed closure of the Monks Road Walk-In Centre

The Community Leadership Scrutiny Committee met at the New Life Centre to accommodate an anticipated larger number of public attendees than usual to consider the proposed closure of the Monks Road Walk-In Centre in order for a response to be made to the consultation process being undertaken by the NHS Lincolnshire West Clinical Commissioning Group.

The following external speakers were invited to contribute to the meeting:

- Sarah-Jane Mills – Lincolnshire West Clinical Commissioning Group
- Dean Graham – Public Petition Organiser, Change.Org
- Kudzai Muzangaza – Student Union President and Student Petition Organiser
- Sarah Fletcher – Lincolnshire Health Watch
- Wesley Shelbourne – Just Lincolnshire
- Kieran Sharrock – Lincolnshire Local Medical Committee
- Mark Hutton – Pharmacist

In considering the Lincolnshire West Clinical Commissioning Group's consultation into the proposed closure of the Walk-In Centre, the Community Leadership Scrutiny Committee agreed to submit the following response to the Council's Portfolio Holder for Recreational Services and Health for his consideration.

Responding to the consultation question '*do you think the reasons given for why we are consultation on the Walk-In Centre are clear?*', the Committee put forward the following comments:

Members were concerned about the reasons outlined in the proposal and thought that they were not clear enough.

Members did not feel that the Equality Impact Assessment had been properly carried out in that it was only a work in progress, had not been made clear to the public and should have been readily available at the start of the consultation.

In response to the consultation question '*did you know that children under 12 can get an assessment on the same day at their own GP surgery if it is clinically appropriate to do so?*', the Committee put forward the following comments:

Members were aware of this, however, they were concerned that members of the public did not know this provision was available to them.

The Committee agreed upon general responses to the consultation document and expressed concerns about the following:

- individual members of the Committee had received an overwhelming public response that people did not support the proposal to close the Walk-In Centre;
- it was clear that lots of people experienced difficulties in getting an appointment with their GP on the same day;
- closure of the Walk-In Centre would mean losing immediacy of access to face to face services;
- there was a shortage of GP's currently and there would be a gap in provision if the Walk-In Centre closed;
- the alternative provision of Pharmacies was of limited assistance due to their restricted skill set to provide clinical treatment;
- much of the proposal was aspirational as the NHS was already in a position of crisis and debt, especially when taking into account recent closures of GP surgeries, frequent use of locums and a serious shortage in A&E staff. This already contributed to a pressure on services and closure of the Walk-In Centre would contribute even further to this pressure;
- people who were vulnerable, such as the homeless and those with mental health issues, were likely to be disadvantaged should the Walk-In Centre close;
- young and vulnerable people would be disadvantaged as a result of the Walk-In Centre closing in respect of access to sexual health services, particularly free emergency contraception. With regard to emergency contraception, some patients appreciated confidential advice and treatment away from the 'family' GP;
- it was difficult to accept that there would be no more than an average of two more appointments a day in General Practices as a result of the closure of the Walk-In Centre. There did not appear to be adequate evidence to support this assumption;
- the closure of the Walk-In Centre would deny many patients access to healthcare;
- the Walk-In Centre had been incredibly successful;
- there may be a case for exploring whether there could be more Walk-In Centres across the county;
- there were specific concerns regarding student access to healthcare services, particularly overseas students, should the Walk-In Centre be closed
- the timing of the consultation, particularly during the summer when students were away from the City;
- the 111 service was not a face to face service, so was not an alternative to the Walk-In Centre;
- the need for significantly greater levels of education in order that people properly understood and were made aware of existing services
- 25% of people in the city were unable to access online services, so any push to online services would result in limited access to a significant proportion of residents;
- provision of the Walk-In Centre in Lincoln was being perceived as delivering an inequitable service across the rest of the county.

The Committee was reassured by the Clinical Commissioning Group comment's at this meeting that it regarding the consultation as meaningful, with this sentiment being noted. Members were also reassured by the following:

- the ambition of the health service was to improve access to GP services in the future;
- it was intended that there would be more education and awareness of access to different healthcare services;
- there was a pro-active approach towards encouraging students to register with a GP in the area to ensure that they had regular access to healthcare services;
- the range of clinicians and trained staff would be increased in General Practices;
- further evaluation of routine appointments and same day appointments would be undertaken.

Despite these assurances, however, the Community Leadership Scrutiny Committee felt that, in view of the fact that the above measures were not yet in place, closure of the Walk-In Centre was premature at this stage. Whilst accepting the need to make financial savings, members did not accept that it should limit access to healthcare. The Committee felt that there had not been enough work carried out on robust alternative services and was therefore of the view that the Walk-In Centre should remain open until such services were available and a further review carried out.

The Executive considered the Community Leadership Scrutiny Committee's comments at its meeting on 14 August 2018. It was supportive of these comments and agreed to use the Committee's general responses to the consultation for the basis of the Council's official response to the Lincolnshire West Clinical Commissioning Group's consultation.

Inclusive Growth

The subject of this review tied in strongly with the Council's Vision 2020 objective 'Lets Reduce Inequality' and 'Economic Growth'. The Committee held regular meetings to gather information on this review and invited key partners relevant to the topic.

In August 2017, the Joseph Rowntree Foundation published a report called *Job creation for inclusive growth in cities*. Using this as a baseline study, the Community Leadership Scrutiny Committee agreed to undertake a review of inclusive economic growth in the city and wider functioning economic area, by considering inclusive growth from both supply and demand perspectives. The supply perspective considered the impact of inclusive economic growth on the labour market and the demand perspective considered its impact on businesses and employers, in particular small and medium sized enterprises. The review took place over four meetings, culminating on 3 April 2018 with a number of recommendations for the Executive to consider on 29 May 2018. The following summarises the work of the Committee:

- 1) The first meeting was held on 7 November 2017 which scoped the Inclusive Growth Review. The Committee was advised that Lincoln's population increased at a fast pace between 2006 and 2016, increasing by 9.4% to 97,795 residents. Members discussed inclusive growth as a whole including its definitions and background studies; and discussed how important it was to economic growth as it brought more people into the economy and therefore increased financial inclusion and boosted economic productivity. The Committee heard evidence from Lincoln University and put in place a topic for each meeting until the end of the municipal year. These were:
 - 9 January 2018 – Labour Market and Case Studies
 - 6 March 2018 – Business Sector and Statistics
 - 3 April 2018 – Discussion and Recommendations
- 2) At the meeting on 9 January 2018 the Committee was presented with information on the supply side of inclusive growth. In particular, Lincoln's Labour market and economic activity. The Committee heard evidence from the DWP (Department for Work and Pensions), Linkage Trust, Lincoln College and Lincoln University about how they provide career opportunities and help people get into full time employment. The Committee was advised that there was a large difference in population size for Lincoln's nearest neighbours, ranging from 141,801 residents in Preston, to 80,537 resident in Hyndburn.

