

## PERFORMANCE SCRUTINY COMMITTEE

**Thursday, 21 February 2019**

**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: Councillor Chris Burke

Officers attending: Democratic Services, Steve Bird, Simon Colburn, Jaclyn Gibson, Pat Jukes and Simon Walters

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### AGENDA

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<b>SECTION A</b>	<b>Page(s)</b>
1. Confirmation of Minutes - 24 January 2019	<b>3 - 12</b>
2. Declarations of Interest	
Please note that, in accordance with the Members' Code of Conduct, when declaring interests members must disclose the existence and nature of the interest, and whether it is a disclosable pecuniary interest (DPI) or personal and/or pecuniary.	
3. Portfolio Holder Under Scrutiny	
(a) Portfolio Performance Overview - Remarkable Place	<b>13 - 26</b>
(b) Portfolio Holder under Scrutiny - Report by Councillor Fay Smith, Portfolio Holder for Remarkable Place	<b>27 - 48</b>
4. Vision 2020- Remarkable Place Progress Report	<b>49 - 102</b>
5. Financial Performance - Quarterly Monitoring	<b>103 - 134</b>
6. Strategic Risk Register - Quarterly Review	<b>135 - 150</b>
7. Q3 2018-19 Operational Performance Report	<b>151 - 172</b>
8. Feedback from Budget Review Group	<b>173 - 180</b>
9. Work Programme for 2018-19	<b>181 - 192</b>

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**Present:** Councillor Gary Hewson (*in the Chair*),  
Councillor Helena Mair, Councillor Thomas Dyer,  
Councillor Ronald Hills, Councillor Lucinda Preston,  
Councillor Pat Vaughan, Councillor Loraine Woolley,  
Councillor Laura McWilliams and Councillor Sue Burke

**Apologies for Absence:** None.

**48. Confirmation of Minutes - 22 November 2018**

RESOLVED that the minutes of the meeting held on 22 November 2018 be confirmed.

**49. To Receive Housing Scrutiny Sub-Committee Minutes - 5 November 2018**

RESOLVED that the minutes of the meeting held on 5 November 2018 be received.

**50. Declarations of Interest**

No declarations of interest were received.

**51. Change to Order of Business**

The agenda item order was altered as below:

4. Section 106 Contributions Update
5. Christmas Market Outturn 2018 – Update
6. Portfolio Performance Overview – Quality Housing
7. Portfolio Holder under Scrutiny – Quality Housing
8. Quality Housing Progress Report
9. Performance Report – HRS
10. Electoral Registration
11. Work Programme for 2018-19 - Update

**52. Section 106 Contributions Update**

Nicola Collins, Heritage and Planning Enforcement Team Leader:

- a) provided Performance Scrutiny Committee with the annual update on section 106 agreements detailing contributions collected and negotiated in the last 12 months to December 2018.
- b) invited members comments and questions

Question: Members asked at what stage of development did the Section 106 monies get released and whether the contribution for the student flats proportioned out? It was also asked how a bid was made in the current funding for Boultham Park and Hartsholme Park?

Response: Boultham Park was the closest recreational area to Westbrook Drive. Some projects were not in the time frame for when the Section 106 monies had to be spent so there was a provision in place whereby if the development didn't come to fruition in the allocated time frame then the Section 106 monies would be allocated to the next nearest site.

Question: Members asked whether the Section 106 Monies would be paid to ourselves for Queen Elizabeth Road.

Response: Yes. The land could be purchased by someone else which would mean the owner of the site would pay the monies. Money that was allocated to Glebe and Minster Medical Practices was for physical provisions at the practices and not to pay for GP's.

Question: Members asked what had happened to the projects from last year and whether this information could be circulated.

Question: Members asked about the St Marks development and whether the Homebase site was being used for student dwellings? Members also asked whether there was to be a zebra crossing near the student flats.

Response: Student accommodation didn't trigger the affordable housing allocation. Comments from Highways regarding the zebra crossing were that the ropewalk crossing was to be updated rather than a new one installed.

RESOLVED that:

1. Officers be tasked to:

- add another column to the table 4.2 to specify what Section 106 monies had already come in
- update the current ongoing project list and circulate to the committee
- refer the Section 106 allocations policy to Policy Scrutiny Committee

2. The content of the report be noted.

### **53. Christmas Market Outturn 2018 - Update**

Simon Colburn, Assistant Director – Health and Environment Services:

a. gave a verbal update regarding the Christmas Market 2018 and highlighted the following:

- the throughput of visitors was estimated at 230,000 over the weekend which was very well attended
- there was a decline in coaches using coach parking this year with 208 coaches using the facility.

- 7728 cars used the park and ride which was down on previous years but car parking in the City Centre had increased over the market period.
- Preliminary outputs from the University were to be received.
- There were 200 official stalls at the market, some had dropped out. Stall fees for returning stall holders had been frozen from 2017.
- 31% of stalls were from Lincolnshire.
- The market had a large footprint over social media with one post being liked over 2500 times.
- Visit Lincoln had over 100,000 new hits on their website.

b. invited members' comments and questions.

Comment: Thanks were given to Simon Colburn and the staff who worked at the Christmas Market. Members thought that the child wrist band scheme was a really good idea.

Question: Members asked if there was a review taking place to ensure the market continued to be a success for future years?

Response: A review had been started and a workshop had been arranged in October. All aspects of organisations and people would be included in this meeting to make sure the business plan would make the event sustainable for future years.

Question: Members asked for details of the percentage of food stalls present at the 2018 market?

Response: A lot of the food stalls were pop up stalls which were not on our land and were harder to control.

Question: Members asked if the County Councils Christmas Market had an impact on our market and whether officers had been approached to join both of the markets together.

Response: There was a discussion to be had with the County Council about sharing costs. The County Council did want a separate event to ours and wanted a separate branding. The City Council wanted to make sure that Lincoln was the place to visit at Christmas time and that the City of Lincoln Council Christmas market was one of the best.

RESOLVED that:

1. Officers to investigate the percentage of food stalls at the Christmas Market 2018 and report back to Committee.
2. The content of the verbal report be noted.

#### **54. Portfolio Performance Overview - Quality Housing**

Pat Jukes, Corporate Policy Business Manager:

- Gave a presentation outlining the Performance of the Quality Housing Portfolio which included:

- Contextual Information on the Quality Housing portfolio:
  - Lincoln had approximately 44,600 homes in the city. As of December 2018 7,782 were council owned social housing units.
  - There were currently 308 'old style' licensed HMO's in Lincoln as of January 2019.
  - There were currently 275 'new style' HMO applications in various stages of approval.
  - In the last 6 months, the City Council had issued:
    - Disabled Facilities Grants – 23
    - Hospital Discharge – 1
    - Gas Central Heating – 3
  - As of 2017, the amount uncovered by Local Housing Allowance rates on the average rent costs for a 3 bedroom property was £43.70.
  - At the last official count in October 2018, there were 26 rough sleepers in Lincoln.
  - The house price to work place based earnings ratio for Lincoln in 2017 was 5.54.
- Highlighted the following key points:
  - Lincoln's average price paid for all property types had increased by 4.8%, growing from £150,538 to £157,848.
  - Average private rental costs had decreased in all properties with either 1, 2, 3 or 4 bedrooms.
  - The number of households in temporary accommodation had seen a small increase from 2016/17s figure of 24, rising to 27 in 2017/18.
  - The rent collected as a proportion of rent owed had surpassed its target of 96.50% with a figure of 98.19%.
  - The current level of tenant arrears was above the target of 3.50% with a figure of 2.95%.
  - The percentage of reactive repairs completed within target time was above the target of 97.50% with a figure of 99.36%.
  - The number of homelessness applications had increased from Q2 last year by 241, now reporting at 368. This was primarily due to the Homelessness Reduction Act changes (introduced April 2018), where Lincoln City Council must now support anyone, threatened with homelessness within 56 days or was already homeless. This meant there was a duty to start working with people at an earlier stage and help should initially be offered regardless of whether the person had a local connection to Lincoln or a priority need for assistance. It was therefore almost certain that homelessness presentations would increase in the first year.
- Invited member's comments and questions.

Question: Members asked how many children were in temporary accommodation.

Question: Members stated that the impression they had been given was that Lincoln was a place where it was difficult to get on the housing ladder. How did this equate with the ratio for wage as Lincoln was the third lowest in regard to house prices?

Response: Building Societies and banks had different criteria so the effect of their policies could vary. The third lowest was due to a combination of low house prices and low wages. There were a lot of people on low wages in Lincoln.

Question: Members asked for clarification on the amount uncovered by benefits for rent for a 3 bedroom property.

Response: The uncovered amount referred to the gap between the level of housing benefits received and the rent payable in the private sector. This was different between private sector rents and council rents as they were very different. All council houses were below the LHA level.

RESOLVED that:

1. Officers would investigate the figure for how many children were in temporary accommodation and report back to committee.
2. The content of the presentation be noted.

## **55. Portfolio Holder under Scrutiny - Quality Housing**

Councillor Donald Nannestad, Portfolio Holder for Quality Housing:

- a) Presented a report which highlighted the following:
  - Homelessness
  - Tenancy Management
  - New Build/Allocations
  - Housing Improvement Programme
  - Housing Repairs
  - Supported Housing
  - Private Sector Housing
  - Health
- b) Invited member's comments and questions.

Question: Members asked if the original tenants from De Wint Court got first refusal on the new housing once it was built.

Response: This option was being looked into. The existing building had not yet been demolished.

Question: Members asked whether we supported private landlords and whether help was given to tenants of private landlords who were not in a rogue landlord position but needed work to be carried out on a property.

Response: Accidental landlords that could not maintain properties were being investigated. There was a HMO Licensing Scheme which meant if the landlord became a trusted landlord they received a reduction on their licence fee.

Question: Members asked whether the HMO Licensing Scheme helped landlords who only owned one property.

Response: It would if they fell within the HMO criteria. The Accreditation Scheme was something that was being taken up. Private Landlords were offered free seminars to keep them up to date. The Rogue Landlord Scheme was a separate pot of money that was used to deal with the really bad landlords. The Rogue Landlord team should be looking into these types of cases but unfortunately the work had to be prioritised. If tenants were having problems with their landlord

then they did need to approach the City Council. The law was on the tenant's side which was really positive. Unfortunately Universal Credit had a massive impact on landlords meaning that some private landlords couldn't take on Universal Credit tenants.

Question: Members asked whether we were duty bound to house homeless people that come from outside the City for 56 days.

Response: Tenants could come to us up to 56 days before they were to be made homeless so a plan could be put in place. If the tenant didn't have a local connection then they would score lower and fall lower on the list.

Question: Members asked whether pressure could be put on shop owners to rent out the flats above to tenants on the housing register.

Response: There was a project that took place previously but there wasn't much take up. Access to the flats could be a problem as well as fire regulations.

Question: Members asked whether there were any plans to use the housing revenue fund monies in the future and what opportunities there were for building council properties for example could RAF Scampton be used?

Response: Work was ongoing to understand the need for council housing in Lincoln. Some of the buildings at RAF Scampton were derelict. The HRA borrowing CAP gave a lot more opportunity and choices with how the money was spent. When houses were being built the community and place was looked at. Partner organisations were to be looked at to help bring affordable housing to the city. WGC had the prospect to give us a lot of opportunity with housing.

Question: Members asked what more could be done to reduce stress within housing and whether play park could be built in new build house areas to help reduce child obesity.

Response: The environmental budget was being looked into to see if it could be doubled. There were older workers in housing that suffered from musculo skeletal issues which didn't help with stress levels. The Director of Housing was looking at the stress sickness levels to try and identify where the problems were and in what areas. There were issues within the Housing Solutions Team and a lot of work had taken place to help alleviate the issues. The Housing Solutions Office was a very stressful place to work due to the nature of the work and the tenants' problems that were dealt with on a day to day basis.

Question: Members asked what complications were in the application process for the housing list.

Response: The process was being reviewed by The Assistant Director of Housing to make the process easier.

Question: Members asked for an explanation for the re-letting target date figures and asked if council tenants could still house swap.

Response: Target figures for the City of Lincoln Council were a lot tighter than other councils. The figure shown started from when the keys were handed to the next tenant. Some targets couldn't be met due to other aspects, for example the Police used one of our flats for surveillance which meant any repairs couldn't be

carried out and the property couldn't be re-let. Mutual exchange did still take place.

Question: Members asked if they could have training on the statutory legislation for when they were attending ward surgeries and whether the Rogue Landlord Scheme could be replicated, even in a small way when the funding disappeared.

Response: Training could be arranged on the statutory legislation. The Rogue Landlord Scheme would continue to work and other funding resources were being looked into.

Question: Members asked whether the 'council owned' building firm was still being set up.

Response: The situation had changed. There was a CAP in place for borrowing. There were a number of things that were being looked at but the work of the Housing Solutions Team was the main focus.

RESOLVED that the content of the report be noted.

## **56. Quality Housing Progress Report**

Daren Turner, Director of Housing:

- a) Provided Performance Scrutiny Committee with an update on progress towards the Quality Housing strategic priority contained in Vision 2020.
- b) Highlighted the following key points:
  - Eight projects were flagged green with none currently red.
  - Consultation with residents for supported housing had taken place.
  - Some empty homes had been brought back into use.
  - The Spa Road development was a big development but there were issues with the land being contaminated.
- c) Invited members' comments and questions.

Comment: Members commented that Council Tax had doubled on empty properties last year.

Response: Council Tax did go up by 150%. The latest autumn statement stated this could now go up to 500% over a period of time.

RESOLVED that the content of the report be noted.

## **57. Performance Report - HRS**

Matt Hillman, Maintenance Manager:

- a) Updated Performance Committee on the financial position of the Housing Repairs Service at the end of the 2017/18 financial year.
- b) Reported that the Housing Repairs Service had a year of success during 2017/18 with the service maintaining their performance from previous years with a surplus of £253,209 for the year.

c) Highlighted the following:

- Tenant satisfaction with repairs finished the year exceeding performance.
- Throughout the year of 2017/18 the percentage of repairs completed within timescale remained above the target of 95% and ended the year at 97%.
- All emergency repairs within the year were carried out within 24 hours of them being reported for the second consecutive financial year.
- The performance target of 95% of repair appointments being kept was above target throughout the year and the final outturn of 95.85% was a slight improvement on the previous year.
- Performance for the first time fixes had improved significantly over the last few years. The first time fix rate for 2017/18 was 90.21% compared to 86.1% in 2016/17.
- The number of days taken to complete a repair had increased in 2017/18, however still finished the year on target at 8 days.

RESOLVED that the report be noted.

## **58. Electoral Registration**

Graham Watts, Democratic Team Leader and Elections Manager:

- a) Provided Performance Scrutiny Committee with an update on electoral registration in the City of Lincoln.
- b) Explained the Electoral Registration Canvass process.
- c) Highlighted the following statistics:
  - All 49,561 properties at the commencement of the canvass in Lincoln were sent Household Enquiry forms.
  - 10,000 of these properties were categorised as being student accommodation. Access to the student campus at the University of Lincoln was restricted so an arrangement with the post room at the University was in place for their staff to make delivery of Household Enquiry Forms upon commencement of the academic year.
  - The final electorate published on 1 December 2018 at the close of the canvass was 60,138.
- d) Explained the following:
  - Household Notification Letters were sent to all properties in the city in January each year as a further check to ensure that the information held on the Electoral Register was correct and accurate.
  - Poll Cards for scheduled elections in May were to be sent to all eligible electors in March each year due to there being local or national electoral events occurring every year.
- e) Invited members' comments and questions.

Question: Members asked if there was more that could be done to engage people in registering to vote such as leaflets and social media to try and stop the subject looking dry.

Response: Current documents were prescribed by government.

Comment: Members commented that some people did not understand how a Council was run and wondered whether the City of Lincoln Council was missing a trick.

Question: Members asked how people who did not speak English as a first language were helped/dealt with. Some foreigners did not understand what elections they were able to vote in.

Response: Documentation could be issued in different languages if needed and help was available on the phone.

Question: Members asked if the councillor profiles could be updated with new pictures to help raise the profiles of councillors.

RESOLVED that:

1. The matter of raising councillor profiles be reported to Ethics and Engagement Committee.
2. The content of the report be noted.

**59. Work Programme for 2018-19 - Update**

Clare Stait, Democratic Services Officer:

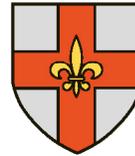
- a. presented the draft work programme for 2018/19 as detailed at Appendix A of her report
- b. advised that the work programme for the Performance Scrutiny Committee was put forward annually for approval by Council; the work programme was then regularly updated throughout the year in consultation with 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 be noted.

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Let's enhance  
our remarkable  
place



CITY OF  
*Lincoln*  
COUNCIL

# Remarkable Place Portfolio

## Contextual overview

21<sup>st</sup> February 2019

Together, let's deliver  
Lincoln's ambitious future



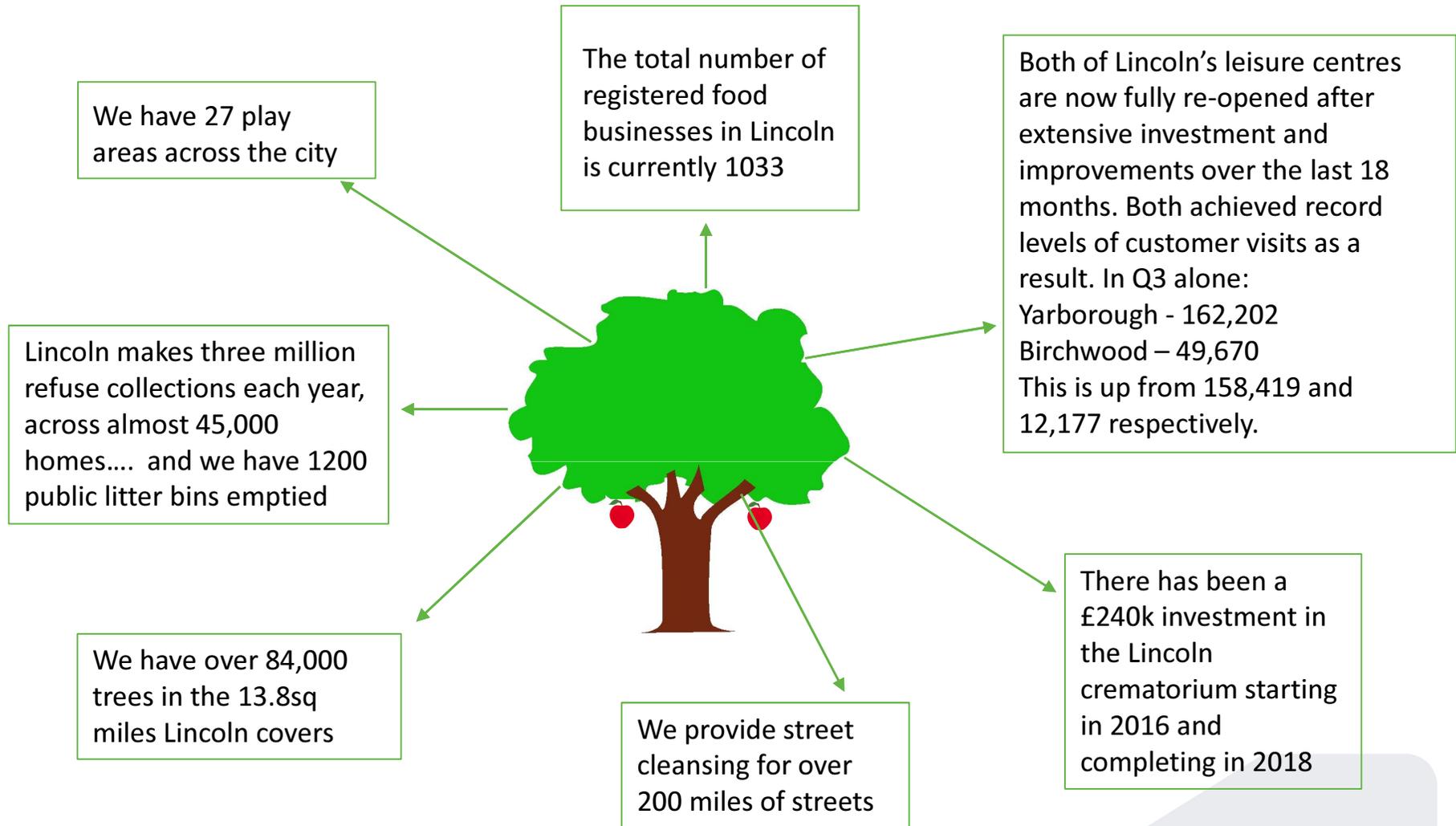
# Remarkable Place

## This overview will cover;

- Contextual information on the Remarkable Place Portfolio
- A deeper look at relevant measures and information from the Lincoln City Profile
- Performance measures covered in the basket of key strategic measures



# Contextual information on the Remarkable Place Portfolio



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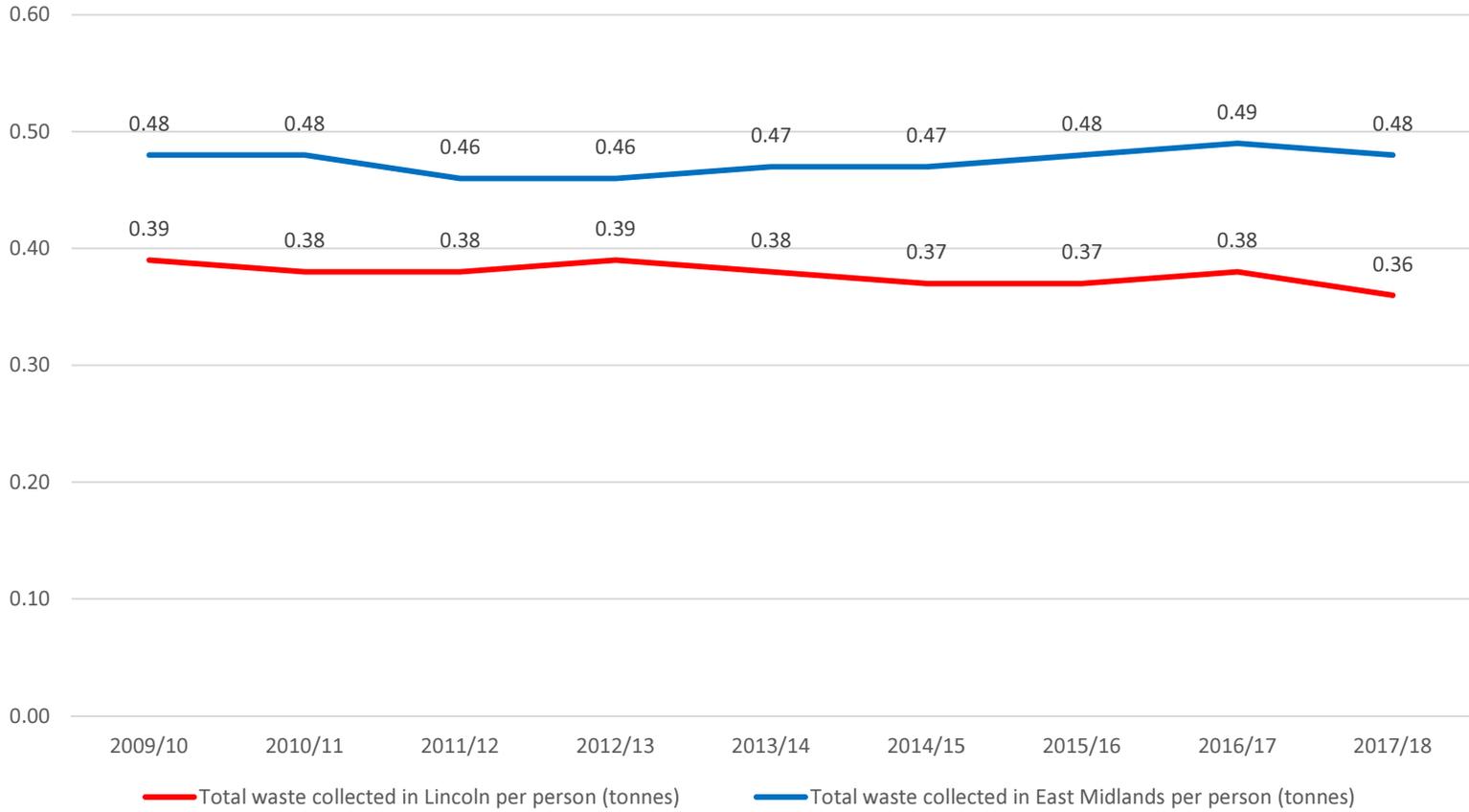
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Lincoln's ambitious future



Source : City of Lincoln Council 2019

[www.lincoln.gov.uk](http://www.lincoln.gov.uk)

# Total waste collected in tonnes per person (pa) in Lincoln compared to East Midlands 2009/10-2017/18



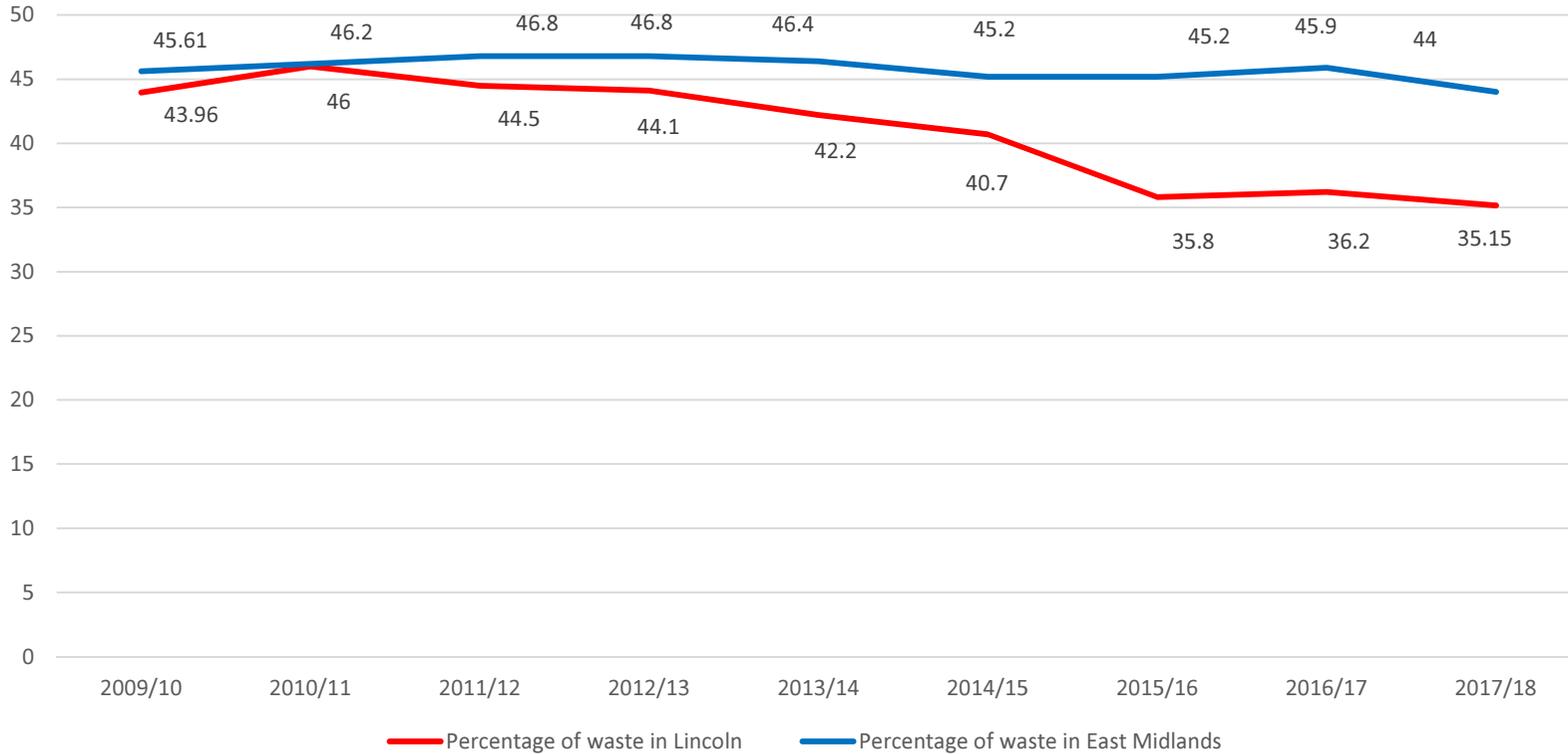
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Source : LG Inform 2017/18

[www.lincoln.gov.uk](http://www.lincoln.gov.uk)

# Percentage of household waste sent for reuse, recycling and composting in Lincoln 2009/10-2017/18



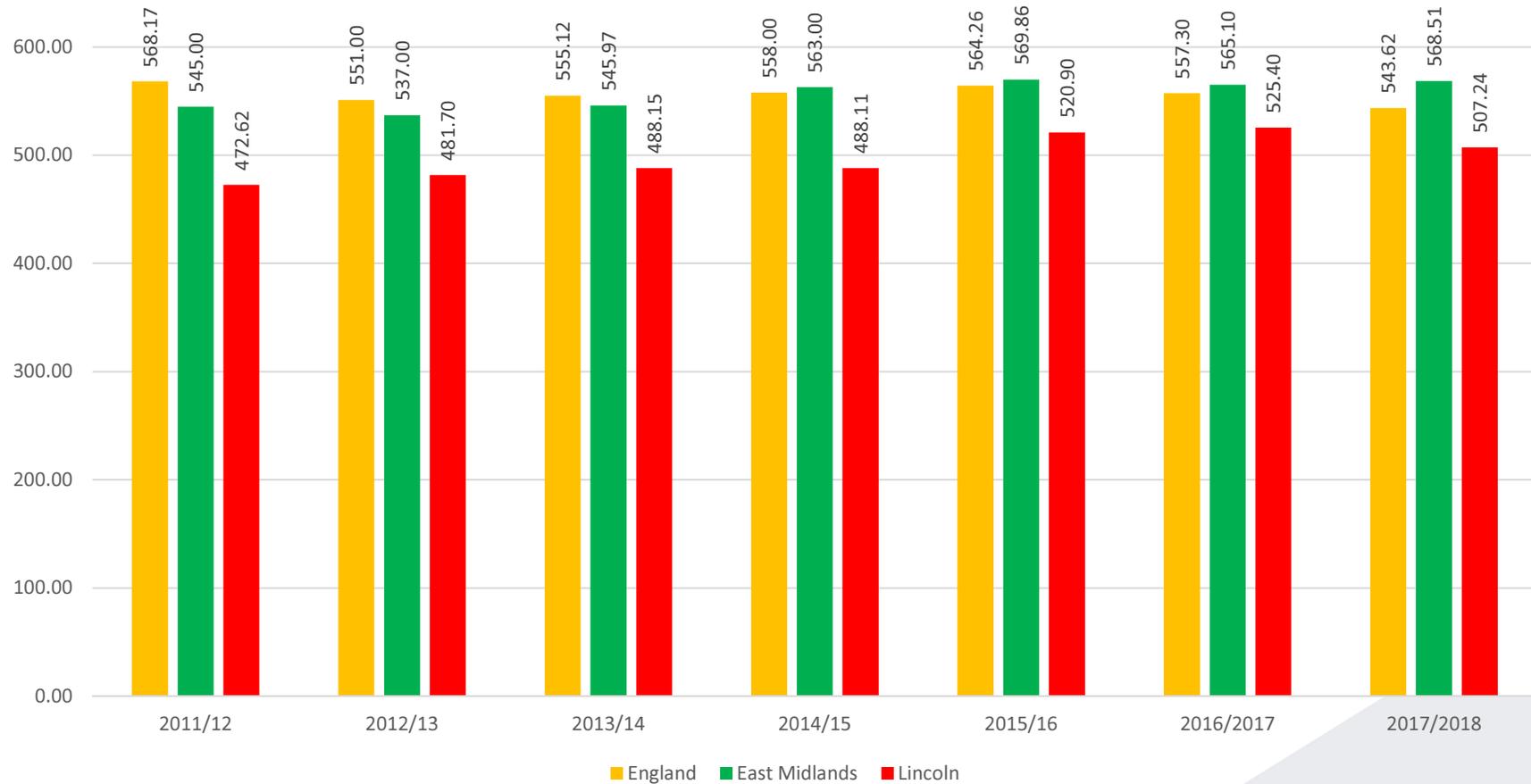
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Source : LG Inform 2017/18

[www.lincoln.gov.uk](http://www.lincoln.gov.uk)

# Average residual household waste per household (Kg per household) compared to England and East Midlands 2011/12-2017/18



18



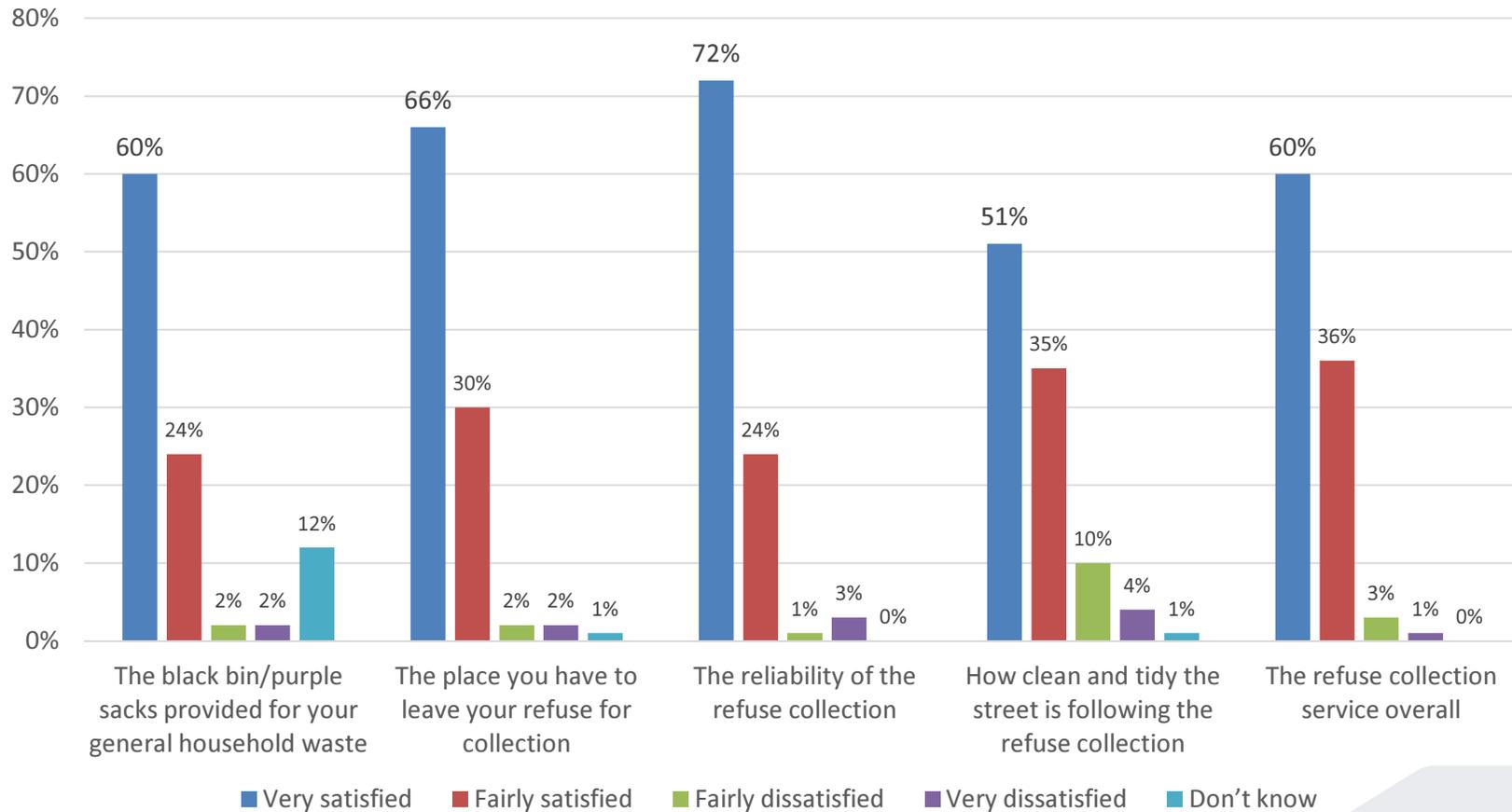
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Source : LG Inform 2017/18

