

PERFORMANCE SCRUTINY COMMITTEE

Thursday, 28 March 2019

5.00 pm

Committee Room 1, City Hall

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

Substitute member(s): Councillors Chris Burke

Officers attending: Pat Jukes, Simon Walters, Daren Turner, Clare Stait, Joanne Crookes and Angela Andrews

AGENDA

SECTION A	Page(s)
1. Confirmation of Minutes - 21 February 2019	3 - 12
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. Housing Scrutiny Sub-Committee Minutes - 28 January 2019	13 - 16
4. Portfolio Holder under Scrutiny	17 - 38
a) Portfolio Performance Overview – Customer Experience and Review	
b) Portfolio Holder under Scrutiny – Report by Councillor Jackie Kirk, Portfolio Holder for Customer Experience and Review.	
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7. Introduction of a new Homelessness Act	To Follow
8. Draft Work Programme for 2019/20	65 - 74

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Present: Councillor Gary Hewson (*in the Chair*),
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: Councillor Helena Mair

60. Confirmation of Minutes - 24 January 2019

RESOLVED that the minutes of the meeting held on 24 January 2019 be confirmed.

61. Declarations of Interest

Councillor Laura McWilliams declared a Disclosable Pecuniary Interest with regard to the agenda item titled 'Portfolio Holder under Scrutiny - Report by Councillor Fay Smith, Portfolio Holder for Remarkable Place'. Her partner worked for the Football Association. She stepped out of the room during the discussion of this item.

Councillor Pat Vaughan declared a Personal Interest with regard to the agenda item titled 'Financial Performance - Quarterly Monitoring'. Reason: His granddaughter worked in the Finance Section of the City of Lincoln Council.

Councillor Pat Vaughan declared a Personal Interest with regard to the agenda item titled 'Strategic Risk Register - Quarterly Review'. His granddaughter worked in the Finance Section of the City of Lincoln Council.

62. Portfolio Holder Under Scrutiny
(a) Portfolio Performance Overview - Remarkable Place

Pat Jukes, Corporate Policy Manager:

- provided a presentation for information which outlined the performance of the Remarkable Place Portfolio which included:
- contextual information on the Remarkable Place Portfolio:
 - The City of Lincoln Council had 27 play areas across the city
 - Lincoln made three million refuse collections every year, across almost 45,000 homes and 1200 public litter bins were emptied
 - There were 84,000 trees in the 13.8sq miles that Lincoln covered
 - Street cleansing was provided for over 200 miles of streets
 - There had been a £240k investment in the Lincoln Crematorium which started in 2016 and completed in 2018
 - The total number of registered food businesses in Lincoln was currently 1033
 - Both of Lincoln's leisure centres had now fully re-opened after extensive investment and improvements over the last 18 months. They both achieved record levels of customer visits as a result. In Q3 alone: Yarborough – 162,202, Birchwood – 49,670. This was up from 158,419 and 12,177 respectively.

- the presentation highlighted the following key points:
 - the total amount of waste collected in Lincoln had decreased from 0.38 to 0.36 tonnes per person, whilst the decrease in East Midlands had only gone from 0.49 to 0.48 tonnes per person.
 - The total number of Licensed vehicles in Lincoln had increased from 48,400 in 2016 to 48,800 in 2017, which was a total increase of 400.
 - The total number of licensed cars in Lincoln has increased from 38,200 in 2016 to 38,800 in 2017, which was an overall increase of 600.
 - Following extensive renovations and improvements, Birchwood Leisure Centre had 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 had also jumped around 10% since last year.
- invited members comments and questions

Question: Members asked whether motorhomes were included in the other category of licensed vehicles.

Response: Yes, they were.

Question: Members asked where the very satisfactory areas were as a result of the citizen panel questionnaire.

Response: Unfortunately the exact areas could not be disclosed for confidentiality reasons. The information could be looked at per ward.

Question: Members asked if figures regarding the total waste in tonnes against the National total could be provided.

Response: This Information was to be sought by Officers.

Question: Members asked why composting recycling had decreased.

Response: The decrease in composting recycling was mainly down to contamination. Communication Teams from all authorities were meeting to discuss a recycling campaign.

RESOLVED that:

1. Officers to source information regarding the total waste in tonnes against the National total.

(b) Portfolio Holder under Scrutiny - Report by Councillor Fay Smith, Portfolio Holder for Remarkable Place

Councillor Fay Smith, Portfolio Holder for Remarkable Place:

- a) presented a report which highlighted the following:
 - Open Space Management
 - Allotments
 - Equipped Play Areas
 - Parks
 - Hatsholme Country Park and Camp Site
 - PAGs

- Commons
- Volunteering
- Arboriculture
- Street Scene
- Waste/Recycling
- Street Cleansing
- Public Toilets
- Food, Health and Safety
- Bereavement Services
- Air Quality
- Carbon Reduction
- Sport Recreation and Leisure Services

b) Invited member's comments and questions.

Question: Members asked what the potential for other funding for the bus shelters was to stop them being removed due to maintenance costs.

Response: Officers were trying to work with other organisations but there would still be a reduction in bus shelter numbers as they fell into disrepair. There was no funding available for maintenance.

Question: members asked whether allotments were dug over when they were let.

Response: Yes they were dug out ready for the new tenants and if they were in disrepair then Officers would work with tenants to get the site up and running.

Question: Members asked how air quality was managed and whether there was anything that could be done to improve it.

Response: All areas were positively lower than the air quality standard. Work continued with partners as part of the Air Quality management action plan etc.

Question: Members asked when there would be any movement on the Hartsholme Park masterplan as the previous one was over 10 years ago.

Response: Due to current capacity available, officers couldn't at present give a commitment as to when works would start. This would be reviewed as part of formulation of Vision 2025

Question: Members highlighted that Hartsholme Country Park Advisory Group had amended their constitution and had made it a good model for Park Advisory Groups. Members asked if the Commons Advisory Panel could become an advisory panel rather than a committee meeting.

Response: The constitutions of the three Park Advisory groups were being brought together and the chairs of each meeting were liaising more and helping each other. The Commons Advisory panel would not be changed due to a commons act that was in place so the group was established by law.

Question: members asked if the Birchwood Leisure Centre footfall stats could be broken down as to what facilities/classes were being used.

Response: Officers agreed to obtain the information requested if available and if not then a snapshot would be sought.

Question: Members asked whether there would be a management fee at Birchwood Leisure Centre.

Response: City of Lincoln Council was paying a reducing fee for three years and thereafter no management fee will be paid across either site.

Question: Members asked why more money was being invested into allotment sites when they were at 82% capacity and not full.

Response: More allotments were being put in where the demand was needed. Allotments had trends so investment in allotment sites would help to bring them into use.

Question: Members asked whether talks had taken place with Lincolnshire County Council regarding weight restrictions on Broadgate.

Response: Talks with Lincolnshire County Council had taken place regarding weight restrictions. Weight restrictions would not be put in place as the traffic network would not cope with the restrictions.

Question: Members asked whether the impact of the waste bin stickers was known.

Response: Information from the sticker campaign had not yet been received. South Kesteven District Council were trialling waste food collections. More responsibility was being put on producers rather than Councils.

Question: Members asked what action was being taken to increase the satisfaction of public toilets.

Response: Officers believed that the satisfaction was down to the toilets being charged for and the lack of provision.

Question: Members asked whether it could be publicised more that household could request an additional recycling bin.

Response: If a resident requested an extra bin and could prove that they needed it then City of Lincoln Council would provide one. Side waste was taken as part of our waste disposal.