The Committee also explored a number of case studies from across the country where inclusive growth initiatives were spurring economic growth whilst enabling more people to progress into employment, and access better quality jobs. Members considered Newcastle's Working City Plan which was delivering a range of capital investments across the city whilst ensuring these benefited young people, such as through creating apprenticeship opportunities. Additionally, the Committee heard about Bradford Skills House which had been created to bridge the skills gap between local employers in key sectors and residents; and about the Bristol City Fund which was convening stakeholders to mobilise local investment into priority areas such as housing and employment.

- 3) At the meeting on 6 March 2018 the Committee was presented with information around the Business Sector of Inclusive Growth. The Committee heard evidence from the Education Business Partnership, Voluntary Centre Services, Bailgate Guild, Tesco Ltd with regards to the size comparison between businesses in Lincoln and the types of jobs including skill levels. The key information heard at that meeting was:
 - Fulfilling sector demands and the fact that social mobility was an ongoing issue
 - The importance of the Living Wage and how it was key to local businesses
 - The large multi-lingual customer base within Lincoln and the language barrier which often proved difficult when providing training

- 4) At the meeting on 3 April 2018 a presentation was provided to recap on the key findings of the Inclusive Growth review to date, and highlighted the outcomes of the Lincoln Growth Conference on 16 March 2018. As a result of this review, led by the Community Leadership Scrutiny Committee, a dedicated inclusive growth workshop was held which included a range of external attendees, with the Chair also being in attendance. The purpose of the workshop was to provide additional evidence from employers which would aid the Committee's review. At its April meeting the Committee discussed the key points from the various sources of evidence and developed a series of recommendations to the Executive as follows:

Supply Side

- Continue to support the Living Wage; and promote the city council's Corporate Social Responsibility Charter prior to its launch in summer 2018.
- Engage with the Education Business Partnership to identify ways to promote their mentoring and National Citizens Service programmes
- Continue to support work experience placements across the board i.e. plumbing/manual work at the city council as a way for young people to gain practical 'hands on' experience.
- Community Leadership Scrutiny Committee considered reviews into (a) the challenges surrounding transport to work and education; and (b) the coverage and availability of advice and support to people accessing help such as Personal Independence Payments.

Demand Side

- Convene partners in the city to identify similarities in investment priorities and explore potential opportunities to pool or coordinate resources.
- DWP and Planning Services to explore if there were any opportunities available to encourage local employment.
- Explore the skills and training needs of small businesses
- Work with organisations such as the Lincolnshire Open Research and Innovation Centre which aims to share learning and good practice across the business community of Lincolnshire

The Committee also recommended that the findings of this inclusive growth review be considered in any future economic or industrial strategies produced by the Council. This could include, for example, supporting initiatives that may help people work flexible around childcare responsibilities.

These recommendations were endorsed by the Executive.

Performance Scrutiny Committee

As part of the Performance Scrutiny Committee's remit, it held regular 'portfolio under scrutiny' sessions, where portfolio holders were invited to report on service achievements under their portfolio. Members were then able to ask questions about the performance of these service areas. The consideration of portfolio reports included the provision of a template for reports which places a focus upon providing performance information relating to the member's portfolio. By doing so, the Committee is able to focus on the performance of a portfolio with fewer diversions into detailed analysis of policy issues.

A regular report was provided in the form of a Portfolio Performance overview presented by the Policy Unit to the relevant Performance Scrutiny Committee meeting with the purpose of bringing out key contextual benchmarking indicators about issues in the city overall in relation to the portfolio under scrutiny. This process helped promote effective scrutiny of the portfolio holder's report.

PSC worked from a defined subset of the full IMPS data formally agreed by members and the Corporate Management Team representing the key operational activities to be monitored by the Committee.

In addition to the regular scrutiny of portfolio holders, the Scrutiny Committee received reports in the following areas:

- Quarterly financial monitoring to provide members with a summary of actual income and expenditure compared to the revised budget and appropriate allocation of any surpluses to reserves.
- Quarterly performance update reports to ensure regular monitoring of the Council's operational performance as a key component of the Local Performance Management Framework.
- Quarterly progress reports on strategic projects against their milestones as well as a summary of the projects delivered during the year in order to monitor that value for money was achieved. The last one of these was received in Q4 as from this point project reporting will be through the four Vision Group and the High Performing Service reports only (see below)
- A quarterly review of the Strategic Risk Register - what improvements or issues have been identified.
- A report on Treasury Management and Actual Prudential Indicators as a requirement of the Council's reporting procedures under regulations issued under the Local Government Act 2003.
- An annual report detailing progress made by the Central Lincolnshire Joint Strategic Planning Committee.
- An update report on Section 106 contributions.
- Income and arrears monitoring reports providing updates to members on the position with regard to amounts of monies owed to the City Council as at 1st April.
- Revenues and Benefits performance updates providing members with an update on performance in the Revenues and Benefits Shared Service.

- The City of Lincoln Annual Report 2017 was presented to Performance Scrutiny Committee on 17 August 2017, which highlighted the authority's key activities and outcomes over the past year, covering our four strategic priorities as well as an important strand of work focusing on delivering high performing services. This included preparations undertaken for new projects, and actions taken by the council to put it on a 'strong footing' in future years.
- The Lincoln City Profile 2016 was presented to Performance Scrutiny Committee in October 2017, which acted as the evidence base behind the City of Lincoln Council's strategic priorities. It also provided information to help the Council continue to target resources where they were needed most.
- A report on the financial and performance position of the Housing Repairs Service at the end of the 2016/17 financial year was received by members of Performance Scrutiny Committee on 25 January 2017. It was highlighted that there continued to be a strong commitment to improving the quality and efficiency of the service and that this was a key aim in the 2017/18 financial year. Members thanked officers for the concise details along with thanks to the housing repairs service for their achievements recorded in the report.

Members this year were introduced for the first time to the reporting arrangements for Vision 2020 projects. Vision 2020 was approved by Council on 10th January 2017, containing four strategic priorities as well as a strand focusing on high performing services, covering:

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

Under each priority were a number of actions that would be delivered between 2017 and 2020 to work towards delivering Lincoln's ambitious future.

These projects were reported to the Performance Scrutiny Committee at a rate of one strategic priority per quarter, to enable a specific detailed focus on one topic area at a time, whilst ensuring all four strategic priorities were reported within a one year period. Proposed reporting arrangements were presented to the Committee in June 2017. The reports were aligned as much as possible to portfolio holder reporting dates during the year, and would be much closer in the municipal year 2018/19 once embedded. This process took the place of themed reviews in the main, although Members were entitled to request scrutiny of any specific area of the Council's responsibilities if they so wished at any time.

Members took part in the budget review process for the scrutiny of the proposed budget and Council Tax for the 2018/19 financial year and the Medium Term Financial Strategy 2018-2023. undertaken in two separate stages; firstly all members were invited to a briefing session to afford all members the opportunity to gain a greater understanding and awareness of the Council's financial position, thus aiding further scrutiny of the budget and in the case of the opposition party if desired the preparation of an alternative budget. This was followed by a more traditional scrutiny process undertaken to review in more detail the MTFS and the robustness of the proposed budget options and Council Tax for the 2018/19 financial year. This was undertaken in a committee format as the Budget Review Group with the appropriate governance arrangements in place.