[www.lincoln.gov.uk](http://www.lincoln.gov.uk)

# The satisfaction of Household Refuse Collection in Lincoln 2017/18 (as per Citizens' Panel)



19



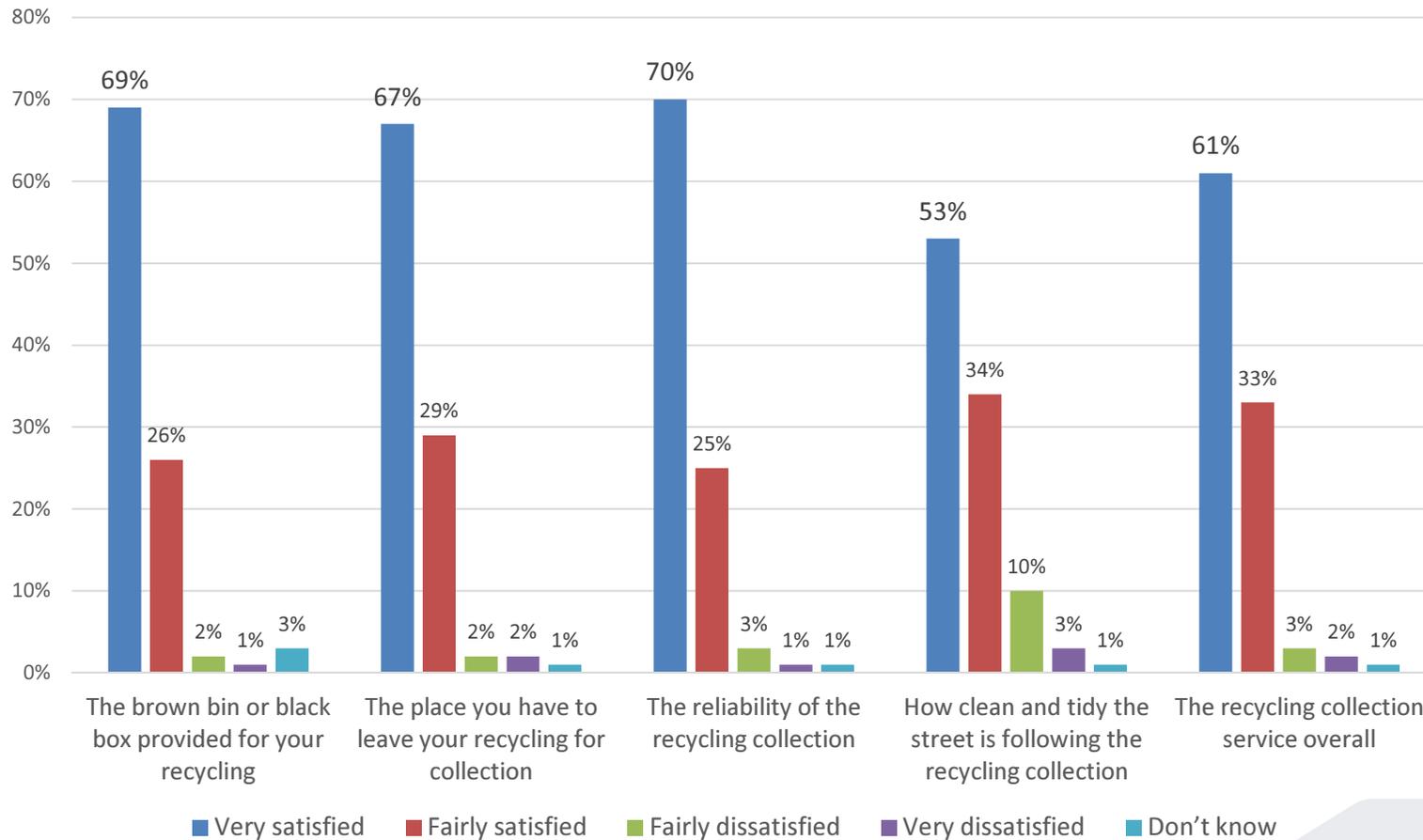
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Source : Citizens' Panel 2017/18

[www.lincoln.gov.uk](http://www.lincoln.gov.uk)

# The satisfaction of Household Recycling Collection in Lincoln 2017/18 (as per Citizens' Panel)



20



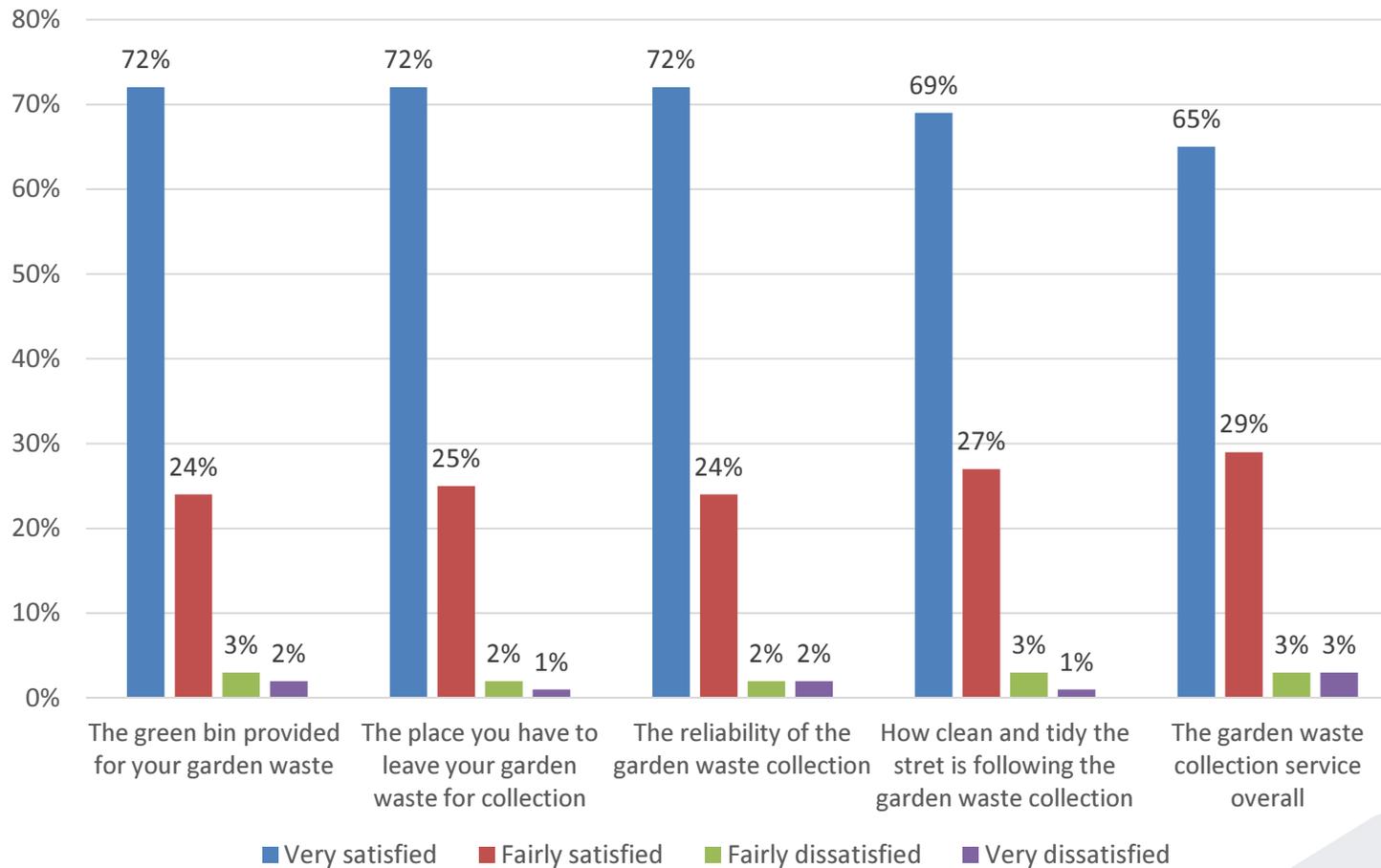
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Source : Citizens' Panel 2017/18

[www.lincoln.gov.uk](http://www.lincoln.gov.uk)

## The satisfaction of Household Garden Waste Collection in Lincoln 2017/18 (as per Citizens' Panel)



21



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Source : Citizens' Panel 2017/18

[www.lincoln.gov.uk](http://www.lincoln.gov.uk)

## Total number of licensed vehicles in Lincoln compared to Lincolnshire 2017



Vehicle type	Lincoln	Lincolnshire
Cars	38,800	396,500
Motorcycles	2,100	20,200
Light goods vehicles	5,900	51,600
Heavy goods vehicles	700	6,900
Buses and coaches	400	2,100
Other vehicles	900	23,200



City of Lincoln Council monitors air pollution around the city, which is improving.

This table references the number of vehicles in the city, (not controlled by this council) and it should be noted that a further cause of poor air quality is the use of old inefficient central heating systems



## Key Strategic Measures

Service Area	Measure	Cumulative or Quarterly	High / Low is Good	Q3/17/18	Q4/17/18	Q1/18/19	Q2/18/19	Q3/18/19	Status	Under Performing	Target	Last Target Status
Recreation Services	RES 17 - Total number of users of our Health & Recreation facilities per quarter	Quarterly	High is good	190,198	218,181	244,381	247,762	245,374	Improving			
Waste & Recycling	WM 5 - Percentage of waste recycled or composted	Quarterly	High is good	38.20%	33.70%	27.40%	38.20%	34.70%	Deteriorating	35%	45%	Below Target
Allotments	AM 8 - Percentage occupancy of allotment plots	Quarterly	High is good	82.50%	80.10%	84.20%	85.70%	86.80%	Maintaining			
Food and Health & Safety Enforcement	FHS 4 - Percentage of premises fully or broadly compliant with Food Health & Safety inspection	Quarterly	High is good	98.1%	98.0%	98.7%	96.8%	97.6%	Maintaining	95%	97%	Above Target
Food and Health & Safety Enforcement	FHS 5 - Average time from actual date of inspection to achieving compliance	Quarterly	Low is good	13.25	10.40	9.50	8.30	8.50	Maintaining			
Food and Health & Safety Enforcement	FHS 6 - Percentage of official controls that should have been completed and have been in that time period (cumulative data)	Quarterly	High is good	84.50%	94.00%	90.00%	81.60%	82.10%	Maintaining	75%	97%	On target

## Annual Strategic Measures

Service Area	Measure	Tolerance	Cumulative or Quarterly	High / Low is Good	2016/2017	2017/2018	2018/2019	Status
Recreation Services	RES 18 - Percentage of people over 16 actively participating in physical activity for 3 or more 30 minute sessions per week	5	Quarterly	High is good	37.2%	35.6%		Maintaining
Waste & Recycling	WM 6 - Satisfaction with refuse service	5		High is good	95.30%	93.85%	96.00%	Maintaining
Waste & Recycling	WM 7 - Satisfaction with recycling service	5		High is good	95.70%	92.76%	94.00%	Maintaining
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%	Deteriorating
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

## Key points to note

- Total waste collected in Lincoln has decreased from 0.38 to 0.36 tonnes per person, whilst the decrease in East Midlands has only gone from 0.49 to 0.48 tonnes per person
- The total number of licensed vehicles in Lincoln has increased from 48,400 in 2016 to 48,800 in 2017, an increase of 400
  - The total number of licensed cars in Lincoln has increased from 38,200 in 2016 to 38,800 in 2017, an increase of 600
- Following extensive renovations and improvements Birchwood Leisure Centre has seen a significant increase in visits from an average of around 23,000 before the enhancements to almost 50,000 visits in Q3, and satisfaction has also jumped around 10% since last year



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**PERFORMANCE SCRUTINY COMMITTEE**

**21 FEBRUARY 2019**

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

**Report by Councillor Fay Smith, Portfolio Holder for Remarkable Place**

**Introduction**

I am pleased to present to committee my annual performance report.

The areas covered by my Portfolio have changed relatively recently, so I would ask members to be aware of that. I hope that, despite the steep learning curve I have had this year, members will find my report no less full and informative.

**Open Space Management**

A significant new addition to my portfolio this year has been a range of duties associated with open space management. To give members greater clarity on both the functions and the work undertaken in these areas, I have split the functions out into key areas as below.

**Allotments**

The council's allotment service is now coming towards the end of a period of major investment. Having sold the site on Riseholme Road the Council has invested all the income into other allotment sites, addressing key concerns from existing tenants and the allotments strategy. This has been a million pound initiative undertaken over two winters (so as to minimise disruption for tenants). Work has included new roadways, new boundaries, and new water supplies. Although it has not been possible to address all demands, this still represents the single biggest investment in Lincoln's allotment services that has ever been made, and shows a commitment to both the service and the Council's vision of enhancing the city as a remarkable place to live.

Key within this investment is the opening up of a new allotment site in the south of the city. For historic reasons the south end of the city has not been well catered for in terms of allotments, and so a key element of the investment was to establish a new site central to the Birchwood estate. A proposal has been drafted for consultation, and feedback assessed. It is anticipated that the new site will open this spring.

In terms of performance this work has led to changes in the numbers of plots now available. At the end December 18 there were 1098 in total, but 59 listed as 'unlettable'. Before the work started there were 1080 plots in total suggesting growth of 18. However this would be misleading, as not all plots are the same size. In some instances one plot is halved to make two plots, or indeed two half plots joined to make one plot. The data should therefore be read, not for year on year comparison, but in terms of utilisation of existing available stock. In this instance, as of December 18, 902 plots are let, which is 82 % of available stock. A comprehensive publicity launch to advertise allotment availability is planned at the time of drafting this report.

## **Equipped Play Areas**

The Council continues to maintain some 25 equipped play areas across the city, ensuring that British Standards are maintained at all times for installation, inspections and maintenance.

High levels of responsibility and care unfortunately means relatively high costs, and this does impact on the council's ability to expand the service and expedite repairs at times. Working closely with the Property Services section, which orders the repairs, safety is always the number one concern for this service. Although it is necessary to close play areas off at times, officers are under clear instruction not to bow to public pressure to re-open sites unless the necessary safety requirements are in place.

Maintaining high standards of what is in places aging equipment is increasing costs as indicated below, which shows total recreation budget for repairs and how much of that has been spent on equipped play areas.

	2016/17	2017/18	2018/19 to date
Budget 'Recreation Grounds'	£68,530	£140,520	£71,930
Expenditure on Play Areas	£61,540	£118,125	£88,296

A citizen panel survey in July 2018 showed that 73% of respondents considered the standard of outdoor play provision to be of a 'Very or Fairly Satisfied' standard.

## **Parks**

This year has been yet another good year for Lincoln's parks, with two Green Flag awards achieved in 2018, and three being applied for in 2019.

The Arboretum continues to be known for its high quality historic setting and Hartsholme Country Park has yet again weathered the storm of a year of heavy public demand, including a very successful events programme.

Boultham Park is nearing the end of its capital investment programme, with only snagging works now outstanding. As the project and partnership with Linkage Community Trust settle, the news of this innovative partnership is spreading and attracting interest. Two other councils from the west midlands have visited recently, interested in setting up similar working arrangements with charities. A national first for Lincoln.

The next stage for Boultham Park is the development of a bid to the Heritage Lottery Fund for finances to undertake restoration of the lake and its surrounds (taken out of the original project). This remains very much unfinished business for the park, and it is anticipated that a bid will be made this August, with a decision by the lottery expected at the end of the year. If this timeline is achieved, and if successful this

would mean work taking place in 2020/2021, and an activity programme going beyond that. At the moment competition for funds looks to be strong, so whilst cautiously optimistic, we are expending the appropriate time to ensure that the merits of our bid are as good as they can possibly be. There is, of course, no guarantee of a successful outcome.

### **Hartsholme Country Park and Camp Site**

The park continues to be a vibrant and exciting place to visit, as popular as ever, due in no small part to the efforts of the staff and volunteers on site. As always management and maintenance in the face of high visitor numbers is a real challenge for staff, as is the increasing aspiration for improving visitor experience in the modern age.

The development of a Master plan for Hartsholme Country park remains a stated objective for the council, even if a timetable can't be prescribed to that now. The need to do something with the site, including the buildings, is not forgotten and I will be pushing for action to bring these into active use as soon as possible.

Investment has been made in the campsite shower block and is appreciated and now being reflected in visitor feedback, which also shows that there is a strong demand for WiFi access as a part of the visitor experience, something that will now be considered for investment in the coming year.

The Hartsholme Country Park Campsite Report 2018 is available for inspection on request.

### **PAGs**

I am trialling a new initiative, suggested by Steve Bird, based on bringing together the Chairs from the three key Park Advisory Groups in the city. This Chairs' group, which recently met for the first time ever, is exploring commonality between the groups, seeing if there is any learning to be had, and looking at how they might support each other, and consequently the green spaces in the city, in the future.

These are early days and all are keen that this group must, if time is to be spent on it, add value for all the parks.

### **Commons**

This year has seen significant work take place on the commons; all of this being reported to the Commons Advisory Panel, as is normal practice. The commons have benefited from additional income derived from an agreement with LCFC for overflow car parking on match days. Income derived by this means is put directly into work on common land, and prioritised through the Commons Advisory Panel. This year will see a refresh of the Commons Management Plan, and associated work programme.

Examples of work this year include:

- New fencing West Common
- Significant boundary repairs South Common and West Common
- Views and path maintenance, Viking Way
- Survey of all signage and access infrastructure
- Signage strategy agreed and work ordered
- New feeding stations agreed and work ordered

89% of Citizens Panel respondents reported being very or fairly satisfied with management of the commons.

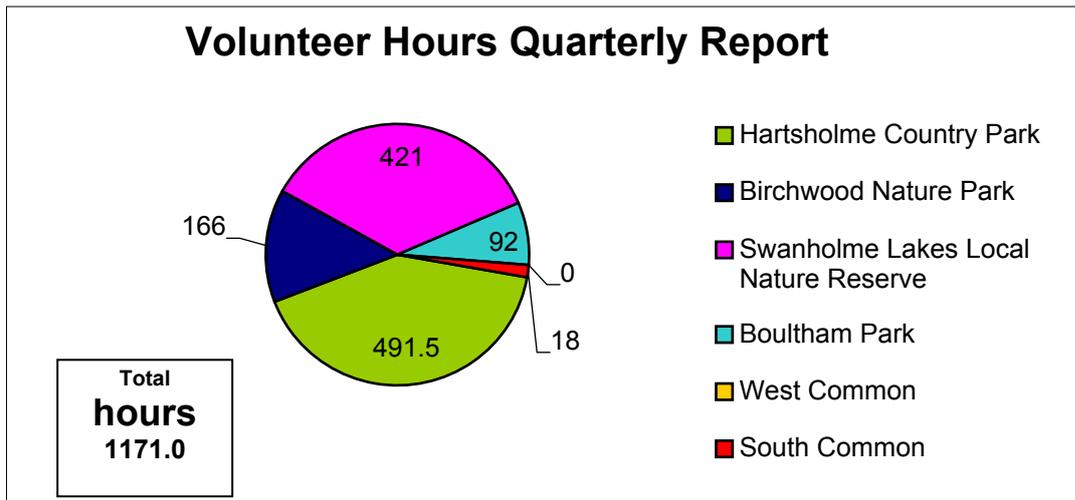
### **Volunteering**

In May 2017 the Council saw the start of a new initiative; one which built on learning and experience. Members will be aware that for some years the council has formally recorded it's thanks to the volunteers in Hartsholme Country Park for their commitment and dedication to the maintenance of this important site. In more recent years we have seen another successful programme of volunteer work undertaken as a part of the Boutham Park regeneration project. Mindful that the end of the Boutham Park project would mean the removal of resources dedicated to supporting volunteers outside of Hartsholme Country Park, changes were made to adjust staffing so as to permit a dedicated focus on volunteering.

I am pleased to report that great progress has been made within this service and that all volunteering for open spaces is now co-ordinated through this post, ensuring consistency of approach in line with Council policies, and co-ordination of resources.

No volunteering has been lost from either Hartsholme Country Park or Boutham Park as a result of this initiative, and indeed we can now be very positive about volunteering opportunities within Lincoln's open spaces in the future, with all the benefits that this brings.

The Volunteer coordinator submits a quarterly update on progress and the last results are as below. Despite a short break between the first post holder starting the work and the most recent incumbent taking up post in September 2018, there continues to be solid progress in the development of volunteering opportunities, and volunteer hours have grown accordingly. The below covers the period Oct- Dec 2018. For comparison last year, for the same period, recorded approximately 400 hours.



### Arboriculture

Tree care is always a priority for the Council as it strives to protect trees against the ever present demands of the urban environment.

In 2018 this authority felled 266 trees and this year’s planting scheme makes provision for the planting of 339 trees.

It has been noted that the Council’s Arboricultural Officer has reached a stage in his career whereby he may choose to retire. Succession planning is already being put in place, in recognition of how difficult it is to find staff with the necessary skills, and how important this service is in contributing to the Council’s Remarkable Place objectives. By careful planning we do not anticipate a drop in performance despite the potential loss of experienced resource.

### Street Scene

Under this heading work is covered such as the provision and maintenance of street name plates, bus shelters and art installations. The city currently has 110 bus shelters (66 Adshell/ 45 City Council), and 15 art installations of varying sizes.

The maintenance of name plates is a routine task, ongoing, as is the care of art installations, although it is hoped that this will grow gradually over the years, thereby adding to Lincoln’s heritage and cultural offering.

Bus shelters have been more problematic as the demands and costs continue to escalate. Historically there are two tiers of provision. A contract for free provision of those where the advertising pays for the shelter, and those which the council has to pay for. As the second of these tiers is a cost to city tax payers, funding for the care of these is, by necessity of government imposed cuts, being withdrawn. We continue to seek imaginative way to maintain and protect what we can, but ultimately the second tier of bus shelters will be removed unless other funding sources can be found.

## **Waste/Recycling**

Last year I reported that the Council continued to have a 'contamination' issue in the recycling stream, which was consistent with other councils in Lincolnshire, and indeed nationally. Members will have seen more national publicity on this over the last twelve months.

I also reported that there was a renewed push within a county-wide Lincolnshire Waste Partnership to develop a mutually acceptable joint waste strategy that would be able to guide collective decisions on waste management long term. The long term vision being vital given the overall costs of these services, I urged caution over short term knee-jerk reactions and impressed the need for us to be strategic in our thinking, working with partners for longer term solutions.

I am pleased to be able to update committee that, as hoped, all councils in Lincolnshire have worked together and now formally agreed and adopted a Joint Municipal Waste Management Strategy for Lincolnshire (JMWMS), and that an action plan, attached and integral to the document, is being developed and progressed. The action plan consists of five key strands, and action is now progressing on these to identify leads and resources. Given the size of the workload involved in coordinating and driving the work programme that underpins the action plan an officer has been recruited by the authorities collectively, and the post has been charged with leading and supporting all councils consistently to ensure progress. The post is to be reviewed after two years.

A serious influencer on the Lincolnshire strategy has been the publication of the government's own Waste and Resources Strategy. Launched at Christmas, this strategy sets out what the government intends to consult on, and the direction it expects waste and recycling management to go. Thankfully there are many consistent elements with our own JMWMS, which will leave Lincolnshire in a positive position to respond to the government consultations, and drive collaborative change locally.

I am mindful that the details of the JMWMS and the government's strategy aren't issues specifically of concern for this committee, given its focus on performance outcomes, but feel that they are of such significance in terms of impact and progress on outcomes that, although I will not go into them in detail here, they cannot go unmentioned.

In terms of direct action arising from the new strategy two key things have already happened. Firstly all councils in Lincolnshire have aligned the materials they advertise as taking. All web sites now make clear that we take the same materials, so avoiding any debate about why one council takes something that another doesn't, across Lincolnshire at least. Secondly there has been a county-wide sticker campaign aimed at keeping some of the worst contaminants out of recycling (food, batteries and sanitary products including nappies). The success of this campaign is being evaluated now.

In terms of the next twelve months, I anticipate that the new post holder will be able to report on steady, solid, progress consistent with the strategy. There will be no

quick fix solution given both the size and scale of the issues, coupled with the number of agencies that have involvement and influence, but there is real hope for progress specifically in the areas of agreeing a national list of materials that all councils will take, identifying consistent processing systems for those materials locally, seeing reductions in packaging entering our waste streams (including single use plastics), and greater enforcement against those who fly tip.

#### Contamination in Recycling Rates -Lincolnshire

	2015-16	2016-17	2017-18	First half 2018*
Lincoln	20%	25%	28%	31%
County Average	19%	23%	27%	32%

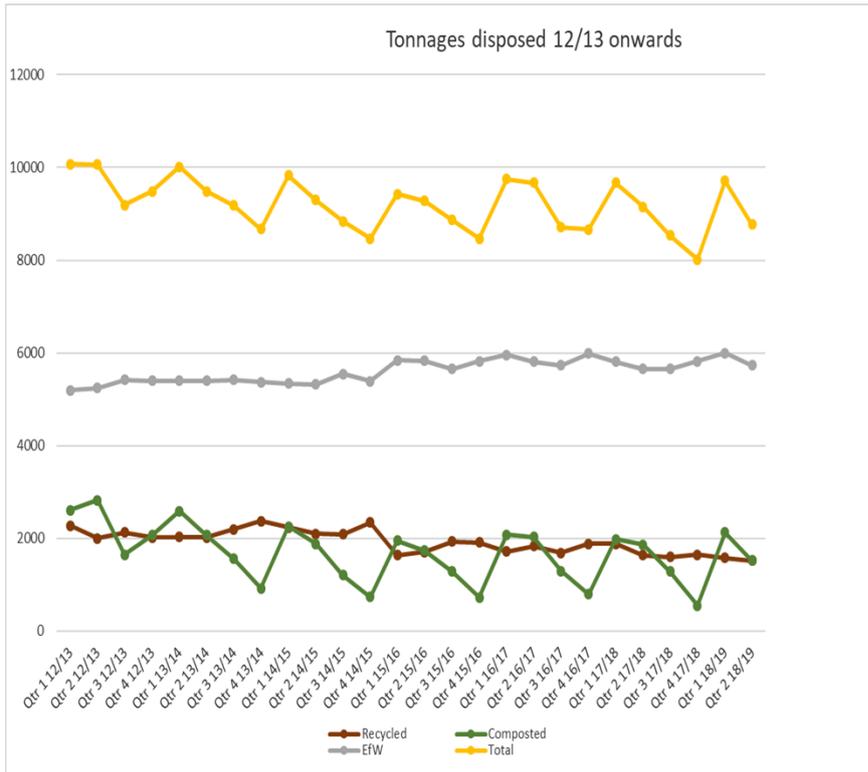
\*Does not include post sticker /promo campaign data. This is to be evaluated separately when the information is available.

The Council's average combined recycling and composting rate at the end of quarter 2, so covering the combined first six months of the year, was 36.52% (16.76% recycling and 19.76% composting). Quarter 3 outcomes are not yet available.

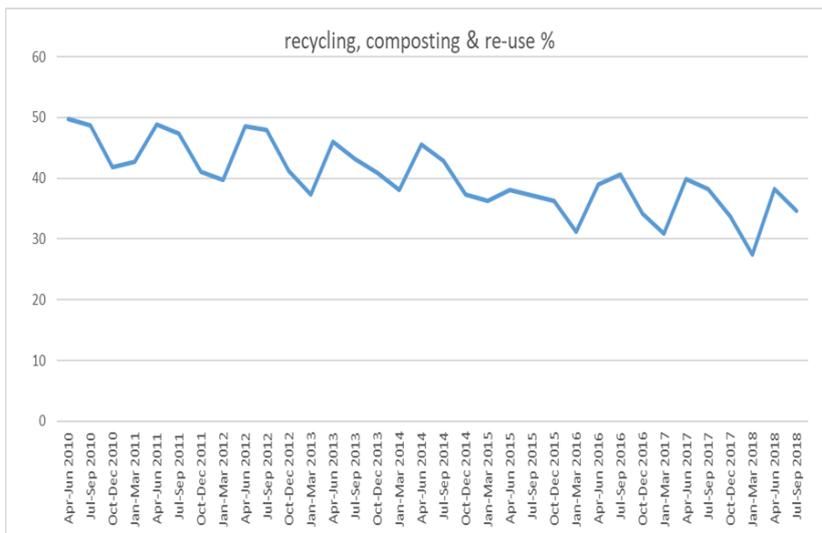
Recycling tonnages by the end of quarter 2 were around 11.76% lower than at the same point in the previous year.

Composting tonnages were around 5% lower than the previous year and the number of residents using the garden waste service was 15,841 at 15th January compared with 16,355 the previous year. The tonnage of composting waste collected varies quite dramatically in a manner which can only be attributed to differing weather conditions from one year to the next.

Residual waste tonnages have increased by 2.3% (263 Tonnes) on the previous year.



The first graph shows tonnages ‘disposed of’ since April 2012, in terms of garden waste, dry recycling, residual waste and the total. This shows that residual (black bin) waste has increased over time although relatively consistent more recently, despite growth in the number of houses. Generally, an increase is to be expected as the city grows, although other factors can affect waste tonnages, such as the financial climate (in a recession, people throw less away). Garden waste has the expected seasonal ups and downs.



The second graph shows the Council’s recycling, composting and re-use performance over the past eight years. The peaks and troughs generally reflect the seasonal effects on the garden waste service but the general downward trend is apparent in this graphic form.

The November 2018 Citizens Panel survey results showed that satisfaction for waste collection services remains very high. 96% of respondents reported being very or fairly satisfied with the residual waste service overall and 94% reported being very or fairly satisfied with the recycling service. Of those who used the garden waste service, 94% reported feeling very or fairly satisfied. This is yet another incremental improvement on the previous year's survey results for refuse and recycling. Garden waste remains static.

### **Street Cleansing**

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

Fly tipping continued to be an issue for us this year in certain areas of the city. The Sincil Bank area remains the area of highest demand. More fly tipping has been taken out of this area than any other, and more littering of the streets has taken place. Outside of the city centre, the Sincil Bank area is the greatest drain on resources, and we continue to search for ways to improve this situation, acknowledging the limits to the staff and financial resource we have available.

As example of improvement has been the installation of some CCTV. Working with both the neighbourhood team and the council's CCTV unit, cameras have now been installed at Hermit Street. Fly tipping has already reduced, and offender evidence captured, and so it is hoped that more cameras will be deployed in this area over the next 12 months.

Graffiti has also been an escalating problem this year, and more recently we have seen concerted repeat attacks in a number of areas. We have increased expenditure year on year and yet seen renewed graffiti attacks only a day or two after clearance, which can be soul destroying for staff and residents alike. Because of budget pressures it is not always possible to clear all graffiti as promptly as would be desirable.

Finally in this section I would make reference to a joint initiative with Lincoln BIG. They have procured a pressure washer for chewing gum removal and other city centre duties. This will permit them to do things that we cannot afford to do, such as chewing gum removal, thus enhancing the standards. We hope to coordinate our work even more closely in the future.

In the summer Citizens Panel survey, 67% of respondents reported being very or fairly satisfied with the cleanliness of the city – an improvement on last year.

Citizen Panel November 2018 stated that only 8.63% of respondents considered street cleansing was a priority for improvement, suggesting that over 90% are content with existing standards, in general terms. This is consistent with the previous satisfaction data.

## **Public Toilets**

This service has again achieved high standards, with four of its city centre toilets being entered for, and receiving, awards in the national Loo of the Year competition: Tentercroft St toilets, Lucy Tower St toilets, Castle Square toilets and Westgate toilets all attained Gold standard. All attendants were judged to be of Attendant Of The Year Award standard.

Charges of 20p per use have been in operation since January 2017, with anecdotal feedback being that the facilities are receiving less damage/abuse as a result.

A Citizen Panel survey of July 2018 showed that 56% of respondents were very or fairly satisfied with public toilet provision. This is a concern and means that the provision of public toilets is a key issue for this portfolio. A review of facilities and provision should be expected by no later than the time of the next annual report.

## **Food, Health and Safety**

### **Food Safety**

The Food, Health and Safety Team continue to protect public health, taking a risk-based approach. This allows the service to focus on those businesses that present the greatest risk to public health.

In terms of staff resources, the team were without one full time Food Safety Officer for over 8 months and without a full time Environmental Health Officer for 2 months. In mitigation, an agency worker was employed within the resources available which was the equivalent of 1 day per week, fortunately these posts have now been filled.

### **Volume of Work (01/01/18 – 31/12/18)**

- Service Requests (Complaints, food hazard warnings and requests for advice) –1180
- Inspections – 455
- Samples Taken – 107
- Infectious Disease Investigations – 78
- Welfare Funerals – 11

Lincoln Christmas Market – in the build up to and over the period of the Christmas Market the team carry out a whole range of work including reviewing all the applications for food stalls, carrying out water sampling, visiting all stalls once open (over 300 including ‘unofficial’ traders) and carrying out 79 inspections.

