

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

**Apologies for Absence:** Councillor Pat Vaughan

**69. Confirmation of Minutes - 21 February 2019**

RESOLVED that the minutes of the meeting held on 21 February 2019 be confirmed.

**70. Declarations of Interest**

No declarations of interest were received.

**71. Housing Scrutiny Sub-Committee Minutes - 28 January 2019**

The minutes from the Housing Scrutiny Sub-Committee which took place on 28 January 2019 were received.

**72. Portfolio Holder under Scrutiny**

**a) Portfolio Performance Overview – Customer Experience and Review**

Pat Jukes, Corporate Policy Manager:

- Provided a presentation for information which outlined the performance of the Customer Experience and Review Portfolio which included:
- Contextual information on the Customer Experience and Review Portfolio:
  - In the 2018/19 Audit Plan, there were 23 audits planned.
  - There were currently 55 polling stations in Lincoln.
  - As of 8 March 2019, there were 60,945 people on the Electoral Register.
  - 53 quarterly measures were being monitored and 22 annual measures as part of the strategic performance reporting.
  - The IT Helpdesk received approximately 3000 calls in the last 12 months.
  - From April 2018 to February 2019, 105,827 letters were sent out using the franking machine.
  - Housing Teams had sent out 42,618 mail items through the bulk outsourced route so far this year and Revs & Bens had sent out over 150,000 pa this way.
- The presentation highlighted the following key points:
  - The number of users logged into the self-service system MyInfo this quarter had increased from 6,409 in Q3 last year to 7,651 in Q3 this year. This online system helped those who had access, to quickly report issues or receive updates on queries.

- The average time taken to answer a telephone call had deteriorated to 122 seconds, however the small initial glitches found in installing the new telephony system had now mostly been resolved and times were now recovering.
- Invited members comments and questions.

Question: Members asked whether the City Profile was available online for the public to view.

Response: Yes, the City Profile was a public document and could be found on our website.

Question: Members asked for the meaning of the term IQ Post Me.

Response: Officers explained that it was the name of the software used by officers to send post electronically to an external company to print, envelope and post.

RESOLVED that the content of the report be noted.

**b) Portfolio Holder Under Scrutiny – Report by Councillor Jackie Kirk, Portfolio Holder for Customer Experience and Review**

Councillor Jackie Kirk, Portfolio Holder for Customer Experience and Review:

- presented a report which highlighted the following areas:
  - High Performing Services
  - Customer Services
  - Customer Experience Board
  - Business Development & Information Technology
  - Audit Arrangements
  - Electoral Activity
  - Performance Overview
  - Update on the Development of the New Performance System
  - Complaints against the Council
- Invited member's comments and questions.

Question: Members asked the portfolio holder how she thought the portfolio was working.

Response: The past year had been a learning curve. No aims were set as the Portfolio Holder wanted to get to know the areas.

Question: Members asked how much time could be saved de-duplicating roles.

Response: The de-duplicating of roles came under the One Council approach. This approach was to shape what was done for the customer and improve the interaction with the Council.

Question: Members asked why the move to digital tech was happening more.

Response: The move to digital tech was taking place to change with the times and make access easier. Access and digital tech was included in the Customer

Experience Strategy which was about creating a better experience for the customer. Going digital saved time and money. There were still vulnerable customers that weren't able to interact digitally. Housing repairs were being looked at so that repairs could potentially be booked online.

Question: Members asked why the average time to pick up a telephone call had risen.

Response: Figures collected for call answering times related to Q3 when the new phone system was installed. Call answering times had since dropped to 80 seconds. Calls for the Housing Solutions Team were now being taken by Customer Services. Call answering times could also of risen due to enquiries being longer and more complex.

Question: Members asked how tension was to be managed between digital and vulnerable people as well as still looking after the customer.

Response: There would always be a service available for vulnerable customers. The Customer Experience Strategy would give different channels to customers that could use digital channels. This would then free up staff to help the vulnerable customers.

Question: Members asked whether feedback was being measured other than complaints and whether this was acted upon.

Response: Feedback was measured but not published anywhere. Positive feedback was published on the intranet.

Question: Members asked when they would have site of the Customer Charter if it were to be produced.

Response: The Customer Charter was connected to the One Council approach and if one was to be produced then a member seminar would take place.

Question: Members asked how enquiries were measured through social media as it was very public.

Response: The Communications Team used to handle all the social media enquiries but this had now transferred to Customer Services. There was about one a day so far.

Question: Members stated that two communication channels for customers were still needed but would like to see more performance measures regarding these channels.

Response: A new performance system was being created in house. Performance measures had been changed on the new system. New measures would be in place by 1 April 2019.

Question: Members asked what was achieved by staff being on the helpdesk at the bus station. 80% of queries on the helpdesk were related to buses.