The Committee held scrutiny reviews during the 2017/18 year in respect of:

Christmas Market Outturn Report 2016

Performance Scrutiny Committee had played a large part in monitoring the operational/performance costs of the Christmas Market for several years. Members were provided with a detailed report for the 2016 market at its meeting held on 13 July 2017.

Members were extremely satisfied and recorded their thanks and praise to be given to the team for a job well done. It was the first time that the Christmas Market had managed to pay for itself and it was agreed that it had been an excellent event.

Human Resources Corporate Performance Statistics

Members received a presentation on HR Corporate Performance Statistics at its meeting held on 13 July 2017, covering sickness levels, FTE equivalent vacancies, appraisals, and staff turnover.

Lincoln Transport Hub

Members received an update report in October 2017 on the operating parameters and operating budgets for both the Lincoln Central Bus Station and the Lincoln Central Market Multi Storey Car Park.

Housing Benefits Overpayment

Members were updated on the recovery of Housing Benefit Overpayments at its meeting held on 23 November 2017, outlining the value of overpayments raised so far in 2017/18 and how it equated, in percentage, to the total value of Housing Benefit paid. Details of an action plan for 2017/18 and 2018/19 were outlined to the Performance Scrutiny Committee. It was highlighted that during 2016/17 the Housing Benefit Section actioned 23,927 change in circumstances for City of Lincoln customers.

Christmas Market 2017

Members received a Christmas Market Stalls/Budget Brief Pre Event Report at its meeting held on 23 October 2017.

At this stage the 2017 market was forecast to make an operational surplus of £89,090 which was a projected £26,840 under achievement against the budgeted surplus of £115,930, mainly due to the significant increase in police and security costs.

On 25 January 2018 an Interim Christmas Market 2017 Outturn report was also received by members, giving updated details on operational and budget matters.

On 12 July 2018 the Christmas Market 2017 Outturn Report was presented to members, providing the Performance Scrutiny Committee with key financial performance in relation to the 2017 Lincoln Christmas Market.

Central Market Review

A report was given by Kate Ellis, Strategic Director, Major Developments on the current position with regards to the review of the Central Market.

Substantial construction work had taken place in the Sincil Street area for the Transport Hub and redevelopment by the Lincolnshire Co-operative Society in the Cornhill Quarter.

A reduced income target for 2017/18 was expected to be met following additional stall lettings in City Square, with the potential of a small surplus to offset the increased expenditure incurred as a result of a range of activities to support market traders and businesses in the area during the construction works on the Hub.

The Strategic Director explained that 2018/19 would be the year in which the retail assessment, the outcome from the Lincoln Business Improvement Group review and the options for the market would be explored and funding options investigated.

Key Changes 2017/18 Looking Forward

The reporting arrangements for Vision 2020 projects in future would replace the reviews held in 2017/18 (detailed above), although Members could request adhoc reviews to be presented to the Performance Scrutiny Committee at their discretion as and when they felt it necessary.

Policy Scrutiny Committee

During 2017/18, the Committee met eight times, principally to scrutinise decisions due to be taken by the Executive or Council. The Committee provided its insights and recommendations on a variety of topics, which were suitably reflected in the eventual decision-making process.

The Committee scrutinised the following topics in particular detail:

Review of Neighbourhood Working Service

The Committee was presented with the Neighbourhood Working Service Business case which set out the current strategy, work programme and resulting structure of the Neighbourhood Working Service deployed in specific areas across the city. Members were presented with a number of options for taking the service forward. The business case evaluated each of the options and proposed a preferred option for the future of the Service. The Committee was asked to make comments on the proposals to submit to Executive for consideration.

The Committee considered the recommended option:

- Reduction to one team focussing intensely in one area of the city only.

- Delivering a one year package of support through the third sector to ensure sustainable active neighbourhood boards
- Delivering a saving of £177,000 per year.

Members discussed the proposals and submitted the following comments to Executive for consideration:

- It should be made clear that the primary driver for the review of the service was to save money.
- Members of the committee recognised the financial savings and understood the position of the council and, whilst had some concerns, were in agreement with the revised proposal which was shaped by the two rounds of consultations.
- Could the St Giles Matters Access Centre remain open?
- Members would like to see a dedicated phone line to be available in the area to assist residents accessing services.
- What would happen to the areas that were not covered by Neighbourhood Working.
- It was important that officers of Service Manager level or above attended the Neighbourhood Working Board meetings when required.
- There were concerns over how much involvement would be needed from Councillors to run the Neighbourhood Boards.
- There were concerns regarding setting up Neighbourhood Working in the Sincil Bank area.

The Executive considered the comments from the Policy Scrutiny Committee and supported the suggestion to provide a dedicated free telephone line made available at St Giles Community Centre to replace the provision currently in the St Giles Matters building and so assist residents with accessing services.

Proposals for the Review of Existing Public Space Protection Order

The Committee was advised of the Public Space Protection Order (PSPO) which prohibited the possession and consumption of alcohol and so called 'legal highs' within the designated area of the City. They were presented with the proposals to review the PSPO and asked to comment prior to consideration by Executive.

Members of the Committee:

- discussed the PSPO that was currently in place and noted the positive impact it had made on the City.
- considered the data held by the City of Lincoln Council and Lincolnshire Police and the outcome of the public consultation.

Following the discussion members recommended that the Executive approved the renewal of the PSPO in its current form.

In addition to these key topics, the Committee also scrutinised the following items and forwarded its comments for consideration by the Executive:

- Information Security Policy

- Waste Collection Enforcement Policy
- Review of Mutual Exchange Policy
- City Centre Public Realm Strategy
- Animal Welfare Policy (Inc Welfare Statement)
- Procurement Policies
- Community Infrastructure Levy (CIL)
- Establishment of a Wholly Owned Housing Company
- Proposals for Revision of Public Health Funeral Provision
- Lincolnshire County Homelessness Strategy 2017-2021
- Lincoln Social Responsibility Charter
- Regulation 7 Direction on Lettings Boards
- Discretionary Rate Relief Policy
- Lincoln Community Lottery Update
- Private Housing Health Assistance Policy
- Empty Homes Strategy
- General Data Protection Regulation (Data Protection) Policy

The Committee also received regular updates from the Health Scrutiny Committee.

Select Scrutiny Committee

The principal functions of the Select Scrutiny Committee are to meet as the Crime and Disorder Committee and to consider any requests for the Call-In of Executive decisions.

The Call-In process allows scrutiny members to challenge a decision made by the Executive or any of its individual portfolio holders, prior to the implementation. This gives the Select Scrutiny Committee the opportunity to examine a decision where particular concerns have been raised and respond accordingly.

During 2017/18 the Committee considered two requests for the Call-In of an Executive decision in relation to the Transformation of Birchwood Leisure Centre and the Western Growth Corridor. The original decision taken by the Executive in both instances was upheld.