### **Official Controls Delivered (Formal Food Inspections)**

FHS 6 - between 01 January 2018 and 31 December 2018, 455 inspections were carried out. At the end of the third quarter of 2018, the number of inspections carried out compared with the number due for inspection was 82.1% which is below the target of 97%. This is largely due to a depletion in full time staff.

Between 01 January and 31 December 2018, 183 written warnings were issued and 6 Hygiene Improvement Notices served.

FHS 4 - In terms of businesses that are considered to be compliant with food safety requirements, as of December 2018, 97.6% of the City's food businesses are considered to be compliant against a target of 97%. This can be seen in the table overleaf:

*Table FHS 4 – Percentage of food premises that are fully or broadly compliant with food safety requirements.*

	Fully Compliant %	Broadly Compliant %	Non-Compliant %	New businesses %	Total Premises
December 16	77	18	4	2	1029
December 17	82	16	1	1	1005
December 18	86	12	1	1	1033

#### Food Hygiene Rating Of Businesses Within The City

At the beginning of February 2019, the food hygiene rating for businesses that fall within the Food Standard's Agency's Food Hygiene Rating Scheme can be seen below. The increase in the number of businesses rated as 5 has increased, which is a reflection of the increase in fully compliant businesses.

Food hygiene rating	No. of businesses			
	2016	2017	2018	2019
5 (Very Good)	651	680	723	760
4 (Good)	150	133	113	87
3 (Generally Satisfactory)	58	48	31	34
2 (Improvement Necessary)	11	12	9	10
1 (Major Improvement Necessary)	12	13	8	8
0 (Urgent Improvement Necessary)	0	2	0	0
Total	882	888	884	899

*Note the total number that have a food hygiene rating is less than the total number of food businesses as a number of businesses fall outside the scope for a food hygiene rating score e.g. newsagents, child minders.*

#### Examples of Complex Cases

During 2018, the team have dealt with a number of complex cases. Examples include the following:

- A mouse infestation at 3 neighbouring commercial premises that required a co-ordinated response.

- A food business proposing to sell scallops wholesale to other businesses that required detailed research. This is an on-going case, working with the business to ensure that legal requirements are met and that approval can be granted in due course.
- Continuing monitoring of a food business that has had a history of cockroaches.

### Citizens Panel

There is a continuing increase in the awareness of the Food Hygiene Rating Scheme, with 87% of respondents confirming that they were aware of it.

Encouragingly, there has been a 10% increase in the percentage of respondents who are satisfied with the standard of hygiene in restaurants, cafes, shops and takeaways in Lincoln, the figure being 91%. Of the other 9%, 4% were fairly dissatisfied, 1% very dissatisfied and 4% undecided.

### **Health and Safety (Enforcement)**

Nine inspections were undertaken however the majority of the case load is reactive, as detailed below:

#### Volume of Work (1/1/18-31/12/18)

- Complaints – 37
- Advice and guidance – 35
- Notifications of dangerous equipment – 14
- Accident notifications – 68 of which 8 were investigated.

#### Enforcement Action Taken

- Two businesses had their electricity cut off which resulted in one of the businesses closing temporarily and the other having a Prohibition Notice served on them. This was due to the dangerous installation of a generator inside the premises which was giving rise to the risk of carbon dioxide poisoning. The requirements of the Prohibition Notice were breached, resulting in the requirement to undertake daily monitoring to ensure that the generator was not in use.
- A Prohibition Notice was served to prohibit the use of stairs to a basement that were in a dangerous condition.
- Two Improvement Notices were served with regard to gas safety concerns.
- A further Improvement Notice was served on a business that had poor lighting.

#### Other Complex Cases

There was a matter of evident concern with a nightclub in the City, whereby a lead section from the roof fell onto the pavement, narrowly missing a member of the

public. This involved an immediate response and investigation into the maintenance of the premises.

There has been an increase in the number of accidents investigated compared with last year.

### **Bereavement Services**

The crematorium is still very busy and we are looking at over 1900 cremation services this year.

We have seen an increase in the number of families using the visual tributes, webcasting and recording services and have had good feedback from people that have been at services where these have been used

Burial numbers are much the same since last year, we no longer have full burial grave spaces in Canwick Road Old and St Swithin's Cemeteries with limited numbers on Canwick Road New Cemetery and Newport but we are still doing re-open graves. We have also started an audit of the old registers to try and find any graves that have not been used so we can release them for use

We are now seeing the number of burials in Long Leys Road increase.

The overflow car park is still an issue but we are looking at this at this time.

We have had one of the staff leave last year whom has now been replaced.

Another staff member has started his cremator training and will be qualified within the next couple of months

Introduction of the new tree memorial (1<sup>st</sup> one in England) which I reported on last year has had excellent feedback from the public.

### **Air Quality**

We continue to monitor air quality within the city using a number of methods, including a nitrogen dioxide continuous analyser, a network of nitrogen dioxide diffusion tubes and a particulate monitor.

During 2018, the nitrogen dioxide diffusion tube network was expanded from 11 sites to 19 sites. The eight additional sites originally included locations on Doddington Road (2 no.), Skellingthorpe Road (3 no.), Long Leys Road, Wigford Way and Portland Street. Following nine months of monitoring, three sites (Doddington Road (2 no.) and Long Leys Road) were relocated to alternative sites at the South Park/High Street junction, South Park/Canwick Road junction and Newark Road/Brant Road junction.

The continuous nitrogen dioxide analyser on Canwick Road is operated on behalf of DEFRA as part of the national monitoring network and benefits from DEFRA's quality control regime.

A further analyser, monitoring levels of fine particulates (PM<sub>10</sub> – particulate matter smaller than 10 microns), is installed on Broadgate adjacent to the library.

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

- POLL 7 measures the number of nitrogen dioxide diffusion tube sites that show compliance with the national annual mean air quality objective (AQO). For 2018, 95.5% (21 out of 22 locations) showed compliance with the air quality objective. The only monitoring location showing an exceedance of the objective was on Broadgate, the same as in 2017. *(Note: The data used for 2018 is not yet fully ratified by Defra. However, the percentage reported for this measure is unlikely to change once the fully ratified dataset is available.)*

- POLL 8 measures the number of diffusion tube sites within the existing AQMA showing a downward trend (i.e. a reduction in nitrogen dioxide pollution over the last 5 years). For 2018, 100% of locations showed a downward trend, which is the same as for 2017.

- POLL 9 measures the number of days that PM<sub>10</sub> pollution levels (particulate matter smaller than 10 microns) exceed the national air quality objective. During 2018, there were 14 days when the objective of 50µg/m<sup>3</sup> were breached at the monitoring location on Broadgate, which is significantly below the 35 times per year permitted by the national objectives.

The Council's Local Air Quality Annual Status Report in 2018 confirmed that there are no new areas in the city likely to be breaching any of the national air quality objectives.

A significant review of Lincoln's air quality model during 2017 confirmed that the spatial extent of exceedances of the nitrogen dioxide objectives within the city has significantly reduced. The review also confirmed that the objectives for PM<sub>10</sub> are being fully complied with throughout the city.

As a result of this review, and following consultation with statutory consultees, a decision was made during 2018 to reduce the size of the existing nitrogen dioxide Air Quality Management Area and to revoke the PM<sub>10</sub> Air Quality Management Area to reflect the air quality improvements within the city. Orders formalising these decision came into effect on 3<sup>rd</sup> August 2018. The original report detailing the proposal for consultation went to Executive on 27 November 2017.

Officers are now in the process of undertaking a review of the City Council's Air Quality Action Plan to ensure that it focuses on securing improvements in those areas where exceedances of the national objectives persist. This is one of the projects detailed in the Council's Vision 2020 under the "Let's enhance our remarkable place" priority.

## **Carbon Reduction.**

We hope to achieve a 25% reduction in our carbon footprint by 2020 from our baseline figure in 2005 which was 550 tonnes. So far Lincoln's CO2 emissions have reduced by 41.3% overall since 2005. So we are exceeding our target.

## **Licensing**

Since the licensing team moved under the Public Protection, ASB and Licensing Service Manager the team have continued to deliver a high standard of work across a broad range of Licensing regimes.

The team continues to maintain a close working relationship partners, the various trades requiring licences as well as giving advice and assistance to new licensees.

Some of the milestones achieved within 2018 have included the renewal of the Gambling Act 2005 Policy. The new policy came into effect in January 2019.

2018 also saw the overhaul of animal licensing with the introduction of the Animal Welfare Act (Licensing of Animal Activities) England 2018. This legislation revoked and amended a number of historical and outdated licensing regimes that related to animals. The new legislation came into effect on 1<sup>st</sup> October 2018 and incurred a large amount. To date 17 licences have been granted under the new regime, there were 18 under the previous regimes and this is likely to increase over the course of the year ahead. The applicants have all been inspected by an officer of the council and have been subject to Vet inspections also. Of the 16 licences granted that are eligible to be star rated, 10 have been awarded a 5 star rating, 4 have been awarded a 4 star Rating and 2 a 2 star rating. This demonstrates the high standards associated with animal licensing within the City.

Looking ahead to 2019 the licensing team will be reviewing the Licensing Act 2003 Policy and also looking to update the Private Hire and Hackney Carriage Policy. The team are also involved in a wider piece of corporate work reviewing the markets policy and looking at opportunities to support this policy through the team's street trading policy.

The team continues to deal with high numbers of Premises Licence applications and renewals as well as high numbers of Hackney Carriage and Private Hire operators. As well as continuing to permit horses on the common, house to house collections and street collections the team also deals with a number of gambling premises, sex shops/establishments and scrap metal dealers.

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

- Private Hire Driver – 476
- Private Hire Vehicles – 379
- Private Hire Operators - 23
- Hackney Carriage Driver – 38
- Hackney Carriage Vehicles – 31

- Licensing Act 2003 Applications – 197
- Personal Licence Application/Amendments – 98

## **Sport Recreation and Leisure Services**

The Sport Recreation and Leisure team manage a range of services and facilities that contribute to our Remarkable Place priority, these help keep our residents active and to tackle a whole range of physical and mental illnesses associated with inactivity and obesity.

### **Obesity**

According to estimates from Public Health England, two thirds of adults and a quarter of children between two and ten are overweight or obese. Obese children are more likely to become overweight adults and to suffer premature ill health and mortality. Without intervention, by 2034, 74 per cent of adults in England are expected to be overweight or obese.

### **Children:**

In 2016/17 24.6% of 4-5 year olds and 34% of 10-11 year olds in Lincolnshire were reported to be overweight or obese (Source: NCMP). Lincolnshire has similar levels of children who are overweight or obese to the England average at both 4-5 and 10-11 years. However, when rates are compared across Districts within the County marked variation is seen.

In 2016/17, Boston (27.8%) had the highest proportion of 4-5 year olds who were overweight or obese, followed by East Lindsey (26%) and Lincoln (25.3%). North Kesteven (21.7%), South Holland (23.7%) and West Lindsey (23.7%) had the lowest proportions of 4-5 year olds measured as overweight or obese, the rate for South Kesteven was 24.6%.

There was a similar pattern in 10-11 year olds in Lincolnshire 2016/17, with the highest proportions measured in Boston (40.6%), Lincoln (37.4%) and South Holland (35.4%), and the lowest in North Kesteven (31.6%) and West Lindsey (31.4%) The rate for East Lindsey was 33.2% and South Kesteven 32%.

### **Adults:**

Excess weight in adults has reduced slightly in Lincolnshire from 66.5% in 2015/16 to 63.7% in 2016/17; however rates are still significantly higher than the national average of 61.3%. The levels for Lincoln are close to 66%.

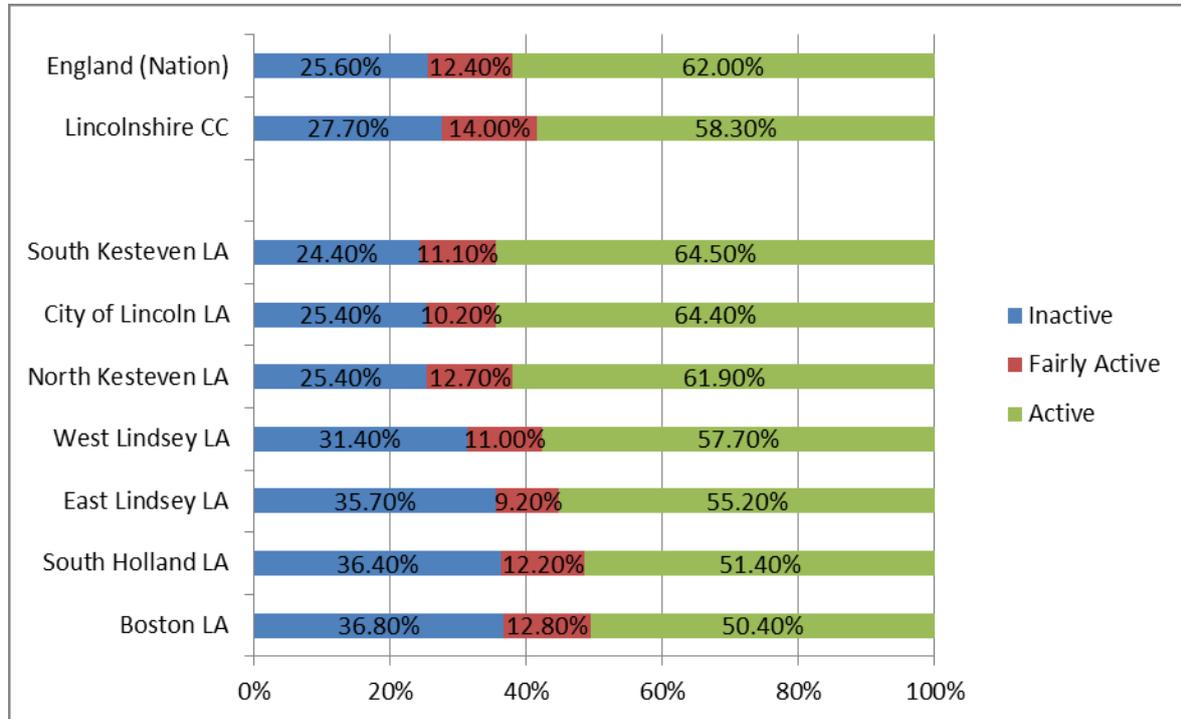
## **Activity Levels**

Sport England report that the latest figures from the Active Lives Adult Survey show 27.7 million people – 61.8% of the 16+ population in England – are active. That means they meet the Chief Medical Officer's guidelines and do at least 150 minutes of moderate intensity activity each week – gaining health benefits including a reduced risk of dementia, depression, diabetes, and improved mental wellbeing.

At the other end of the scale, 11.5m people (25.7%) are inactive, meaning they do less than 30 minutes of physical activity a week.

The results, which are based on a sample of almost 200,000 survey respondents, show that activity levels in England are stable.

#### Active Lives Survey May 2017/18



In Lincolnshire the City of Lincoln Council has steadily improved its activity levels over a number of years to become an equal best performer with South/North Kesteven District Councils. However it is worth noting that as a County, Lincolnshire is in the lowest performance quartile for activity in the country.

In October 2018, under the guidance of the Lincolnshire County Council Health and wellbeing Board, officers of the City of Lincoln Council joined other public and private sector groups throughout Lincolnshire to create the Lincolnshire Physical Activity Taskforce (L-PAT). This group will look at different ways to help the most sedentary people in Lincolnshire to become more active. The findings of this work will be shared with members later in 2019.

#### **Yarborough and Birchwood Leisure Centres In Partnership with Active Nation**

5<sup>th</sup> October 2018 was the official opening of our £1.5million renovation of Birchwood leisure centre. The renovation transformed the outdated and underused facility to a modern community health and wellbeing hub that includes something for all ages and physical abilities.

- 80-station fitness suite;
- Shapemaster toning and rehab studio;

- immersive indoor cycling studio (one of only seven in the UK);
- 16 station indoor climbing wall;
- Soft play;
- Large group exercise studio;
- 2 multi-purpose activity rooms;
- Cafe

The centre has already seen a considerable increase in use and some fantastic customer feedback.

Active Nation is targeted with increasing visits to the centres by 1% year on year. The following is the performance in recent years. Please note that in 2018/19 this is based on three quarters, there will be an increase in participation when including Q4 due to higher numbers using the sites in January and therefore a lower cost to the Council.

Birchwood Refurbishment July 2017 through to February 2018

### **Participation – Number of Visits**

#### Yarborough Leisure Centre

Year	number of visits
2016/17	679,460
2017/18	688,049 (increase of 1.26%)
2018/19 (Q1-3)	522,865 (based on 3 quarters is an estimated increase of 1.32%)

#### Birchwood

Year	number of visits
2016/17	101,180
2017/18	76,770 (decrease of approx. 25 % due to the refurbishment of the centre reducing the access for activities).
2018/19 (Q1-3)	146,013 (based on 3 quarters is an estimated increase of 153% on 2017/2018 and 92% on 2016/2017).

### **Cost to the Council** (per person/visit.)

#### Yarborough Leisure Centre

Year	average cost per person/visit
2016/17	34p
2017/18	23p
2018/19 (Q1-3)	28p, (this will drop in Q4 due to the increase in participation in January.)

#### Birchwood

Year	average cost per person/visit
2016/17	£1.55
2017/18	36p

2018/19 (Q1-3)	zero (the management fee has been removed from the contract due to the refurbishment of Birchwood)
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### **Comments/Complaints**

#### Yarborough

Year	number of positive comments	number of complaints	Ratio - positive comments to complaint (high is good)	visits
2016/17	298	121	2.46	679,460 visits
2017/18	283	83	3.40	688,049
2018/19 (Qtr 1-3)	438	175	2.50	522,865

In 2018/19 the majority of complaints have been due to problems with introduction of a new electronic management, booking and access system.

#### Birchwood

Year	number of positive comments	number of complaints	Ratio - positive comments to complaint (high is good)	visits
2016/17	142	76	1.86	101,180
2017/18	338	154	2.19	76,770
2018/19 (Qtr 1-3)	293	97	3.02	146,013

Complaints in 2018/19 were primarily due to introduction problems of a new electronic management, booking and access system.

### **Through our partnership Active Nation have also delivered a number of other achievements**

- Fundraising for Children in need, Sport Relief and Swimathon.
- A Birchwood centre member nominated for the UKActive Flame Awards, selected in final last six for the "Unsung Hero" Category.

- Quest “Very Good” banding, which is an excellent rating in the Quest industry standards
- Gold standard rating for Active Nations NPS (Net Promoter Score) rating which is based on public feedback as well as whether they would be recommended to others.

### **Looking Ahead**

Most members will be aware that we have submitted a bid to the Football Association and Sport England to:

- Build two new artificial grass football pitches, one at Yarborough and one at Birchwood;
- Refurbishment of the running track at Yarborough;
- Refurbishment of the existing artificial all weather pitch at Yarborough.

The total cost of this project is around £1.8m and we hope to be able to announce whether we have been successful with this funding bid very soon.

### **Fairs and Circus’s**

The Showmen’s Guild provide the City with two fairs in April and September. Attendance to the fair is between 7,000 and 10,000 people per fair. The fairs have a rich history with the City, including Royal Charters, farming and military conflict influences. The Mayor historically opens the fair to the public on the first night to the public and the fair then stays open for two days and seven nights.

Over the past three fairs there have been issues with the weather, especially rain and high winds which has resulted in on site flooding/muddy conditions. The fair had to close for one day due to high winds. These conditions have led to an increase in the site reinstatement costs paid by the Showmen’s Guild and a drop in income.

The City welcomed Uncle Sam’s circus last October, enjoying a five day stay, although the wind had been posing a problem on the South Common during this stay the wind had dropped enough to allow the circus performance to continue. The normal attendance for the circus is 5,000 visitors.

Declining numbers combined with poor weather mean that operators are struggling. Officers continue to work with the Showmen’s Guild to ensure the fair comes to Lincoln.

### **Lincoln 10k**

The Lincoln 10k has been managed and delivered by Run For All on behalf of the City Council since the 2015 race. It has raised significant funds for national and local charities. The event still incorporates the City Councils branding as well as that of the Asda foundation who provide the race with significant sponsorship, making the race sustainable.

The Race weekend consists of the Children's Races on the Saturday which now takes place off road to the rear of the Yarborough Leisure Centre site.

The races for the children are called the Lincoln Mini & Junior (children's races) take place on Saturday the 6th of April 11am 2019 and cater for every child up to the age of 15. The event is Lincolns largest free to enter charity sports event for Children.

- 1.5k Mini Fun Run 3-8
- 2.5k Junior Fun Run 9-11
- 5k Junior run 11-15 yrs

The Lincoln 10k itself will take place on Sunday the 7<sup>th</sup> of April at 11am. Last year 5436 people registered to take part although only 3800 turned up on the day. This was because the race in April was called off due to snow and rescheduled to take place in July, which unfortunately saw a smaller participation rate. We expect this year's participant numbers to be back to normal. The contract with Run For All for the management and delivery of the Race is now in its fifth year with a further two years to run.

### Playing Pitches

The last year has been a busy yet successful year despite unforeseen pitch problems, At the start of this year's football season, operational issues at the Cowpaddle meant those pitches had to be shut and last minute changes had to be made to the Sunday league timetable for 2018/19 and several teams who normally played their fixtures at the Cowpaddle had to be moved to alternative venues. We would like to extend our thanks to the Sunday league and in particular its secretary Ian Stephenson for working closely with the City Council in finding a positive resolution to this problem.

The service is planning to do a more formal review of our need for grass pitches later this year. The review is to consider the needs of the City now and in the future. Officers have also been engaging closely with the Football Association this year in its development of a 1 billion pound national development plan to build new football facilities over the next 10 years.

Finally, I have to thank officers in these service areas for all the help and support they have given me over the last 12 months not least in providing the information required to enable me to produce this report.

I would also like to pay tribute to all the staff employed in the area of my portfolio for their hard work and commitment under increasingly difficult circumstances.

**Councillor Fay Smith**  
**Portfolio Holder for Remarkable Space**

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<b>SUBJECT:</b>	<b>VISION 2020 – REMARKABLE PLACE PROGRESS REPORT</b>
<b>DIRECTORATE:</b>	<b>COMMUNITIES AND ENVIRONMENT</b>
<b>REPORT AUTHOR:</b>	<b>SIMON WALTERS, DIRECTOR OF COMMUNITIES AND ENVIRONMENT</b>

## 1. Purpose of Report

- 1.1 To provide to Performance Scrutiny Committee with the annual update on progress towards the *Let's enhance our remarkable place* strategic priority in Vision 2020.

## 2. Executive Summary

- 2.1 This report focuses on progress made on the *Let's enhance our remarkable place* strategic priority, and covers both those projects being progressed as part of the delivery plan, along with the 'day to day' service activities that happen across the council that are vital to the delivery of this priority.

## 3. Background

- 3.1 Vision 2020 was published in January 2017, and contains four strategic priorities (*Let's reduce inequality; Let's drive economic growth; Let's deliver quality housing; and Let's enhance our remarkable place*), along with an important strand of work focusing on *High performing service delivery*.
- 3.2 As part of the arrangements for managing and monitoring progress of Vision 2020, the council established four Vision Groups along with a High Performing Services Board, each with a Corporate Management Team lead.
- 3.3 It has been agreed Performance Scrutiny Committee will receive an annual report from each of these Vision Groups to enable Members to look in more detail at the progress. This is the latest annual report covering the period 2018/19 (to date), and focuses on the work of the Remarkable Place Vision Group.
- 3.4 The Remarkable Place Vision Group leads on delivering the council's aspirations under the *Let's enhance our remarkable place* strategic priority. These are;
- Let's show the world what Lincoln has to offer
  - Let's cherish and enhance our natural environment
  - Let's preserve the unique character of our city
  - Let's deliver a rich and varied cultural experience
  - Let's provide interesting, exciting and vibrant places to enjoy
- 3.5 In addition to all the 'day to day' services the council offers which is central to the

delivery of these aspirations, a programme has been developed to ensure the delivery of this strategic priority.

#### **4. Position Statement (Appendix A)**

4.1 The Position Statement is attached to this report as **Appendix A**. It captures the 'day to day' work by the council that is integral to delivering this strategic priority. This was captured to ensure we understand what our current baseline is for delivering this priority, and to recognise how staff across the authority have a role in delivering Vision 2020. This was reported to the committee last year but has been updated to reflect the latest year's figures

#### **5. Remarkable Place Project Monitoring Table (Appendix B)**

5.1 This provides an overview of the projects being delivered in the second year (of three) for this strategic priority, and is attached to this report as **Appendix B**.

5.2 There are 21 projects covered in Appendix B which represent the programme for 2018/19 (in addition to the Sincil Bank Regeneration Scheme which is covered separately in **Appendix C**).

5.3 Overall there remains strong progress within this strategic priority, with a number of key achievements/ completions:

- Practical completion of the renovation of Boultham Park in early 2018, followed by an official opening in May 2018 attended by several thousand people. This was also followed by a Royal visit from Princess Anne. The focus now is closing down the financial aspects of the project and rectifying a few remaining snags. Work is now taking place on a separate bid to Heritage Lottery Fund to renovate the lake and surrounding banks. This will likewise be an exciting project if funding application is successful. The City Council is through round one of bidding and has a specialist undertaking the project management function to move the council to round two.
- It's pleasing to note that the city centre CCTV system has been completed. This has been supplemented by the installation of a city centre wifi system offering a free internet connection for anyone with a mobile device in the city centre. 11,000 users have used it between Nov 2018 and Jan 2019, since it went live in October 2018, with the council planning more advertising/awareness raising shortly.
- The city council has announced that the size of the air quality management area in the city centre has been reduced as air quality generally in the city centre is improving. A new air quality action plan is well on the way to being completed by the end of March 2019.
- Protection of wildlife sites are important in the city and two initiatives have been commenced in 2018/19 – one to record the vital characteristics of 52 sites in the city and another looking at the feasibility of a new tree planting scheme.
- The Secretary of State has approved our application to remove the deemed planning consent for the display of "To Let" boards in three terraced areas of

the city. This effectively means the city council can manage the proliferation of such signage, which is so destructive to the street scene. Following anticipated Executive approval in February 2019, this will come into effect in April 2019 and all such boards will be removed. This is a significant improvement for the residents who live in the areas affected.

- The City Council now has the match funding required to pursue an innovative scheme with Historic England to focus on restoring shop frontages to their original look and feel on that part of the High Street which borders Sincil Bank. Discussions are now progressing with Historic England to move the project forward (in its current form –Psica scheme- it can fund at least 20 shop frontages) or whether a much larger scheme can be commissioned. If successful this will have a transformative effect in that part of the city.
- In order to ensure our allotments are used well into the future, the council commenced phase one capital investment of £650k in 2017/18. This year sees the continuation of the project to take spend up to the £1m mark. As well as necessary improvements across the council's stock, it will also see the introduction of a much needed new site in Birchwood at Melbourne Road.
- The council has been successful in achieving grant funding from the football foundation and Sport England to invest in our outdoor sports facilities. This includes a new All-weather pitch at Birchwood LC and Yarborough LC plus renovation of an existing pitch at Yarbrough LC and the complete overhaul of the athletics track. This represents a £1.7m investment in local publicly accessible sporting facilities.
- Introduction of a city centre intervention team to help tackle the issue of addiction fuelled ASB and begging in the city centre. This is an innovative approach incorporating a mental health worker and an addiction worker to help people into support first and foremost. This is a yearlong pilot and the City Council, in its community leadership role, has brought a range of partners together to make this pilot happen. Early indications are that it is having a direct impact but it is still early in the project.
- Work has started on developing the specifications for our key “front door” services of refuse collection, street cleansing and grounds maintenance. With some external specialist support, officers are now developing a range of member workshops to determine the scope of the new specifications when the existing contracts come to an end in 2022.

Of the 21 projects in Appendix B, three are flagged as complete; twelve are flagged as green which means they are on track for delivery; three are flagged as Amber which means there is some slippage to the milestones; and three are flagged as red which means they have either stalled or been intentionally put on hold to prioritise resources elsewhere.

#### 5.4 Amber Projects:

- The council completed a £1.5m re-development of Birchwood Leisure Centre in 2017/18. Visitor numbers have continued to increase dramatically. Focus now is completing the construction snags before the defect liability period ends.

Overall a very successful project.

- Work on potentially redesigning traffic flows within the Sincil Bank revitalisation area are complex and tightly linked to the proposals to test residents views on residents parking. In order to tackle some of the traffic issues in the area, the streets need to be cleared of commuter parking to effectively give them back to the local community and allow the streets to “breathe again”. County Council have been commissioned to run three traffic models for the area on how the one way systems etc. could be re designed to give priority back to cyclists and pedestrians. Once this work is completed it will be aligned with the residents parking project in spring 2019.

#### 5.5 Red Projects:

- The project to explore options for a new leisure village has been flagged as Red. This is because it was intentionally placed on hold to prioritise work on Birchwood Leisure Centre, crematorium and the outdoor play facility project. Now staff resources have become available from February 2019, work will commence at pace, and in accordance with the timeline now developed.
- Work on the renovation scheme for our existing crematorium had to be re-evaluated when the original project outcomes could no longer be achieved. Rather than continue with the original project, officers have revisited the scheme and developed an alternative project that will be considered by Executive Committee in early March 2019.
- Boutham Park – as covered in the section above, this scheme is almost complete and successfully opened. It remains a red project purely until the final account is received from the contractor and payments made.

### 6. Sincil Bank Regeneration Scheme Monitoring Table (Appendix C)

- 6.1 The Sincil Bank Regeneration Scheme is a large programme of work that cuts across all four strategic priorities. It is most closely aligns to *Let's enhance our remarkable place* and so responsibility for its committee reporting arrangements sits within the Remarkable Place Vision Group.

Over the last year there have been a number of notable successes:

- Opened a neighbourhood office in the area, from which the team will operate
- Opened a community hub operated by the university, from which architect classes will be delivered using areas in the local community as a focus for intervention and redesign
- Introduction of CCTV in the Hermit Street and Portland Street areas. A number of cases have already been caught on camera and the area generally has become free of illegal dumping
- The majority of the old cast iron street name plates in the area have been totally renovated.

- Enforcement work led by the community against wheelie bins left out on the street has been very successful and will be extended to other streets
- High profile scheme delivered to paint various the virgin media street boxes by local artists to create an art trail and bring colour to the area
- Old street railings/ barriers removed
- Event space created under Pelham Bridge and events held
- Feasibility work to look at how the Sincil Drain's visual impact could be reduced
- Community Chest launched and operated enabling local groups / residents to undertake their own local projects. To date 21 projects funded totalling £33,622.65.
- Community land trust being established

## 6.2 Amber Projects:

- The redesign of traffic flows as covered in Section 5.4 above
- Options for Hermit Street garage site into the long term. Various options have been considered and feasibility studies commenced. This will be a focus over the next year.

## 7. Performance Measures (Appendix D)

- 7.1 A set of performance indicators to monitor the outcomes of these projects has been developed.
- 7.2 For some projects, the measures of success are still being collated. Nevertheless, Appendix D does show the indicators allocated to each relevant project, and for those where data can start to be collected, this has been populated.
- 7.3 Over time, as more projects are completed, more performance data will be added to the table to ensure the full range of indicators can be considered by Performance Scrutiny Committee in future Remarkable Place Progress Reports.

## 8. Recommendation

- 8.1 That Performance Scrutiny Committee consider the progress report of the Remarkable Place Vision Group and refer to Executive.

**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?** Four

**List of Background Papers:** None

**Lead Officer:** Simon Walters, Director of Communities and Environment

Telephone (01522) 873470

## **Appendix A – Position Statement**

Delivering our strategic priority 'Let's enhance our remarkable place' 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;

### **Enforcement**

- Dealing with 2768 Public Protection and Anti-Social Behaviour cases so far in 2018/19
- Issued 488 tickets so far in 18/19 for littering
- Delivering a CCTV service which deals with over 13,000 incidents each year (10,585 in the first 3 Quarters of this year so far).
- Resolving 221 complaints through planning enforcement for the period 1 April 2018 to 31 December 2018
- Making recommendations and passing decisions on 1173 planning applications so far in 2018/19
- Issuing a range of licenses each year:
  - Private Hire Driver – 476
  - Private Hire Vehicles – 379
  - Private Hire Operators - 23
  - Hackney Carriage Driver – 38
  - Hackney Carriage Vehicles – 31
  - LA 2003 alcohol/premises licensing Application – 197
  - Personal Licence Application/Amendments (held by designated premises supervisors,) – 98

### **Cleansing and ground maintenance**

- Making three million refuse collections each year, across almost 45,000 homes. This involves the collection of 36,000 tonnes of refuse, recycling and green waste.
- Emptying 1,200 litter bins from across the city
- Investigating 159 reports of abandoned vehicles within 24 hrs of reporting, and removing 31 in the past year.
- Providing street cleansing for over 200 miles of street
- Maintaining 147.8 hectares of ground which is made up of open spaces; amenity land; and highway areas. This also covers ground maintenance areas in Service Level Agreements with Lincolnshire County Council; City of Lincoln Council Housing Services; and City of Lincoln Council Property Services.
- Providing 6 main public toilets, 1 toilet for events, and 2 public toilets in parks, as well as 2 urinals
- Maintaining the city's street benches

### **Parks and open spaces**

- Looking after three Historic England registered parks; three commons; and a Site of Special Scientific Interest (Swanholme Lakes)
- Providing 27 play areas
- A significant number of other open spaces that contribute to the city's green character including verges, pocket parks, and disused burial grounds.
- Care for the city's tree population.