RESOLVED that:

- a) Officers were to obtain a breakdown of how many visitors were attending each Leisure facility/class at Birchwood Leisure Centre.

63. Vision 2020- Remarkable Place Progress Report

Simon Walters, Director of Communities and Environment:

- a) provided Performance Scrutiny Committee with an update on progress towards the Remarkable Place strategic priority contained in Vision 2020.

b) explained that there had been strong progress within the 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 and attended by several thousand people. This was also followed by a Royal visit from Princess Anne.
- The City Centre CCTV installation had been completed. This had been supplemented by the installation of a city centre wifi system offering a free internet connection for anyone with a mobile device within the city centre.
- The City Council had announced that the size of the air quality management area in the City Centre had been reduced as air quality generally in the city centre had been improving.
- Protection of wildlife sites were important in the city and two initiatives had 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 had approved the application to remove the deemed planning consent for the display of 'To Let' boards in three terraced areas of the city.
- The City Council had received the match funding required to pursue an innovative scheme with Historic England to focus on restoring shop frontages to their original look in the high street.
- In order to ensure allotments were used well in the future, the Council commenced phase one capital investment of £650k in 2017/18.
- The Council had been successful in achieving grant funding from the Football Foundation and Sport England to invest in outdoor sports facilities.
- An intervention team to help tackle the issue of addiction fuelled ASB and begging within the City Centre had been introduced.
- Work had started on developing the specifications for key 'front door' services of refuse collection, street cleansing and grounds maintenance.

c) invited members comments and questions

Question: Members asked whether the Graffiti in Sincil Bank had been removed.

Response: Graffiti was an ongoing problem. CCTV had been installed in Hermit Street and Portland Street and was proving to be successful with 34 incidents across a range of issues being recorded since December.

Question: Members asked whether the Police were on board in Sincil Bank

Response: The Police were on board. There was more visibility in the area due to the Neighbourhood Office and CCTV.

Question: Members asked whether the graffiti project had been successful.

Response: The project had lifted resident's spirits and brought people into the area to view the art trail. There were many benefits which helped bring communities together.

Question: Members asked whether the CCTV cameras in Hermit and Portland Street could be moved to different hotspots around the city.

Response: The cameras were wired in and not mobile so unfortunately this couldn't be carried out.

Question: Members asked how much the CCTV cameras were.

Response: The cameras collectively cost about £15k as some were cheaper as they were mounted on buildings.

Question: Members asked whether it was worth going into partnership with NKDC and build a bigger and better crematorium.

Response: The crematorium that we currently own remains in the right place especially once the eastern bypass was in place. Conversations had already taken place around a joint adventure but at present these are unlikely to develop further.

RESOLVED that the progress report of the Remarkable Place Vision Group be referred to Executive.

64. Financial Performance - Quarterly Monitoring

Jaclyn Gibson, Chief Finance Officer:

a) provided Performance Scrutiny Committee the third quarter's performance (up to 31st 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.

b) highlighted that the General Fund was currently projecting a forecast budget shortfall of £206,302. The key variances were as 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)

c) explained that 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.

d) invited member's comments and questions.

Question: Members asked whether there was a lot of dust from the building site near the new car park and whether the car park was being well used.

Response: The CO-OP were transforming their shops which would put the car park in a prime location. Car park income was going up but not as fast as predicted in the MTFS.

Question: Members asked for more detail regarding profiling projects.

Response: Most profiling was to do with the decent homes work. If no work needed to be carried out at a property then the money was re-profiled for a later date.

Question: Members asked if businesses within the high street where the works were taking place would get a reduction in their business rates.

Response: Businesses could ask for a reduction but would have to apply to the valuation office in order to do this.

RESOLVED that:

- progress on the financial performance for the period 1st April to 31st December 2018 and the projected outturns for 2018/19 be noted.
- 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) be noted.
- the changes to the General Investment Programme and Housing Investment Programme as detailed in paragraphs 7.4 and 7.10 be noted.

65. Strategic Risk Register - Quarterly Review

Jaclyn Gibson, Chief Finance Officer:

- a) provided Performance Scrutiny Committee with a status report of the revised Strategic Risk Register as at the end of the third quarter 2018/19.
- b) explained movements within the Strategic Risk Register.
- c) invited member's comments and questions.

RESOLVED that Performance Scrutiny Committee noted the Strategic Risk Register as at the end of the third quarter 18-19.

66. Q3 2018-19 Operational Performance Report

Pat Jukes, Business Manager – Corporate Policy:

- a) presented Performance Scrutiny Committee with a summary of the operational performance position for quarter three of the financial year 2018/19 (Sept to December 2018)
- b) highlighted the following key headlines:

- The number of users logged into the self-service system MyInfo this quarter had increased from 6409 last year to 7,651 this year.
- The in year collection rate for business rates had surpassed its upper target of 84.22% at a figure of 86.23%
- The total number of users of our health and recreation facilities had increased by 55,176 users since Q3 last year.
- The satisfaction of PPASB complainants relating to how the complaint was handled had seen a large increase of 12.4% increasing from 80.3% last quarter to 92.7 % in Q3
- The percentage of premises that were full or broadly compliant with food health and safety inspections had improved on its target of 97% with a figure of 97.6%
- The percentage of Non-Major and Major Planning Applications determined within the government targets were above their targets at 94.51% and 97.96% respectively
- The rent collected as a proportion of rent owed had surpassed its target of 96.50% at 99.83%
- The current level of tenant arrears was better than the target of 3.50% with a figure of 2.47% - but was still a little higher than at the same time last year (2.22%)
- The percentage of reactive repairs completed within target time was above the target of 97.50% with a figure of 98.51%

c) Highlighted the Key Headlines from the Corporate Measures:

- The overall sickness data for Quarter 3 was 2.45 days per FTE (excl. apprentices). This brought the cumulative total of sick days to 7.28 days which was 2.56 days less than last year and was 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

RESOLVED that:

- Achievements, issues and concerns were noted for Q3
- Any areas were to be highlighted for which Performance Scrutiny Committee wanted to look at in more detail at a future meeting

- The report be referred to Executive to ensure relevant portfolio holders were placing a local focus on those highlighted areas showing deteriorating performance.

67. Feedback from Budget Review Group

The minutes from the Budget Review Group held on 6 February 2019 were noted.

68. Work Programme for 2018-19

The work programme was noted.

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Present: Councillors Councillor Gary Hewson (*in the Chair*), Alan Briggs, Bob Bushell, Edmund Strengiel, Pat Vaughan and Loraine Woolley

Apologies for Absence: Debbie Rousseau, Barber and Christine Lamming

Also in Attendance: Sheila Watkinson

24. Confirmation of Minutes - 5 November 2018

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

25. Matters Arising

The Chair requested that LTP representatives send a substitute to meetings that they were unable to attend.

Chris Morton, Resident Involvement Manager, responded that he would raise this at the Annual General Meeting.

The Chair referred to minute number 23 and advised that a report on repairs would be brought to the next meeting of the Housing Scrutiny Sub Committee and Allocations had been added to the work programme to be brought to committee at the appropriate time.

Daren Turner, Strategic Director of Housing and Investment asked for clarification on which area of repairs should be covered in the report?

The Chair clarified that the report be on day to day repairs and why the numbers of repairs had increased given the amount of decent homes work that had been completed.

26. Declarations of Interest

Councillor Strengiel declared a personal interest in minute number 28 as he was a Director of the YMCA.