The Committee met on one occasion sitting as Crime and Disorder Committee on 12 September 2017 considering the following items:-

- Public Protection and Anti-Social Behaviour Services
- Lincoln Business Improvement Group
- Lincolnshire Police- Lincoln Performance Overview

Housing Scrutiny Sub-Committee

The Housing Scrutiny Sub-Committee is a sub-committee of Performance Scrutiny Committee. It was established in 2008 to increase engagement between backbench Members and Tenant Advisory Panel representatives. The Sub-Committee has continued to meet and tenants on the Committee consider that it has helped them

have their say when scrutinising housing matters. The Committee met four times during 2017/18 and considered many reports which included the following topics:

- Post Implementation Review of Servitor
- Draft Annual Report to Tenants and Leaseholders 2016 -2017
- Housing Revenue Account Final Out Turn 2016/17
- Housing Investment Programme 2016/17
- Post Implementation Review of St Botolphs Court Modernisation Project
- Supported Housing Update
- Tenant Involvement Strategy 2018-2021
- Lincoln Tenants' Panel Annual Report

The Committee also effectively scrutinised Housing performance on a quarterly basis and received regular updates on the progress of the Lincoln Tenants Panel.

Contact Us

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PERFORMANCE SCRUTINY COMMITTEE

22 NOVEMBER 2018

SUBJECT: TREASURY MANAGEMENT AND PRUDENTIAL CODE UPDATE REPORT – HALF YEAR ENDED 30 SEPTEMBER 2018

DIRECTORATE: CHIEF EXECUTIVE & TOWN CLERK

LEAD OFFICER: SARAH HARDY, GROUP ACCOUNTANT

1. Purpose of Report

1.1 This report covers the Council's treasury management activity and the actual prudential indicators for the period April 1st to September 30th 2018. This is in accordance with the requirements of the Prudential Code.

2. Executive Summary

2.1 Treasury Management position and performance results for the 6 months ended 30th September 2018.

2.2 Investment Portfolio

The Council held £20.3 million of investments at 30th September 2018. The investment profile is shown in Appendix A.

Of this investment portfolio 100% was held in low risk specified investments, the requirement for the year being a minimum of 25% of the portfolio to be specified investments.

Liquidity – The Council seeks to maintain liquid short-term deposits of at least £5 million available with a week's notice. The weighted average life (WAL) of investments for the year was expected to be 0.45 years (164 days). At 30th September 2018 the Council held liquid short term deposits of £11.3 million and the WAL of the investment portfolio was 0.17 years (61 days). The decrease in the WAL of the investment portfolio is due to a larger proportion of the portfolio being placed in shorter term investments.

Security - The Council's maximum security risk benchmark for the portfolio as at 30th September 2018 was 0.009%, which equates to a potential loss of £0.001827m on an investment portfolio of £20.3m. This is slightly higher than budgeted maximum risk of 0.008% in the Treasury Management Strategy. It represents a very low risk investment portfolio.

Yield – The Council achieved an average return of 0.73% on its investment portfolio for the 6 months ended 30th September 2018. This compares favourably with the target 7 day average LIBID at 30th September of 0.59% and is higher than the budgeted yield of 0.52% for 2018/19 in the MTFs 2018-23.

2.3 External Borrowing

At 30th September 2018 the Council held £81.104 million of external borrowing, of which 100% were fixed rate loans (Appendix A).

For the 6 months ended 30th September 2018, the Council achieved an average rate of 3.90% on its external borrowing. This is slightly lower than the budgeted rate set in the MTF5 2018-23; there has been no change to external borrowing during the first 6 months of the year however further borrowing is planned in the second half of the year to finance asset purchases.

3. Background

- 3.1 The prudential system for capital expenditure is now well established. One of the requirements of the Prudential Code is to ensure adequate monitoring of the capital expenditure plans, prudential indicators (PIs) and treasury management response to these plans. This report fulfils that requirement and includes a review of compliance with Treasury and Prudential Limits and the Prudential Indicators at 30th September 2018. The Treasury Management Strategy and Prudential Indicators were previously reported to and approved by Council on 27 February 2018.
- 3.2 This Council has adopted the CIPFA Code of Practice for Treasury Management in the Public Sector and operates its treasury management service in compliance with this Code and the above requirements. These require that the prime objective of treasury management activity is the effective management of risk, and that its borrowing activities are undertaken in a prudent, affordable and sustainable basis.
- 3.3 This report highlights the changes to the key prudential indicators, to enable an overview of the current status of the capital expenditure plans. It incorporates any new or revised schemes previously reported to Members. Changes required to the residual prudential indicators and other related treasury management issues are also included.

4. Prudential Indicators

- 4.1 This part of the report is structured to provide an update on:
- The Council's capital expenditure plans;
 - How these plans are being financed;
 - The impact of the changes in the capital expenditure plans on the prudential indicators and the underlying need to borrow; and
 - Compliance with the limits in place for borrowing.

4.2 Capital Expenditure

The table below summarises the changes to the capital programme that have been approved by or subject to Executive approval since Council approved the original budget in February 2018.

Capital Expenditure	2018/19 Original Estimate £000	2018/19 Revised Estimate £000	2019/20 Original Estimate £000	2019/20 Revised Estimate £000	2020/21 Original Estimate £000	2020/21 Revised Estimate £000
General Fund	14,209	16,867	500	771	500	500
HRA	25,805	33,048	14,529	11,359	11,386	11,601
Total	40,014	49,915	15,029	12,130	11,886	12,101

4.3 Financing of the Capital Programme

The table below draws together the main strategy elements of the capital expenditure plans (above) and the expected financing arrangements for this capital expenditure. The borrowing element of the table increases the underlying indebtedness of the Council in the Capital Financing Requirement (CFR), although this will be reduced in part by revenue charges for the repayment of debt.

Indicators 1 & 2	2018/19 Original Estimate £000	2018/19 Revised Estimate £000	2019/20 Original Estimate £000	2019/20 Revised Estimate £000	2020/21 Original Estimate £000	2020/21 Revised Estimate £000
Capital Expenditure						
Total Spend	40,014	49,915	15,029	12,196	11,886	12,167
Financed by:						
Capital receipts	6,912	12,206	3,969	1,720	900	900
Capital grants & contributions	670	1,683	300	300	300	300
Major Repairs Reserve (Depreciation)	16,631	21,835	10,710	9,640	10,486	10,701
Revenue	2,785	309	0	0	0	0
Net borrowing need for the year	13,016	13,885	50	470	200	200

The principal changes in the financing, from the original estimates approved in February 2018 are as a result of the re-profiling of expenditure.

4.4 The Capital Financing Requirement and External Debt

The table below shows the Council's Capital Financing Requirement (CFR), which is the Council's underlying need to borrow for a capital purpose. It also shows the expected debt position over the period.