## **Appendix A – Position Statement**

### **Heritage**

- Overseeing over 400 listed buildings that have historic significance
- Maintaining seven pieces of public art, including the tank monument

### **Recreation**

- Renting out and managing over 1,000 allotment plots
- Managing the world famous Lincoln Christmas Market which welcomes 230,000 visitors to our city each year
- Welcoming over four million tourists each year to the city, who generate £190 million for the local economy
- Receiving over 180,000 visits to Yarborough Leisure Centre every three months. Based on last year this equates to an increase of 1.32% on last year. That's 522,865 so far in 2018/19 at one location alone.
- 146,013 visits to Birchwood LC so far in 2018/19. This is an increase of 253% on last year and 192% on 17/16.
- Directly delivering (via contract) or supporting a range of events such as the Lincoln 10k road race; Steampunk; and the Lincoln Cycling Grand Prix
- Delivering a tourist information service under contract through Lincoln BIG
- Providing grant funding to the Drill Hall, whilst also being an active partner in the Lincoln Cultural Arts Partnership, Historic Lincoln Trust and Historic Lincoln Partnership
- Administering bookings of five community centres
- Administering the use of the football pitches:
  - Cowpaddle (four pitches- not currently in use)
  - Sudbrooke Drive (two adult pitches)
  - Yarborough Leisure Centre (one adult pitches and nine junior pitches)
  - Moorland (one adult pitch)
  - Skellingthorpe Road (three adult pitches and 4 junior pitches)
  - West Common (four pitches not currently in use)
  - King George the 5<sup>th</sup> Playing Fields (One adult pitch in use, two adult pitches not currently in use)
  - Several other junior and mini pitches across the city
- Organising all the fair and circuses in the city each year
- Managing the Active Nation contract

### **Communities**

- Managing the cremation of over 1654 bodies so far in 2018/19; organising over 145 full body burials; and over 107 cremated remains burials so far in 2018/19.

### **Planning**

- Producing and adopting the Central Lincolnshire Local Plan in just over two years (the average time is four years). Plan review about to commence
- Adopting the City of Lincoln Community Infrastructure Levy enabling contributions for funding infrastructure such as schools and transport

## **Appendix A – Position Statement**

### **Events and Culture-Christmas Lights**

- Supporting the evening economy with the installation of Lincoln Christmas Lights across the City Centre.

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Remarkable Place Monitoring Table – December 2018

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Project name	Project manager	<u>Original Milestones</u>	CMT Champion update of progress against milestones	RAGB	Budget and spend to date	Project brief
<p><b>Birchwood Leisure centre renovation</b></p> <p>PH – Fay Smith</p>	Simon Colburn	<p><b>19 Feb 2018:</b> Full internal opening</p> <p><b>Mid Apr 2018:</b> Official opening, exact date to be confirmed</p> <p><b>31 Jul 2018:</b> Cladding work to be completed</p> <p><b>05 Oct 2018:</b> Official launch</p> <p><b>31 Oct 2018:</b> Financial close down of project</p>	<p>Birchwood Leisure centre has been officially opened and all areas are operational</p> <p>Agreement has been reached with Active Nation in relation to the losses incurred due to the slightly delayed opening of the extensively renovated leisure centre.</p> <p>Snagging list with construction contractor being rectified at time of writing this report – Verbal update will be provided to Members in committee on the outcome of the latest meeting with them.</p> <p>Overall Birchwood leisure Centre is performing well with increasing visitor numbers and high satisfaction</p>	Amber	<p>Budget = £1,500,000</p> <p>Spend to date = <b>£1,515,351.60</b></p> <p>Final contractor claims awaited</p>	Yes
<p><b>Boultham Park restoration</b></p> <p>PH – Fay Smith</p>	Caroline Bird	<p><b>31 Aug 2018:</b> Formal end date for project (as per HLF agreement).</p> <p><b>31 Oct 2018:</b> Review where we are with the closedown of the financial elements.</p>	<p>Some work still to be completed on crazy paving, resurfacing, and CCTV at the bandstand.</p> <p>Contractors final account still to be received and considered</p>	Red	<p>Budget= £3,872,134</p> <p>Spend to date= £3,611,382</p>	Yes

Remarkable Place Monitoring Table – December 2018

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Project name	Project manager	<u>Original Milestones</u>	CMT Champion update of progress against milestones	RAGB	Budget and spend to date	Project brief
		<p><b>28 Feb 2019:</b> Extension to project to provide time to deal with outstanding financial claims</p> <p><b>February 2019:</b> Further request to the HLF for extension will be made, to allow time to resolve the main contractor’s final account.</p>			<p>Anticipated spend (before final claim and associated professional team fees) = £3,779,410</p> <p>Contingency remaining (after anticipated spend and (before final claim and associated professional team fees)) = £92,724</p>	
<p><b>Boultham Park Lake Bid</b></p> <p>PH – Fay Smith</p> <p><b>(also note link to ‘improve biodiversity’ aim)</b></p>	Caroline Bird	<p><b>20 Nov 2018:</b> Recruitment of project manager</p> <p><b>31/3/2019:</b> Masterplan consultation</p> <p><b>30/6/2019:</b> Project Execution Plan in place</p> <p><b>12/7/2019:</b> Statutory Consents in Place.</p>	Focus Consultants are appointed as project managers and will develop revised milestones and project brief as a priority.	Green	<p>For development phase budget is £85,223 (£62,800 HLF, £22,423 COLC)</p> <p>Spend to date is £0.</p>	Pending Jan 2019- to be provided by Focus

Remarkable Place Monitoring Table – December 2018

Project name	Project manager	<u>Original Milestones</u>	CMT Champion update of progress against milestones	RAGB	Budget and spend to date	Project brief
		Activity Plan in place Procurement Plan in place Interpretations plan in place Evaluation Plan in place Funding Plan in place Comms Plan in place RIBA stage 3 sign off  <b>19/7/2019:</b> Submit stage 2 bid to HLF  <b>31 Dec 2019:</b> Receive information on success of Round 2 bid				
<b>Introduce new upgraded CCTV technology</b>  PH – Rosie Kirk	Caroline Bird	<b>16 Jul 2018:</b> Commence installation of WiFi infrastructure  <b>01 Oct 2018:</b> Development of comms plan  <b>12 Oct 2018:</b> WiFi go live date  <b>22 Oct 2018:</b> WiFi launch date	WiFi infrastructure is now in place and being used extensively in city centre by public	Complete	Budget = £445,500.  Spend £430,232.41	Yes

Remarkable Place Monitoring Table – December 2018

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Project name	Project manager	<u>Original Milestones</u>	CMT Champion update of progress against milestones	RAGB	Budget and spend to date	Project brief
<p><b>Explore options for a new leisure facility on Western Growth Corridor</b></p> <p>PH – Neil Murray</p>	<p>Steve Lockwood</p>	<p><b>Aug 2018</b> – assess current situation and provide a scope for replacing YLC</p> <p><b>Jan 2019</b> - Simon Parkes (UoL) to chair strategic meeting</p> <p><b>4/2/19</b> Internal workshop to agree CoLCs objectives and principles</p> <p><b>April/May 2019</b> – to have engaged with key stakeholder</p> <p><b>July/August 2019</b> -visit a range of other centres across the country to assess what’s possible</p> <p><b>September 2019</b> – Set up project team</p> <p><b>Sept/Oct 2019</b> - wider consultation</p> <p><b>2020</b> – outline designs</p> <p><b>2020</b> – Funding applications</p>	<p>Now staff resources have become available from February 2019, work will commence at pace, and in accordance with the timeline.</p> <p>Priority project for 2019/20</p>	<p>Red – resource re-prioritised to deliver Birchwood Leisure Centre; Crematorium development; and new outdoor play facilities project.</p> <p>Resources have now been re-allocated to take this project forward</p>	<p>Resource will be accommodated from existing departmental budget at this stage</p>	<p>Project brief due Feb 2019- currently being worked on</p>
<p><b>Air Quality Action Plan</b></p> <p>PH – Fay Smith</p>	<p>Ian Wicks</p>	<p>Production of Air Quality Model/Detailed Assessment Report – <b>completed 3/10/18</b></p>	<p>The Air Quality Management Area Orders have been issued and took effect on 3 August 2018. As such the former PM<sub>10</sub> Air</p>	<p>Green</p>	<p>Resource is accommodated from existing</p>	<p>Yes</p>

Remarkable Place Monitoring Table – December 2018

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Project name	Project manager	<u>Original Milestones</u>	CMT Champion update of progress against milestones	RAGB	Budget and spend to date	Project brief
		<p>Select measures and undertake impact assessments to determine which actions are suitable for the draft action plan; and establish a set of indicators to evaluate success of Action Plan measures – <b>16/11/18 (completed)</b>.</p> <p>Draft Interim AQAP document – <b>23/11/18 (completed)</b></p> <p>Internal Consultation on Draft AQAP – <b>14/12/18 (completed)</b></p> <p>Analyse internal consultation responses – <b>21/12/18 (completed)</b></p> <p>Wider consultation with statutory consultees – commence <b>8/2/19</b></p> <p>Draft Final AQAP and associated Committee report – <b>TBC</b></p> <p><b>31 Mar 2019</b> - Completion</p>	<p>quality Management Area is revoked and the remaining nitrogen dioxide Air Quality Management has been amended so that is significantly reduced in size.</p> <p>The update of the detailed air quality model has been completed and the final report was issued on 3<sup>rd</sup> October 2018. This updated assessment, undertaken to reflect the County Council’s updated Lincoln road traffic model, indicates that air quality actions should target the eastern side of the Air Quality Management Area (i.e. Broadgate/Melville Street), with a particular focus on emissions from HGV’s and buses/coaches.</p> <p>A review of the Lincoln Transport Strategy has commenced with the intention of issuing an updated strategy in Autumn 2019.</p>		departmental budget	

Remarkable Place Monitoring Table – December 2018

Project name	Project manager	<u>Original Milestones</u>	CMT Champion update of progress against milestones	RAGB	Budget and spend to date	Project brief
			<p>To avoid any conflicts between the Air Quality Action Plan and the revised LTS, it is proposed that the current review AQAP should look to produce an interim plan that contains measures that can be implemented in the short term (i.e. committed projects such as LEB) or that can be directly controlled by CoLC, pending the outcome of the LTS review.</p> <p>Draft currently being updated to reflect consultation responses. Revised consultation document to be circulated to statutory consultees by the end of week commencing 4/2/19.</p>			
<p><b>Improve biodiversity -Wildlife site surveys</b></p> <p>PH – Fay Smith</p>	Toby Forbes-Turner	<p>July 2018: Quote received from Lincs Wildlife Trust re-surveying all our sites.</p> <p><b>April 2019:</b> Begin surveys</p>	<p>52 sites in total.</p> <p>Timescales for survey work being confirmed with LWT but they will need to start in Spring.</p>	Green	Quote for survey work is £12,750 plus VAT & mileage costs	Yes

Remarkable Place Monitoring Table – December 2018

Project name	Project manager	<u>Original Milestones</u>	CMT Champion update of progress against milestones	RAGB	Budget and spend to date	Project brief
<p><b>Improve biodiversity</b></p> <p><b>Tree planting scheme</b></p> <p>PH – Fay Smith</p>	Toby Forbes-Turner	New project needs scoping-potential tree planting scheme needs discussion with Lincs Wildlife Trust	<p>Still very early days and very much at concept stage.</p> <p>Verbal update will be provided to Members in the committee meeting</p>	Amber	NA at present	
<p><b>Refresh the City Centre Masterplan</b></p> <p>PH – Neil Murray</p>	Toby Forbes-Turner	<ul style="list-style-type: none"> <li>• Project scoping: June 2018</li> <li>• Internal workshops June/July 2018</li> <li>• External workshop Sept 2018</li> <li>• Public Consultation Oct-Dec 2018</li> <li>• CCMP amendments following consultation Jan-Feb 2018</li> <li>• Exec Report recommending adoption May 2019</li> <li>• Formal Adoption June 2019</li> </ul>	<p>Project on hold as the city centre continues to evolve at a fast pace.</p> <p>Work will now focus on City Centre vibrancy and how that is maintained in a dynamically changing environment.</p> <p>An Internal working group has been established to scope the project. The outcome of this work will be reflected in a new city centre masterplan.</p>	<p>Being re-scoped</p> <p>Will move to the Economic Growth theme</p>	NA at present	Being scoped

Remarkable Place Monitoring Table – December 2018

Project name	Project manager	<u>Original Milestones</u>	CMT Champion update of progress against milestones	RAGB	Budget and spend to date	Project brief
<b>Reg 7 Boards</b>  PH – Neil Murray	Kieron Manning	<b>25 Feb 2019:</b> Exec for approval to implement <b>24 Day notice period:</b> call-in period to 5 April 2019 <b>8 April 2019:</b> Regulation 7 comes into effect	Subject to the Executive approving the implementation of a Regulation 7 order, following confirmation of such by the Secretary of State in January 2019, and following the call-in period, 21 days' notice will be given in the press and to agents. This will explain that after 8 April 2019, To Let boards will need advertisement consent in certain designated parts of the City.	Green	Budget = £35,000  No spend to date (surveys accommodated within existing departmental resources)	Yes – project scope
<b>Conservation area appraisal</b>  PH – Fay Smith	Kieron Manning	<b>Nov 2018:</b> Appraisal went to Planning Committee, with a recommendation to adopt the document  <b>June 2019:</b> Executive consideration and endorsement	Planning Committee have noted the document and recommended adoption to the Executive with the addition of a boundary plan.  Going to Executive for endorsement in June 2019. Once this is adopted, this will cover the most crucial commercial zone and further zone appraisals will not be commissioned until after the PSICA scheme (improving shop frontages scheme) has been completed.	Green	Budget = £5,000 Actual spend = £6,100  Actual spend exceeded budget because the area appraisal covered an extended area, partly to match the PSICA Scheme.	Not needed - commissioning specification given to the consultants was sufficient

Remarkable Place Monitoring Table – December 2018

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Project name	Project manager	<u>Original</u> Milestones	CMT Champion update of progress against milestones	RAGB	Budget and spend to date	Project brief
					Accommodated within existing budgets	
<b>PSICA scheme</b> (innovative scheme with Historic England to return shop frontages on High St to their original style and quality)  PH – Fay Smith	Kieron Manning	<b>Mar 2019:</b> Discussion with Historic England to understand which scheme is most beneficial to apply for grant funding for PSICA or Heritage Action Zone	Once this meeting has taken place we will be in a position to create further milestones  Meeting pencilled in for March 2019	Green	Not applicable	Yes
<b>Refresh the allotment strategy and deliver capital investment</b>  PH – Fay Smith	Bruce Kelsey	<b>Capital Programme Phase One Completed</b>  <hr/> <b>Update – February 6th 2019</b> <hr/> <b>Phase Two - Completed projects</b>	Phase One is complete  <hr/> <b>Update – February 6th 2019</b> <hr/> Phase 2 programme underway.	Green	Overall budget £1 million Phase One – Total Expenditure £551,004 <hr/> Phase 2 allocation £343,000 We anticipate that there will be	Yes

Remarkable Place Monitoring Table – December 2018

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Project name	Project manager	<u>Original Milestones</u>	CMT Champion update of progress against milestones	RAGB	Budget and spend to date	Project brief
		<p><b>Boultham Glebe</b></p> <p><b>Hykeham Road</b></p> <p><b>Long Leys Road</b></p> <p><b>Sincil Bank</b></p> <p><b>Phase 2 – Projects underway</b></p> <p><b>St Botolph’s Crescent</b></p> <p><b>Phase 2 – projects to start</b></p> <p><b>Wragby Road</b></p> <p><b>Yarborough Crescent</b></p> <p><b>South Common</b></p> <p><b>Birchwood (Melbourne Road)</b></p>	<p>Contractors currently approx. 3 weeks ahead of agreed schedule.</p> <p>Estimated completion at end of March 2019.</p>		<p>a residual sum left over at the end of the main programme of capital works that will allow us to add a number of smaller projects into the programme to complete the full scope of works we wish to undertake. This list will be agreed once the known spend for Phase 2 is confirmed and the residual amount is known.</p>	
<p>Sincil Bank Regeneration – Wheelie bins on streets;</p> <p>PH – Neil Murray</p>	<p>Kate Bell / Paul Carrick</p>		<p>The original pilot in Chelmsford Street has gone successfully and rolled out to additional streets, one of which is Ripon Street.</p>	<p>Green</p>		<p>Yes – street scene</p>

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Project name	Project manager	Original Milestones	CMT Champion update of progress against milestones	RAGB	Budget and spend to date	Project brief
Sincil Bank Regeneration – <b>CCTV</b>  PH – Neil Murray	Steve Bird	<b>Feb 2018:</b> Full public consultation to gain commitment to installation of CCTV  <b>Mar 2018:</b> Signage and install  <b>31 Oct 2018:</b> Project goes live	There were delays in the installation of the metal poles for cameras to be housed; cut back of trees that provide site restriction; and power to be gained from flats on Hermit Street.  Jan 19 – All cameras now installed. Cameras are already reporting results and fly tipping on the entrance to Hermit Street Garage site has stopped.	complete	Allocated a budget of £15,000  Tree Works £195.14 covered by Neighbourhood Working.£774.90 paid from HRA  CCTV System - £11,305	Yes – street scene
Sincil Bank Regeneration – <b>Design Community Travel Zone</b>  PH – Neil Murray	Kate Bell / Paul Carrick	<b>30 Jun 2018:</b> Produce specification for consultant  <b>31 Jul 2018:</b> Appoint consultant  <b>31 Jul 2018:</b> Complete resident parking survey  <b>31 Oct 2018:</b> Early results of traffic modelling (tentative date at this stage).	Jan 19 – County Council have agreed to look at three traffic models to see if traffic can be better managed in the area.  Results should be known in late Spring 2019 when work will commence on consulting re introducing residents parking  Full project plan will be developed over summer 2019	Amber	Costs of three traffic models to be met from existing budgets  Any capital works arising will need to be funded by either County Council or other external source	Yes

Additional prioritised projects from phase 2 programme

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Project name	Project manager	Milestones	CMT Champion update of progress against milestones	RAGB	Budget and spend to date	Project brief
<b>Improvement to sports facilities</b> <b>(Outdoor play facilities)</b>  PH – Fay Smith	Steve Lockwood	<p><b>June 2018:</b> Grant application to be submitted</p> <p><b>Aug 2018:</b> Public consultation to take place</p> <p><b>15 Aug 2018:</b> Planning committee</p> <p>Funding decision expected end of Oct 18</p> <p><b>End of Nov 18</b> -project plan or delivery phase produced</p> <p><b>18 Dec 2018</b> – CMT</p> <p><b>Feb 2019</b> Accept grants</p> <p><b>Feb 2019</b> – project team</p> <p><b>Feb 2019</b> meet with Contractor and RLF</p>	<p>There will be two full size state-of-the-art pitches at YLC and BLC, and a full refurbishment of the running track and all-weather pitch at YLC.</p> <p>Public consultation showed 250 in support and 27 against, although most of the 27 opposition was due to a misunderstanding in proposals and they have since requested their responses to be retracted.</p> <p>Terms and conditions on grant award from the Football Foundation has been agreed.</p> <p>On acceptance of grant award:</p> <ol style="list-style-type: none"> <li>1. Project team to be set up</li> <li>2. Meet with RLF and Contractors</li> <li>3. Employ Activator</li> </ol> <p>Agree programme, start on site May/June 2019</p>	Green	<p>£1.7m scheme</p> <p>(BLC - £607k, YLC - £654k, renew existing track - £220k, athletics track - £200k)</p> <p>Funded from (FF - £900k, SE- £50k, S106 - £270k, BGU - £300k, borrowing - £180k)</p> <p>Total cost</p> <p>Track YLC £159,197,92</p>	Yes

Remarkable Place Monitoring Table – December 2018

Project name	Project manager	Milestones	CMT Champion update of progress against milestones	RAGB	Budget and spend to date	Project brief
		<p><b>March 2019</b> Employ Activator</p> <p><b>March 2019</b> Agree programme of works</p> <p><b>April/May 2019</b> start works on site</p> <p><b>August/Sept 2019</b> open and launch new facilities</p>			<p>Existing and new AGP at YLC £830,901.10</p> <p>New AGP at BLC £573,380.26</p> <p>Income</p> <p>External funding</p> <p>Football Foundation £899,835</p> <p>Sport England £50,000</p> <p>106 and capital receipt £305,097</p> <p>Prudential borrowing approx. £300,000</p>	

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Project name	Project manager	Milestones	CMT Champion update of progress against milestones	RAGB	Budget and spend to date	Project brief
<p><b>City Centre Intervention</b></p> <p><b>Addressing city centre issues (vagrancy / begging/ sleeping on streets / tackling addiction)</b></p> <p>PH – Donald Nannestad</p>	Simon Walters	<ul style="list-style-type: none"> <li>• <b>23 Jul 2018:</b> Approval for team</li> <li>• <b>01 Oct 2018:</b> Implementation</li> <li>• <b>01 Oct 2018:</b> Mental Health Outreach</li> <li>• <b>Aug 2018:</b> Commission research from Development Plus</li> <li>• <b>Sep 2018:</b> Tackle strands 1+2 of strategy</li> <li>• <b>31 Oct 2018:</b> Comms plan</li> <li>• <b>31 Oct 2018:</b> New team in situ on fifth floor</li> </ul>	<ul style="list-style-type: none"> <li>• Exec approval given on 23<sup>rd</sup> July to progress the project including spend</li> <li>• Progress is underway on pulled together the team:                             <ul style="list-style-type: none"> <li>○ ASB – secondment opportunity</li> <li>○ Police – moving with ASB team</li> <li>○ Addaction worker – recruited</li> <li>○ Lincoln BIG worker</li> <li>○ Mental Health case worker – approved.</li> </ul> </li> <li>• Regular meetings of sub group and working group</li> <li>• Steering group in place</li> <li>• Launched October 2018</li> </ul>	Complete as project moved to business as usual	<p>Budget £61K</p> <p>£40k commissioned for Addaction worker</p> <p>£11k commissioned for research</p>	Yes
<p><b>Crematorium improvement initiative</b></p> <p>PH – Fay Smith</p>	Simon Colburn		Extensive work has been completed on what a revised package of improvements will consist of- will be reported to Executive on 11 <sup>th</sup> March 2019 in Parts A and B	Red	TBC	Pending scoping

Remarkable Place Monitoring Table – December 2018

Project name	Project manager	Milestones	CMT Champion update of progress against milestones	RAGB	Budget and spend to date	Project brief
<p><b>New specifications for the Grounds Maintenance / Refuse Collection / Street Cleansing contracts</b></p> <p>PH – Fay Smith</p>	Steve Brid	<p><b>Dec 2018:</b> Options Appraisal to be drafted by Ricardo (our external consultants)</p> <p><b>Jan 2019:</b> CMT workshop</p> <p><b>Feb 2019:</b> Labour and Conservative group briefings</p> <p><b>May 2019 Executive.</b></p> <p>June 2019 - further workshops to assist the development of the contract specifications</p> <p><b>Apr 2022:</b> Contract renewal</p>	<p>Ricardo has been recruited to help with two phases. Phase 1 of the project will focus on how much existing contracts would cost if they were refreshed today to develop a benchmark. Decision to be taken is the format of procuring the work in the future- in-house or re-tender. Phase 2 will review service standards with members, and specification options.</p>	Green	£52,000 for phase 1 and 2	Brief for re-letting to be drafted once format is made clear at exec in May.
<p><b>St Giles Community Centre – play area and Multi- Use Games Area renovation</b></p> <p>PH – Fay Smith</p>	Ant Angus	<p>1<sup>st</sup> January 2019 for lease to be signed with county council</p> <p>30<sup>th</sup> August 2019 for opening of play area</p>	<p>Negotiations are virtually completed with LCC regarding the terms and conditions of the land transfer.</p> <p>Currently being re timetabled due to delays on lease arrangement with County Council.</p> <p>Envisaged new play area etc will be installed by end of August 2019</p>	Green		In process of being finalised (Feb 19)

Remarkable Place Monitoring Table – December 2018

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Project Name	Start year	Project Manager	Milestones	CMT Champion update of progress against milestones	RAGB	Budget and spend to date	Vision 2020 Aspirations
<b>Streets and open spaces for people theme</b>							
<b>Review refuse and recycling storage and collection</b>	2017/18-2018/19	Simon Walters	<p><b>Nov 2017:</b> Set up a working group with residents and street cleansing team to discuss and understand the current strategy.</p> <p>1. Testing if it is the most efficient way of dealing with the issues with community.</p> <p>2. dissemination of information to public</p> <p><b>Dec 2017</b> - LCC sent letters to all skip hire companies informing that all skips in the area must have lockable lid</p>	<p>At the Sept streets and open spaces meeting 4 residents agreed to be part of the working group.</p> <p>First meeting held - November 2017 agreed that focus should be on enforcement. Outcome of the meeting fed back to the residents group in Dec.</p> <p>Feb 19 – Residents continue to develop ideas with Community Services. Delivered projects include installation of Red bin and community litter picks</p> <p>Residents group agreed to monitor.</p> <p>Majority of skips now in the</p>		Officer time	<p>Let's preserve the unique character of our City.</p> <p>Let's help people feel safe and welcome in their communities</p>

Appendix C – Sincil Bank Monitoring Table

			<p>area are covered. Very few have had to be reported to LCC over the past year</p> <p><b>Dec 2017:</b> Analysis of Fly tipping hot spots to be carried out to inform programme of CCTV cameras.</p> <p><b>Feb 2018:</b> Monitor wheelie bins left out of street on non-collection days</p> <p><b>Mar 2018:</b> Public consultation on CCTV</p>	<p>Analysis complete and information used to inform Phase one of CCTV programme in the area.</p> <p>Residents and neighbourhood working team completed review and recorded properties with bins left out on the pavements. Impact seen on two streets (Chelmsford &amp; Ripon). Further street to be targeted Feb/March 19</p> <p>Jan 18 - Meeting with Videocom to identify suitable locations for equipment. Awaiting response from Videocom, public consultation delayed until May.</p> <p>December 18 – 5 additional cameras installed on Hermit Street</p>		
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				(4) and Portland Street (1)			
<b>Review and repair street signs</b>	2017/18	Paul Carrick	<p><b>Dec 2017:</b> Review of Street name plates in the Sincil Bank area</p> <p><b>Feb 2018:</b> Agree number and cost of street signs to be repaired</p> <p><b>Apr 2018:</b> Street signs repaired, project complete</p>	<p>All name plates recorded, catalogued and ranked in order of priority - awaiting quote from Investment Team</p> <p>Agreement with Investment team to repair 50 street signs, £75 each</p> <p>Work to commence w/c 23rd April</p> <p>Work completed</p>	Complete	£4,875 allocated from SB budget Costs to be covered by COLC	Let's preserve the unique character of our city
<b>Repair cable boxes, remove redundant boxes and remove graffiti</b>	2018/19	Paul Carrick	<p><b>Sep 2017:</b> Seek agreement with Virgin media to fix broken cable boxes</p> <p><b>Dec 2017:</b> LEAP to submit an application to the community chest for a community arts project.</p> <p><b>Dec 2017:</b> Agree project plan with Virgin Media</p>	<p>Virgin media agreed to tidy up the brown boxes at the front of buildings. Work has commenced on St Andrews street.</p> <p>01 Dec 2017 LEAP/Investors board approved funding for community arts trail on media boxes.</p> <p>Meeting with</p>	Complete	£1672 secured from community chest for arts project with match funding from LEAP  Additional £1300 funded	Let's preserve the unique character of our city

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			<p><b>May 2018:</b> LEAP to deliver project NB. Maybe subject to change</p> <p><b>Aug 2018:</b> Project Complete</p>	<p>LEAP/Neighbourhood Team/Virgin Media took place on 05 Dec 2017.</p> <p>Project plan agreed, work will commence on twenty boxes with an estimated completion date in August 2018.</p> <p>Project complete</p>		<p>from Neighbourhood Team</p>	
<p><b>Portland Street homes in multiple occupancy (HMOs) / Hermit Street</b></p>	<p>2018/19</p>	<p>Paul Carrick</p>	<p><b>Dec 2017:</b> Warning letter sent to landlords to clear rear yards</p> <p><b>Dec 2017:</b> Area inspected</p> <p><b>Jan 2018:</b> Letter to landlords telling them vans need to move from rear and access is being withdrawn.</p> <p><b>Jul 2018:</b> Installation of bollards</p> <p><b>Aug 2018:</b> Large communal bins to be put behind properties by Biffa</p> <p><b>Aug 2018:</b> Project completion</p>	<p>Letter sent to landlords Dispute with landlord over access rights. Landlord requested to provide evidence. Project delayed until this is resolved.</p> <p>Agreed not to install bollards, issue with communal bins resolved. The boundary will be reviewed as part of the longer term vision to develop Hermit Street Garage site</p> <p>Jan 19 – CCTV cameras</p>	<p>Complete</p>	<p>Costs covered within existing enforcement budget.</p>	<p>Let's preserve the unique character of our City</p>

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				have reduced incidents of fly tipping. Communal bins have been moved.			
<b>Removal of the damaged safety barriers at the High Street / Portland Street junction</b>	2017/18	LCC Highways	<p><b>Jun 2017:</b> Lincolnshire County Council to include in programme of works for 17/18 removal of the safety barrier.</p> <p><b>Apr 2018:</b> Removal of barriers, project complete.</p>	<p>Lincolnshire County Council confirmed barriers to be removed 2017/18., however, project delayed due to pressure to repair pot holes. Still on track for overall project completion by April.</p> <p>Barriers now removed – Project Complete</p>	Completed	Covered within Highways existing budget	Let's preserve the unique character of our City
<b>Identify a suitable community use of the former playground site at Archer Street</b>	2017/18	Lincoln Food Consortium/Neighbourhood Team	<p><b>Apr 2017:</b> Commence discussions with Green Synergy regarding use of the former Play area as green space</p> <p><b>Jun 2017:</b> City of Lincoln Council to prepare a lease for the site.</p>	<p>Green Synergy does not currently have the capacity to take on the space and are in discussions with CAFÉ (Food group) and New Life Church regarding forming a consortium.</p> <p>The City of Lincoln Council property team has prepared a lease for the site ready for the consortium to sign if they</p>	Green	Currently seeking funding	Let's preserve the unique character of our City

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			<p><b>Oct 2018:</b> Scope out potential interest with Partners for use of land.</p>	<p>decide to continue with the project.</p> <p>Lincoln Food consortium has also been offered the adjacent site under the bridge and are in discussion with Lincolnshire County Council regarding the former coal yard site on the opposite side of the East/West Link road</p> <p>Jan 19 – Bridge Church showing potential interest. Further milestones to be set once interest is confirmed.</p>			
<p><b>To create an events space under the bridge</b></p>	<p>2017/18</p>	<p>Compassionate Lincoln/ Neighbourhood Team</p>	<p><b>Jun 2017:</b> The first community ‘under the bridge’ event.</p> <p><b>Sep 2017:</b> Submit funding application to the community chest for Christmas ‘under the bridge’ event</p> <p><b>Dec 2017:</b> Hold Christmas</p>	<p>Event organised by Compassionate Lincoln as part of a series of national community gatherings throughout the UK</p> <p>Funding successfully approved.</p> <p>Successful event held on</p>	<p>Green</p>	<p>Sponsorship secured from local businesses.</p> <p>£2,500 Community Chest grant secured</p>	<p>Let’s deliver a rich and varied cultural experience</p>

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			<p>'under the bridge' film screening and event.</p> <p><b>Dec 2017-Dec 2018:</b> Plan ongoing programme to promote the 'under the bridge' space as a community events space and seek funding for community arts programme.</p>	<p>05 Dec 2017.</p> <p>June 18 – Community art project delivered</p> <p>Aug 18 – Summer event held funded by the Community Chest</p> <p>November 18 – Funding application submitted to Controlling Migration for £50k to organise a package of Community events during the financial year 2019/20. Outcome of the application is likely to be known Feb 19.</p>		for December event	
<p><b>Improve the appearance of 1 Portland Street (derelict site)</b></p>	2018/19	Hannah Cann	<p><b>Ongoing:</b> City of Lincoln Council Private Housing team working with owner of site to consider selling site for development.</p> <p><b>Sept 17:</b> Enforcement action to be issued to owner of site to cut back vegetation.</p> <p><b>Jan-Apr 18:</b> Private Sector Housing Team to work with</p>	<p>Investors in Lincoln has explored developing the site, and is in discussion with the landowner.</p> <p>Feb 19 - Site cleared – currently used for building work. University of Lincoln holding further conversations with owners regarding future usage as a temporary open space.</p>	Green	Officer time	Let's make things happen

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			Investors in Lincoln/ land owner to identify a solution  <b>Apr 2019:</b> Complete a site plan/options appraisal.				
<b>Sincil Drain Beautification project</b>	2018/19	Investors in Lincoln/Kate Bell/ Neighbourhood Team	<p><b>Sep 2017:</b> Prepare specification for feasibility study for improvements to Sincil bank.</p> <p><b>Nov 2017:</b> Request proposals/quotes for feasibility study</p> <p><b>Jan 2018:</b> Select consultant to undertake feasibility study</p> <p><b>TBC:</b> Sustrans contract to commence. Date still to be confirmed by partnership.</p> <p>Further milestones to be added upon contract commencement</p>	<p>Specification complete</p> <p>Specification sent out and deadline for quotes 11 Dec 2017. Two quotes provided by Trevor Elvin and Sustrans.</p> <p>Investors meeting on 30 Jan 2018. Presentations delivered by applicants. Successful applicant agreed.</p> <p>November 18 – Feasibility study complete.</p> <p>January 19 – Presentation received by Investors in Lincoln Park Ward Sub Group – prioritised key projects to be delivered</p> <p>February 19 – Report to Investors in Lincoln</p>	Green	<p>Investors in Lincoln agreed to fund £12k for the feasibility study.</p> <p>Also provisionally agreed to contribute to project delivery costs.</p> <p>Feasibility study to identify alternative funding opportunities.</p>	Let's cherish and enhance our natural environment.