27. LTP Matters (Verbal Report)

Sheila Watkinson representative of the Lincoln Tenants Panel advised on the following main points:

- A meeting had been held in January with the Director and Portfolio Holder
- LTP would be monitoring the time taken to process applications
- LTP would be looking in to Estate Inspections.
- A meeting would be held in February to set the objectives for 2019.
- The AGM would be held on 22nd March 2019
- The ASB Team were monitoring the bins being left out and were reporting back to LTP.
- John Ranshaw had attended the ARCH meeting.

- A garden tidy up event would be held on the Ermine, if this was successful it would be rolled out to other areas.

Members asked for the Lincoln Tenants Panels view on the current Tenancy Agreement and if it was correct or required changes.

Sheila Watkinson confirmed that she had spoken with LTP about the Tenancy Agreement and it was felt that it was just right and did not require any changes.

Councillor D Nannestad Portfolio Holder for Quality Housing advised that a short summary version of the Tenancy Agreement was being developed and would be provided to tenants to read through in addition to the full Tenancy Agreement when they signed up.

The Chair requested that the short version of the Tenancy Agreement be brought to a Housing Scrutiny Sub Committee.

28. Portfolio Holder for Quality Housing Annual Report

Councillor D Nannestad, Portfolio Holder for Quality Housing

- a) presented his report regarding activity and the achievements within his portfolio.
- b) advised that the report covered the following main points:
 - Homelessness
 - Tenancy Management
 - New Build / Allocations
 - Housing Improvement Programme
 - Housing Repairs
 - Supported Housing
- c) focussed his report on Allocations and highlighted the following main points:
 - Yvonne Fox, Assistant Director of Housing had been tasked with looking at the whole allocations system to improve practices and procedures.
 - The number of people on the waiting list had reduced due to a review of the waiting list that was taking place. which included removing people that had shown no signs of activity even though they had been contacted several times.
 - A lot of applications were pending due to applicants not providing the correct documentation.
 - A third of people on the waiting list were currently Council tenants but were looking to transfer to another property.
 - Part of the review would look at ways to improve how people applied to be on the waiting list.
 - The Allocations Policy would be revised.

Yvonne Fox, Assistant Director of Housing added:

- She would be looking at customer journeys throughout the whole process to understand how the system could be improved.
- The indicators that were used to measure performance were outdated as they were based on the manual allocations system that was previously used and did not reflect the updated online system, so these would be looked at.

d) invited committees questions and comments

Question - Could anyone apply to be on the waiting list?

Response – The requirement at the moment was that people had a connection to Lincoln, this did not have to be a close connection. The Local Government Authority advised Councils to look at how people were added to the list and this would be reviewed as part of the Allocations Policy.

Question: How many people were on the waiting list?

Response: There were currently 978 people on the waiting list.

Question: Referred to Performance Indicator number 171 in relation to the number of homelessness successfully relieved in the month and asked if this figure only included the Council or other Organisations as well?

Response: The indicator was when people approached the Council and presented as homeless. A personalised housing plan was produced for each person, they could secure a property with another landlord with advice received from the Council.

Question: What was the cost to the Council to place people in Bed and Breakfast accommodation?

Response: A significant proportion of the cost would be recovered from Housing Benefits.

Question: Did the Council have to have 4 bands within the Allocations Policy?

Response: There could be any amount of bands, it would be considered by the working group as part of the review of the Allocations Policy. Applicants needed to be provided with as much information as possible at the point of application to manage expectations.

Question: If people stopped bidding for properties would they be removed from the waiting list?

Response: If they did not bid during a 12 month period they would be sent a letter, if no response was received they would be removed from the waiting list.

RESOLVED that the report be noted.

29. Work Programme 2018/19

The Chair

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

RESOLVED that the work programme be noted.

Customer Experience and Review Portfolio

Contextual overview

28th March 2019



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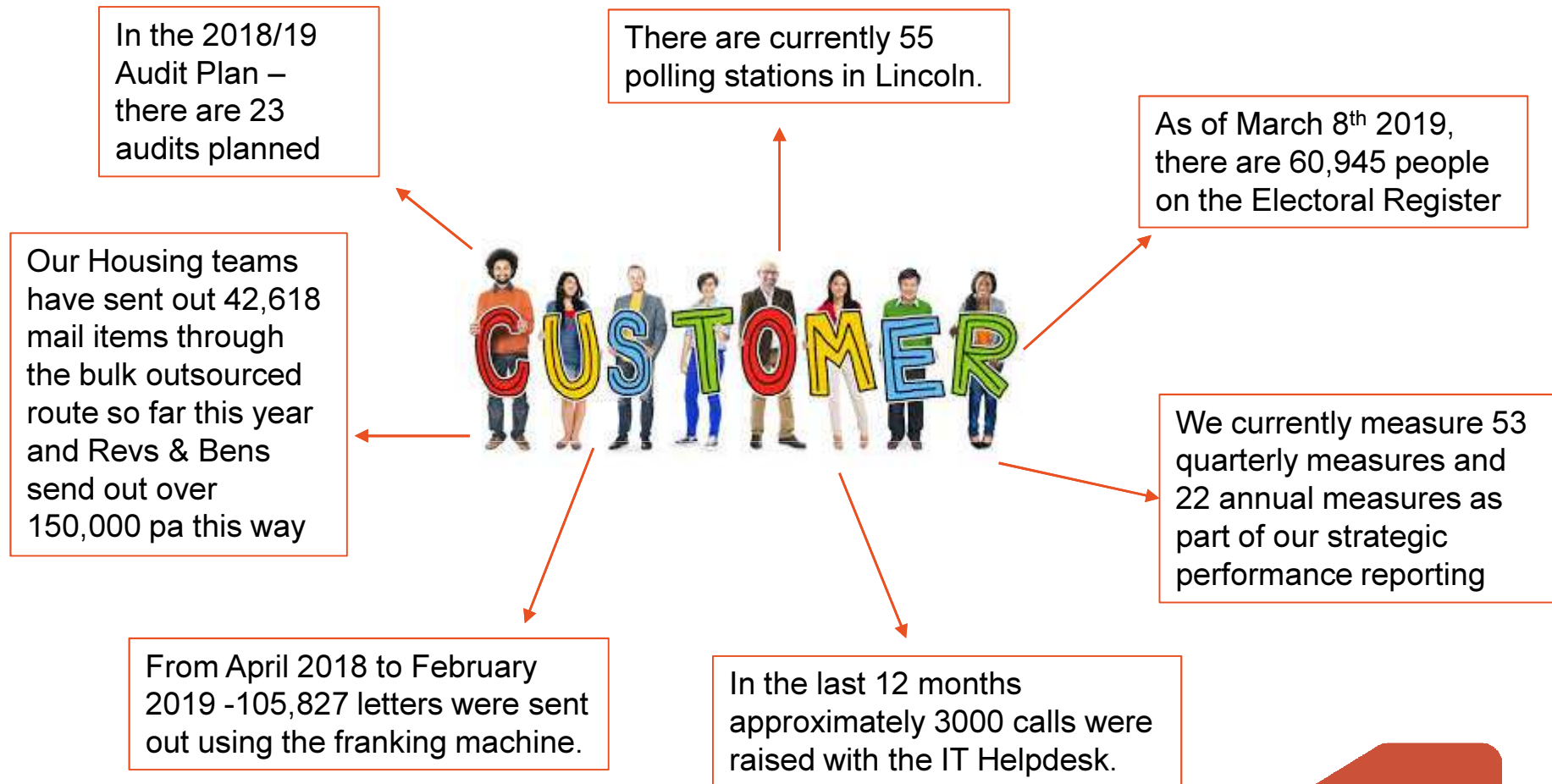
Customer Experience and Review