Indicators 3 & 4	2018/19 Original	2018/19 Revised	2019/20 Original	2019/20 Revised	2020/21 Original	2020/21 Revised
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	Estimate £000	Estimate £000	Estimate £000	Estimate £000	Estimate £000	Estimate £000
	£000	£000	£000	£000	£000	£000
General Fund	65,464	63,730	64,536	62,605	62,537	60,553
HRA	58,503	58,503	58,503	58,503	58,503	58,503
Total CFR	123,967	122,233	123,039	121,108	121,040	119,056
Net movement in CFR	12,137	12,753	(929)	(1,125)	(1,998)	(2,052)
Indicator 5	2018/19 Original Estimate £000	2018/19 Revised Estimate £000	2019/20 Original Estimate £000	2019/20 Revised Estimate £000	2020/21 Original Estimate £000	2020/21 Revised Estimate £000
	£000	£000	£000	£000	£000	£000
Borrowing	100,103	95,354	100,103	95,500	99,247	94,645
Other long term liabilities *	342	342	105	105	(0)	0
Total Debt 31 March	100,445	95,696	100,208	95,605	99,247	94,645

* Other long term liabilities includes Finance leases

The Council is currently under-borrowed against the CFR, as, whilst the Council has adequate cash balances, it is more advantageous to continue to employ internal resources until cash flow forecasts indicates the need for additional borrowing. PWLB borrowing rates are currently forecast to rise over the next year, but as investment rates are still very low, there is a cost of carry for external borrowing. It is anticipated that borrowing will need to be taken in 2018/19 (£18m) and in 2019/20 (£1m) - further borrowing will be dependent upon any additional capital programme requirements not anticipated at this point.

The HRA borrowing requirement has been considered independently from that of the General Fund and whilst, at some point it may be advantageous for the HRA to take advantage of low borrowing rates rather than employ internal balances this borrowing has been deferred as rates are forecast to remain low. Currently the 30 year HRA Business Plan does not currently anticipate borrowing however the government has recently lifted the HRA borrowing cap and any changes will be reflected in a revised 30 year business plan.

4.5 Limits to Borrowing Activity

The first key control over the Council's borrowing activity is a prudential indicator to ensure that over the medium term, net borrowing will only be for a capital purpose. Net external borrowing should not, except in the short term, exceed the total of CFR in the preceding year plus the estimates of any additional CFR for 2019/20 and next two financial years. This allows some flexibility for limited early borrowing for future years. The Council has approved a policy for borrowing in advance of need, which will be adhered to if this proves prudent.

Indicator 6	2018/19 Original Estimate £000	2018/19 Revised Estimate £000	2019/20 Original Estimate £000	2019/20 Revised Estimate £000	2020/21 Original Estimate £000	2020/21 Revised Estimate £000
Gross Borrowing	100,103	95,354	100,103	95,500	99,248	94,645
Investments	14,600	14,600	21,000	21,000	19,000	19,000
Net Borrowing	85,503	80,754	79,103	74,500	80,248	75,645
CFR	123,967	122,233	123,039	121,108	121,040	119,056
Net borrowing is below CFR	38,464	41,479	43,936	46,608	40,792	43,411

The Chief Finance Officer reports that no difficulties are envisaged for the current or future years. This view takes into account current commitments, existing plans, and the proposals in this budget report.

A breakdown of the loans and investments profile is provided in Appendix A.

A further two prudential indicators control the overall level of borrowing. These are:

1. **The Authorised Limit** – This represents the limit beyond which borrowing is prohibited, and needs to be set and revised by members. It reflects the level of borrowing which, while not desired, could be afforded in the short term, but is not sustainable in the longer term. It is the expected maximum borrowing need with some headroom for unexpected movements. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003.
2. **The Operational Boundary** – This indicator is based on the probable external debt during the course of the year; it is not a limit and actual borrowing could vary around this boundary for short times during the year. CIPFA anticipate that this should act as an indicator to ensure the authorised limit is not breached.

Indicator 7	2018/19 Original Limit £000	2018/19 Revised Estimate £000	2019/20 Original Limit £000	2019/20 Revised Estimate £000	2020/21 Original Limit £000	2020/21 Revised Estimate £000
Authorised limit for external debt*						
Borrowing	134,000	134,000	133,000	133,000	131,000	131,000
Other long term liabilities**	1,800	1,800	1,300	1,300	800	800
Total Authorised limit	135,800	135,800	134,300	134,300	131,800	131,800
Indicator 8	2018/19 Original Limit £000	2018/19 Revised Estimate £000	2019/20 Original Limit £000	2019/20 Revised Estimate £000	2020/21 Original Limit £000	2020/21 Revised Estimate £000
Operational boundary for external debt*						
Borrowing	126,400	126,400	125,900	125,900	124,300	124,300
Other long term liabilities**	1,600	1,600	1,100	1,100	700	700
Total Operational Boundary	128,000	128,000	127,000	127,000	125,000	125,000

* The highest level of external debt during the first half of 2018/19 was £81.138m.

** Other long term liabilities include Finance leases.

There have been revisions to the capital programme since the Medium Term Financial Strategy was set in February 2018 which have impacted on authority's capital financing requirement and as a result, to the figures calculated for the operational boundary for borrowing. The limits for the Operational Boundary allow for previous use of internal borrowing to be replaced by external borrowing should the Chief Finance Officer decide that it is appropriate and prudent to do so.

4.6 Other Prudential Indicators

Appendix B details the updated position on the remaining prudential indicators and the local indicators.

5. **Treasury Management Strategy 2018/19 to 2020/21 Update**

5.1 Economic Update

The Council has appointed Link Asset Services as its treasury advisor and part of their service is to assist the Council to formulate a view on interest rates. **The following paragraphs and the table in paragraph 5.1.6 give Link's views on economic prospects and interest rates.**

5.2 **UK** - The first half of 2018/19 has seen UK **economic growth** post a modest performance, but sufficiently robust for the Monetary Policy Committee, (MPC), to unanimously (9-0) vote to increase **Bank Rate** on 2nd August from 0.5% to 0.75%. Although growth looks as if it will only be modest at around 1.5% in 2018, the Bank of England's August Quarterly Inflation Report forecast that growth will pick up to 1.8% in 2019, albeit there were several caveats – mainly related to whether or not the UK achieves an orderly withdrawal from the European Union in March 2019.

Some MPC members have expressed concerns about a build-up of **inflationary pressures**, particularly with the pound falling in value again against both the US dollar and the Euro. The Consumer Price Index (CPI) measure of inflation rose

unexpectedly from 2.4% in June to 2.7% in August due to increases in volatile components, but is expected to fall back to the 2% inflation target over the next two years given a scenario of minimal increases in Bank Rate. The MPC has indicated Bank Rate would need to be in the region of 1.5% by March 2021 for inflation to stay on track. Financial markets are currently pricing in the next increase in Bank Rate for the second half of 2019.

As for the **labour market**, unemployment has continued at a 43 year low of 4% on the Independent Labour Organisation measure. A combination of job vacancies hitting an all-time high in July, together with negligible growth in total employment numbers, indicates that employers are now having major difficulties filling job vacancies with suitable staff. It was therefore unsurprising that wage inflation picked up to 2.9%, (3 month average regular pay, excluding bonuses) and to a one month figure in July of 3.1%. This meant that in real terms, (i.e. wage rates higher than CPI inflation), earnings grew by about 0.4%, near to the joint high of 0.5% since 2009. (The previous high point was in July 2015.) Given the UK economy is very much services sector driven, an increase in household spending power is likely to feed through into providing some support to the overall rate of economic growth in the coming months. This tends to confirm that the MPC were right to start on a cautious increase in Bank Rate in August as it views wage inflation in excess of 3% as increasing inflationary pressures within the UK economy. However, the MPC will need to tread cautiously before increasing Bank Rate again, especially given all the uncertainties around Brexit.