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				requesting funding.			
<b>Design Community Travel Zone</b>	2018/19	LCC Highways	<p><b>Mar 2018:</b> Complete traffic survey on residents parking.</p> <p><b>Spring/Summer 2018:</b> Develop a design for Sincil Bank that links into the strategic cycle network</p> <p><b>Dec 2018:</b> Business case to be developed for LCC approval Date subject to change as dependant on Lincolnshire County Council</p> <p><b>Mar 2019:</b> Consider introduction of residents parking</p>	<p>County council developing three models of how traffic can flow through area – February 2019</p> <p>Results expected April 2019</p> <p>Seek funding 2019</p> <p>RPS consultation May/June 2019</p>	Amber	Not applicable – partner led	Let's make things happen

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Community hub, skills and enterprise theme							
<b>Establish a Community Hub within Sincil Bank for short term</b>	2017/18	Paul Carrick	<p><b>Sep 2017:</b> Identify suitable building</p> <p><b>Nov 17:</b> Prepare plans for work required and costs</p> <p><b>Jan 2018:</b> Submit bid to Kier/Aaron/City of Lincoln Council Community Panel</p> <p><b>Mar 2018:</b> Agree and sign Lease with LCC</p> <p><b>Apr 18:</b> Refurbishment work to commence</p> <p><b>Apr 18:</b> Relocate Neighbourhood Team to new hub</p>	<p>34 Portland Street identified.</p> <p>Three year lease with first 12 months free drawn up by LCC</p> <p>Bid successful for the refurbishment work to be carried out by Kier/Aaron for a value of £8,586</p> <p>December 18 - Project Complete – team moved into new office</p> <p>February 19 – Launch event held</p>	Complete	<p>£12,000 COLC allocated from Sincil Bank budget</p> <p>Total Cost £29,407.49</p> <p>£8,586 secured from partner contributions</p>	Let's help people feel safe and welcome in their communities
<b>Develop a network of Community Hub Facilities for medium to</b>	2017/18	Paul Carrick	<p><b>Jul 2017:</b> Establish working group</p>	<p>Working group established including University of Lincoln, Education Business Partnership, LCC community cohesion, Development Plus, local</p>	Green	Officer time	Let's make things happen

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<p>long term</p>			<p><b>Sep 2017:</b> Undertake mapping exercise to identify existing community facilities and services</p> <p><b>Nov 2017:</b> Lincolnshire Employment and Accommodation Project (LEAP) to present a options for a community hub to COLC at the Homes Working Group for Sincil Bank</p> <p><b>TBC:</b> Alive Church / University of Lincoln to develop plans for a Food Hub (if progresses this needs to link with the LEAP project to avoid duplication)</p>	<p>Schools, Bridge Church, New Life Church, Green Synergy, residents, COLC,</p> <p>Mapping exercise completed.</p> <p>Currently scoping out a joint project to consist of a community space/training facility/incubation units for start-up businesses, shop and café on Palmer Street Garage site, the old Auction House, the old coal yard/Archer St play area.</p> <p>Agreed to focus development on Hermit Street initially. Scope to be worked up during 2019</p> <p>Initial conversations taken place with Alive Church, further work required to bring various interested partners together</p>			
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			<p><b>Dec 2018:</b> LCFC Sport &amp; Education Trust to submit expression of interest to the Big Lottery Place Based Social Action</p> <p><b>Feb 2018:</b> Members to consider gifting a garage site to LEAP to provide move on accommodation (this isn't part of the Sincil Bank community hub project but will identify the</p>	<p>Expression of Interest submitted</p> <p><b>Feb 2018:</b> LCFC Sport &amp; Education Trust accepted into Phase 1 of Big Lottery's Place Based Social Action Programme</p> <p><b>October 2018 –</b> Application submitted to be considered for Phase 2 of the programme. This will attract £240k over three years</p> <p>November 2018 – Lincoln City Foundation hosted visited of the lottery to Sincil Bank</p> <p>February 2019 – Decision expected.</p> <p>Report due to go to Exec Committee on the 26<sup>th</sup> March</p>		<p>£5,000 lottery fund secured</p>	
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Appendix C – Sincil Bank Monitoring Table

			<p>appetite for Members to gift land, which is needed for both the LEAP proposal.</p> <p><b>TBC:</b> Directorate of Housing and Regeneration to make recommendation on LEAP land allocation after the above.</p> <p><b>Apr 2018:</b> University of Lincoln bid response from the Arts Council on setting up a social enterprise hub.</p>	<p>UoL application resubmitted 1/3/2018, awaiting a response from Arts Council.</p> <p>Funding obtained/Consultant appointed. Report expected April 2019</p>		
<b>Community Chest</b>	17/18-18/19		<p><b>May 2017</b> Set up Community Chest</p> <p><b>Jun 2017</b> Launch Community Chest</p> <p><b>Jul 2017</b> Sincil Bank Neighbourhood Board to decide on first round of projects</p> <p><b>Oct 2017</b> – Sincil Bank</p>	<p>Complete</p> <p>Done</p> <p>6 Projects submitted, 4 successful</p> <p>9 Projects submitted, 4</p>		<p>£10,000 COLC</p> <p>£40,000 Investors in Lincoln</p>

**Appendix C – Sincil Bank Monitoring Table**

			<p>Neighbourhood Board to decide on second round of projects</p> <p><b>Feb 2018</b> Sincil Bank Neighbourhood Board to decide on third round of projects</p> <p><b>Jun 2018</b> Sincil Bank Neighbourhood Board to decide on third round of projects</p> <p>First year of Community Chest complete. Milestones to be added for 2nd year</p>	<p>successful</p> <p>6 Projects submitted, 4 successful</p> <p>Feb 19 – To date 21 projects funded totalling £33,622.65. Celebration event to be held Feb 20<sup>th</sup></p>			
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Appendix C – Sincil Bank Monitoring Table

Homes theme							
Sincil Bank Masterplan	2017/18	Kate Bell	<p><b>Jul 2017:</b> Establish homes working group</p>	<p>Working group established and first meeting held. Members include local residents, COLC, University of Lincoln, landlords and agents, chaired by Lincoln Community Land Trust. Initially meetings to take place on a 6 weekly basis.</p>	Green	Officer Time	<p>Let's build a strong, viable and prosperous future for Lincoln.</p> <p>Let's make things happen</p>
			<p><b>Sep 2017:</b> Prepare a masterplan of the area</p>	<p>Masterplan prepared with the following information:-</p> <ul style="list-style-type: none"> <li>• Key opportunity sites and potential usage</li> <li>• Empty homes</li> <li>• F and G standard assessment procedure (SAP) rated properties</li> <li>• Homes of multiple occupancy</li> <li>• Identify streets with problems such as car parking, bins left on street, To Let signs, redundant utility</li> </ul>			

Appendix C – Sincil Bank Monitoring Table

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				<p>boxes/cables, fly-tipping.</p> <ul style="list-style-type: none"> <li>• Organisations based in the area</li> <li>• Training facilities provided</li> <li>• Underused/empty commercial buildings</li> <li>• Open space/derelict sites</li> </ul> <p>To be updated as delivery of the revitalisation programme progresses.</p>			
<b>Hermit Street Garage Site</b>	2017/18	Kate Bell	<p><b>Sep–Apr 2018:</b> Complete Options appraisal for garage sites</p> <p><b>Apr 2018:</b> Prepare site plan for approved option.</p> <p>More milestones to be added based on outcome of the options appraisal.</p>	<p>Currently Scoping out opportunities for the site to include:-</p> <ul style="list-style-type: none"> <li>Open Car Park</li> <li>Student Accommodation</li> <li>Quality Housing</li> <li>Live/Work Units</li> <li>Retain as garage space</li> </ul> <p>Draft Options appraisal presented to Sincil Bank Internal Working Group meeting on the 12<sup>th</sup> Feb and homes Working Group on 27<sup>th</sup> March.</p> <p>Project delayed – further milestones to be set early</p>	<b>Amber</b>	Officer Time	Let's build a strong, viable and prosperous future for Lincoln.

Appendix C – Sincil Bank Monitoring Table

				2019			
<b>Palmer Street/Chelmsford Street garage site considered for re-development</b>	2017/18	Kate Bell	<p><b>Sep 2017:</b> Prepare a masterplan of the area.</p> <p><b>Nov 2017:</b> Prioritise sites</p> <p><b>Jan 2018:</b> Start consultation on Lincolnshire Employment and accommodation Project (LEAP) proposal</p> <p><b>Apr 2019:</b> Complete Options appraisal</p> <p>Milestones to be added on completion of options appraisal</p>	<p>Masterplan complete</p> <p>Hermit St identified as the priority site requiring regeneration in the short to medium term. Palmer St/Chelmsford St will be long term project expected to be completed in 3-5 years.</p> <p>At the January Homes working group meeting LEAP presented an outline proposal for a community hub, shop, incubation units for start-up businesses and accommodation for Palmer Street Garage site</p> <p>Feb 19 - Priority to be given to exploring alternative uses for Hermit Street garage site. Community concerned about any further development in this area</p>	Green	Officer time	Let's make things happen
<b>Empty Homes</b>	2017/18	Hannah	<b>Apr 2018:</b> City of Lincoln	Executive report due on	Green	Officer	Let's

Appendix C – Sincil Bank Monitoring Table

		Cann	<p>Council to approve empty homes strategy.</p> <p>Further milestones to be added on approval of the strategy.</p>	<p>the 26 Mar 2018.</p> <p>2018/2019 – All long term empty properties in the area have received a full assessment.</p> <p>April 18 – 55 empty properties (as of January 19).</p> <p>Three major long term empty properties which between them had been empty for over 39 years have been successfully returned to use</p>		<p>time. Budget will need to be secured if project to be delivered</p>	<p>improve housing conditions for all.</p>
<p><b>Continue to take (and publicise) enforcement action where rented accommodation fails to meet minimum health and safety standards</b></p>	2017/18	Hannah Cann	<p><b>Apr 2017:</b> Grant approved</p> <p><b>Jul 2017:</b> Complete Project Plan</p> <p><b>Aug 2017:</b> Launch new scheme</p> <p><b>Mar 2019:</b> 3,000 inspections completed.</p>	<p>Grant received 09 Jun 2017.</p> <p>Scheme launched on 07 Aug 2017.</p> <p>As of Mar 2018, 519 properties have been inspected.</p> <p>Between 1/4/18 and 11/2/19 the Rogue Landlord team have carried out the following:</p>	Green	<p>£440,846 grant secured from Controlling Migration Fund</p>	<p>Let's improve housing conditions for all.</p>

**Appendix C – Sincil Bank Monitoring Table**

				Inspections – 125 Street Surveys – 35 Streets, 1362 doors knocked.		
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Appendix D – Emerging Performance Indicators

Project	Indicator	Data	Comments
<b>Birchwood Leisure Centre renovation</b>	Monthly visitor numbers to Birchwood Leisure Centre following completion works	146,013 visits to date in 2018/19	Data collection to commence following project completion
	Number of complaints received following completion works	-	Data collection to commence following project completion
<b>Boultham Park restoration</b>	Number of learning and skills development opportunities	Through the project: Staff trained = 5	Final evaluation document is being prepared, the deadline for this is March 2019.
	Number of people engaging in learning and skills development opportunities	Volunteers trained = 29 Work exp placements = 16 Apprenticeship = 1 (CoLC) plus unknown number of Casey apprenticeships Nr qualifications achieved = 24 (21 being Linkage students on their courses) Park used as training venue by 3 <sup>rd</sup> parties = 8 occasions	
	Number of volunteer hours supporting the Boultham Park Action Plan	3,025 in 2017/18	
	Proportion of visitors satisfied with Boultham Park	94.6%	
<b>Introduce new CCTV technology</b>	Number of incidences alerted by CCTV operators	2018/19Qtr 1 694 Qtr 2 1196 Qtr 3 717	Note that quarter 2 increases reflect Lincolnshire Police city centre targeted anti-drugs drive
	Number of requests to follow an incident	2018/19Qtr 1 2497 Qtr 2 2872 Qtr 3 2609	

Appendix D – Emerging Performance Indicators

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	Total number of incidents handled by CCTV operators	2018/19Qtr 1 3191 Qtr 2 4068 Qtr 3 3326	
	Maintenance costs savings	-	Data not yet available as the new system has not been operating for a full year.
	Reduced fibre optic costs	<b>2018/19:</b> £79,000 anticipated savings	Must note at this stage these are estimated savings only
	Income generated	-	Data collection to commence now project completed
	Number of equipment failures	-	Data collection to commence now project completed
<b>Continue support for Visit Lincoln</b>	Visitor numbers to Lincoln	<b>2015:</b> 4.14m visitors <b>2016:</b> 4.10m visitors <b>2017:</b> 4.22 million 2018 - Data available in Aug 2019	Visitor numbers were high in both 2015 and 2016; and despite 2015 being the Magna Carta year, we managed to maintain high numbers in 2016.
	Unique visits to Visit Lincoln website	<b>2017:</b> 803,270 2018: 753,450	-
	Campaign webpage unique visits	<b>Lincoln Loves Kids 2017:</b> 18,033 Lincoln Loves kids 2018: 14,527 <b>Lincoln street markets 2017:</b> 13,711 2018 – 11,911	-

Appendix D – Emerging Performance Indicators

		<p><b>RAF Lincolnshire 2018</b>(12,791</p> <p><b>Lincoln Ale Trail 2017:</b> 9,201  <b>Lincoln Ale Trail 2018</b> 4,259  <b>Christmas in Lincoln 2017:</b> 29,535  <b>Christmas in Lincoln 2018</b> 18,520</p>	
<p><b>Sustain high standards of cleanliness under the council’s street scene contracts</b></p>	<p>Number of performance points issued over the month</p>	<p>Apr 2018/19: 25  May 2018/19: 15  Jun 2018/19: 35  Jul 2018/19: 25  Aug 2018/19: 30  Sep 2018/19: 20  Oct 2018/19: 75  Nov 2018/19: 10  Dec 2018/19: 25</p>	<p>These relate to contractual failures. Small issues five points, large issues up to 100 points. This is on a scale according to the severity of the failure. The scores are cumulative for the month. Therefore, higher scores are bad and lower scores are good. The contractor is asked to respond to all failures, and these are considered at Performance Management Board quarterly meetings.</p>
<p><b>Air Quality Action Plan</b></p>	<p>Percentage of NO<sub>2</sub> diffusion tubes that are showing NO<sub>2</sub> levels within the national air quality objective</p>	<p><b>2015/16:</b> 90.91%  <b>2016/17:</b> 90.91%  <b>2017/18:</b> 90.91%  <b>2018/19:</b> 95.5%</p>	<p>10 out of 11 monitoring sites below the annual mean national air quality objective of 40ug/m<sup>3</sup> for NO<sub>2</sub>.  No. of monitoring locations increased during 2018/19, with</p>

Appendix D – Emerging Performance Indicators

			21 out of 22 sites complying with the air quality objective.
	Percentage of NO <sub>2</sub> diffusion tubes demonstrating a downward trend in Lincoln’s air quality management area	<b>2015/16:</b> 100% <b>2016/17:</b> 100% <b>2017/18:</b> 100% <b>2018/19:</b> 100%	Trends over 5 years prior to the reporting period.
	Number of days that PM <sub>10</sub> levels exceed the annual national air quality objective	<b>2015/16:</b> 10 days <b>2016/17:</b> 21 days <b>2017/18:</b> 12 days <b>2018/19:</b> 14 days	It is permitted to exceed the National Air Quality Objective (AQO) up to 35 times a year, so while this figure fluctuates, it is well within the tolerances specified in the AQO.
<b>Improve biodiversity in green spaces</b>	Volunteer hours working under Volunteer Coordinator post direction	<b>Q1 2018:</b> 76 hours <b>Q2 2018:</b> 152 hours <b>Q3 2018:</b> 402 hours <b>Q4 2018:</b> ongoing	
<b>Improve public toilet facilities</b>	Number of British Toilet Association Loo of the Year Awards	<b>Dec 2018 awards:</b> Gold – Castle Square Gold – Tentercroft Street Gold – Westgate Platinum – Bus Station	
<b>Refresh City Centre Masterplan</b>	TBC	-	Performance indicators to be developed alongside masterplan development
<b>Refresh the allotment strategy and deliver capital investment</b>	Percentage occupancy rate of allotments	<b>2017/18 Q1:</b> 82.2% <b>2017/18 Q2:</b> 82.9% <b>2017/18 Q3:</b> 82.5% 2017/18 Q4: 80.1% 2018/19 Q1: 79.8% 2018/19 Q2: 81.1% 2018/19 Q3: 82.1%	Allotment Capital Improvement Programme is improving allotment site access, security and facilities and increasing the number of plots available for rent. This will lead to a short term reduction in % occupancy until the end of

**Appendix D – Emerging Performance Indicators**

			phase 2 of the programme (expected spring 2019). The reduction in occupancy will be mitigated by implementing a development plan to increase the awareness of the allotments service and to promote availability of vacant plots across all sites. This publicity drive commences in March 2019 We will report the actual number of plots available once the capital works programme is completed and the number stabilised and confirmed.
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<b>Sincil Bank Theme</b>	<b>Project</b>	<b>Indicator</b>	<b>Data</b>	<b>Comments</b>
<b>Community hub, skills and enterprise</b>	Establish a Community Hub within Sincil Bank for short term	Number of visitors to the Community Hub	-190 visitors to the Community Hub between 21/12/18 and 11/2/19	
		Number of community events held/supported	-21 Projects funded by the Community Chest – all supported by the Neighbourhood Team.	

Appendix D – Emerging Performance Indicators

	Develop a network of Community Hub Facilities for medium to long term	No of partners supported in Sincil Bank	-	
		No of Community Chest projects funded.	21 projects funded totalling £33,622.65	
<b>Empty Homes</b>	Number of long term empty homes	<b>2016/17:</b> 19 <b>2017/18:</b> 20 As at Jan 19 – 21 (12 more than 4 years, 9 between 2 and 4 years)	- during last year we have brought 5 back into use, but clearly others have tipped into the 2 year plus long term empty category	Sincil Bank Masterplan monitored upon completion and adoption.  Business Survey to be carried out 18/19
			-	
		Number of Businesses Derelict sites	-	
		Number of empty homes brought back to use through council involvement.	<b>2017/18:</b> 1	
Streets and open spaces for people	Review and repair street signs	Number of street signs repaired	-	48 signs renovated in the area
	Portland Street HMOs / Hermit Street	Number of incidents of fly-tipping	<b>2017/18 Hermit Street:</b> 11 <b>2017/18 Portland Street:</b> 2  2018/19 – 170 fly tipping incidents to date (9 on	It is envisaged the incidents in these

**Appendix D – Emerging Performance Indicators**

			Hermit st and 8 on Portland st)	locations will disappear with the introduction of CCTV
	Identify a suitable community use of the former playground site at Archer Street	TBC	-	Indicators to be developed as project progresses and nature of project is fully scoped
	To create an events space under the bridge	Number of events	<b>19 May 2017:</b> Summer event held <b>17 Dec 2017:</b> Christmas event held June 18 – Successful Graffiti project held. August 18 – Community held an event – Sincil Bank by the Sea	-
		Number of attendees	<b>Summer 2017:</b> 300-400 <b>Christmas 2017:</b> 150-200	

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**PERFORMANCE SCRUTINY COMMITTEE****21 FEBRUARY 2019**

<b>SUBJECT:</b>	<b>FINANCIAL PERFORMANCE – QUARTERLY MONITORING</b>
<b>REPORT BY:</b>	<b>CHIEF EXECUTIVE'S</b>
<b>LEAD OFFICER:</b>	<b>JACLYN GIBSON, CHIEF FINANCE OFFICER</b>

**1. Purpose of Report**

1.1 To present to Performance Scrutiny Committee the third quarter's performance (up to 31<sup>st</sup> December 2018) on the Council's:

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

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

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

**2. Executive Summary**

2.1 As at the end of the third quarter (up to 31<sup>st</sup> December 2018) the forecast financial position of the Council for 2018/19 is:

	<b>2018/19</b>		
	<b>Revised Budget £'000</b>	<b>Forecast at Q3 £'000</b>	<b>Variance at Q3 £'000</b>
<b>Revenue Accounts</b>			
General Fund –Contribution to/(from) balances	288	82	206
Housing Revenue Account (HRA) (Surplus)/Deficit in year	0	(5)	(5)
Housing Repairs Service	0	(146)	(146)
<b>Capital Programmes</b>			
General Fund Investment Programme	16,867	16,635	(232)
Housing Investment Programme	33,048	31,458	(1,590)
<b>Capital Receipts</b>			

	2018/19		
	Revised Budget £'000	Forecast at Q3 £'000	Variance at Q3 £'000
General Fund	3,555	2,191	(1,364)
HRA	1,719	1,719	0
<b>Reserves &amp; Balances</b>			
General Fund Balances	1,898	1,692	(206)
HRA Balances	1,023	1,028	5
HRS Balances	89	89	0
General Fund Earmarked Reserves	6,238	6,081	157
HRA Earmarked Reserves	1,374	1,374	0

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 budget shortfall of £206,302 (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/Reduced Expenditure £908,090
- Christmas Market – Increased Expenditure/Reduced Income £85,950
- Housing Benefit Overpayments – Reduced Income £225,280
- Homelessness Bed & Breakfast – Increased Cost £157,990
- Development Management - Increased Income £(114,190)
- HIMO Fees Increased Income - £(65,930)
- Borrowing Costs/Contingency - Reduced Cost £(272,050)
- Balance Sheet Review - Increased Income £(70,170)
- Earmarked Reserves - Released Increased Income £(280,220)
- Contingencies Released - Reduced Cost £(175,930)

3.3 Given the scale of the shortfall in car parking income targets, as identified in previous quarterly reports, 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.
- 3.4 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.
- 3.5 This action taken to date has had a positive effect in terms of the forecast shortfalls against the car parking income targets which have improved from a forecasted shortfall of £1.141m at quarter 1 to £1.011m at quarter 3. It is anticipated that this positive trend will continue, however reflective of the significant shortfall in achieving the income targets the MTFs 2019-24 has been revised with a significant reduction in income targets to be set in the early years of the MTFs, increasing over time as per paragraph 3.4.
- 3.6 Although a mitigation strategy for car parking income is being implemented, officers have also undertaken other appropriate action in order to address the forecast budget shortfall. This has included a full review of earmarked reserves, contingencies budgets and balance sheet items, which has released a significant amount of one off resources. Despite this release of resources, the forecast overspend still remains significant and will continue to be closely monitored during the final quarter, it is however anticipated that there will be a reduction in the planned contribution to general balances, an allowance for which will be made in the MTFs 2019-24.
- 3.7 Included within the forecast budget shortfall of £206,302 are a number of proposed transfers to earmarked reserves, as follows:
- Planning Delivery Fund – Transfer of £95,000 grant income received to fund additional post to support large scale applications in 2019/20.

- Overachievement of Crematorium Income – Transfer £100,000 of surplus income (net of increased cost) to an income equalisation reserve to mitigate against future fluctuations in income levels.
- Revenues and Benefits Shared Service – Transfer £100,000 of New Burdens funding to a reserve to be utilised in 2019/20, as determined by Joint Committee.

3.8 At the quarter 3 stage it is usual for a list of initial carry forward requests to be proposed, subject to final outturn. Given the forecasted shortfall against the budget it was agreed at quarter 2 that any budget carry forwards would be limited to contractually committed obligations at year end. As at quarter 3 there have been no such requests received, this will be reviewed again during the closedown period.

3.9 In addition to the key variances and mitigating action being taken, as set out above, the following other key areas of monitoring of the General Fund Revenue Account set out below.

3.10 **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 3 performance shows that secured and confident projections total £3,828,050. This results in a current forecast under achievement of the target in 2018/19 of £21,950. A summary of the current position is shown in the table below.

	£ General Fund
<b><u>Review/Business Case Approved/Delegated Decision Taken</u></b>	
Shared Services/Savings/Managing Demand	2,547,890
Commercialisation	833,680
Asset Rationalisation	408,980
<b>Total Savings – Secured</b>	<b><u>3,790,550</u></b>
<b><u>Subject to Review/Business Case</u></b>	
Shared Services/Savings/Managing Demand	37,500
Commercialisation	0
Asset Rationalisation	0
<b>Total Savings - Subject to Review/Business Case</b>	<b><u>37,500</u></b>
<b>Overall Savings</b>	<b><u><u>3,828,050</u></u></b>
<b>MTFS savings target</b>	<b>(3,850,000)</b>
<b>(Under)/ over achievement</b>	<b>(21,950)</b>

3.11 **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, crematorium, 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:

	<b><u>Budget</u></b> <b><u>Q3</u></b> <b><u>£'000</u></b>	<b><u>Actual</u></b> <b><u>Q3</u></b> <b><u>£'000</u></b>	<b><u>Variance</u></b> <b><u>£'000</u></b>	<b><u>Forecast</u></b> <b><u>Variance</u></b> <b><u>Q3</u></b> <b><u>£'000</u></b>
Car Parks	(4,715)	(3,878)	837	1,011
Crematorium	(929)	(1,079)	(150)	(170)
Development Management	(334)	(475)	(140)	(114)
Building Regulations	(149)	(121)	28	9
<b>Total</b>	<b>(3,516)</b>	<b>(2,883)</b>	<b>634</b>	<b>804</b>

#### **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 underspend of £4,849, which would increase General Balances to £1,027,950 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 £(90,000)
- Council Tax Payable on Void Properties – Increased Spending £74,000
- Repairs & Maintenance (void properties) – Increased Spending £208,000
- Rental Income – Additional Income £(80,000)
- 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 3 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:

	<b>Opening Balance</b>	<b>Contributions</b>	<b>Withdrawals</b>	<b>Forecast Balance</b>
	<b>01/04/18</b>			<b>31/03/19</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
General Fund	4,559	3,055	(1,532)	6,081
HRA	1,572	3	(202)	1,374
Capital Resources	22,579	15,788	(28,374)	9,994

## 7. Capital Programme

### 7.1 General Investment Programme

7.2 The last quarterly report approved a General Fund Investment Programme for 2018/19 of £16,867,296. Movements in the programme during the third quarter have decreased overall planned expenditure in 2018/19 to £16,635,318. A summary of the overall changes to the programme is shown below:

	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Revised budget following Q2 Report	16,867	846	500	500	500
Budget Changes by CFO approval Q3	-270	351	0	0	0
Budget Changes requiring Executive approval	38	0	0	0	0
Budget Changes by Executive approval	6,900	1,853	0	0	0
<b>Revised Budget</b>	<b>23,535</b>	<b>3,050</b>	<b>500</b>	<b>500</b>	<b>500</b>

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

- Skate Park - £183,021 re-profiled into 2019/20
- Land and Property Acquisition - £168,037 Travelodge retention re-profiled into 2019/20
- Disabled Facility Grant - £81,530 additional grant funding received in 2018/19.

- Planned Capitalised Works – various movements within 2018/19 from central budget to specific projects – refer to Appendix I for a detailed split of movements.

7.4 The budget changes this quarter that require Executive approval for the third quarter are provided below:

- Non-Disabled Facility Grant - £26,026. Current scheme completed, re-profile into contingencies pending new grant scheme.
- Diving Boards YLC - £37,550. New scheme to improve the existing 3 diving boards at Yarborough Leisure Centre funded from DRF.

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

- Transformation of Birchwood Leisure Centre - £300,000 re-profiled into new Artificial Grass Pitches scheme. Executives 29/5/18 Item 11.

7.5 New projects agreed at Capital Programme Group are then subject to Executive Approval. There are no new projects to be presented to the Executive for the third quarter.

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

	<b>MTFS 2018-23 Budget Qtr1&amp;2</b>	<b>Revised Budget Qtr3</b>	<b>Forecast Outturn</b>	<b>Variance</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Active Programme</b>				
Housing & Regeneration	415	415	415	0
Communities & Environment	2,524	2,123	2,123	0
Chief Executives Department	12,293	19,062	19,062	0
"Mega Projects"	1,393	1,393	1,393	0
<b>Total Active Schemes</b>	<b>16,624</b>	<b>22,992</b>	<b>22,992</b>	<b>0</b>
Schemes On Hold/Contingencies	243	543	543	0
<b>Total Capital Programme</b>	<b>16,867</b>	<b>23,535</b>	<b>23,535</b>	<b>0</b>

7.7 The overall spending on the General Fund Investment Programme for the third quarter is £12,430,196, which is 74.72% of the agreed programme and 83.8% of the active programme. This is detailed further at Appendix J.

## 7.8 Housing Investment Programme

7.9 The last quarterly report approved a Housing Investment Programme for 2018/19 of £33,047,788. Movements in the programme since have reduced overall planned expenditure in 2018/19 to £31,457,789. 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&2 Report	<b>33,048</b>	<b>11,425</b>	<b>11,667</b>	<b>12,704</b>	<b>12,338</b>
Budget Changes by CFO approval Q3	-1,120	849	39	157	
Budget Changes requiring Executive approval	-470	544	1,000	(1,550)	550
Budget Changes by Executive approval	0				
<b>Revised Budget</b>	<b>31,458</b>	<b>12,818</b>	<b>12,706</b>	<b>11,311</b>	<b>12,888</b>

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 third quarter are summarised below:

- Kitchen Improvements re-profile £73,901 to 19/20 Central Heating Upgrades.
- Thermal Comfort Works £306,210 rephrase to 21/22.
- Rewiring £16,486 rephrase to Communal Electrics Budget.
- Re-roofing £300,000 21/22 rephrase to 19/20 budget.
- Door Replacement £437,025 rephrase to 19/20 budget.
- Landscaping & Boundaries £20,251 re-profile into Communal Hardstanding.
- Over bath Showers £150,974 rephrase to 21/22 budget.
- Safety flooring £32,746 rephrase into 20/21 budget.
- Replacement Door Entry System £52,034 rephrase into 19/20 budget.
- Renew stair structure £23,133 rephrase into 19/20 budget.
- Garages £37,345 rephrase into 19/20 budget.
- CCTV £6,685 rephrase into 20/21 budget.

7.11 Executive approval was granted on the 17<sup>th</sup> of December to allocate £543,500 towards pre-construction at De Wint from the new build programme within the 2018/19 programme.

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

- Bathrooms & WC's £255,937 and Kitchen Improvements £214,009 re-profile to the Central Heating Upgrades 19/20 budget due to budget pressure.
- Landscaping & Boundaries £2,000,000 21/22, re-profile to the Central Heating Upgrades programme due to budget pressure on current scheme roll out £1,000,000 20/21, £450,000 21/22, £550,000 22/23.
- Movements from the land acquisition fund of £115,000 with regards to Lillicrap Court.
- Movements into the contingency reserve of £105,000 due to completion of the De Wint alteration programme.

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

There are no new projects that require Executive approval for the third quarter.

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

	<b>MTFS 2018-23 Budget Qtr1&amp;2 Report</b>	<b>Revised Budget Qtr3</b>	<b>Forecast Outturn</b>	<b>Variance</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Decent Homes/ Lincoln Standard	8,678	7,065	7,065	0
Health and Safety	675	600	600	0
Contingent Major Repairs/ Works	1,319	1,424	1,424	0
New Build Programme	18,329	18,329	18,329	0
Land Acquisition Fund	3,015	3,015	3,015	0
Other Schemes	920	912	912	0
Computer Fund	111	111	111	0
<b>Total Capital Programme</b>	<b>33,048</b>	<b>31,458</b>	<b>31,458</b>	<b>0</b>

7.14 Expenditure against the HIP budget during the third quarter was £15,681,670, which is 49.85% 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, which is planned to be delivered during quarter four of 2018/19.

## **8. Strategic Priorities**

- 8.1 Let's drive economic growth; Let's reduce inequality; Let's deliver quality housing; Let's enhance our remarkable place – As this report is purely concerned with financial performance there are no direct impacts on Strategic Priorities, although the use of the Council's financial resources is the primary way in which it seeks to deliver its priorities.

## **9. Organisational Impacts**

- 9.1 Finance (including whole life costs where applicable) - The financial implications are contained throughout the report.
- 9.2 Legal Implications including Procurement - There are no legal implications arising from this report.
- 9.3 Equality, Diversity and Human Rights - There are no equality and diversity implications as a direct result of this report.

## **10. Risk Implications**

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

## **11. Recommendations**

Members are recommended to:

- 11.1 Note the progress on the financial performance for the period 1<sup>st</sup> April to 31<sup>st</sup> December 2018 and the projected outturns for 2018/19.
- 11.2 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)
- 11.3 Note the changes to the General Investment Programme and Housing Investment Programme as detailed in paragraphs 7.4 and 7.10.

**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?**

Twelve

**List of Background Papers:**

Medium Term Financial Strategy 2018-23

**Lead Officer:**

Jaclyn Gibson, Chief Finance Officer  
Telephone 873258

**GENERAL FUND SUMMARY - AS AT 31 DECEMBER 2018**

<b>Service Area</b>	<b>Ref</b>	<b>Revised Budget £'000</b>	<b>Projected Outturn £'000</b>	<b>Variance £'000</b>
Strategic Development	A	1,869	1,836	(33)
Chief Finance Officer (S. 151)	B	912	784	(128)
City Solicitor	C	1,489	1,456	(34)
Housing	D	657	850	193
Director of Major Developments	E	567	558	(9)
Communities and Street Scene	F	2,688	3,718	1,030
Health & Environmental Services	G	3,574	3,429	(144)
Planning	H	886	681	(205)
		<b>12,642</b>	<b>13,312</b>	<b>670</b>
Corporate Expenditure	I	1,645	1,623	(23)
<b>TOTAL SERVICE EXPENDITURE</b>		<b>14,287</b>	<b>14,934</b>	<b>647</b>
Capital Accounting Adjustment	J	193	121	(72)
Specific Grants	K	(2,574)	(2,574)	0
Contingencies	L	334	99	(235)
Savings Targets	M	(59)	0	59
Earmarked Reserves	N	1,679	1,522	(157)
Insurance Reserve	O	128	92	(36)
<b>TOTAL EXPENDITURE</b>		<b>13,988</b>	<b>14,194</b>	<b>206</b>
<b>CONTRIBUTION TO BALANCES</b>		<b>288</b>	<b>82</b>	<b>206</b>
<b>NET REQUIREMENT</b>		<b>14,276</b>	<b>14,276</b>	<b>0</b>
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
<b>TOTAL RESOURCES</b>		<b>14,276</b>	<b>14,276</b>	<b>0</b>

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

### General Fund Forecast Variances - Quarter 3

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

Ref		£	Reason for variance
	<b><u>Additional Spending</u></b>		
D	Control Centre	48,080	Purchases of new equipment for Ageing Lifelines plus increased maintenance costs.
F	Waste/Street Cleansing	56,430	Overspend projected on the Waste Contract due to increasing property number and historic inflationary pressures
F	CCTV	36,170	Staffing costs are in excess of budgeted levels as well as additional charges for relocation of equipment which is not rechargeable.
G	Christmas Market	85,950	Increased costs for security and waste collection were incurred. In addition a reduction in park and ride numbers and coach number visiting resulted in a shortfall against income targets. A detailed report will be submitted in PSC in March 2019.
	<b><u>Reduced Income</u></b>		
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	908,090	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. Income shortfalls offset by reduction in costs, primarily contractual payments.
D	Homelessness Bed & Breakfast	157,990	Increased demand for Bed & Breakfast accommodation due to rising numbers of presentations. In addition the level of costs incurred to be offset by Housing Benefit payments has not reached the targeted levels.
	<b><u>Reduced Spending</u></b>		
L/J	Borrowing Costs	(272,050)	Through proactive management of cash balances, anticipated level of external borrowing has not been required during the first three quarters.