This overview will cover;

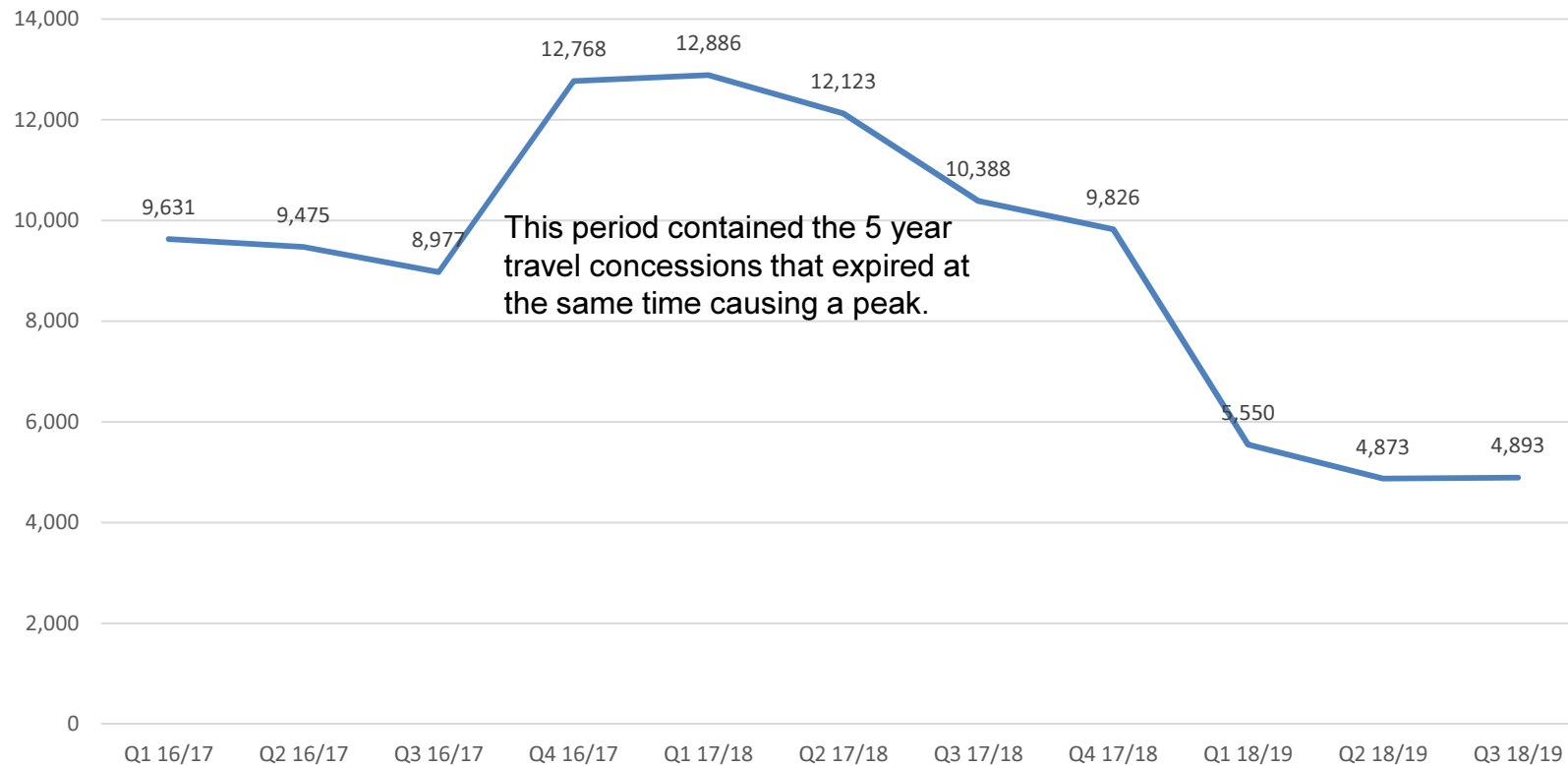
- Contextual facts and information on the Customer Experience and Review Portfolio
- Performance measures covered in the basket of key strategic measures



Contextual facts on the Customer Experience and Review Portfolio



Number of face to face enquiries in Customer Services (quarterly) 2016/17 to 2018/19



Source : City of Lincoln Council 2018/19



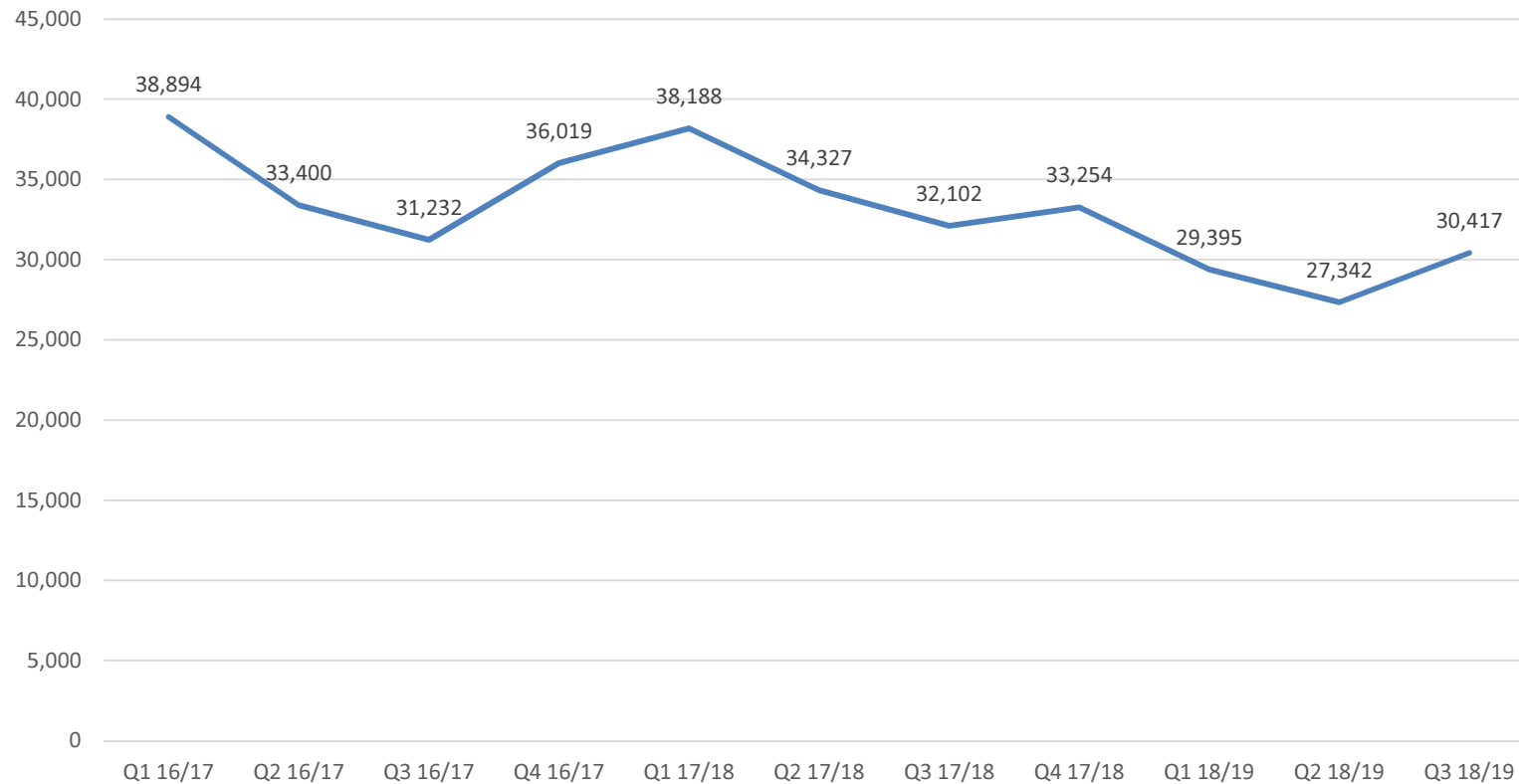
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Number of telephone enquiries answered in Customer Services (quarterly) 2016/17 to 2018/19