In the **political arena**, there is a risk that the current Conservative minority government may be unable to muster a majority in the Commons over Brexit. However, our central position is that Prime Minister May's government will endure, despite various setbacks, along the route to Brexit in March 2019. If, however, the UK faces a general election in the next 12 months, this could result in a potential loosening of monetary policy and therefore medium to longer dated gilt yields could rise on the expectation of a weak pound and concerns around inflation picking up.

5.3 **USA** -President Trump's massive easing of fiscal policy is fuelling a (temporary) boost in consumption which has generated an upturn in the rate of strong growth which rose from 2.2%, (annualised rate), in quarter 1 to 4.2% in quarter 2, but also an upturn in inflationary pressures. With inflation moving towards 3%, the Fed increased rates another 0.25% in September to between 2.00% and 2.25%, this being four increases in 2018, and indicated they expected to increase rates four more times by the end of 2019. The dilemma, however, is what to do when the temporary boost to consumption wanes, particularly as the recent imposition of tariffs on a number of countries' exports to the US, (China in particular), could see a switch to US production of some of those goods, but at higher prices. Such a scenario would invariably make any easing of monetary policy harder for the Fed in the second half of 2019.

5.4 **Eurozone** - Growth was unchanged at 0.4% in quarter 2, but has undershot early forecasts for a stronger economic performance in 2018. In particular, data from Germany has been mixed and it could be negatively impacted by US tariffs on a significant part of manufacturing exports e.g. cars. For that reason, although growth is still expected to be in the region of 2% for 2018, the horizon is less clear than it seemed just a short while ago.

- 5.5 Current medium term interest rate forecasts (not anticipating an increase in BoE rates in November) are shown below:

Link Asset Services Interest Rate View											
	Sep-18	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21
Bank Rate View	0.75%	0.75%	0.75%	0.75%	1.00%	1.00%	1.00%	1.25%	1.25%	1.50%	1.50%
3 Month LIBID	0.75%	0.80%	0.80%	0.90%	1.10%	1.10%	1.20%	1.40%	1.50%	1.60%	1.60%
6 Month LIBID	0.85%	0.90%	0.90%	1.00%	1.20%	1.20%	1.30%	1.50%	1.60%	1.70%	1.70%
12 Month LIBID	1.00%	1.00%	1.00%	1.10%	1.30%	1.30%	1.40%	1.60%	1.70%	1.80%	1.80%
5yr PWLB Rate	2.00%	2.00%	2.10%	2.20%	2.20%	2.30%	2.30%	2.40%	2.50%	2.50%	2.60%
10yr PWLB Rate	2.40%	2.50%	2.50%	2.60%	2.70%	2.70%	2.80%	2.90%	2.90%	3.00%	3.10%
25yr PWLB Rate	2.80%	2.90%	3.00%	3.10%	3.10%	3.20%	3.30%	3.30%	3.40%	3.50%	3.50%
50yr PWLB Rate	2.60%	2.70%	2.80%	2.90%	2.90%	3.00%	3.10%	3.10%	3.20%	3.30%	3.30%

5.6 Borrowing Activity

- 5.7 The uncertainty over future interest rates increases the risks associated with treasury activity. As a result the Council will take a cautious approach to its treasury strategy.

- 5.8 Long-term fixed interest rates are currently low but expected to rise over the three-year treasury management planning period. The Chief Finance Officer, under delegated powers, will take the most appropriate form of borrowing depending on the prevailing interest rates at the time, taking into account the risks shown in the forecast above. The approved funding of the current capital programme does require borrowing to be taken during 2018/19 and 2019/20. In addition to this there has been internal borrowing (i.e. using cash balances), to fund previous years' capital expenditure, which may need to be replaced at some point in the future with external borrowing. The current key challenge is anticipating the optimum point at which any future borrowing should be taken. Any future borrowing will increase cash holding at a time when counterparty risk remains high and investment returns are low. In this scenario, borrowing is likely to be postponed until cash flow need is more apparent.

- 5.9 Opportunities for debt restructuring will be continually monitored. Action will be taken when the Chief Finance Officer feels it is most advantageous.

5.10 Investment Strategy 2018/19 to 2020/21

5.11 The objectives of the Council's investment strategy are the safeguarding of the repayment of the principal and interest of its investments on time first, and ensuring adequate liquidity second – the investment return being a third objective. Following on from the economic background above, the current investment climate is one of over-riding risk consideration i.e. that of counterparty security risk. As a result of these underlying concerns, officers continue to implement an operational investment strategy, which tightens the controls already in place in the approved investment strategy.

5.12 The Council held £20.3 million of investments at 30th September 2018 and the investment profile is shown in Appendix A.

5.13 Risk Benchmarking

The Investment Strategy for 2018/19 includes the following benchmarks for liquidity and security. Yield benchmarks are contained within section 6.

5.14 *Liquidity* – The Council has no formal overdraft facility and seeks to maintain liquid short-term deposits of at least £5 million available with a weeks notice.

The weighted average life (WAL) of investments for the year was expected to be 0.45 years (164 days). At 30th September 2018 the Council held liquid short term deposits of £11.3 million and the WAL of the investment portfolio was 0.17 years (61 days). The decrease in the WAL of the investment portfolio is due to investments being held in shorter term accounts to service internal borrowing requirements in a lower return environment.

The Chief Finance Officer can report that liquidity arrangements were adequate during the year to date

5.15 *Security* – The Council's maximum security risk benchmark for the portfolio as at 30th September 2018 was 0.009%, which equates to a potential loss of £0.001827m on an investment portfolio of £20.3m. This is slightly higher than the budgeted maximum risk of 0.008% in the Treasury Management Strategy. It represents a very low risk investment portfolio which carries a very much lower level of risk than Link's model portfolio and other local authorities within our benchmarking group.

The target set within the 2018/19 Strategy is that a minimum of 25% of the portfolio must be held in low risk specified investments. The Chief Finance Officer can report that the investment portfolio was maintained within this overall benchmark during the year to date. At 30th September 2018, 100% of the investment portfolio was held in low risk specified investments.

5.16 *Security* – The Council invests in Money Market Funds which allows easy access to funds for cashflow purposes whilst providing a small variable rate of interest. These have been C-NAV (Constant Net Asset Value) funds – this means that funds invested maintain a constant value. The Money Market Fund sector is in the final stages of converting these funds to LVNAV (Low Volatility Net Asset Value) pricing which does not guarantee a constant net asset value however, as the name

suggests there is low levels of volatility in these funds. It is the view of the Council's Treasury advisors that this change does not present high levels of risk to the security of the council's funds and they will continue to represent a secure investment opportunity whilst allowing easy access to funds.