Response: The presence of having a City of Lincoln Council employee on the helpdesk at the bus station added value as it was the entrance to the city. There

needed to be more emphasis on these staff as they classed themselves as City Ambassadors and were providing a customer service to residents of the city.

RESOLVED that the content of the report be noted.

### **73. High Performing Services Vision 2020 Progress Report**

Angela Andrews, Chief Executive and Town Clerk:

- Presented a report to update Performance Scrutiny Committee on progress with the Vision 2020 objective of maintaining 'Professional High Performing Service Delivery' during the year 2018/19, which included an update on the Towards Financial Sustainability (TFS) programme for the same year.
- Explained that Vision 2020 published in January 2017, contained four strategic priorities, underpinning these strategic priorities was a strand of work ensuring that high performing services were continuing to be delivered. The Corporate Management Team sat on the High Performing Services Board to consider a holistic view of progress and performance across the organisation.
- Highlighted that during the year the team had continued to identify and deliver savings and additional income under three strands:
  - Asset Rationalisation
  - Commercialisation
  - Cost Reduction/Shared Services/Managing Demand.
- Highlighted that there had been three further successful opportunities realised which were:
  - DTZ Stargas contract was now complete, which would achieve savings of around £100k per annum.
  - Travelodge was now complete and operating well as an investment property and in addition had provided a number of jobs for local people.
  - A rent review had increased rents at the two NCP car parks which had been purchased.
- Invited member's comments and questions.

Question: Members asked how an income stream could be made from the services the City of Lincoln Council offered.

Response: The website was currently being changed and other organisations wanted to work with the City of Lincoln Council regarding this. More exploration needed to take place with third sectors.

Question: Members asked if all non-executive members could be kept informed about acquisitions.

Response: Information regarding these acquisitions had been made available for all Councillors.

Question: Members asked how much was generated from sponsorship for the Christmas market.

Response: There had been sponsorship for the last four years which amounted to around £4000 a year. There had been no interest regarding having a partner. Work was taking place on how to move the market forward and make the event more of an experience. City of Lincoln Council currently funded all of the Christmas Market.

Question: Members asked what more could be done to benefit the City and be greener.

Response: Sustainability has been added into our Policies. Electric vehicles had been part of the fleet for a number of years and this scheme was to be broadened out. Hamilton House used re-usable cups.

RESOLVED that the content of the report be noted.

#### **74. Christmas Market 2018 Outturn Report**

Simon Colburn, Assistant Director (Health and Environment):

- Presented an interim report to Performance Scrutiny Committee on the financial performance of the 2018 Lincoln Christmas Market.
- Highlighted the following points:
  - The 2018 Lincoln Christmas Market was visited by around 230,000 people over 4 days.
  - Over 60% of visitors travelled to the City for the market with an average visitor spend of £57.
  - Overall the Christmas market generated an operational surplus of £54,160. This was £91,520 short of the budgeted surplus of £145,680.
  - The market had 180 stalls which achieved an income of £431,250 against a budget of £467,010 which was £35,760 below budget.
  - The most significant items of expenditure were staff costs; venue hire costs and contractor payments.
- Explained that the market had three main streams of income:
  - Stallholder fees (including the fairground)
  - Park and ride ticket sales
  - Coach bookings
- Invited member's comments and questions.

Question: Members asked why the cost of the rubbish disposal had increased and the rationale for the rise in stewarding costs although they were set.

Response: Only two contracts were not procured on a long term basis which were Police and Refuse. Biffa were becoming more commercial so costs had risen. At the Christmas Market the City of Lincoln Council collected rubbish for the market as a whole which meant that some businesses put their rubbish in the bins that were disposed of by City of Lincoln Council. Stewarding costs had increased due to having more stewards on the gates to the Christmas market taking the advice of the Police.

Question: Members asked if the City of Lincoln Council were considering being more sustainable.

Response: Officers were working on how the market could be more streamline. Stallholders turned up to the market with pre-packed stock.

Question: Members asked why the original budget allocation was kept the same if officers knew there was going to be a shortfall.

Response: This was due to optimism and hope that the Christmas Market would generate more income.

Question: Members asked if there was a way in which the Christmas Market could be included in a city wide experience.

Response: A visioning report was being produced to try and look at what Christmas in Lincoln should look like as well as increasing sponsorship and footfall.

RESOLVED that the content of the report be noted.

**75. Introduction of a new Homelessness Act**

This item was deferred to the next meeting to allow for further consultation.

**76. Draft Work Programme for 2019/20**

RESOLVED that:

1. The following additional agenda items be scheduled into the work programme for a later date:
  - The Introduction of a new Homelessness Act
  - Asset Rationalisation on Financial Target Achievements
2. The content of the work programme be noted.