Source : City of Lincoln Council 2018/19



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Lincoln City Profile 2017/18

The publically available Lincoln City Profile provides a breadth of information based on the key demographic and socioeconomic characteristics of the city and is split into eight chapters:

(find this online at [www.lincoln.gov.uk/your council/information, policies and publications/ corporate publications \(no 5\)](http://www.lincoln.gov.uk/your-council/information-policies-and-publications/corporate-publications-no-5))



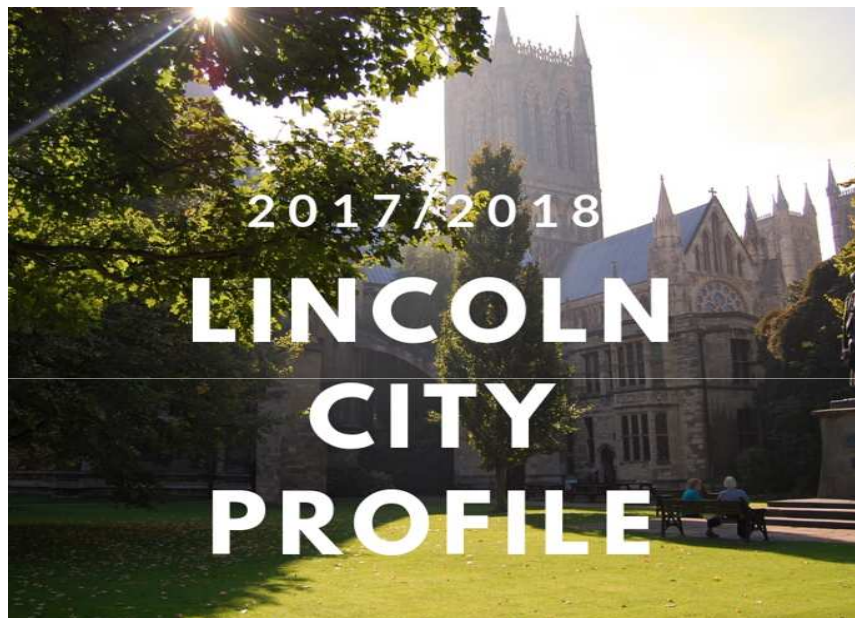
Population



Education



Economy



Housing



Welfare



Crime



Health



Environment



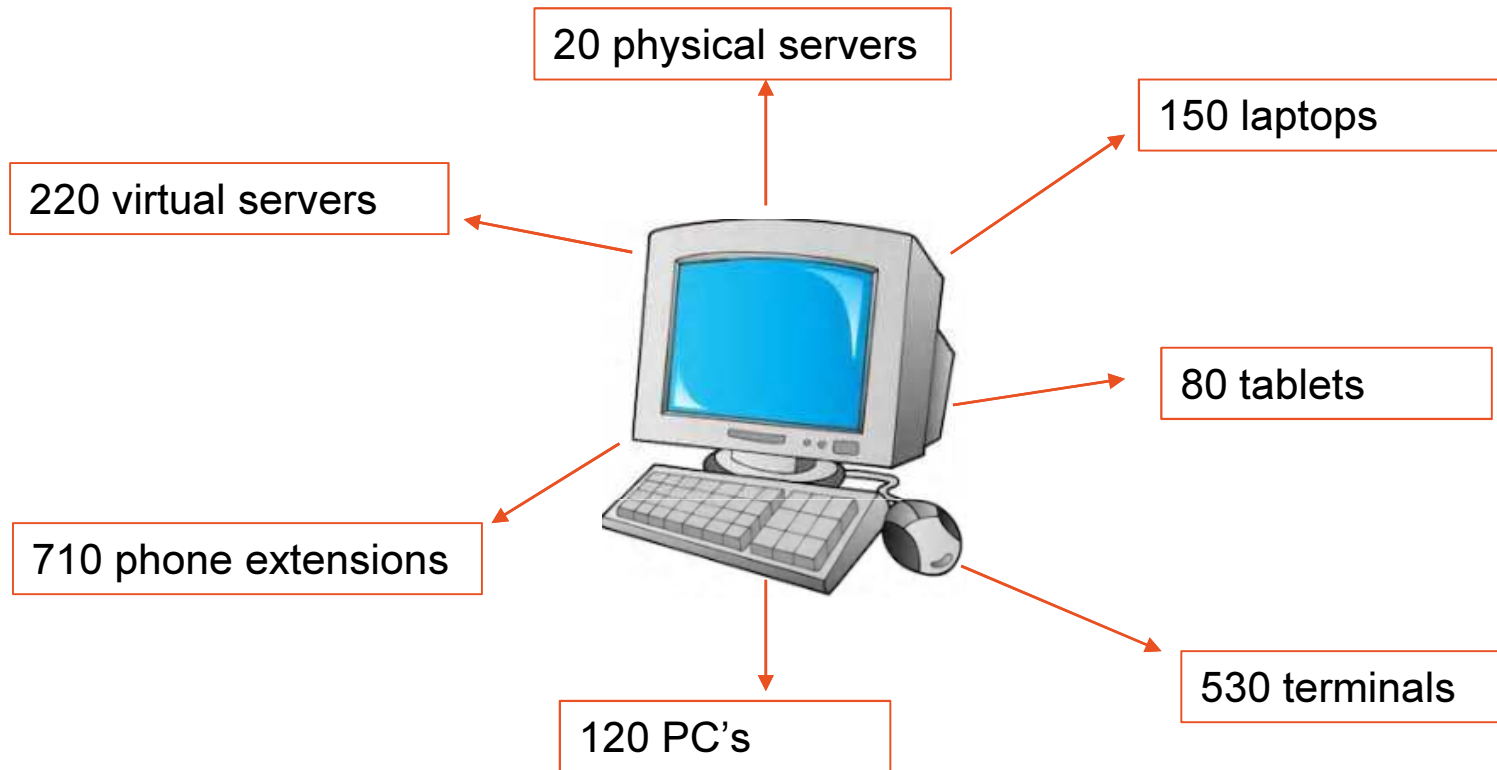
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Information Technology Facts: in 2018/19 – we currently operate:-