6. Yield Benchmarking

- 6.1 The Council participates in a benchmarking group run by our Treasury Management advisors (Link). To 30th September 2018 the benchmarking group achieved average yields of 0.78% on an average portfolio of investments of £30.078m compared to City of Lincoln's yield of 0.73% on £20.3m of investments.

7. **Strategic Priorities**

- 7.1 Develop a fit for purpose Council –Through its Treasury Management Strategy the Council seeks to reduce the amount of interest it pays on its external borrowing and maximise the interest it achieves on its investments.

8. **Organisational Impacts**

- 8.1 Finance – The financial implications are covered in the main body of the report.

9. **Recommendations**

- 9.1 It is recommended that members note the Prudential and Local Indicators and the actual performance against the Treasury Management Strategy 2018/19 for the half-year ended 30th September 2018 and the change to the use of LVNAV Money Market Funds

List of Background Papers:

Treasury Management Strategy 2018/19 (Approved by Council February 2018)

Lead Officer – Sarah Hardy, Group Accountant Tel. 01522 873839,
e-mail sarah.hardy@lincoln.gov.uk

Borrowing Profile at 30th September 2018

	Long term borrowing	
	Fixed rate	Variable rate
	£ 000	£ 000
PWLB loans	58,793	0
Other Market loans	16,000	0
Local Authority loans	5,750	
3% stock	561	0
TOTAL	81,104	0

Investment Profile at 30th September 2018

	Total Principal invested	Short term	
		Fixed rate	Variable rate
		£ 000	£ 000
UK Banks & Building societies (including Call accounts)	9,000	9,000	0
UK Money Market Funds	11,300	0	11,300
TOTAL	20,300	9,000	11,300

Updated Position on the Remaining Prudential and Local Indicators

Affordability Prudential Indicators

Actual and estimates of the ratio of financing costs to net revenue stream – This indicator identifies the trend in the cost of capital (borrowing costs net of interest and investment income) against the net revenue stream.

Table 5. Ratio of Financing Costs to Net Revenue Stream

Indicators 9 & 10	2018/19 Original Estimate £000	2018/19 Revised Estimate £000	2019/20 Original Estimate £000	2019/20 Revised Estimate £000	2020/21 Original Estimate £000	2020/21 Revised Estimate £000
General Fund	13.3%	14.1%	20.1%	20.7%	21.8%	21.6%
HRA	44.1%	46.4%	43.1%	45.8%	42.5%	44.5%

The General Fund ratio has increased in 2018/19 and is expected to increase in 2019/20 and 2020/21 as a result of additional interest and MRP payments on the borrowing that is taken to finance the capital programme. The HRA ratios have increased in 2018/19 and are expected to improve slightly in future years due to anticipated reduced debt costs and the end of the four year period of a 1% annual reduction in rents.

Treasury Management Prudential Indicators

The first treasury indicator requires the adoption of the CIPFA Code of practice on Treasury Management. This Council adopted the Revised Code of Practice on Treasury Management on 1st March 2011, and as a result adopted a Treasury Management Policy & Practices statement (1st March 2011).

There are four further indicators:

Upper Limits On Variable Rate Exposure – This indicator identifies a maximum limit for variable interest rates based upon the debt position net of investments.

Upper Limits On Fixed Rate Exposure – Similar to the previous indicator this covers a maximum limit on fixed interest rates.

These indicators are complemented by four local indicators:

- Limit on fixed interest rate investments
- Limit on fixed interest rate debt
- Limit on variable rate investments
- Limit on variable rate debt

During the first half of the year the highest and lowest exposure to fixed and variable rates were as follows:

Indicators 11 & 12	2018/19 Limit (Upper) £million	2018/19 Max Q1 & Q2 £million
Upper limits on interest rate exposures		
Upper limits on fixed interest rates	96.5	72.3
Upper limits on variable interest rates	40	30.9

	2018/19 Limit %	2018/19 Max Q1 & Q2 %
Local indicator limits based on debt only		
Limits on fixed interest rates	100%	100%
Limits on variable interest rates	40%	0%
Local indicator limits based on investments only		
Limits on fixed interest rates	100%	51%
Limits on variable interest rates	75%	73%

Maturity Structures Of Borrowing – These gross limits are set to reduce the Council's exposure to large fixed rate loans (those instruments which carry a fixed interest rate for the duration of the instrument) falling due for refinancing.

Indicator 13	2018/19 Original Estimate %	2018/19 Revised Estimate %	2019/20 Original Estimate %	2019/20 Revised Estimate %	2020/21 Original Estimate %	2020/21 Revised Estimate %
Maturity Structure of fixed borrowing (Upper Limits)						
Under 12 months	40%	40%	40%	40%	40%	40%
12 months to 2 years	40%	40%	40%	40%	40%	40%
2 years to 5 years	60%	60%	60%	60%	60%	60%
5 years to 10 years	80%	80%	80%	80%	80%	80%
10 years and above	100%	100%	100%	100%	100%	100%
Maturity Structure of fixed borrowing (Lower Limits)						
Under 12 months	0%	0%	0%	0%	0%	0%
12 months to 2 years	0%	0%	0%	0%	0%	0%
2 years to 5 years	0%	0%	0%	0%	0%	0%
5 years to 10 years	0%	0%	0%	0%	0%	0%
10 years and above*	10%	10%	10%	10%	10%	10%

As at 30th September 2018 the maturity structure of borrowing during the first half of the year was as follows:

Indicator 13	2018/19 Half year Lower	2018/19 Half year Upper
Maturity Structure of fixed borrowing	%	%
Under 12 months	5	5
12 months to 2 years	6	6
2 years to 5 years	6	6
5 years to 10 years	10	10
10 years and above	73	73

Total Principal Funds Invested – These limits are set to reduce the need for early sale of an investment, and are based on the availability of investments after each year-end.

Indicator 14	2018/19 Original Estimate £m	2018/19 Revised Estimate £m	2019/20 Original Estimate £m	2019/20 Revised Estimate £m	2020/21 Original Estimate £m	2020/21 Revised Estimate £m
Maximum principal sums invested > 1 year	£5m	£0m	£5m	£0m	£5m	£0m

As at 30th September 2018, there were no principal funds invested over 1 year.

Local Prudential Indicators

In addition to the statutory and local indicators listed above the Director of Resources has set four additional local indicators aimed to add value and assist in the understanding of the main indicators. These are:

1. Debt – Borrowing rate achieved against average 7 day LIBOR

	2018/19 Target %	2018/19 Actual – 30 th September %	2019/20 Target %	2020/21 Target %
Debt – borrowing rate achieved (i.e. temporary borrowing of loans less than 1 year)	Less than 7 day LIBOR	No loans taken 7 day LIBOR rate 0.71%	Less than 7 day LIBOR	Less than 7 day LIBOR

2. Investments – Investment rate achieved against the average 7 day LIBID

	2018/19 Target %	2018/19 Actual – 30 th September %	2019/20 Target %	2020/21 Target %
Interest rate achieved	Greater than 7 day LIBID	Achieved 0.73% compared to 0.59% LIBID (+0.14%)	Greater than 7 day LIBID	Greater than 7 day LIBID

The interest rate achieved on investments compares favourably to the 7 day LIBID due to the use of fixed term, fixed rate investments, plus the greater use of semi-fixed rate call accounts and money market funds which pay a premium over the LIBID rate.