<b>Ref</b>		<b>£</b>	<b>Reason for variance</b>
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.
L	Other Contingencies	(93,330)	Release of one off contingency budgets no longer required.
F	City Bus Station	(48,240)	A number of variances in relation to both income and expenditure have arisen as the services operates within its business plan. The most significant of these is an underspend of £48,500 in relation to repairs and maintenance.
	<b><u>Additional Income</u></b>		
N	Income Volatility Reserve	(178,010)	Earmarked Reserve previously set aside to mitigate the peaks and troughs in income levels. Reserve to be released.
N	Release of Earmarked Reserves	(102,150)	Following mitigation undertaken, as agreed at quarter 2, a number of earmarked reserves which are no longer required will be released.
H	Development Management	(114,190)	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	(65,930)	Increased income due to new fees and charges coming into force.

## HOUSING REVENUE ACCOUNT FUND SUMMARY - AS AT 31 DECEMBER 2018

	Ref	Budget	Forecast Outturn	Variance
		£'000	£'000	£'000
Gross Rental Income	A	(27,767)	(27,847)	(80)
Charges for Services & Facilities	B	(339)	(314)	25
Contribs towards Expenditure	C	(45)	(80)	(35)
Repairs & Maintenance	D	8,298	8,506	208
Supervision & Management:	E	6,693	6,652	(41)
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	3	0	(3)
Depreciation	J	10,697	10,697	0
Debt Management Expenses	K	12	12	0
HRS Trading (Surplus) / Deficit	L	0	(146)	(146)
<b>Net Cost of Service</b>	<b>M</b>	<b>(1,870)</b>	<b>(1,875)</b>	<b>(5)</b>
Loan Charges Interest	N	2,352	2,352	0
Investment/Mortgage Interest	O	(31)	(31)	0
<b>Net Operating Inc/Exp</b>		<b>451</b>	<b>446</b>	<b>(5)</b>
Major Repairs Reserve Adjustment	P	0	0	0
Transfers to/from reserves	Q	(451)	(451)	0
<b>(Surplus)/Deficit in Year</b>		<b>0</b>	<b>(5)</b>	<b>(5)</b>
<b>Balances b/f @ 1st April</b>		<b>(1,023)</b>	<b>(1,023)</b>	<b>0</b>
(Increase)/Decrease in Balances		0	(5)	(5)
<b>Balances c/f @ 31st March</b>		<b>(1,023)</b>	<b>(1,028)</b>	<b>(5)</b>

### Housing Revenue Account Variances - Quarter 3

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

Ref		£	Reason for variance
	<b><u>Reduced Spending</u></b>		
E	Staff vacancies	(90,000)	Supervision & Management Vacancies Q3 - under review.
	<b><u>Additional Income</u></b>		
A	Rental Income	(80,000)	Effect of Revised New Build Phasing
C	Court Fee Income	(35,000)	Court Fee Income Expected to be higher than budget at Q3.
L	HRS Trading Surplus	(145,570)	Forecast HRS Repatriation
	<b><u>Increased Spending</u></b>		
F	Rents Rates & Other Premises	74,000	Council Tax on voids.
D	Repairs & Maintenance	208,000	Increased spending projected on void properties as a result of the new build programme.
E	Supervision & Management	£92,000	Internal Recharges to capital schemes re capitalisation of new build staff removed from the forecast. Staff are no longer HRA moved to General Fund.

## HOUSING REPAIRS SERVICE SUMMARY - AS AT 31 DECEMBER 2018

	Forecast Outturn		
	Budget	Forecast Outturn	Variance
	£'000	£'000	£'000
Employees	2,539	2,467	(73)
Premises	28	31	3
Transport	450	450	0
Materials	1,329	1,309	(20)
Sub-Contractors	2,229	2,226	(3)
Supplies & Services	113	170	55
Central Support Charges	753	753	0
Capital Charges	0	0	0
<b>Total Expenditure</b>	<b>7,443</b>	<b>7,405</b>	<b>(38)</b>
Income	(7,443)	(7,551)	(107)
<b>(Surplus)/Deficit</b>	<b>0</b>	<b>(146)</b>	<b>(146)</b>

### Housing Repairs Service Variances - Quarter 3

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

	£	Reason for Variance
<b><u>Reduced Spending</u></b>		
Employees	(72,680)	YTD vacancy savings, ongoing.
Materials	(20,197)	Less Responsive expenditure work versus budget.
Sub Contractors	(3,319)	Reduced savings from Q2 regarding additional sub-contractor work re void properties for new build allocations.
<b><u>Reduced Income</u></b>		
Recharges	(107,534)	Increased Voids income to the HRS for more subcontractor costs re additional voids to fill the new builds.
<b><u>Increased Spending</u></b>		
Overheads	55,390	Increased spending on Equipment Hire and Purchases. Under Review hire should be costed to jobs.

**EARMARKED RESERVES – Q3 MONITORING 2018/19**

	<b>Opening Balance 01/04/2018 £'000</b>	<b>Contributions £'000</b>	<b>Withdrawals £'000</b>	<b>Forecast Balance 31/03/2019 £'000</b>
<b>General Fund</b>				
Grants & Contributions	787	95	(44)	838
Business Rates Volatility	539	917	0	1,456
Strategic Projects - Revenue Costs	496	0	(193)	303
Mercury Abatement	378	94	(58)	414
Budget Carry Forwards	324	47	(195)	175
Invest to Save (GF)	307	137	(69)	375
Unused DRF	221	0	(84)	137
Backdated rent review	220	0	0	220
IT Reserve	217	100	(317)	0
Income Volatility	178	0	(178)	0
Revenues & Benefits shared service	163	100	(45)	218
Tree Risk Assessment	106	20	(15)	110
Strategic Growth Reserve	100	0	(100)	0
Asset Improvement	72	0	(13)	58
Private Sector Stock Condition Survey	63	12	(35)	40
MA Reserve	51	0	(41)	10
Mayoral car	47	0	0	47
Property Searches	36	0	0	36
City Hall Sinking Fund	36	0	0	36
Managed Workspace	35	0	(30)	5
Section 106 interest	32	0	0	32
Funding for Strategic Priorities	28	1,342	(91)	1,278
Commons Parking	27	5	0	32
Electric Van replacement	22	4	0	26
Air Quality Initiatives	22	6	(18)	10
Christmas Decorations	17	0	(4)	14
Boston Audit Contract	14	0	0	14
Tank Memorial	10	0	0	10
Organisational Development	8	76	0	84
Yarborough Leisure Centre	2	0	0	2
Crematorium Income Equalisation	0	100	0	100
	<b>4,559</b>	<b>3,055</b>	<b>(1,532)</b>	<b>6,081</b>
HRA Repairs Account	624	0	0	624
Capital Fees Equalisation Reserve	238	0	(24)	214
HRA Strategic Priority Reserve	240	0	0	240
Invest to Save (HRA)	140	0	0	140
Western Growth Corridor	178	0	(178)	0
De Wint Court Reserve	73	0	0	73
HRA Survey Works	57	3	0	60
Stock Retention Strategy	22	0	0	22
	<b>1,572</b>	<b>3</b>	<b>(202)</b>	<b>1,374</b>
<b>Total Earmarked Reserves</b>	<b>6,131</b>	<b>3,058</b>	<b>(1,734)</b>	<b>7,455</b>

**CAPITAL RESOURCES – Q3 MONITORING 2018/19**

	<b>Opening balance</b>	<b>Contributions</b>	<b>Used in financing</b>	<b>Forecast balance 31/03/2019</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Capital Grants	385	1,110	(1,495)	0
Capital receipts General Fund	41	2,191	(1,195)	1,037
Capital receipts HRA	7,334	819	(8,153)	0
Capital receipts 1-4-1	1,958	900	(262)	2,596
Major Repairs Reserve	12,640	10,710	(16,989)	6,361
DRF	221	58	(280)	0
<b>Total Capital Resources</b>	<b>22,579</b>	<b>15,788</b>	<b>(28,374)</b>	<b>9,994</b>

**General Investment Programme – Summary of Financial Changes**

<b>Project Name</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Notes</b>
	£	£	£	£	£	
2018/19 MTFS Budget as at Q2	16,867,296	846,258	500,000	500,000	500,000	
Budget for approval	23,535,318	3,050,546	500,000	500,000	500,000	
<b>Total changes for Q3</b>	<b>6,668,022</b>	<b>2,204,288</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Approved by Chief Finance Officer</b>						
Skate Park	(183,021)	183,021				re-profiled into 19/20
Planned Capitalised Works (32 Schemes below)	(175,886)					
City Hall Improvement Works- Phase 2	(2,590)					Scheme Completed
High Bridge Improvements	(4,115)					Scheme Completed
Asbestos Removals following survey outcomes	(17,480)					Scheme Completed
Land and Property Acquisition	(168,037)	168,037				re-profiled into 19/20
Disabled Facilities Grant	81,530					Additional grant
Yarborough Leisure Centre Capital Improvements	(15,807)					Scheme Completed
Broadgate Lift Refurbishment	26,000					Additional funding required to deliver scheme
City Square Lighting	(5,000)					Scheme Completed
Hartsholme Play Area	(15,000)					Scheme Completed
Hartsholme Water Mains	109					Additional funding required to deliver scheme
Hartsholme Kitchen Improvements	(3,000)					Scheme Completed
Greetwell Hollow	(29,579)					Scheme Completed

**Appendix J**

Fixed Wire Remedial Works	(5,513)					Scheme Completed
Fire Stopping Works	10,767					Additional funding required to deliver scheme
20/22 Steep Hill improvements	8,000					New planned works
Grandstand CC Stairs Improvements	2,119					New planned works
Hartsholme Park Barrier Improvements	14,000					New planned works
Greyfriars Roof Improvements	5,000					New planned works
City Hall Stairwell Improvements	5,123					New planned works
City Hall 3rd Floor Fire Works	27,835					New planned works
City Hall CP Resurfacing	9,783					New planned works
YLC Surfacing	4,827					New planned works
YLC Control Centre	8,765					New planned works
YLC Pipework	10,000					New planned works
YLC New Heating System Phase 1	20,000					New planned works
YLC New Heating System Phase 2	14,000					New planned works
High Bridge Cafe Improvements	5,117					New planned works
Guildhall	11,000					New planned works
Guildhall Boiler Upgrade	6,525					New planned works
Play Area Surfacing Works	15,000					New planned works
Long Leys Road Drainage	20,000					New planned works
High Bridge Canopy's	10,000					New planned works
Broadgate Distribution Board/Emergency Lighting	20,000					New planned works
Lucy Tower Lifts	20,000					New planned works
<b>Approved by Executive</b>						
Car Park Improvements - ticket machines (MTFS)		100,000				New Scheme to commence 19/20

**Appendix J**

Car Park Improvements - CCTV in MSCPs (MTFS)		100,000				New Scheme to commence 19/20
Central Markets (MTFS)		300,000				New Scheme to commence 19/20
Transformation of Birchwood Leisure Centre (Execs 29.5.18)	(300,000)					Reallocation to AGP Scheme 18/19
AGP (Execs 29.5.18)	300,000	1,353,230				New Scheme 18/19 funding from BLC scheme
Purchase of Deacon Road	6,900,000					Purchase of property
<b>To be approved by the Executive</b>						
Non Disabled Facilities	(26,026)					Reallocation due to scheme completion
Capital Contingencies	26,026					Reallocation
Diving Boards YLC	37,550					DRF
Diving Boards YLC	5,000					Balance funded from Planned Capitalised Works
Planned Capitalised Works	(5,000)					

**General Investment Programme – Summary of Expenditure as at 31<sup>st</sup> December 2018**

<b>Scheme</b>	<b>2018/19 MTFS Budget</b>	<b>Revised Budget</b>	<b>Actuals as at Q3</b>	<b>Variance</b>	<b>Spend</b>
	£	£	£	£	%
<b><u>ACTIVE SCHEMES</u></b>					
<b><u>DCE - Communities &amp; Environment</u></b>					
Skate Park	183,021	0	0	0	0.00%
Compulsory Purchase Orders	83,700	83,700	0	83,700	0.00%
Disabled Facilities Grant	1,080,980	1,162,510	419,690	742,820	36.10%
Transformation of Birchwood Leisure Centre	401,364	101,364	116,144	(14,780)	114.58%
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	25,000	25,000	25,000	0	100.00%
	<b>1,818,355</b>	<b>1,416,864</b>	<b>609,516</b>	<b>807,348</b>	
<b><u>DCE - Community Services</u></b>					
Flood alleviation scheme - Hartsholme Park	0	0	0	0	0.00%
Boultham Park Masterplan	134,413	134,413	31,078	103,335	23.12%
CCTV Upgrade	7,135	7,135	32,344	(25,209)	453.31%
Allotment Capital Improvement Programme	564,224	564,224	262,782	301,442	46.57%
	<b>705,772</b>	<b>705,772</b>	<b>326,204</b>	<b>379,568</b>	
<b><u>General Fund Housing</u></b>					

Scheme	2018/19 MTFS Budget	Revised Budget	Actuals as at Q3	Variance	Spend
	£	£	£	£	%
Housing Renewal Area	414,545	414,545	21,657	392,888	5.22%
	<b>414,545</b>	<b>414,545</b>	<b>21,657</b>	<b>392,888</b>	
<b><u>CX - Corporate Policy</u></b>					
New Telephony System	40,165	40,165	0	40,165	0.00%
	<b>40,165</b>	<b>40,165</b>	<b>0</b>	<b>40,165</b>	
<b><u>CX - Chief Finance Officer</u></b>					
The Terrace	0	0	(2,712)	2,712	0.00%
The Terrace Heat Mitigation Works	0	0	0	0	0.00%
Planned Capitalised Works	685,401	722,951	326,640	396,311	45.18%
Land and Property Acquisition	11,567,232	11,399,195	11,037,452	361,743	96.83%
Purchase of Deacon Road	0	6,900,000	0	6,900,000	0.00%
	<b>12,252,633</b>	<b>19,022,146</b>	<b>11,361,380</b>	<b>7,660,766</b>	
Lincoln Transport HUB	1,392,840	1,392,840	93,733	1,299,107	6.73%
<b>TOTAL BUDGET FOR ACTIVE SCHEMES</b>	<b>16,624,310</b>	<b>22,992,332</b>	<b>12,412,490</b>	<b>10,579,842</b>	<b>77.13%</b>
<b><u>Schemes Currently Non Active</u></b>					
Compulsory Purchase Orders	154,504	154,504	3,250	151,254	2.10%
Non Disabled Facilities Grants	26,026	0	0	26,026	0.00%
Capital Contingencies	46,380	72,406	0	72,406	0.00%
Electric Vehicle Replacement	16,076	16,076	14,456	1,620	89.92%
Artificial Grass Pitches	0	300,000	0	300,000	0.00%

<b>Scheme</b>	<b>2018/19 MTFS Budget</b>	<b>Revised Budget</b>	<b>Actuals as at Q3</b>	<b>Variance</b>	<b>Spend</b>
	£	£	£	£	%
<b>TOTAL BUDGET FOR SCHEMES NON ACTIVE</b>	<b>242,986</b>	<b>542,986</b>	<b>17,706</b>	<b>551,306</b>	
<b>TOTAL GENERAL INVESTMENT PROGRAMME</b>	<b>16,867,296</b>	<b>23,535,318</b>	<b>12,430,196</b>	<b>11,131,148</b>	

**Housing Investment Programme – Summary of Financial Changes**

<b>Project Name</b>	<b>2018/19 MTFS Budget as at Qtr2 Report</b>	<b>Budget increase/ (reduction)</b>	<b>Budget to be Approved</b>	<b>Reprofile (to) from future years</b>	<b>Notes</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	
<b><u>Decent Homes</u></b>					
Bathrooms & WC's	625,938	(255,937)	370,001	0	19/20 Central Heating
DH Central Heating Upgrades	1,433,837		1,433,837	2,543,847	Future year requirement
Responsive Capitalised Heating Replacements	346,122	(73,901)	272,221	0	19/20 Central Heating
Thermal Comfort Works	408,831	(306,210)	102,621	306,210	21/22
Kitchen Improvements	570,276	(214,009)	356,267	0	19/20 Central Heating
Rewiring	33,911	(16,486)	17,425	0	Communal Electrics
Re-roofing	756,776		756,776	0	
Lincoln Standard Windows Replacement	600,000		600,000	0	
Structural Defects	105,015		105,015	0	
Wall Structure Repairs	6,951		6,951	0	
Door Replacement	1,426,799	(437,025)	989,774	437,025	Slippage to 19/20
Decent Homes Decoration Allowance	13,371	0	13,371	0	
CO Detector Installation	40,058		40,058	0	
New services	47,046		47,046	0	
Void Capitalised Works	1,282,797		1,282,797	0	
Landscaping and Boundaries	419,410	(20,251)	399,159	(2,000,000)	18/19 Communal. Future year to Central Heating

Project Name	2018/19 MTFS Budget as at Qtr2 Report	Budget increase/ (reduction)	Budget to be Approved	Reprofile (to) from future years	Notes
	£	£	£	£	
Alterations to De Wint Court	105,010	(105,010)	0	0	Scheme completion
<b>Decent Homes</b>	<b>8,222,148</b>	<b>(1,428,829)</b>	<b>6,793,319</b>	<b>1,287,082</b>	
<b><u>Lincoln Standard</u></b>					
Over bath showers (10 year programme)	400,110	(150,974)	249,136	150,974	Reprofile to 21/22
Safety flooring - Supported Housing	55,369	(32,746)	22,623	32,746	Reprofile to 20/21
<b>Lincoln Standard</b>	<b>455,479</b>	<b>(183,720)</b>	<b>271,759</b>	<b>183,720</b>	
<b><u>Health &amp; Safety</u></b>					
Asbestos Removal	117,424	0	117,424	0	
Asbestos Surveys	230,583		230,583	0	
Replacement Door Entry Systems	81,034	(52,034)	29,000	52,034	Reprofile to 19/20
Renew stair structure	23,133	(23,133)	0	23,133	Reprofile to 19/20
Plastering (HHSRS)	222,854		222,854	0	
<b>Health &amp; Safety</b>	<b>675,028</b>	<b>(75,167)</b>	<b>599,861</b>	<b>75,167</b>	
<b><u>New Build Programme</u></b>					
New Build Programme	4,111,649	(543,500)	3,568,149	0	
New Build Partnership - Waterloo Housing	4,483,680		4,483,680	0	
New Build Partnership - Westleigh	1,502,054		1,502,054	0	
New Build Partnership - Lytton Street	700,000		700,000	0	
New Build Site - 1	74,767		74,767	0	
New Build Site - 2	20,027		20,027	0	
New Build Site - 3	38,769		38,769	0	
Blankney Crescent New Build Scheme		0	5,298	5,298	

Project Name	2018/19 MTFS Budget as at Qtr2 Report	Budget increase/ (reduction)	Budget to be Approved	Reprofile (to) from future years	Notes
	£	£	£	£	
New Build Site - Queen Elizabeth Road	0	0	11,557	11,557	
Ingleby Crescent New Build Scheme	7,198,399		7,198,399	0	
Land Acquisition - 93 Rookery Lane	200,000		200,000	200,000	
New Build - De Wint Court	0	543,500	543,500	0	
<b>New Build Programme</b>	<b>18,329,345</b>	<b>0</b>	<b>18,329,345</b>	<b>0</b>	
<b><u>Land Acquisition</u></b>					
Land Acquisition Fund	1,185,213	(115,000)	1,070,213	0	
Land Acquisition – site 1	1,695,000	0	1,695,000	0	
Land Acquisition – site 2	135,000	0	135,000	0	
Land Acquisition – site 3	0	115,000	115,000	0	
<b>Land Acquisition</b>	<b>3,015,213</b>	<b>0</b>	<b>3,015,213</b>	<b>0</b>	
<b>Other</b>	<b>919,755</b>	<b>(7,293)</b>	<b>912,462</b>	<b>237,202</b>	
<b><u>Contingency Schemes</u></b>					
Contingency Reserve	1,319,393	105,010	1,424,403	(193,172)	
<b>Contingency Schemes</b>	<b>1,319,393</b>	<b>105,010</b>	<b>1,424,403</b>	<b>(193,172)</b>	
<b><u>Other Schemes</u></b>					
Housing Support Services Computer Fund	111,427	0	111,427	0	
<b>Other Schemes</b>	<b>111,427</b>	<b>0</b>	<b>111,427</b>	<b>0</b>	
<b>GRAND TOTALS</b>	<b>33,047,788</b>	<b>(1,589,999)</b>	<b>31,457,789</b>	<b>1,589,999</b>	

**Housing Investment Programme – Summary of Expenditure as at 31<sup>st</sup> December 2018**

<b>Project Name</b>	<b>2018/19 MTFS Budget</b>	<b>Revised Budget</b>	<b>Actuals as at Q3</b>	<b>Variance</b>	<b>Spend</b>
	£	£	£	£	%
<b><u>Decent Homes</u></b>					
Bathrooms & WC's	625,938	370,001	364,836	(5,165)	98.60%
DH Central Heating Upgrades	1,433,837	1,433,837	1,053,830	(380,007)	73.50%
Responsive Capitalised Heating Replacements	346,122	272,221	145,256	(126,965)	53.36%
Thermal Comfort Works	408,831	102,621	55,685	(46,936)	54.26%
Kitchen Improvements	570,276	356,267	346,637	(9,630)	97.30%
Rewiring	33,911	17,425	12,425	(5,000)	71.31%
Re-roofing	756,776	756,776	279,941	(476,835)	36.99%
Lincoln Standard Windows Replacement	600,000	600,000	139,644	(460,356)	23.27%
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	989,774	147,868	(841,906)	14.94%
Decent Homes Decoration Allowance	13,371	13,371	13,712	341	102.55%
CO Detector Installation	40,058	40,058	64,458	24,400	160.91%
New services	47,046	47,046	4,562	(42,484)	9.70%
Void Capitalised Works	1,282,797	1,282,797	352,293	(930,504)	27.46%
Landscaping and Boundaries	419,410	399,159	14,981	(384,178)	3.75%
Alterations to De Wint Court	105,010	0	0	0	0.00%
<i>Prelim Costs &amp; Exceptionals to be allocated</i>			0	0	0.00%
<b>Decent Homes</b>	<b>8,222,148</b>	<b>6,793,319</b>	<b>3,002,211</b>	<b>(3,791,108)</b>	

Project Name	2018/19 MTFS Budget	Revised Budget	Actuals as at Q3	Variance	Spend
	£	£	£	£	%
<b><u>Lincoln Standard</u></b>					
Over bath showers (10 year programme)	400,110	249,136	224,212	(24,924)	90.00%
Safety flooring - Supported Housing	55,369	22,623	0	(22,623)	0.00%
<b>Lincoln Standard</b>	<b>455,479</b>	<b>271,759</b>	<b>224,212</b>	<b>(47,547)</b>	
<b><u>Health &amp; Safety</u></b>					
Asbestos Removal	117,424	117,424	109,776	(7,648)	93.49%
Asbestos Surveys	230,583	230,583	63,378	(167,205)	27.49%
Replacement Door Entry Systems	81,034	29,000	1,919	(27,081)	6.62%
Renew stair structure	23,133	0	0	0	0.00%
Plastering (HHSRS)	222,854	222,854	0	(222,854)	0.00%
<b>Health &amp; Safety</b>	<b>675,028</b>	<b>599,861</b>	<b>175,073</b>	<b>(424,788)</b>	
<b><u>New Build Programme</u></b>					
New Build Programme	4,111,649	3,558,710	0	(3,558,710)	0.00%
New Build Partnership - Waterloo Housing	4,483,680	4,483,680	0	(4,483,680)	0.00%
New Build Partnership - Westleigh	1,502,054	1,502,054	1,527,506	25,452	101.69%
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	11,782	(26,987)	30.39%
Blankney Crescent New Build Scheme		0	5,298	5,298	0.00%
New Build Site - Queen Elizabeth Road	0	0	11,557	11,557	0.00%
Ingleby Crescent New Build Scheme	7,198,399	7,198,399	6,855,161	(343,238)	95.23%
Land Acquisition - 93 Rookery Lane	200,000	200,000	186,621	(13,379)	93.31%

Project Name	2018/19 MTFS Budget	Revised Budget	Actuals as at Q3	Variance	Spend
	£	£	£	£	%
New Build Capital Salaries	0	9,439	0	(9,439)	0.00%
New Build - De Wint Court	0	543,500	411,332	(132,168)	75.68%
<b>New Build Programme</b>	<b>18,329,345</b>	<b>18,329,345</b>	<b>9,702,300</b>	<b>(8,627,045)</b>	
<b><u>Land Acquisition</u></b>					
Land Acquisition Fund	1,185,213	1,070,213	0	(1,070,213)	0.00%
Land Acquisition – site 1	1,695,000	1,695,000	1,550,000	(145,000)	91.45%
Land Acquisition – site 2	135,000	135,000	129,000	(6,000)	95.56%
Land Acquisition – site 3	0	115,000	115,000	0	100.00%
<b>Land Acquisition</b>	<b>3,015,213</b>	<b>3,015,213</b>	<b>1,794,000</b>	<b>(1,221,213)</b>	
<b>Other</b>	<b>919,755</b>	<b>912,462</b>	<b>756,888</b>	<b>(155,574)</b>	<b>82.95%</b>
<b><u>Contingency Schemes</u></b>					
Contingency Reserve	1,319,393	1,424,403	0	1,424,403	0.00%
<b>Contingency Schemes</b>	<b>1,319,393</b>	<b>1,424,403</b>	<b>0</b>	<b>1,424,403</b>	
<b><u>Other Schemes</u></b>					
Housing Support Services Computer Fund	111,427	111,427	26,986	(84,441)	24.22%
<b>Other Schemes</b>	<b>111,427</b>	<b>111,427</b>	<b>26,986</b>	<b>(84,441)</b>	
<b>GRAND TOTALS</b>	<b>33,047,788</b>	<b>31,457,789</b>	<b>15,681,670</b>	<b>(15,776,119)</b>	

**PERFORMANCE SCRUTINY COMMITTEE**

**21 FEBRUARY 2019**

<b>SUBJECT:</b>	<b>STRATEGIC RISK REGISTER - QUARTERLY REVIEW</b>
<b>REPORT BY:</b>	<b>CHIEF EXECUTIVE'S</b>
<b>LEAD OFFICER:</b>	<b>JACLYN GIBSON, CHIEF FINANCE OFFICER</b>

**1. Purpose of Report**

1.1 To provide Performance Scrutiny Committee with a status report of the revised Strategic Risk Register as at the end of the third 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 November 2018 and contained eight strategic risks.

2.2 Since reporting to Performance Scrutiny Committee in November 2018, the Strategic Risk Register has been reviewed and updated by the relevant Assistant Directors and Corporate Management Team. This review has identified that there have been some positive movement in the Risk Register.

2.3 The updated Register is attached at Appendix A, this contains ten 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 2. Failure to deliver a sustainable Medium Term Financial Strategy – A draft MTFS 2019-24 has been developed and will be subject to consultation and scrutiny during quarter 4 ahead of approval by Council on 4<sup>th</sup> March.
- Risk 3. Failure to deliver the Towards Financial Sustainability Programme whilst ensuring the resilience of the Council - progress continues to be made against the existing TFS programme with only a small number of schemes left to complete. Work has been progressing during quarter 3 on the development on a new programme of schemes in order to deliver the increased savings targets as per the draft MTFS.
- Risk 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 – As part of the People Strategy the Council has launched an annual staff recognition scheme. This scheme will assist in celebrating the hard work and success of our employees. Work is ongoing to submit award submissions to Local Government Chronical and Municipal Journal to promote rising stars and recognize the work of our teams. To aid future development a team will also be put forward for the East Midland Challenge in quarter 4. In quarter 3 a transformation change lead will be recruited to in order to support the "One Council" approach to deliver a 'one organisational' approach more efficiently and cost effectively. When delivered alongside the People strategy, this approach will support cultural change and develop the skills required now and in the future.

- Risk 7. Insufficient levels of resilience and capacity exist in order to deliver key strategic projects & services within the Council – Service planning has commenced and work allocations for Vision 2020 projects. Revised management structure changes are continuing to take place with recruitment for AD- Growth in progress.
- Risk 8. Decline in the economic prosperity within the City Centre – A fundamental review of the place shaping strategy has commenced alongside review of the market within the city centre. Work has also started on scoping the development of activity and investment to support the vibrancy of the city centre engaging with government to submit an application to the Future High St Fund.
- NEW Risk 9. Failure to mitigate against outcome of Brexit. Monitoring continues and regular updates are provided to CMT/Leadership. Representation at LRF lead meetings with partners/public organisations and third sectors are scheduled with regular reporting into CMT.
- NEW Risk 10. Failure to deliver key strategic projects i.e. WGC, New build project, Crematorium, Dewint Court. Relevant Boards are in place to monitor key milestones including financial/reputational and resource and partnership implications and effective communication plans /risk registers which are owned and understood. Work is commencing to share and understand the implications of delivery and non – delivery and utilizing external experts for advice and independent review.

3.2 Whilst positive progress has been made in relation to control actions, and this continue to be implemented and risks managed accordingly, this has not resulted in any changes to the assessed levels of likelihood and impacts. The levels of assessed risks are summarised as follows:

<b>Risk No.</b>	<b>Risk Rating</b>	<b>Likelihood</b>	<b>Impact</b>
2	Red/High	Probable	Critical
5, 10	Amber/Medium	Possible	Critical
6, 7 & 9	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 third 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



<b>Likelihood</b>	4 Almost Certain			<b>9.</b>	
	3 Probable			<b>6. 7.</b>	<b>2.</b>
	2 Possible			<b>1. 3. 4. 8.</b>	<b>5. 10.</b>
	1 Hardly Ever				
		1 Negligible	2 Minor	3 Major	4 Critical
		<b>Impact</b>			

**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  
**CMT 12.02.19**

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*

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

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

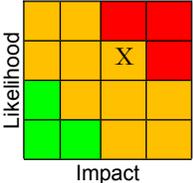
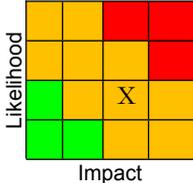
Impact	Service Delivery	Delay	Finance	Reputation	People
Critical	Very significant	>1month	>£1m	National media story	Loss of life
Major	Significant	1week - 1month	£500k - £1m.	Local media story	Serious Injuries
Minor	Major	1day - 1week	£100k - £500k	Limited Local publicity	Minor injuries
Negligible	Minor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

1 Negligible	2 Minor	3 Major	4 Critical
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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	<b><u>Creative &amp; Aware</u></b>  Projects & Major Change  Partnerships	<ul style="list-style-type: none"> <li>• New Vision 2020 including 4 new strategic priorities launched internally</li> <li>• Vision developed following extensive consultation with, businesses, partners and community groups.</li> <li>• Strong focus internally on 4 very clear strategic priorities within the Vision 2020</li> <li>• Resources in MTFS directed towards strategic projects</li> <li>• Dedicated officer support to ensure delivery of the 3-year programme, ‘keeping the Vision alive’.</li> <li>• Communications plan and stakeholder mapping done</li> <li>• Review of internal delivery groups to ensure focus on delivery of projects</li> <li>• All Vision 2020 related internal comms now being clearly flagged as being Vision 2020 projects</li> <li>• Comms log’ now being kept, to keep abreast of all Vision 2020 comms activity – both internal and external</li> <li>• External launch of Vision including</li> </ul>	<ul style="list-style-type: none"> <li>• High Performing Services monitoring arrangements in place</li> <li>• Revision of internal and external communication methods to be undertaken– Ongoing</li> <li>• Annual staff briefings to be undertaken March 19</li> <li>• CMT to begin to develop Vision 2025 – Q1 2019-20</li> <li>• Transformational Change Lead recruitment – Q4</li> <li>• One Council approach rollout 20-21</li> <li>•</li> </ul>			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)				
				engagement with the GLLEP, Chamber of Commerce etc. –Feb 2017 • Promotion of the Vision • Continuation of partner meetings and 3rd sector - ongoing through hoarding displays • “‘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 • Continue meetings with key partners following COL Vision 2020 Conferences -ongoing					
2.	Failure to deliver a sustainable Medium term Financial Strategy (that supports delivery of Vision 2020 (Council plan))	CFO	<b><u>Creative &amp; Aware/ Opportunistic</u></b> Finance & Money	• MTF5 2018-23 approved in March 2018, continues to support Vision 2020. • Good financial management with <ul style="list-style-type: none"> <li>Quarterly monitoring and reporting to CMT, Exec and Performance Scrutiny Committee (including specific</li> </ul>	• 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 – • Implementation of			Substantial	Static