Source : City of Lincoln Council 2018/19



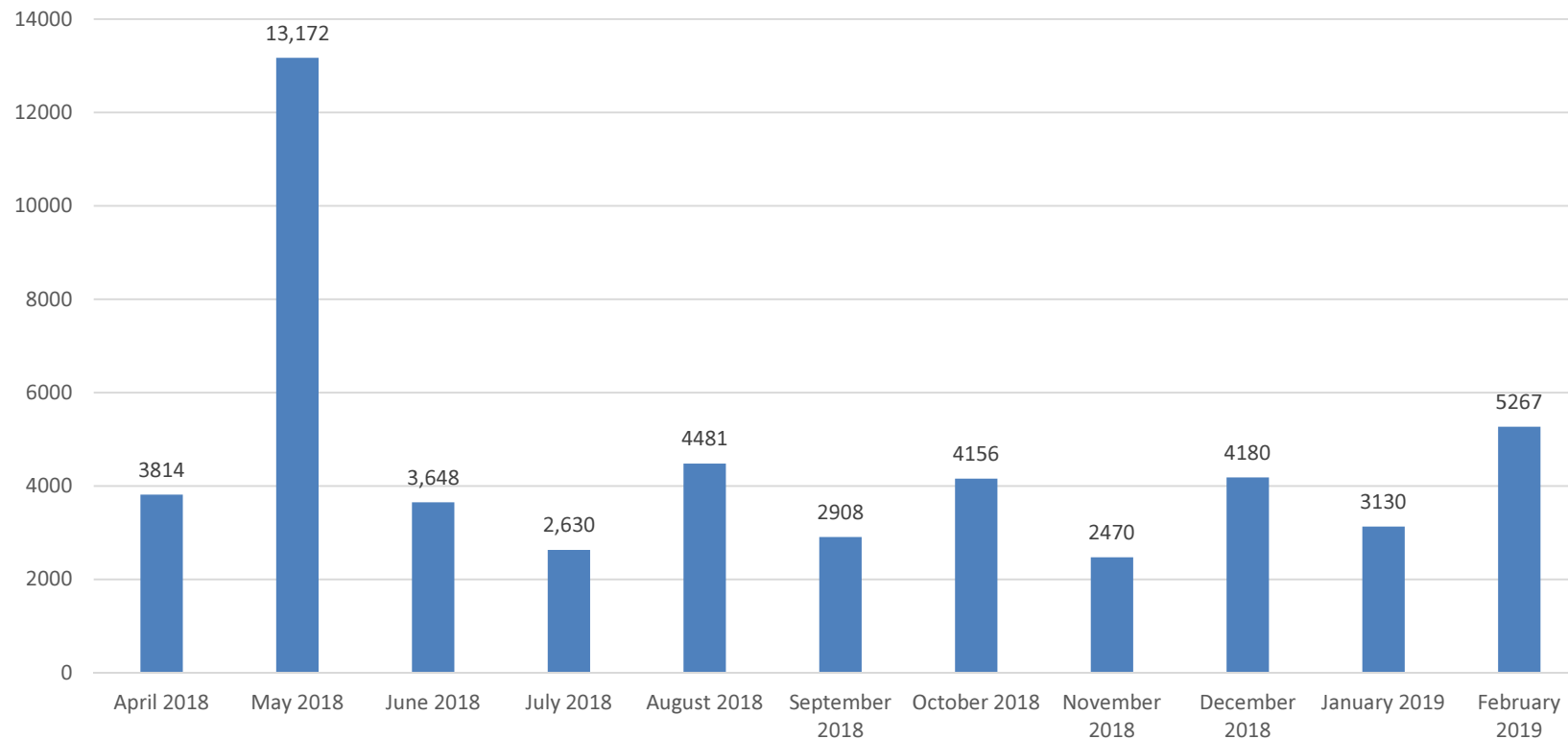
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Volume of postage using IQ Post Me from April 2018 to February 2019 (outsourced mailing service)



Source : City of Lincoln Council 2018/19



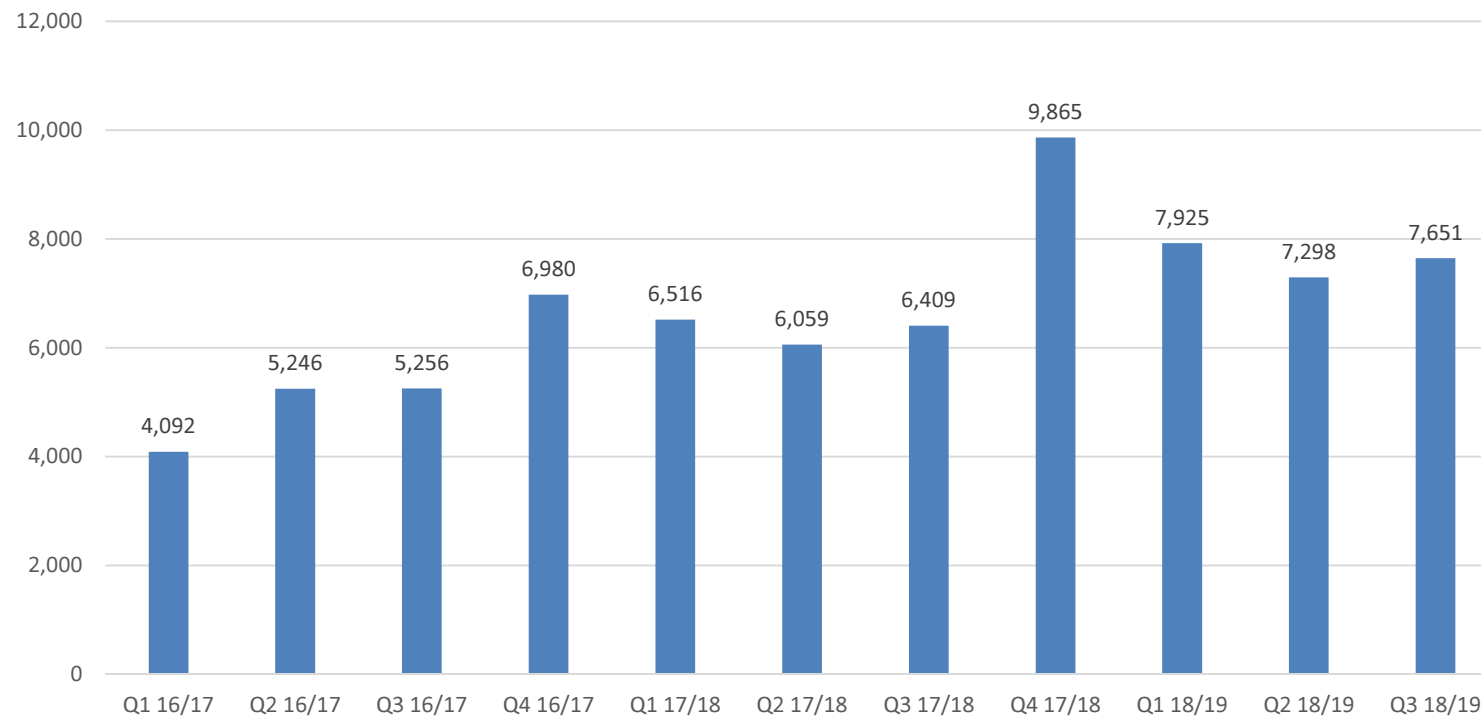
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Number of users logged into our self service system MyInfo through the council's website (quarterly)