3. Average rate of interest paid on the Council's debt during the year (this will evaluate performance in managing the debt portfolio to release revenue savings)

	2018/19 Target %	2018/19 Actual – 30th September %	2019/20 Target %	2020/21 Target %
Average rate of interest on Council debt	Less than 4.25	3.90	Less than 4.25	Less than 4.25

4. The amount of interest on debt as a percentage of gross revenue expenditure. The results against this indicator will be reported at the year-end.

SUBJECT: BUDGET REVIEW PROCESS 2019/20

DIRECTORATE: CHIEF EXECUTIVE & TOWN CLERK

REPORT AUTHOR: JACLYN GIBSON, CHIEF FINANCE OFFICER

1. Purpose of Report

- 1.1 To present to Members the process for the scrutiny of the proposed budget and Council Tax for the 2019/20 financial year and the Medium Term Financial Strategy 2019-2024.

2. Background

- 2.1 The Council's Medium Term Financial Strategy (MTFS) sets out the overall framework on which the Council plans and manages its financial resources to ensure that they fit with, and support, the direction of the Council's Strategic Priorities.
- 2.2 The Council's scrutiny function have an important role to play in providing a challenge during the development of the MTFS questioning the assumptions behind the budget and examining the principles and planning process that underlie its development.
- 2.3 The scrutiny of the budget should be as inclusive as possible and members should have sufficient background and understanding of the issues affecting the budget so it is important that there are opportunities for all members to be involved in the development of the budget and MTFS so that they fully understand the financial position of the Council. It is also important that there is an effective scrutiny in place of the proposed budget in order to support the Executive in reaching the right decisions with regard to finances.
- 2.4 In previous years the Council has tried different processes to ensure a robust scrutiny of the budget. Having reflected on the different approaches it is felt that the process adopted in recent years, which operated a hybrid of all member awareness sessions along with separate review process involving members of the scrutiny and audit committees, is the most effective approach.

3. Proposed Process for 2019/20

- 3.1 It is proposed that the scrutiny of the budget is undertaken in two separate stages; firstly all members will be invited to a briefing session which will;
- assist them to gain a greater understanding of the financial environment in which the Council is currently operating;
 - provide the opportunity to ensure that they are up to date with the latest changes in local government finance, and;
 - understand the impacts that these conditions have had on the financial

position of the Council, the issues that it faces and how the Council is responding to these.

This briefing session will afford all members the opportunity to gain a greater understanding and awareness of the Council's financial position, thus aiding further scrutiny of the budget and in the case of the opposition party if desired the preparation of an alternative budget.

- 3.2 Secondly, a more traditional scrutiny process will be undertaken to review in more detail the MTFs and the robustness of the proposed budget options and Council Tax for the 2019/20 financial year. This will be undertaken in a committee format as the Budget Review Group with the appropriate governance arrangements in place.
- 3.3 The main objective of the Group will be to examine the principles and planning process that underlie the proposed budget and Council Tax to be recommended by the Executive for the 2019/20 financial year. In general the Group's aim will be to establish that at each stage the budget;
 - is clear, focused, achievable, realistic and based on sound financial practices;
 - has clear linkages with corporate and other plans that form the Policy Framework to establish that they are identifiable and designed to improve services in the Council's strategic priority areas
- 3.4 It is proposed that the following governance arrangements shall be in place for the Group;
 - The Group will be made up of 9 non-Executive Members with a 7:2 proportionality share
 - The Group will be a sub group of the Performance Scrutiny Committee, although Members do not have to be Members of this committee.
 - The chair of the Group will be the Chair of the Performance Scrutiny Committee
 - The Group will be the main mechanism by which the Executive will formally consult scrutiny on the consideration of their budget proposals.
 - The meetings will be held in public and will be administered by Democratic Services.
 - Specific Portfolio Holders and Directors (or Assistant Directors) will be invited to attend the meetings of the group or be requested to provide written responses if so required.
 - Advice will be provided to the Group members by officers from the Council's Financial Services Team.

- The Chair of the Group shall be required to provide a report to the next full Performance Scrutiny Committee summarising the Groups findings and making recommendations to the Executive.

3.5 Party Groups have been asked to submit nominations to the group, which will be confirmed prior to the provision of any agendas for the Group.

3.6 The following timetable is proposed for the process for 2017/18.

Executive – Approve draft budget proposals for 2019/20 and Medium Term Financial Strategy	21 st January 2019
All Member Briefing <ul style="list-style-type: none"> • Current financial climate • Latest developments in local government finance • Impact on the Council and the Council’s strategy for responding 	29 th January 2019
Budget Review Group – presentation of the MTFS 2019-2024 and the proposed budget and Council Tax for 2019/20.	6 th February 2019
Performance Scrutiny Committee – Consider response from Budget Review Group and refer to the Executive	21 st February 2019
Executive – Consider response from the Performance Scrutiny Committee and approve for referral to Council the final budget proposals for 2019/20 and Medium Term Financial Strategy	25 th February 2019
Council – Approval of budget proposals and Council Tax for 2019/20 and Medium Term Financial Strategy	26 th February 2019

4. Strategic Priorities

4.1 The budget process sets the resources in support of the Council’s Vision 2020 and strategic priorities and determines the service plans for the year ahead. Effective scrutiny of the budget process should support the Executive in reaching the right decisions with regard to finances.

5. Organisational Impacts

5.1 Finance – There are no direct financial implications arising as a result of this report.

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

6. Risk Implications

6.1 There are no specific risks associated with this report.

7. Recommendation

7.1 Members are asked to:

- a) Note the objectives and confirm the governance arrangements of the Budget Review Group for 2019/20 as set out in paragraphs 3.3 – 3.4
- b) Note the timetable for the Group as set out in paragraph 3.6
- c) Delegate responsibility for nominations to membership of the Group to the leaders of the respective political groups, including the Vice Chair to be recommended by the larger political group.

Is this a key decision? No

Do the exempt information categories apply? No

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

How many appendices does the report contain? None

List of Background Papers: None

Lead Officer: Jaclyn Gibson, Chief Finance Officer
Telephone (01522) 873258

PEFORMANCE SCRUTINY COMMITTEE

22 NOVEMBER 2018

SUBJECT: WORK PROGRAMME FOR 2018/19

REPORT BY: CHIEF EXECUTIVE AND TOWN CLERK

LEAD OFFICER: CLARE STAIT, 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: Clare Stait, Democratic Services Officer
Telephone 873239

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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		
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
Scrutiny Annual Report	Democratic Services	Annual Report Professional High Performing Services
Treasury Management and Prudential Code Update Report – Half Yearly Report	Rob Baxter	Half Yearly Report Professional High Performing Services
Other Items:		
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
Introduction of a new Homelessness Act	Alison Timmins	Annual Progress Report Quality Housing

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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