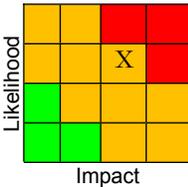
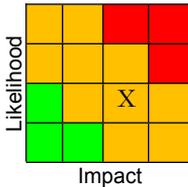
Risk No:	Risk Description	Risk Owner	Risk Appetite	Controls/Actions		Current Risk Score	Target Risk Score at end of March 2019	Assurance - Status (Full, Substantial, Limited, No)	Assurance - Direction of Travel (Improving, Static, Declining)
				Current/Already in Place	Required Mitigation (inc timescales)				
				<ul style="list-style-type: none"> <li>risks)               <ul style="list-style-type: none"> <li>o SPIT monitoring of capital programme</li> <li>o Savings targets monitored through Towards Financial Sustainability (Risk No 4)</li> <li>o Key income budgets monitored monthly by CMT with mitigation plans for areas of target monitored quarterly.</li> </ul> </li> <li>• 100% Business Rates Pilot in place for 2018/19 with all Lincolnshire Districts together with the County and North Lincolnshire Council..</li> <li>• Mitigation action plan developed in response to forecast overspend reported at Q1, specifically car parking</li> <li>• Budget Strategy including review of assumptions and budget pressures to be prepared – Sept 18 BR Pilot Bid for 2019/20 submitted Sept 18 – Bid unsuccessful</li> <li>• Review of earmarked reserves to release one-off resources – Oct 18</li> </ul>	<ul style="list-style-type: none"> <li>action plans developed in response to Q1 forecast overspend – ongoing</li> <li>• Draft MTFS 2019-24 prepared, with increased savings targets, subject to final approval – Mar 19</li> <li>• Proposals for Crematorium business case in progress – Mar 19</li> <li>•</li> </ul>				
3.	Failure to deliver the Towards Financial Sustainability Programme whilst ensuring the resilience of the Council	CFO	<p><b>Opportunist</b></p> <p>Projects &amp; Major Change</p> <p><b>Hungry</b></p> <p>Reputation</p>	<ul style="list-style-type: none"> <li>• TFS Board and Programme Team in place.</li> <li>• Established procedures and monitoring arrangements</li> <li>• Reporting of achievement against targets included within</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor delivery of Phase 5 Programme through established arrangements – ongoing</li> <li>• Development of a high level commercial strategy, – Mar 19</li> <li>• Investment Strategy for</li> </ul>			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)				
			and Public Confidence	<ul style="list-style-type: none"> <li>quarterly financial monitoring/performance monitoring reports to Executive/Performance Scrutiny Committee</li> <li>Inclusion of ToFS Projects on DMT agendas to ensure focus remains on delivering against timescales.</li> <li>Annual reporting of progress and forward programme PSC</li> <li>Programme of reviews in place and monitored monthly through Board and Team.</li> <li>Target of £3.5m for 2017/18 overachieved.</li> <li>Savings targets increased as part of MTFS 2018-23.</li> <li>Delivery of Phase 5 (designed to overachieve targets in MTFS) commenced in November 2017.</li> <li>Phase 6 proposals developed to achieve increased targets – Dec 18</li> </ul>	<ul style="list-style-type: none"> <li>property acquisition developed, subject to approval– Mar 19</li> <li>Linkages to Organisational Development and Leadership Development to be explored – Mar 19</li> <li>Project plans and programme mapping for Phase 6 to be prepared – Mar 19</li> </ul>				
4..	Failure to ensure compliance with statutory duties / functions and appropriate governance arrangements are in place,	CLT	<b>Cautious</b> Regulatory standing & legal compliance	<ul style="list-style-type: none"> <li>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</li> <li>Internal audit reviews undertaken as part of</li> </ul>	<ul style="list-style-type: none"> <li>Waiting outcome of HSE inspection – expected end Q4</li> </ul>			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"> <li>• annual audit plan</li> <li>• Health and Safety Development Plan/Work Programme in progress (includes the development of specific action plans e.g Asbestos</li> <li>• Corporate Groups in place which monitor work programmes/ actions for H&amp;S, e.g, Safety Matters Review Group/Champions</li> <li>• Information Asset Register created and updated Retention schedules.</li> <li>• Continued progression of GDPR Action Plan and Training Needs Plan</li> <li>• 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</li> <li>• Good progress on supporting IT DR with Business Continuity work</li> <li>• All Information Management Polices reviewed, updated and approved May 18. To be rolled out to staff Sept 18.</li> <li>• GDPR guidance provided to all Members May 18 and training for new members. All members to receive training 11.10.18.</li> </ul>					

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)				
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	<u>Opportunist</u>	<ul style="list-style-type: none"> <li>Information gathering and a watching brief on national and local developments</li> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Information gathering and a watching brief on national and local developments – ongoing.</li> <li>Reviewing a range of policies, statistics and potential scenarios and keeping a watching brief nationally</li> </ul>			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	<u>Opportunist</u>	<ul style="list-style-type: none"> <li>Leadership development delivered to CMT, Assistant Directors and Service Managers</li> <li>Lead roles within HR developed for Health and Wellbeing and Performance.</li> <li>New People Strategy and action plan developed, approved March 2017</li> <li>New appraisal system implemented – June 2017</li> <li>Coaching Programme for CMT, Assistant Directors and Service Managers to be delivered – started August 2017</li> <li>Volunteering programme rolled out to support people strategy enhance staff wellbeing and corporate social responsibility – CLT in Nov-Dec 2017</li> <li>Registration of Virgin Corporate Global Challenge for staff – May 2018</li> <li>Sickness Clinics to be progressed in areas of concern – June 2018</li> <li>CMT workshop to review People Strategy – October 2018</li> <li>Global challenge award event to be held end of October 19</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of People Strategy action plan – <b>annual review.</b></li> <li>Transformation lead recruitment scheduled to support "One Council" approach – February 19</li> <li>Staff Recognition scheme in progress – first winners to be announced March 2019</li> <li>Award submissions to LGC and MJ to promote rising stars and recognize the work of our teams – March 19</li> <li>East Midlands Challenge Team put forward for future development opportunities – March 19</li> <li>Service planning 20-21 to help identify skill requirements moving forward</li> <li>Review wider Leadership requirements to support new Lincoln Leader model – Q1 20-21</li> </ul>			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)				
7.	Insufficient levels of resilience and capacity exist in order to deliver key strategic projects & services within the Council	CX	<b><u>Creative &amp; Aware / Opportunist</u></b>  Projects & Major Change	<ul style="list-style-type: none"> <li>BCP Plans in place for critical services</li> <li>New Vision 2020 launched, with associated 3 year programme, forming basis of service plans and priorities</li> <li>Strategic Projects reported on a quarterly basis to CMT/Exec/PSC</li> <li>Programme Boards established for key strategic projects.</li> <li>MTFS 2018-23 allocates resources in line with Vision 2020.</li> <li>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</li> <li>Regular reporting of other all Strategic Plan schemes</li> <li>Development of skills and abilities of key leaders and staff through Leadership Development Programme</li> <li>Appointments have been made and Officers are in post for the two vacant Assistant Directors in Housing &amp; Regeneration</li> <li>Interim Assistant Director – Strategic Development is in post.</li> <li>Priority setting for Phase 2 projects, 2018/19 – 2019/20 commenced through CMT and Portfolio Holders</li> <li>Vision 2020 Phase 2 projects agreed and work allocations within Directorates reviewed</li> <li>Health and Wellbeing group being set up with staff to support People Strategy –</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment to AD Growth (external advert March 2019)</li> <li>Recruitment to Transformation Lead to support “One Council” approach – March 19</li> <li>Recruitment to Strategic Project Manager – Feb/March 19</li> </ul>			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"> <li>Ongoing</li> <li>Recruitment of vacant Director of Housing &amp; Investment – Sept 18</li> <li>Management restructure approved by Executive</li> </ul>					
8.	Decline in the economic prosperity within the City Centre	CLT	<u>Opportunist</u>	<ul style="list-style-type: none"> <li>COLC representatives continue to sit on Bailgate Guild/Healthy High Streets/Chamber of Commerce etc</li> <li>City Stakeholder Group set up with MP/Police and third sector organizations to review pathways into support – Sept 2017</li> <li>City Centre Masterplan in place</li> <li>Public Realm Strategy in place</li> <li>Townscape Assessment has been undertaken</li> <li>Range of partner developed strategies in place</li> <li><input type="checkbox"/> New intervention team set up to support rough sleeping/homelessness/street begging – October 2018</li> <li>Rollout of Business Growth Policy – Q2</li> <li><input type="checkbox"/></li> </ul>	<ul style="list-style-type: none"> <li>Research work in the city continues to understand the causes of the increases in rough sleeping and ASB.</li> <li>Markets Business case developed – March 2019</li> <li>Review of Cities Masterplan/ongoing work with Central Lincs</li> <li>Review Public Arts Strategy – January 2019</li> <li>Development of a programme of activity/investment to support the vibrancy of the city centre – Q3</li> <li>Newly set up High Street Task Force now in place – continue to scope and monitor actions required</li> <li>Work on “evening economy” to commence January 2019</li> <li>Review /engage with government on Future High St Fund – bid submission by 22 March</li> <li>Working Together on tackling Homelessness Conference (working with a range of partners) scheduled for March 2019</li> <li>Ongoing “Be Lincoln” campaign</li> </ul>			Limited	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)				
9.	Failure to mitigate against the implications for the Council following the outcome of Brexit	CX	Cautious  Regulatory standing & legal compliance	<ul style="list-style-type: none"> <li><input type="checkbox"/> Internal working group focusing on BCP established, liaising with CMT/Leadership</li> <li><input type="checkbox"/> Attendance at Brexit Strategic Gold Command (SGC) meetings to consider the implications of a No Deal Brexit and its impact on Lincolnshire</li> </ul>	<ul style="list-style-type: none"> <li>• 19-20 to support promotion of place</li> <li>• SCG conference calls scheduled with relevant Gold Command Officers at COLC – Jan – April 2019</li> <li>• Regular updates provided by officers at CMT following SGC meetings - Ongoing</li> <li>• Localised Brexit exercise to be scheduled by LRF with partners/organisations – Feb 2019</li> <li>• Liaison with LCC and other districts to ensure common approach – ongoing</li> <li>• Internal action plan/risk register to be developed - February 2019</li> <li>• Continued Information gathering from a wide range of sources including government/LRF/East Mids Councils and a watching brief on national and local developments. – ongoing</li> <li>• Internal working group set up to understand impacts on residents/governance including current partnerships/contracts pending delay of Brexit vote/Article 50</li> <li>• Work ongoing to understand impact on pending</li> </ul>			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)				
					<i>election in May 19</i>				
10.	Failure to deliver key strategic projects i.e <ul style="list-style-type: none"> <li>WGC</li> <li>New build project</li> <li>Crematorium</li> <li>Dewint Court</li> </ul>	CMT	Cautious  Regulatory standing & legal compliance  Projects & Major Change	<input type="checkbox"/> Relevant Boards are in place to monitor key milestones including financial/reputational and resource and partnership implications  <input type="checkbox"/> Effective communication plans /risk registers which are owned and understood	<ul style="list-style-type: none"> <li>Thorough shared understanding of implications of delivery and non - delivery.</li> <li>Use of external experts for advice and independent review</li> </ul>			Substantial	-

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<b>SUBJECT:</b>	<b>Q3 2018-2019 OPERATIONAL PERFORMANCE REPORT</b>
<b>DIRECTORATE:</b>	<b>CHIEF EXECUTIVE'S</b>
<b>REPORT AUTHOR:</b>	<b>PAT JUKES, BUSINESS MANAGER – CORPORATE POLICY</b>

## **1. Purpose of Report**

1.1 To present to Performance Scrutiny a summary of the operational performance position for quarter three of the financial year 2018/19 (Sept to December 2018).

1.2 The report is in the following format:

- Executive Summary – highlighting key points of note
- Background – recent changes to the report
- Operational performance overview – issues and successes
- Appendix A details all measures by individual directorate grouping – with annual and quarterly measures split separately

## **2. Executive Summary**

2.1 The report includes four corporate measures:

- Sickness – split by long and short term
- Corporate complaints including Ombudsman rulings
- Employee FTE headcount, vacancies & turnover.
- Staff appraisals completed

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

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"> <li>✓ The number of users logged into the self-service system MyInfo this quarter has increased from 6,409 Q3 last year to 7,651 Q3 this year</li> <li>✓ The in year collection rate for business rates has surpassed its upper target of 84.22% at a figure of 86.23%</li> <li>✓ The total number of users of our health and recreation facilities has increased by 55,176 users since Q3 last year</li> <li>✓ The satisfaction of PPASB complainants relating to how the complaint was handled has seen a large increase of 12.4%, increasing from 80.3% last quarter to 92.7% in Q3</li> <li>✓ The percentage of premises that are full or broadly compliant with food health and safety inspections has improved on its target of 97% with a figure of 97.6%</li> <li>✓ The percentage of Non-Major and Major Planning Applications determined within the government targets are above their targets at 94.51% and 97.96% respectively</li> <li>✓ The rent collected as a proportion of rent owed has surpassed its target of 96.50% at 99.83%</li> <li>✓ The current level of tenant arrears is better than the target of 3.50% with a figure of 2.47% - but is still a little higher than at the same time last year (2.22%)</li> <li>✓ The percentage of reactive repairs completed within target time is above the target of 97.50% with a figure of 98.51%</li> </ul>	<ul style="list-style-type: none"> <li>✗ The average time taken to answer a call in customer services has increased by 73 seconds compared to Q3 last year, at 122 seconds, below the lower target of 50 seconds</li> <li>✗ The level of outstanding customer changes in the Revenues team has increased to 401 in Q3 this year, from 80 in Q3 last year</li> <li>✗ The % of waste recycled or composted has decreased from 38.20% in last year to 34.70% in this year, below its lower target of 35% ( lagged Q2 data)</li> <li>✗ The average re-let time calendar days for all dwellings (including major works) is slightly below its lower target of 28 with a figure of 28.35</li> <li>✗ The % of rent lost through dwellings being vacant has deteriorated 0.14% to 0.84% this quarter</li> </ul> <p><b><i>Following the introduction of full Universal Credit in March 2018, there has been a lengthening of time taken in most aspects of Housing Benefits work.</i></b></p> <ul style="list-style-type: none"> <li>✗ The average days taken to process new housing benefit claims has decreased slightly since Q2 but is still below its lower target of 26 at 27 days</li> <li>✗ The average days taken to process housing benefit claim changes of circumstances is outside its lower target of 6 with a figure of 8.03</li> <li>✗ The number of housing benefits and council tax support customers awaiting assessment has increased from last year's Q3 figure of 556, now at 1,339</li> <li>✗</li> </ul>
<p><b>The following indicators are VOLUMETRIC ones (V).</b>  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"> <li>✓ (V) The number of face to face enquiries at city hall has decreased again in Q3 to 4,893, compared to 10,388 in Q3 last year</li> </ul>	<p><b>Due to the introduction of the Homelessness ACT in April 2018, we are seeing increased numbers of applicants, thus helping more people for longer</b></p> <ul style="list-style-type: none"> <li>✗ (V) The number of Homelessness applications progressed within the Housing team has increased from Q3 last year by 343, now reporting at 526.</li> </ul>

### 2.3 Key Headlines from the Corporate Measures:

- ✓ The overall sickness data for Quarter 3 is 2.45 days per FTE (excl. apprentices). This brings the cumulative total of sick days to 7.28 days which is 2.56 days less than last year and is the lowest quarter three average in the last 5 years.
- The cumulative average time across all directorates to respond to formal complaints was 7.9 days, which is an increase of 1.4 days from quarter two 2017/18.
- ✓ 90.2% of all staff appraisals were completed by Q3 in the year 2018/19.

The total number of FTE employees (excluding apprentices) at the end of quarter three was 564.63, an increase of 11.37 FTE. During quarter three, there was also an average of 15.22 apprentices.

### 3. Background

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

### 4. Main 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

The number of apprentices moving into Education, Employment or Training has achieved its target of 100%	
(V) The number of face to face enquiries at City Hall has decreased again in Q3 to 4,893, compared to 10,388 in Q3 last year	
The number of users logged into the self-service system MyInfo this quarter has increased from 6,409 Q3 last year to 7,651 Q3 this year	
The average time taken to answer a call in customer services has increased by 73 seconds compared to Q3 last year, at 122 seconds, which is also below the lower target of 50 seconds	
The average interest rate on external borrowing has decreased from 4.07% Q3 last year to 3.55% Q3 this year	
The in year collection rate for council tax has decreased by 0.30% since Q3 last year, now reporting at 79.47%, which is still on target	
The in year collection rate for business rates has surpassed its upper target of 84.22% with a figure of 86.23%	

The level of outstanding customer changes in the Revenues team has increased to 401 in Q3 this year, from 80 in Q3 last year	↑
The average days taken to process new housing benefit claims from date received has decreased slightly since Q2 but is still below its lower target of 26 with a figure of 27	↑
The average days taken to process housing benefit claim changes of circumstances from date received is below its lower target of 6 with a figure of 8.03	↑
The number of housing benefits and council tax support customers awaiting assessment has increased by 783 from last year's Q3 figure of 556, now at 1,339	↑
The percentage of risk based quality checks made where the benefit entitlement is correct is below its lower target of 86.50% with a figure of 86.34%	↓
The number of new benefit claims year to date has decreased again from 5,513 in Q3 last year to 4,058 Q3 this year	↓

## 4.2 Customer Services

The average time to answer a call in Customer Services has seen an increase from last quarter's figure of 96 seconds, increasing this quarter to 122 seconds. This is higher than the figure reported at the same time last year of 49 seconds, and the measure is outside its lower target of 50 seconds.

There was a marginal increase in demand in customer services during quarter three compared to the last quarter with just 20 more customers visiting to make a face to face enquiry and 3,075 more calls answered. One customer services assistant has been transferred to assist Housing Solutions in taking their calls (which are not included in these totals).

Although the length of calls across all skillsets is getting longer, a contributing factor in this has been the problems we have had in changing IT systems. The issue has been raised with the Business Development and IT Manager. Future investment in infrastructure should alleviate these issues and in the meantime a number of short term interventions have helped

It is pleasing to report that yet again the number of users who logged into the self-service system 'MyInfo' has increased; from 6,409 in quarter three last year to 7,651 in quarter three this year. 4,893 people came to City Hall in quarter three, a drop of 5,495 compared to the same point last year, with the lack of the travel concession contract contributing significantly to this decrease. 1,685 less customers called in quarter three this year, reducing from 32,102 in quarter three last year to 30,417 in quarter three this year. Again, this can be primarily explained due to the lack of the travel concessions contract.

Although we are seeing less face to face demand following the end of the concessions contract, the Customer Services team is still 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.

### 4.3 Revenues Administration

The in-year collection rate for Lincoln Council Tax at 79.47% has dropped below that collected by the same time last year, but is still within its target of 78.56% - 79.76%. Whilst decreasing by 0.30% in quarter three this year compared to quarter three last year, meaning a reduction of £125,330 collected, our total net receipt has in fact increased from the same point last year by £2,550,282.

In a similar way, although the in-year collection rate for Lincoln Business Rates has maintained its direction with a figure of 86.23% in quarter three this year compared to the quarter three figure of 86.43% last year, it still remains above its quarter three target of 84.22%. Whilst the collection rate is lower, our total net receipt has increased by £1,039,217 from the same point last year, and in turn we have actually collected an additional £870,678.

Outstanding revenues customer changes have increased from the record low of 80 in quarter three last year to 401 in quarter three this year, an increase of 321. It should be noted that as well as temporary unseen reduction in staffing resources, additional workload has been undertaken within the Revenues team compared to quarter three last year such as Single Person Discount Review and Student Review. During Q1 and Q2, reduced staffing resulted in this increase in outstanding workload – but the team has since decreased this level by 258 and continues to work on the backlog.

### 4.4 Housing Benefit Administration

The number of Housing Benefit and Council Tax Support claims processed has continued to decrease 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	Q3 2017/18	Q3 2018/19
Housing Benefits	2,190	1,063
Council Tax Support	3,323	2,295

There is now an expected lengthening of time taken in almost all aspects of Housing Benefits work, caused by the introduction of full Universal Credit earlier this year. The average cumulative days to process housing benefit claim changes of circumstances remains relatively stable at 8.03 days compared to 7.93 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 28.16 in quarter two this year to 27 in quarter three, however, the figure of 27 is still below its target of between 24 and 26 days.

The number of Housing Benefit / Council Tax support customers awaiting assessment has increased significantly from 556 at quarter three last year to 1,339

in quarter three this year. Of these customers, 968 are awaiting a first contact from a Benefits Officer. For the remaining 371 customers, Benefits Officers have made contact and are now awaiting information from the customer.

Although the amount of outstanding Housing Benefit work has increased, this is predominantly due to the volume of Universal Credit related documents, of the outstanding items, only 300 of these are non-Universal Credit related work. Since the end of quarter 3, officers have reviewed the work allocations and as a result, the oldest date is now 7 January 2019. Allocation of work is continuing to be reviewed and will continue to be monitored daily by management.

The percentage of risk based quality checks where benefit entitlement is correct, has seen a 2.34% increase from the quarter two figure of 84%, now reporting at 86.34%. Whilst it has increased slightly, this is still just below the lower target of 86.50%. It is worth noting that 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.

#### 4.5 Key Performance Areas in Directorate for Communities and Environment

The total number of users of our health and recreation facilities has increased by a sizeable 55,176 users since Q3 last year	↑
The percentage of waste that is recycled or composted has decreased from 38.20% in the same quarter last year to 34.70% this year. (Lagged Q2 data)	↓
The number of off street charged parking spaces now stands at 3,621	↑
The overall percentage utilisation at our car parks has decreased from 70% in Q3 last year to 52% in Q3 this year, and is below the lower target of 60%	↓
The satisfaction of complainants relating to how the complaint was handled has increased from 80.3% in Q2 to 92.7% in Q3 which is above its upper target of 87.5%	↑
The percentage of premises that are full or broadly with food health and safety inspections has beaten its target of 97% with a figure of 97.6%	↑
The percentage of Non-Major and Major Planning Applications determined within the government targets are above their targets at 94.51% and 97.96% respectively	↑
The percentage of planning applications approved met its target of 97%	↑

#### 4.6 CCTV

The total number of CCTV incidents handled by our operators (Volumetric measure) has seen a decrease from the record high 4,068 reported in quarter two to 3,326 in quarter three. It is worth noting that quarter two included the period of sustained police activity to deal with the drug issues within the city centre. As a part of that initiative the unit shifted focus to gather the required data that would provide police with the necessary information for the operation, both prior to police commencement of the operation and during the operational period which is still ongoing. This data gathering was only possible because of the significantly increased technology and functionality of the upgraded CCTV system. The continuing success of the Police operation is now reflected in the reduced number of operator driven activity in quarter three.

#### **4.7 Recreation and Leisure**

In comparison to quarter three last year, the total number of users across all of our health and recreation facilities has risen by a significant 55,176, totalling an impressive 245,374 as of quarter three this year. With the new improved facilities at Birchwood Leisure Centre now fully open for the third quarter, customers have been able to return to the facility and indeed this has been the case with an increase of 37,493 users this quarter compared to quarter three last year. The continuation of 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. As of the July 2018 Citizens Panel the satisfaction of the standard of service at Birchwood Leisure Centre was 86%.

However, Birchwood is not the only leisure centre with higher usage rates. Yarborough Leisure Centre has also increased its usage by 3783 on Q3 last year.

#### **4.8 Waste & Recycling**

Note that the data presented here is as usual lagged and thus refers to quarter two 2018/19. The percentage of waste recycled or composted has decreased from 38.2% in quarter two last year to 34.7% in quarter two this year. This is also below the lower target of 35%. 17.35% of waste was recycled and 17.35% was composted. We are continuing work with Lincolnshire County Council to encourage recycling, however the lower figure is not unique to Lincoln and reflects the national recycling rates, which are also falling.

#### **4.9 Parking Services**

The number of off street parking spaces operated by City of Lincoln Council (now standing at 3,621) is 741 spaces above the same point last year. Overall utilisation of the car parks has decreased from 70% in quarter three last year (before the new multi-storey was built) to 52% in quarter three 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 three quarters show a 27.3% increase (plus £766,471.) with season tickets also at a 23.6% increase (plus £54,597.) Although penalty charges show a decrease of 23% (minus £10,800.) 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.

#### **4.10 Public Protection and Antisocial Behaviour**

The number of service requests has seen a large increase, from 612 in quarter three last year to 836 in quarter three this year. There has been strong Police activity over the summer and Autumn, so this may have prompted an increase in reporting

The satisfaction of complainants relating to how the complaint was handled in the Anti-Social Behaviour team has seen a significant 12.4% increase, rising from 80.3% in quarter two to 92.7% in quarter three. It is worth noting that not all of the service requests relate to vagrancy and begging, and are a spread of different types of PPASB incidents.

#### 4.11 Food Health and Safety

The percentage of premises fully or broadly compliant with Food Health & Safety inspection has again surpassed its target with a figure of 97.6%, which is also slightly higher than the figure of 96.8% in quarter two. The total number of registered food businesses is 1033. Just 25 of those businesses are considered to be non-compliant of which seven of those are new businesses.

A watchful brief will to be kept on the number of official FHS controls that should be completed by year end. There are currently 94 inspections outstanding. There are no high risk red inspections overdue, however there are 10 amber inspections overdue of which 7 are evening economy visits, 3 are new businesses and the remainder (84) are green.

#### 4.12 Development Management

Quarter three saw 211 standard planning applications submitted, a small decrease of just 18 compared to last quarter. They were dealt with in a marginally slower average of 59.40 days, compared to the 56.25 days in quarter two.

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 94.51% and 97.96% 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 97% of planning applications were accepted. Five planning appeals were submitted of which just two were allowed.

It is pleasing to see that despite the new requirements introduced by the National Planning Policy Framework (where the team now has to seek agreement with the applicants of all pre-commencement conditions prior to determination), no Development Management measures have deteriorated in quarter three.

#### 4.13 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 an almost perfect figure of 99.83%	↑
The current level of tenant arrears is above the target of 3.50% with a figure of 2.47% (low is good)	↓
The number of people on the council housing waiting has decreased considerably since Q3 last year's figure of 1,653, with a figure of 978 in Q3 this year	↓
(V) The number of Homelessness applications progressed within the Housing team has increased from Q3 last year by 343, reporting at 526.	↑
Percentage of rent lost through dwellings being vacant has increased from 0.7% to 0.84%	↑
The average re-let time calendar days for all dwellings (including major works) is slightly below its lower target of 28 with a figure of 28.35	↑
The percentage of reactive repairs completed within target time is above the target of 97.50% with a figure of 98.51%	↑

#### **4.14 Rent Collection and Arrears**

In quarter three the level of rent collection increased again slightly from 98.19% in quarter two to a high level figure of 99.83% this quarter and is still above its target of 96.50%. Despite having two rent free weeks over the Christmas period we still collected £557,167 in rent during that time. 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 £20,754,564 in rent. The current tenant arrears as a percentage of the annual rent debit has decreased this quarter to 2.47%, down from 2.95% in the last quarter, with arrears now standing at £682,178.28. This is however still well above its target of 3.5%.

#### **4.15 Housing Solutions (Homelessness and Housing Waiting List)**

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 quarter three this year, the number was 526 - this is a considerable increase of 343 more than in quarter three 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.

#### **4.16 Housing Voids**

The average re-let time in calendar days for all dwellings (including major works) has increased from last quarter's figure of 26.47 to 28.35 this quarter. This figure puts the measure slightly outside its lower target of 28. The re-let time for all voids at the end of December was 28.4 days, against a target of 25 days. The number of void properties within the process has significantly increased due to the New Build Project and an increased amount of evictions taking place, which in turn has increased the workload and pressures on all areas within voids. Receiving offers on available properties from applicants is a contributing factor for the delay on the overall void time. Work is continuing within the Housing Solutions team to remedy the situation and in the coming months, we will be reviewing the voids letting standard in order to improve processes and further streamline the service.

#### 4.17 Housing Maintenance

Despite a small decrease, the percentage of reactive repairs completed within the target time is still seeing very strong performance, reaching a figure of 98.51%, 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 #OurDay – what a day for CoLC!

We had more than 50 members of staff attend our photoshoots at Hamilton House and City Hall, ensuring we were able to present a broad cross-section of our services to the public.



The day was a massive success for local government. There were more than 33,000 tweets sent out using the Our Day hashtag from more than 9,000 contributors. The hashtag trended at number one in the UK throughout the day and even got as high as number four in the world at one point.

However, most impressively of all was the success of our tweets which were liked more than 340 times from twitter users as far away as Australia and Canada. It was a great opportunity to show people locally, regionally, nationally and internationally exactly what we do and to put faces to an organisation which can sometimes be viewed as faceless. However, saving the best for last, by far the biggest surprise of the day was just how popular some of our tweets performed. In fact, out of the 33,000 #OurDay tweets sent out on the day, four of ours made the Top 50 in the table of the most interacted.

#### 4.20 **LINCOLN** Lincoln Social Responsibility Charter

SOCIAL RESPONSIBILITY CHARTER

- There are currently 30 businesses signed up to the charter
- Plus recent expressions of interest that include Barclays, Globe Consultants and Stokes with work ongoing to get these businesses formally signed up
- The Charter has been promoted in a number of ways
  - o It was promoted in the December 18 & January 19 Business supplement of the Lincolnshire Echo
  - o It was promoted on the Transport Hub TV screen during mid-January listing all signees to the charter
  - o It was also promoted at the January Lincolnshire Business Expo event
- Following the above promotion, this resulted in media interest from the Lincolnshire Echo and Siren FM with subsequent news stories run by both

#### 4.21 Lincoln Transport Hub Awards

The Transport Hub has won another award – this time for the Development Project (Over £5 million) at the Greater Lincolnshire Property Awards 2019



Over 350 people gathered to celebrate the Construction and Property sector in Lincolnshire, which took place at the Doubletree by Hilton in Lincoln on February 5 2019.



The Lincoln Transport Hub has also been shortlisted for a further award – this time in the Regeneration and Infrastructure categories at the RICS (Royal Institute of Chartered Surveyors) Awards 2019, East Midlands.

Judges will visit the Lincoln site in early March to make final decisions, which will then be announced at an award dinner in Leicester in May 2019

#### 4.22 Lincoln Community Fund Lottery

The Lottery is currently supporting 70 local good causes in and around the city:

- Average number of tickets entered into each draw is 800
- 660 people have won prizes in the draw, including 4 x £250's
- Currently on target to raise around £43k in the first year for local good causes
- Of the above, it is estimated £5,000-£6,000 will be raised in the community fund pot which will be allocated by the lottery Member panel
- Some good causes are raising as much as £300 each month for themselves
- The council is actively encouraging new good causes to sign up
- To help boost ticket sales, the council is continuing to offer bolt on prizes during times of expected low ticket sales



#### 4.23 Housing Teams are Shortlisted

Our Housing teams have been shortlisted for an award at the UK Housing Awards 2019 for the "Homebuilder of the year –



less than 1000 programme”. These awards are seen as the symbol of excellence in the housing sector.

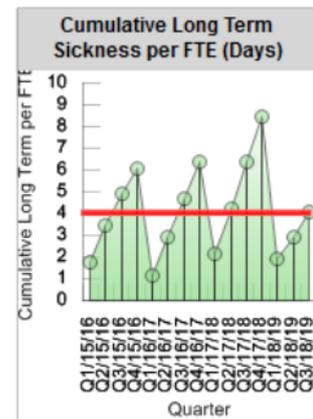
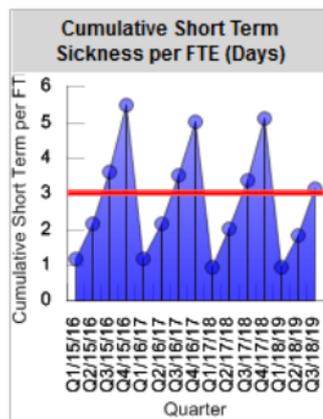
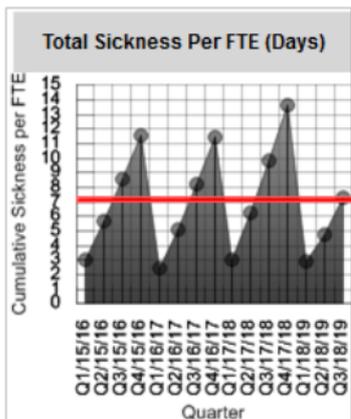
We have been invited to a further meeting on 14<sup>th</sup> March this year to pitch our case for why we should be the overall winners. The final decision will then be announced at an event on May 1<sup>st</sup> 2019

#### 4.24 Corporate Measures

#### 4.25 Sickness Indicators – Q3 Cumulative (Year to Date)

In quarter three the average short term total stood at 1.30 days per FTE, and the average long term sickness stood at 1.15 days. The cumulative total sickness per FTE as at the end of December 2018 was 7.28 days (excl. apprentices). This is 2.56 days less per FTE compared to quarter three last year. Notably this is the lowest quarter three average in the last 5 years, however CMT will continue 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)	702.00	882.00	1,584.00	199.10	3.41	4.26	7.67
DCE	328.50	479.00	807.50	141.77	2.39	3.55	5.94
DMD	3.00	0.00	3.00	7.92	0.27	0.00	0.27
DHI	724.50	944.50	1,669.00	215.84	3.48	4.56	8.03
<b>TOTAL</b>	<b>1,758.00</b>	<b>2,305.50</b>	<b>4,063.50</b>	<b>564.63</b>	<b>3.15</b>	<b>4.14</b>	<b>7.28</b>



#### 4.26 Apprentices Sickness – Q3 Cumulative

During quarter three, the apprentices lost a total of 24 days due to short term sickness, which equates to a total of 1.58 days per FTE. This brings the average YTD to 6.55 days

Cumulative sickness to Q3	Short term days lost	Long term days lost	Total days lost	Average Number of FTE this Q	Short term days lost per FTE	Long term days lost per FTE	Total days lost per FTE
Apprentice sickness	96	16	12	15.22	5.71	0.84	6.55

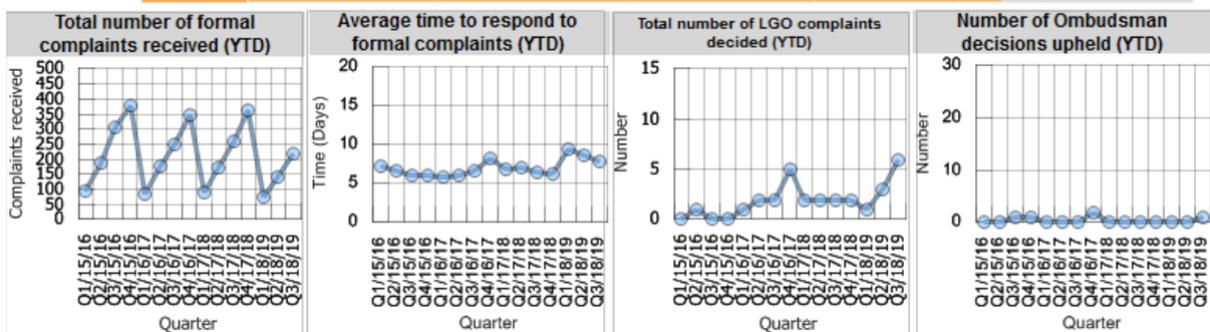
#### 4.27 Corporate Complaints – Q3 Cumulative

In quarter three alone there were 76 complaints of which 25 were upheld. The cumulative number of formal complaints received up to quarter three was 220 which is a decrease of 40 when compared to the same period last year. The cumulative average time across all directorates to respond to formal complaints was 7.9 days, which is an increase of 1.4 days compared to the same point in 2017/18.