Source : City of Lincoln Council 2018/19



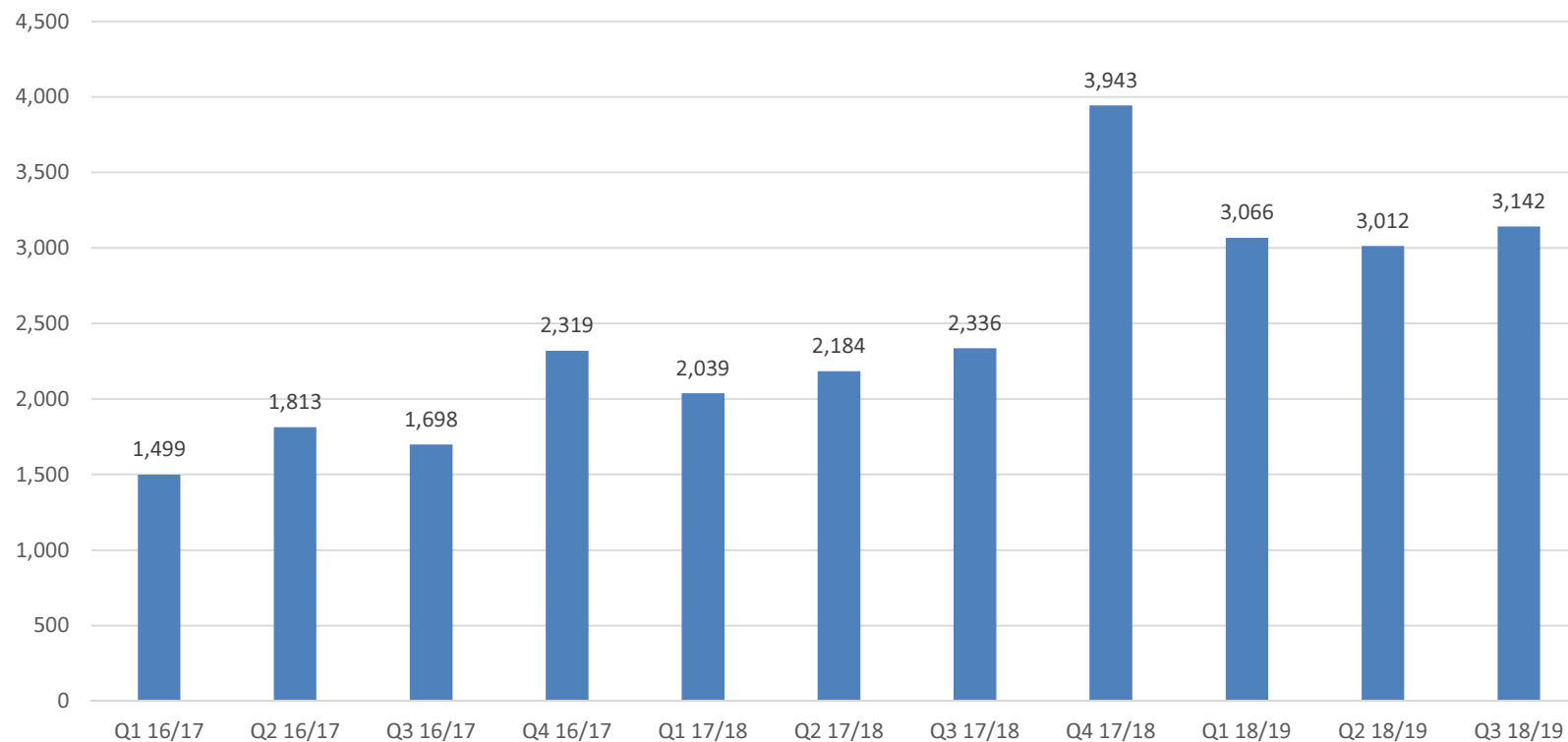
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Number of new users to MyInfo (quarterly)



Source : City of Lincoln Council 2018/19



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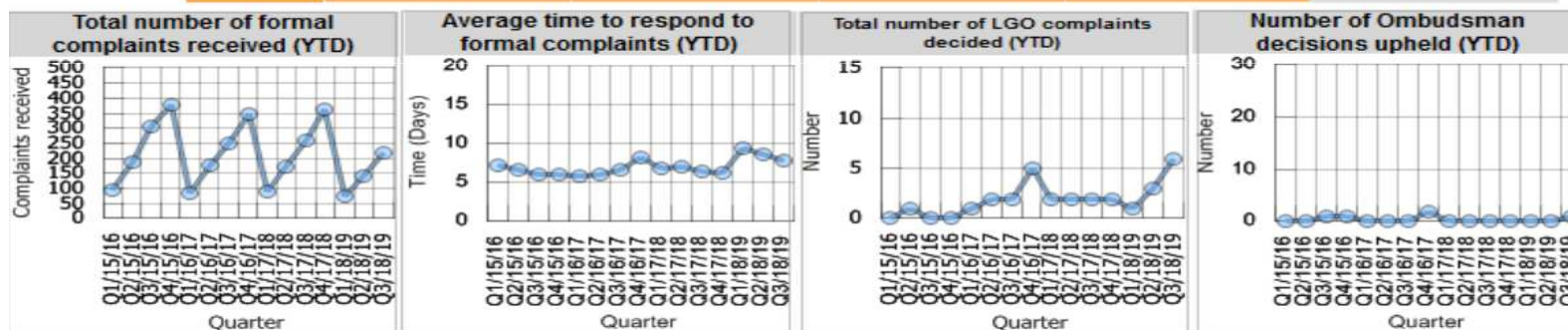


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Corporate Complaints – Year to date (April to December 2018)

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	
TOTALS	220	7.9	6	1	



Source : City of Lincoln Council 2018/19



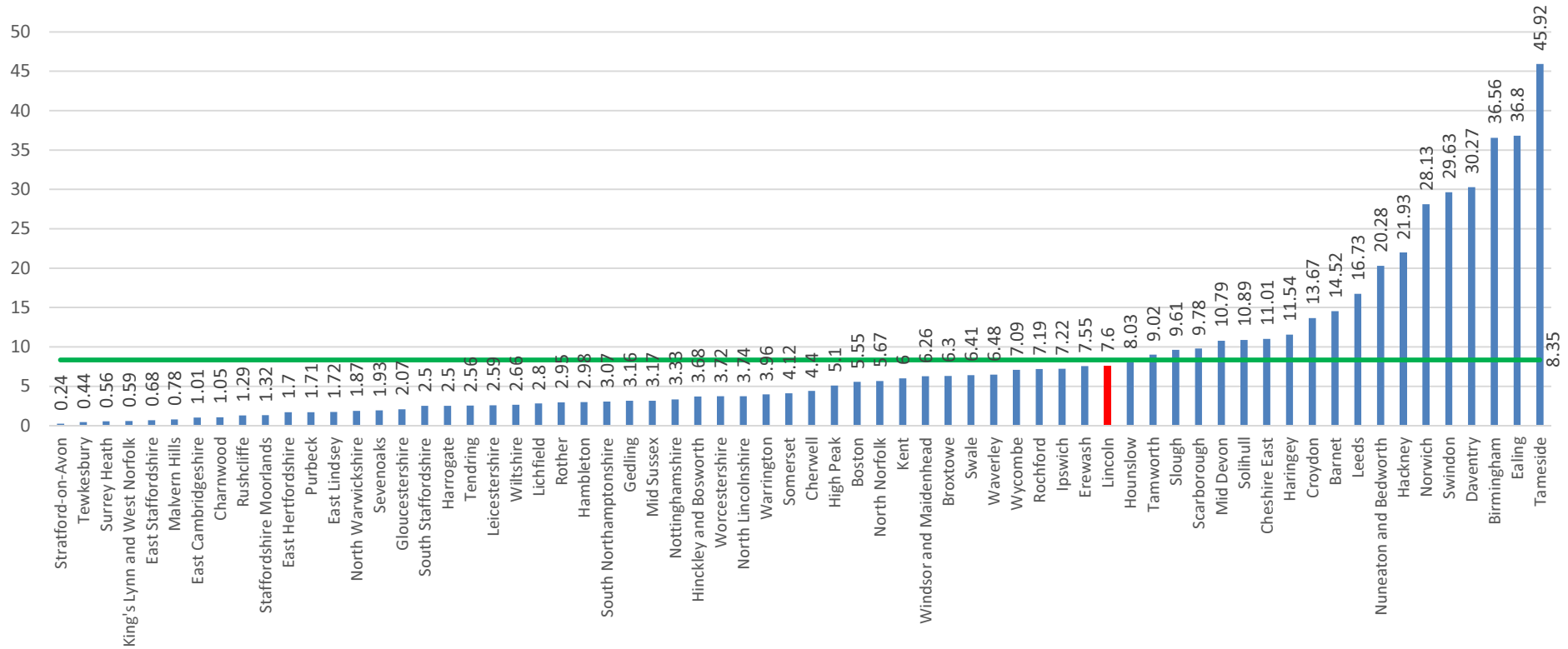
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Number of formal complaints received per 10,000 population (2018/19 Q3 - Lincoln vs all English Authorities)