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

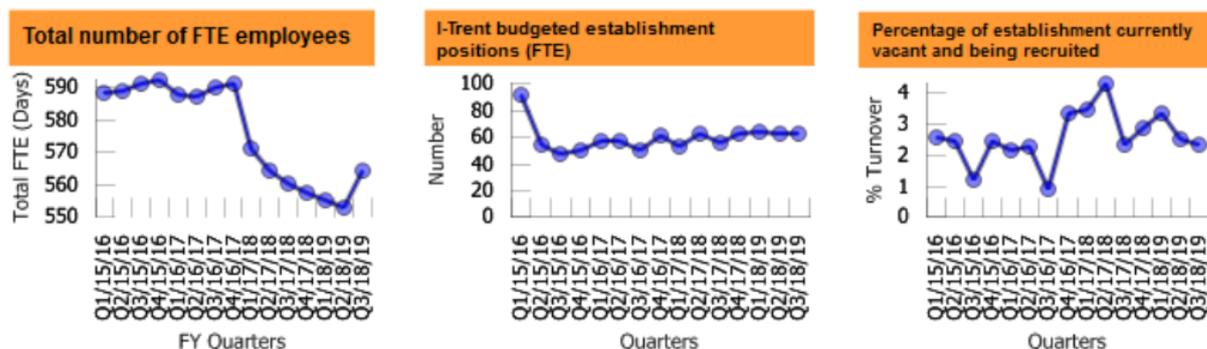
#### Complaints

	Number of Formal Complaints Received (YTD)	Average time to respond to Formal complaints (Days) (YTD)	LGO complaints decided (YTD)	Number of Ombudsman decisions upheld (YTD)	LHO complaints decided (YTD)
CX	42	7.3	0	0	
DCE	56	11.5	2	1	
DHI	120	6.5	4	0	0
DMD	2	2.0	0	0	
<b>TOTALS</b>	<b>220</b>	<b>7.9</b>	<b>6</b>	<b>1</b>	



## 4.28 Employees (FTE, Vacancies and Turnover) for Q3

Number of FTE employees (exc. App.s)	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19
CX - Number of FTE employees	209.46	209.08	210.77	210.08	199.10
DCE - Number of FTE employees	139.18	137.59	133.95	133.05	141.77
DHI - Number of FTE employees	204.18	203.63	203.27	202.71	215.84
DMD - Number of FTE employees	7.81	1.82	7.42	7.42	7.92
<b>TOTAL</b>	<b>560.63</b>	<b>557.92</b>	<b>555.41</b>	<b>553.26</b>	<b>564.63</b>
Average number of apprentices across the period					15.22
	<b>Q3 2017/2018</b>	<b>Q4 2017/18</b>	<b>Q1 2018/19</b>	<b>Q2 2018/19</b>	<b>Q3 2018/19</b>
I-Trent budgeted establishment positions (FTE)			64.50	62.69	62.80
Active vacancies which are being recruited (FTE)	25.50	17.00	30.60	29.79	11.00
	<b>Q3 2017/18</b>	<b>Q4 2017/18</b>	<b>Q1 2018/19</b>	<b>Q2 2018/19</b>	<b>Q3 2018/19</b>
Percentage of staff turnover	2.35%	2.83%	3.31%	2.50%	2.30%



The total number of FTE employees (excluding apprentices) at the end of quarter three was 564.63 with an average of 15.22 apprentices over the period.

In terms of the level of vacancies at quarter three - budgeted establishment unfilled positions (FTE) stood at 62.80. This figure has slightly increased from that reported at quarter two. It should be noted that the Council are actively recruiting to 11 FTE positions.

The percentage of staff turnover at the end of quarter one was 2.30% (excluding apprentices). In comparison to the previous quarter, this has decreased by 0.20%.

### Budgeted Establishment Vacancy Positions by Directorate (FTE)

Directorate	i-Trent Budgeted establishment positions (FTE)
CX	21
DCE	11.8
DHI	29.5
DMD	0.5
<b>OVERALL</b>	<b>62.8</b>

## 4.29 Appraisal Monitoring

Directorate	Percentage of appraisals completed
<b>CX</b>	88%
<b>DCE</b>	100%
<b>DHI</b>	92%
<b>DMD</b>	50%
<b>OVERALL</b>	<b>90.2%</b>

The overall completed appraisal percentage as entered into the HR i-Trent system shows that 90.2% of appraisals have been completed. It is accepted that it is difficult 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 relevant quarterly and annual strategic measures

**List of Background Papers:** None

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

CX Q3 Quarterly Measures

APPENDIX A

Service Area	Measure	Tolerance	Cumulative or Quarterly	High / Low is Good	Trend - Quarterly or Seasonal	Q3/17/18	Q4/17/18	Q1/18/19	Q2/18/19	Q3/18/19	Status	Q3/18/19 (Row Comment)	Under Performing	Target	Last Target Status
Work Based Learning	WBL 5 - Number of apprentices completing on time	10	Cumulative	High is good	Seasonal	100%	100%	100%	100%	100%	Maintaining	12/12 apprentices within quarter 3 achieved their framework on time			
Work Based Learning	WBL 6 - Number of new starters on apprenticeships	5	Cumulative	High is good	Seasonal	17	5	6	9	12	Maintaining	We had 12 new starts within quarter 3 - a combination of progressions and new apprentices			
Work Based Learning	WBL 7 - Number of apprentices moving into Education, Employment or Training	5	Cumulative	High is good	Seasonal	100%	75%	100%	100%	100%	Maintaining	Within quarter 3 100% of apprentices on programme moved into EET	90%	100%	At target
Work Based Learning	WBL 8 - Number of early leavers	5.00	Cumulative	Low is good	Seasonal	0	1	0	3	0	Maintaining	There were no early leavers within quarter 3			
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 3			
Customer Services	CS 4 - Number of face to face enquiries	1000	Quarterly	Volumetric	Seasonal	10,388	9,826	5,550	4,873	4,893	Improving	Almost the same as the previous quarter			
Customer Services	CS 5 - Number of telephone enquiries answered	3000	Quarterly	Volumetric	Seasonal	32,102	33,254	29,395	27,342	30,417	Maintaining	Although this is similar to previous quarter 3, we are no longer taking bus pass calls (3774 calls in last quarter 3) so a slight increase on other calls			
Customer Services	CS 6 - Number of users logged into the self-service system MyInfo this quarter	400	Quarterly	High is good	Seasonal	6,409	9,865	7,925	7,298	7,651	Improving				
Customer Services	CS 8 - Average time taken to answer a call to customer services	10	Quarterly	Low is good	Seasonal	49	104	110	96	122	Deteriorating	This is higher from the previous quarter, we are still assisting housing solutions, we also changed phone systems on 15th October, using the new system has affected our performance.	50	40	Below Target
Human Resources	HU 4 - Number of grievances	5	Quarterly	Low is good	Quarterly	1	0	1	2	3	Maintaining				
Human Resources	HU 5 - Number of disciplinary sanctions	5	Quarterly	Low is good	Quarterly	2	0	2	2	5	Maintaining				
Accountancy	ACC 8 - Average return on investment portfolio	0.50	Cumulative	High is good	Seasonal	0.53%	0.67%	0.57%	0.73%	0.74%	Maintaining	Bank of England base rate has remained the same and rates are steady			
Accountancy	ACC 9 - Average interest rate on external borrowing	0.25	Cumulative	Low is good	Seasonal	4.07%	3.90%	3.90%	3.90%	3.55%	Improving	Recent borrowing has been taken over a shorter period at a lower rate of interest			
Revenues Administration	REV 4 - Council Tax - in year collection rate for Lincoln	0.29	Cumulative	High is good	Seasonal	79.77%	97.17%	27.09%	52.80%	79.47%	Deteriorating	0.30% below 2017/18 = £125,330 However, the total net receipt has increased from 17/18 by £2,550,282	78.56%	79.76%	On Target
Revenues Administration	REV 5 - Business Rates - in year collection rate for Lincoln	0.4%	Cumulative	High is good	Seasonal	86.43%	98.87%	35.86%	60.57%	86.23%	Maintaining	0.20% below 2017/18 = £89,756 However, the total net receipt has increased from 17/18 by £1,039,217	83.55%	84.22%	Above Target
Revenues Administration	REV 6 - Level of outstanding customer changes in the Revenues team	100	Quarterly	Low is good	Seasonal	80	121	659	749	401	Deteriorating	Additional work has been undertaken within the Revenues team compared to Q3 2017/18 - such as Single Person Discount Review and Student Review. During Q1 and Q2 2018, reduced staffing resulted in outstanding workload increasing. This has reduced since Q1 2018 by 258 customers and continues to decrease			

Service Area	Measure	Tolerance	Cumulative or Quarterly	High / Low is Good	Trend - Quarterly or Seasonal	Q3/17/18	Q4/17/18	Q1/18/19	Q2/18/19	Q3/18/19	Status	Q3/18/19 (Row Comment)	Under Performing	Target	Last Target Status
Housing Benefit Administration	BE 4 - Average (YTD) days to process new housing benefit claims from date received	4.00	Cumulative	Low is good	Quarterly	23.73	24.29	30.13	28.16	27.00	Maintaining	Increase in time to provide income details for those HB customers who claim UC may be impacting on processing times, although processing times are improving since quarter 1.	26	24	Below Target
Housing Benefit Administration	BE 5 - Average (YTD) days to process housing benefit claim changes of circumstances from date received	3	Cumulative	Low is good	Seasonal	7.93	4.00	4.72	8.09	8.03	Maintaining	Work undertaken to bring down outstanding work and delay in UC claims being decided impacting on time taken to process changes	6	5	Below Target
Housing Benefit Administration	BE 6 - Number of Housing Benefits / Council Tax support customers awaiting assessment	200	Cumulative	Low is good	Seasonal	556	696	1,312	1,491	1,339	Deteriorating	Of these 1339 customer, 968 are waiting a first contact from us. The remainder will have been contacted and we are waiting for information to be able to process.			
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%	92.00%	87.50%	84.00%	86.34%	Maintaining	There was an increase over the last few months - due to the amount of quality checks that are being done.	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)	1000	Cumulative	Volumetric	Seasonal	5,513	7,296	1,322	2,860	4,058	Improving	1063 Housing Benefit and 2995 Council Tax reduction. Strong reductions mainly due to UC introduction			

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## CX Q3 Annual Measures – APPENDIX A

Service Area	Full Name	Tolerance	Cumulative or Quarterly	High / Low is Good	Trend - Quarterly or Seasonal	2017/2018	2018/2019	Status	2017/2018 (Row Comment)	Under Performing	Target	Last Target Status
Democratic Services	DEM 8 - The number of individuals registered on the electoral register	4000		High is good	Annual	61,635	60,138	Maintaining	Q4 2016 - 62552 Q1 2017 - 66841 Q2 2017 - 63096 Q3 2017 - 61635	60,000	62,500	On target

Service Area	Measure	Tolerance	Cumulative or Quarterly	High / Low is Good	Trend - Quarterly or Seasonal	Q3/17/18	Q4/17/18	Q1/18/19	Q2/18/19	Q3/18/19	Status	Q3/18/19 (Row Comment)	Under Performing	Target	Last Target Status
CCTV	CCTV 6 - Total number of incidents handled by CCTV operators	1000	Quarterly	Volumetric	Quarterly	3,374	3,380	3,191	4,068	3,326	Maintaining	Q2 included the period of sustained police activity to deal with the drug issues within the city centre. As a part of that initiative the unit shifted focus to gather the required data that would provide police with the necessary information for the operation, both prior to police commencement of the operation and during the operational period which is still ongoing. This data gathering was only possible because of the significantly increased technology and functionality of the upgraded CCTV system. The continuing success of the police operation is now reflected in the reduced number of operator driven activity in Q3.			
Recreation Services	RES 17 - Total number of users of our Health & Recreation facilities per quarter	5000	Quarterly	High is good	Seasonal	190,198	218,181	244,381	247,762	245,374	Improving	Yarborough 162,202 (up on Q3 last year by 3,783) Birchwood 49,670 (up on Q3 last year by 37,493) Community Centres 15,131 (Down on Q3 last year by 4,386) Recreation 3,270 (Recreation grounds up on Q3 last year by 3,185) This quarter, the number of users at our Health and Rec facilities has reduced. This is largely due to less activity over the Christmas and New Year periods.			
Waste & Recycling	WM 5 - Percentage of waste recycled or composted	2.5	Quarterly	High is good	Seasonal	38.20%	33.70%	27.40%	38.20%	34.70%	Deteriorating	For quarter 2 (they work 1 quarters behind) % of waste recycled = 17.35% % of waste composted = 17.34% % of waste recycled or composted = 34.7%	35%	45%	Below Target
Parking Services	PS 6 - Overall percentage utilisation of all car parks (P8)	5	Quarterly	High is good	Seasonal	70.00%	45.00%	48.00%	45.00%	52.00%	Deteriorating	Last quarter of 2018 so Christmas shoppers contributed to increase on last quarter. Income figures for the car parks first three quarters show a 27.3% increase (plus £766,471.) Season tickets are also at a 23.6% increase (plus £54,597.) Although penalty charges show a decrease of 23% (minus£10,800.)	60.00%	70.00%	Below Target
Parking Services	PS 7 - Number of off street charged parking spaces	20	Quarterly	Volumetric	Seasonal	2,880	3,621	3,621	3,621	3,621	Improving	Expected increase in spaces due to Lincoln Central being open			
Allotments	AM 8 - Percentage occupancy of allotment plots	5	Quarterly	High is good	Seasonal	82.50%	80.10%	84.20%	85.70%	86.80%	Maintaining	As at the end of December 2018, 902 plots of a total 1098 plots were let, equating to 82%. Of the 1039 lettable plots, 902 occupied plots equates to 86.8%.			
Public Protection and Anti-Social Behaviour Team	AB 4 - Number of service requests for Public Protection and ASB	300	Quarterly	Volumetric	Seasonal	612	587	817	904	836	Maintaining	This represents a typical figure in terms of the number of service requests commonly received via the team during Q3. The team have continued to deliver good service in spite of the reduction of 1 FTE seconded to the intervention team.			
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	89.00%	87.00%	80.00%	80.30%	92.70%	Improving	<b>How many surveys attempted:</b> October: 49 November: 43 December: 28 <b>How many people refused to answer</b> October: 4 November: 9 December: 3 <b>How many people didn't answer the phone*</b> October: 23 November: 26 December: 13	85%	87.50%	Above Target

Service Area	Measure	Tolerance	Cumulative or Quarterly	High / Low is Good	Trend - Quarterly or Seasonal	Q3/17/18	Q4/17/18	Q1/18/19	Q2/18/19	Q3/18/19	Status	Q3/18/19 (Row Comment)	Under Performing	Target	Last Target Status
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	98.1%	98.0%	98.7%	96.8%	97.6%	Maintaining	The total number of registered food businesses is 1033. 25 businesses are considered to be non-compliant of which 7 of those are new businesses.	95%	97%	Above Target
Food and Health & Safety Enforcement	FHS 5 - Average time from actual date of inspection to achieving compliance	2.00	Quarterly	Low is good	Quarterly	13.25	10.40	9.50	8.30	8.50	Maintaining	A slight increase although this figure is within the normal range.			
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	84.50%	94.00%	90.00%	81.60%	82.10%	Maintaining	A watchful brief needs to be kept on this measure for the next quarter. Staff resources are continuing to be an influencing factor 1FTE EHO in early February 2019 this should improve the quarter 4 out turn from the end of the quarter 3 out turn. There are 94 inspections outstanding. There are no high risk red inspections overdue, however there are 10 amber inspections overdue of which 7 are evening economy visits, 3 are new businesses and the remainder (84) are green. This measure continues to be very closely monitored.	75%	97%	On target
Development Management (Planning)	DM 11 - End to end time to determine a planning application (Days)	5	Quarterly	Low is good	Quarterly	58.04	67.34	57.44	56.25	59.40	Maintaining	Marginal increase in end to end times and is a natural fluctuation. Still very good performance and too early to reflect the potential implications of changes to the NPPF.			
Development Management (Planning)	DM 13 - Number of live planning applications open	20	Quarterly	Low is good	Quarterly	97	126	121	117	120	Maintaining	A very similar position to last quarter for the same reasons.			
Development Management (Planning)	DM 16 - Percentage of applications approved	5	Quarterly	High is good	Quarterly	95%	96%	93%	93%	97%	Maintaining		85%	97%	At Target
Development Management (Planning)	DM 20 - Number of planning appeals allowed	5	Quarterly	Low is good	Quarterly	1	0	0	2	0	Maintaining				
Development Management (Planning)	DM 21 - Percentage of Non-Major Planning Applications determined within the government target (70% in 8 weeks) measured on a 2 year rolling basis	10	Quarterly	High is good	Quarterly	95.00%	95.00%	94.67%	95.05%	94.51%	Maintaining	We continue to perform at the highest level, but is too early to see if the NPPF changes will have a significant impact.	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	98.28%	100.00%	100.00%	98.04%	97.96%	Maintaining	Performance continues to be held at a very high level with focus continuing on major applications.	60.00%	90.00%	Above Target
Development Management (Planning)	DM 8 - Number of applications in the quarter	40	Quarterly	Volumetric	Quarterly	264	234	247	229	211	Maintaining				

Service Area	Measure	Tolerance	Cumulative or Quarterly	High / Low is Good	Trend - Quarterly or Seasonal	Q3/17/18	Q4/17/18	Q1/18/19	Q2/18/19	Q3/18/19	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	Seasonal	0.00%	0.00%	0.94%	0.48%	0.27%	Maintaining				
Housing Investment	HI 6 - Number of properties 'not decent' as a result of tenants refusal to allow work (excluding referrals)	30	Quarterly	Low is good	Quarterly	4	4	174	192	167	Maintaining	There has been a modest decrease in the number of properties failing decent homes. This decrease will continue over the next few months as our planned works programmes nears completion. An action plan will be created for all properties that will remain non-decent at the end of our 2018/2019 works programme.			
Housing Investment	HI 7 - Percentage of dwellings with a valid gas safety certificate	2	Cumulative	High is good	Quarterly	99.95%	99.96%	99.85%	99.93%	99.93%	Maintaining				
Control Centre	CC 5 - Percentage of calls answered within 60 seconds	1	Quarterly	High is good	Quarterly	98.36%	98.25%	99.09%	99.16%	99.06%	Maintaining				
Rent Collection	RC 3 - Rent collected as a proportion of rent owed	5	Cumulative	High is good	Quarterly	99.27%	99.68%	97.56%	98.19%	99.83%	Maintaining	The collection rate has increased over the last quarter. Despite having 2 rent free weeks over the Christmas period we still collected £557,167 during that time.	94.50%	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	2.22%	2.11%	2.72%	2.95%	2.47%	Maintaining	A stretching target of 3.65% was set for current tenant arrears despite the implication of full implementation of Universal Credit. As is always the case there has been a significant drop in the arrears during December from 3.23% to 2.47%. It is anticipated that the year-end figure will meet the target.	5.20%	3.50%	Above Target
Housing Solutions	HS 3 - The number of people currently on the housing waiting list	100	Cumulative	Low is good	Quarterly	1,653	1,693	1,692	1,663	978	Improving	Work has been continuing on closing down applications where there has been no activity by the applicant. This means that the applicant has not logged onto Abritas, not bid on any properties or made contact with us.			
Housing Solutions	HS 4 - The number of Homelessness applications progressed within the Housing team	10	Cumulative	Volumetric	Seasonal	183	279	167	368	526	Deteriorating	The figure is continues to rise, this figure is taken from the stage of the application at that time. It has significantly increased 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.			
Housing Voids	HV 7 - Percentage of rent lost through dwelling being vacant	0.1	Cumulative	Low is good	Quarterly		0.97%	0.72%	0.70%	0.84%	Deteriorating	The void loss figure has risen during Quarter 3 due to the increase in void times. During this quarter we had some properties which had a significant void time against them, which would have had an effect on the void loss percentage.			
Housing Voids	HV 9 - Average re-let time calendar days for all dwellings (including major works)	5	Cumulative	Low is good	Quarterly	27.16	26.77	26.42	26.47	28.35	Maintaining		28	25	Below target
Housing Maintenance	HM 3 - Percentage of reactive repairs completed within target time	2.00	Cumulative	High is good	Quarterly	96.98%	97.49%	98.00%	99.36%	98.51%	Maintaining	The housing repairs service continues to work well. In the current financial year, all emergency repairs (2,700+) have been completed on time. We are also performing above target for all responsive repairs in time. Our current fleet has been in situ for just over 2 years and has been operating smoothly as is evidenced with performance levels alongside the new stores system at Hamilton House with Travis Perkins.	95.00%	97.50%	Above Target
Housing Maintenance	HM 4 - Percentage of repairs fixed first time	5	Cumulative	High is good	Quarterly	88.91%	90.21%	93.38%	93.60%	93.57%	Maintaining				
Housing Maintenance	HM 5 - Appointments kept as a percentage of appointments made	5	Cumulative	High is good	Quarterly	95.71%	95.85%	96.56%	96.66%	96.67%	Maintaining				

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**Present:** Councillor Gary Hewson (*in the Chair*),  
Councillor Kathleen Brothwell, Councillor Bob Bushell,  
Councillor Thomas Dyer, Councillor Geoff Ellis, Councillor  
Helena Mair, Councillor Hilton Spratt and Councillor  
Lucinda Preston

**Apologies for Absence:** Councillor Chris Burke and Councillor Laura McWilliams

**3. Declarations of Interest**

No declarations of interest were received.

**4. Draft Medium Term Financial Strategy 2019-2024**

The Chair of the Budget Review Group reported that the main objectives of the Group were to examine the principles and planning process that supported the proposed Medium Term Financial Strategy, budget and Council Tax and establish that at each stage the budget:

- was clear, focused, achievable, realistic and based on sound financial practices;
- had clear linkages with corporate plans that formed the Council's Policy Framework, establishing that they were identifiable and designed to support the Council's Vision 2020.

The Council's Chief Finance Officer:

- (a) Presented a report which explained the key elements and assumptions on which General Fund Revenue estimates had been prepared, noted as follows:
- a small element of Revenue Support Grant would be received, but this had dramatically reduced and would end from 2020/21 with the introduction of 75% Business Rates retention;
  - the Revenue Support Grant element of the provisional settlement confirmed the allocations previously announced as part of the multi-year settlement. This showed a reduction in the level of grant received of 99.1%, from £2.585 million in 2015/16 to £0.022 million in 2019/20. Beyond 2019/20 it was assumed that there would be no further Revenue Support Grant payable by the Government and that the principal forms of funding would be from local taxation;
  - the provisional Local Government Finance Settlement provided grant allocations for the New Homes Bonus. The Council would receive £0.720 million for 2019/20 which was a significant allocation in relation to its other funding streams. The Medium Term Financial Strategy prudently assumed that the current New Homes Bonus scheme would cease beyond 2019/20, but that the legacy payments would continue for a four year period as per the initial scheme design;
  - Lincoln would form a business rate poll with Lincolnshire County Council and the other Lincolnshire District Councils following the unsuccessful bid to be a 75% pilot in 2019/20;

- following an assessment of the amount of business rates that the Council expected to collect during 2019/20 after allowing for the allocation of resources to Central Government and to the County Council, it was estimated that £5.289 million of the £44.7 million of business rates generated within the city would be retained by the City Council. Beyond 2019/20, assumptions had been made in relation to the reform of the business rates retention system which would be assessed as further changes were released by the Government ahead of implementation in April 2020;
  - the business rates element of the collection fund had declared a surplus in relation to 2018/19 of £2.464 million of which the Council's share was £1.546 million and had primarily arisen as a result of the over provision for appeals;
  - an increase of 2.95% in 2019/20 equated to an additional 10p per week for a Band A property and 12p per week for a Band B property. 80% of the city's properties fell within Band A or Band B;
  - other key assumptions in formulating the draft General Fund revenue estimates for 2019/20 – 2021/22 included:
    - increases in the business rate taxbase of 0% per annum in 2019/20 and 2020/21 and 2% per annum from 2021/22;
    - increases in the council taxbase of 1.25% per annum;
    - New Homes Bonus income of £0.720 million in 2019/20, £0.502 million in 2020/21, £0.111 million in 2021/22, £0.50 million in 2022/23, reducing to £0 thereafter;
    - non-statutory fees and charges overall yield was assumed at 3% per annum, although individual service income budgets had been re-based;
    - an increase in employer pension contribution rates capped at 1% per annum for the period to the end of the current triennial review in 2020/21;
    - a provision for pay awards of 2%;
    - a provision for inflation of 3% per annum for contractual commitments;
    - a provision for 2% per annum general inflationary increases;
    - average interest rates on investments had been assumed at 0.85% in 2019/20, 0.93% in 2020/21, 1% in 2021/22, 1.05% in 2022/23 and 1.08% in 2023/24;
    - staff turnover targets of 1% per annum.
- (c) Reported that it had been necessary to increase the savings targets by £0.5 million in 2019/20, increasing by a further £0.5 million to £1 million per annum from 2020/21, with total savings of £5.25 million per annum therefore required by 2020/21.
- (d) Explained that the Housing Revenue Account Business Plan incorporated the Government's requirement for a 1% per annum rent reduction between 2018/19 and 2019/20 and assumed that from 2020/21 rents would revert back to an increase by the Consumer Price Index +1%. This increase in rent levels was in line with the Government's latest social rents consultation proposing that from April 2020 social rents would increase by Consumer Price Index +1% for a period of five years. The Medium Term Financial Strategy 2019-24 had been prepared on this basis.

- (e) Reported that other key assumptions had been used in formulating the Housing Revenue Account estimates for 2019/20 to 2021/22 as follows:
- assumptions for price inflation, interest rates, pay awards, vacancy savings and employer pension contributions were as per the General Fund;
  - an average garage rents increase of 3% per annum;
  - housing voids assumed at 1% per annum;
  - a 1% reduction in the assumed collection rate to 98% per annum.
- (f) Reported that the General Investment Programme for the period 2019/20 to 2023/43 was included within the Medium Term Financial Strategy, with the total allocated programme over the next five years being £5.4 million of which £3.4 million was estimated to be spent in 2019/20.
- (g) Reported that the Housing Investment Programme for the period 2019/20 – 2023/24 was included within the Medium Term Financial Strategy, with the total allocated capital programme over the next five years being £61.2 million of which £16.3 million was estimated to be spent in 2019/20.
- (h) Invited questions and comments from members.

#### **Question**

What measures were in place to deliver the remaining balance on the existing savings and what was the progress against these?

#### **Response**

The balance on the existing savings target was £195,000 to be delivered in 2019/20. There were a number of project reviews that would, once completed, achieve this target which included:

- restructure of financial services;
- property investment decisions taken by the Executive;
- investment in all grass and all weather pitches with Active Nation;
- generation of advertising income.

#### **Question**

What measures were in place to deliver the new £500,000 savings in 2019/20?

#### **Response**

Delivery of the additional savings targets would be through the Towards Financial Sustainability Programme focussing on the following key strands:

- One Council;
- Investment Opportunities;
- Commercialisation;
- Service Reduction or Withdrawal.

This was in addition to continually seeking ways to maximise tax bases through Council Tax and Business Rates.

In response to the One Council strand and referring to the recent decision by the Executive to procure a new website platform, working alongside the County Council, a question was asked as to whether more partnership working

opportunities were envisaged with other local authorities in the county. The exploration of more shared services opportunities had been included in the previous year's strategy and this was attempted across a number of service areas, with Information Technology being a key service area. However, there had been a number of barriers to prevent this coming to fruition, although the procurement of the website with the County Council was a small step as part of any potential process regarding any further shared service opportunities in this respect. It was noted that the Council would continue to explore opportunities for shared services with other authorities. Where the Council had successful shared services in place, such as the Shared Revenues and Benefits Service for example, work was taking place to investigate where or how similar services could be shared or sold to make additional savings or generate an income.

### **Question**

Have the savings proposals of £789,000 been subject to some form of scrutiny?

### **Response**

All decisions in respect of savings were subject to approval under the Scheme of Delegation and Financial Procedure Rules, with those requiring Executive approval also being subject to the relevant scrutiny.

### **Question**

Why was the table for 2020/21 in the report showing year on year increases of £600,000?

### **Response**

The table reflected progress made since January 2019 in delivering target savings from the current Towards Financial Sustainability Programme, which included what the Council had already secured. It would be necessary to compare this table with the table in the previous year's Medium Term Financial Strategy in order for the figures to tally with the revised savings target. It was agreed that this would be circulated.

### **Question**

Were there any annual figures of properties in each band that were zero rated for Council Tax students? With population rising it was assumed that the Council Tax base would rise, with such an increase putting more pressure on Council services and students in particular not contributing through Council Tax. Did the Council receive anything from the Government to compensate for this?

### **Response**

A table was shown at the meeting which indicated that 1,407 properties consisted of student halls in the city and 1,614 properties were classified as private student accommodation.

It was noted that when the Government calculated Business Rates it based this on an area's need, which took into account population. The fact that students lived in the city and made up the city's population meant that this would be factored into the city's need when calculated by the Government.

A further question was asked regarding property companies owning or managing student accommodation and whether they would be exempt from paying Council Tax. It was noted that if students were in occupation at the property they would be exempt from Council Tax. The majority of student accommodation in the city

was no longer owned by the University of Lincoln and was owned or managed by private companies. Although exempt from Council Tax due to the nature of the people occupying the properties, private companies would still be required to pay corporation tax on their company profits, although it was acknowledged that this went straight to the Government rather than to the local Council.

### **Question**

Are figures available for the number of properties and past records to show movement on numbers of buildings that were zero rated for Business Rates?

### **Response**

There were currently 3,550 hereditaments in the city, with a number of different types of exemptions noted as follows:

- agricultural land and buildings;
- buildings used for training and welfare;
- buildings registered for public religious worship or church halls;
- empty properties (exclusions applied for three months).

It was noted that there were a significant amount of mandatory and discretionary reliefs available.

A question was raised as to whether the Department for Work and Pensions, with its offices being based at City Hall, was classified as a building used for training and welfare. It was noted that the use of City Hall by the Department for Work and Pensions was classified as administrative so an exemption would not apply and its proportion of Business Rates was reflected in the City Council's recharge for use of City Hall.

### **Question**

As income levels for parking income had not been achieved in the current year, what income from fees and services were set for 2019/20 – 2020/21?

### **Response**

A table was presented at the meeting which identified all areas where the levels of fees and charges had been changed, with main areas including:

- car parking;
- Building Regulations;
- Houses in Multiple Occupation and the introduction of new Regulations.

Overall this had accumulated in an estimated income of £11.4 million in the previous year, which had now been reduced to £10.4 million resulting in a difference of approximately £998,000.

Discussion ensued on the Council's performance in relation to meeting its financial targets, but the Leader of the Council made the point that a wider perspective and consideration should be given to how the local economy was performing. Taking into account the above listed areas, they were all contingent on the amount of economic activity in the city which was why it was so important for the Council to do what it could to ensure that the local economy in Lincoln continued to grow. The Council had a reliance on other income streams following the significant reduction in Revenue Support Grant, which would cease completely in 2020/21.

A comment was made regarding the investment in the Cornhill area of Lincoln in that this was an important and welcomed change to the city, with an emphasis on leisure rather than retail which it was hoped would draw people into the city centre. However, a concern was expressed regarding an increase in car parking in the majority of the City Council's car parks for the tariff for over four hours, which it was proposed would increase from £8 to £8.50 and would mainly impact people that worked in the city. It was noted that people, particularly those working in the city, could apply for parking permits at a reduced rate which was much cheaper than paying a day rate for every day that they used the car park. Despite this, however, it was perceived that any such increase in car parking fees and charges was, in effect, penalising those people who visited the city centre for longer periods of time and which was counterproductive when seeking to attract more people into the city centre. In response a point was made that, compared to other cities, the price of car parking in the City Council's car parks was reasonable and the alternative to putting car parking fees and charges up would be to increase the cost of services or even reduce services elsewhere, directly impacting the city's residents.

In relation to car parking, the Leader of the Council made the following points:

- the cost of car parking in the City Council's car parks compared to other cities, not including market towns, was reasonable and the cost of car parking generally would be significantly more expensive if the City Council did not own or manage any of car parks in the city, with private operators then being able to monopolise car parking in the city;
- 20% of what the City Council charged was VAT, which was not always acknowledged when considering how much the Council received for car parking;
- the options available for people to achieve a discounted rate of car parking through a variety of incentives, such as season tickets or scratch cards, was publicised and clearly set out on the Council's website.

It was noted that the vast majority of fees and charges were not proposed to be increased and those that were had been increased in line with inflation.

A further question in relation to fees and charges was asked in relation to the Crematorium in response to proposals for new Crematoriums to be built in West Lindsey and North Kesteven. A significant amount of work had been undertaken by officers in response to these proposals and a report on this issue was scheduled to be considered by the Executive at its meeting on 11 March 2019.

Clarification was sought with regard to a reserve associated with the 100% Business Rates scheme. It was reported that a reserve had been put in place using funds from the scheme to deliver some of the Council's strategic priorities. £60,000 of this had been spent on the citywide intervention team and £300,000 on central markets proposals, for example. A separate and completely unrelated Business Rates volatility reserve had also been put in place.

RESOLVED

That the Budget Review Group:

- (1) Agrees that at each stage the budget was clear, focused, achievable, realistic and based on sound financial practices and had clear linkages with corporate and other plans that formed the Policy Framework to establish that they are identifiable and designed to improve services in the Council's strategic priority areas.
- (2) Agrees to provide its comments to the Performance Scrutiny Committee and Executive on the draft Medium Term Financial Strategy 2019-24 and 2019/20 budget and Council Tax proposals to the Performance Scrutiny Committee and Executive prior to formal consideration by Council at its meeting on 4 March 2019.

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## PEFORMANCE SCRUTINY COMMITTEE

21 FEBRUARY 2019

**SUBJECT: WORK PROGRAMME FOR 2018/19**

**DIRECTORATE: CHIEF EXECUTIVE'S**

**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
<b>Standard Items</b>		
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
<b>Monitoring Items</b>		
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
<b>Standard Items</b>		
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
<b>Monitoring Item(s)</b>		
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
<b>Standard Items</b>		
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
<b>Monitoring Items</b>		
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
<b>Standard Items</b>		
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
<b>Monitoring Items</b>		
<b>Other Item(s)</b>		
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
<b>Standard Items</b>		
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
<b>Monitoring Items</b>		
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
<b>Other Items:</b>		
Budget Theme Group – Nominees-	Rob Baxter	Annual Appointment Professional High Performing Services

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
<b>Standard Items</b>		
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	Kate Bell	Lets Deliver Quality Housing
<b>Monitoring Item(s)</b>		
Christmas Market Outturn 2018- Verbal 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
<b>Standard Items</b>		
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 (inc Neighbourhood Working Sincil Bank Project Update)	Simon Walters	Regular Report Lets Enhance Our Remarkable Place
<b>Monitoring Items</b>		
Financial Performance (Detailed) – Quarterly Monitoring: Quarter 3	Jaclyn Gibson	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	Jaclyn Gibson/Sarah Hardy	Annual Report Professional High Performing Services

28 March 2019

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
<b>Standard Items</b>		
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
<b>Other item(s)</b>		
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

<b>Date</b>	<b>Portfolio</b>
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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