At 7.6 per 10,000 Lincoln is below the average (8.35) for the English councils that provide data

Complaints per 10,000 population

Average number of formal complaints

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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
Customer Services	CS 4 - Number of face to face enquiries	Quarterly	Volumetric	10,388	9,826	5,550	4,873	4,893	Improving			
Customer Services	CS 5 - Number of telephone enquiries answered	Quarterly	Volumetric	32,102	33,254	29,395	27,342	30,417	Maintaining			
Customer Services	CS 6 - Number of users logged into the self-service system MyInfo this quarter	Quarterly	High is good	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	Quarterly	Low is good	49	104	110	96	122	Deteriorating	50	40	Below Target

Annual Measures

Service Area	Full Name	High / Low is Good	Trend - Quarterly or Seasonal	2017/2018	2018/2019	Status	Under Performing	Target	Last Target Status
Democratic Services	DEM 8 - The number of individuals registered on the electoral register	High is good	Annual	61,635	60,138	Maintaining	60,000	62,500	On target



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Key points to note

- The number of users logged into our self-service system MyInfo this quarter has increased from 6,409 Q3 last year to 7,651 Q3 this year. This online system helps those who have access, to quickly report issues or update 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 have now mostly been resolved and times are now recovering
- The vast majority of our bulk mail is now sent out through one of the two outsourced routes and we continue to work on reducing the remaining numbers to achieve cost savings
- Lincoln receives less than the average complaints per 10,000 people when compared to other English councils



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Portfolio for Customer Experience and Review

During late 2017/2018 a review of all of the Portfolios took place resulting in a realignment of areas of responsibility within each Portfolio. This in turn created a completely new Portfolio named as Customer Experience and Review. My areas of responsibility are as follows: -

- Audit
- Central Support Services
- Complaints Handling
- Corporate Reviews
- Customer Engagement – Customer Services and Contact Centre
- Customer Experience – Customer Services and Service Accessibility
- Democratic and electoral services – Voter Registration and Democratic Engagement
- ICT – Business Development and Information Technology
- Performance – Systems and Processes
- Strategic information – Corporate Evidence Bases and Lincoln City Profile

The majority of my first year as a Portfolio Holder has been spent visiting the various departments and service managers. I've spent valuable time with individual members of staff within each department learning in-depth what each area of responsibility means in its entirety. This has helped me understand the different elements and what impacts these have on the Council's service delivery, and the benefits they provide to the citizens of Lincoln. As with anything new there's an element of development and team building, as the service managers themselves learn a new way of progressing and working together as a group, focused on quality service delivery for the benefit of the customer and the council's overall performance. Alongside learning about the individual departments, ensuring the work programme is structured accordingly, the timings of reporting by the department managers has been a strong focal point over this first year. It's been a constantly changing agenda month by month ensuring each meeting has the appropriate representation from officers as required for reporting during each portfolio meeting. I hope that the information on each area provided below is sufficient to give an overview on progress within each department and the planned developments for the months ahead.

High Performing Services

The council is doing all it can to minimise the effects of the financial challenges it faces on our residents. We prioritise services that are needed the most and ensure that we deliver effective and efficient services to all.

We already have many services that perform extremely well and part of Vision 2020 we aim to maintain these high standards so we can continue to improve as an organisation.

There are 14 Vision 2020 projects in relation to High Performing Services. Many of these projects are expected to be long lasting projects – covering the three year Vision and beyond

The council is on a transformational journey and we will only be successful with this change through our people. Engaging our people fully and developing the skills, attitudes and behaviours we will need in the future is an ongoing priority.

The council has always benefited from a skilled, committed workforce and it is through our people that we will realise our Vision 2020. Therefore, a key task for 2018/19 has been the development and implementation of a new People Strategy, to ensure we are in the best possible position to deliver our services and priorities in new and innovative ways. Focus has also been on equipping staff with the right skills and tools to deliver success, and the physical and mental resilience to work through change.

In addition, significant levels of staff welfare support have been introduced over the last year, which has shown results through the decreasing sickness levels in 2018/19

However – there is still more to tackle in the coming year and the council will drive towards a “One Council” approach, which whilst achieving some de-duplication savings more importantly will place the council in the best position to tackle challenges and maintain key services in the future

Customer Services

Our Customer Service team continues to resolve a large number of enquiries from the public, either face to face in City Hall, over the telephone or increasingly by email or through our website enquiry forms.

The Customer Experience Strategy 2017-2020 aims to provide high performing services that achieve value for money, while ensuring our residents are placed at the heart of service delivery. We are working to improve the experience of our residents every time they contact the council while delivering financial savings by moving as many routine transactions to cheaper methods of contact. In many cases, but not all, the cheapest and most efficient contact method is on-line. We are working across all service areas to develop effective on-line forms and self-service access.

Discussions about Customer Service Team performance inevitably turn to the time taken by customers to get through on the telephone. Last year’s telephone response times were adversely affected by problems with the telephone system and also some issues with slow response times on the servers at City Hall which has affected the time taken to deal with each enquiry. We are also dealing with the impact of the rollout of Universal Credit on our residents. The overall average wait to get through to the contact centre up to end of January 2019 was 107 seconds compared to a lower average of 60 seconds for the previous year. We want customers to be able to get through to us easily when they need to speak to us but we also need to balance this with our ambition to persuade those customers who can easily use on-line channels to do so. To the end of January this year we had answered 107,256 calls compared to 116,506 for the same period last year.

The progress in encouraging as many customers who can to contact us online is gaining momentum. Housing Benefit and Council Tax claimants are using an online claim form, and our Business Development and IT team are developing a range of online forms which are integrated into our software reducing the need for staff intervention. Customers can report a wide range of environmental services issues on line and our website repair reporting and tracking tool is proving popular with tenants. The latest project is a study looking at the feasibility of developing a tool enabling tenants to report their repair requests on-line. The housing repairs line is one of our busiest service areas and was responsible for nearly 22,500 calls last year.

The team are enthusiastic about future developments and are currently trialling ways of handling enquiries received from social media apps as more of our customers turn to Twitter and Facebook.

Customer Experience Board

The Customer Experience Board oversee the Customer Experience Strategy which was approved by the Executive in March 2017. The Strategy aims to improve accessibility of services, maximise online delivery and value for money and efficiency, whilst improving engagement and innovation.

Some key achievements of the last year include:

- Increasing the number of letters sent out through an external company, reducing costs in stationery, postage and staff time required.
- Sending bills electronically, resulting in lower postage costs and modernising customer service
- Development of new online forms for Council tax services, including moving house and direct debit sign up
- Customer services responding to social media requests, ensuring customer satisfaction increases
- Development of customer charter to ensure standards are consistent and understood by our customers.
- New bookings solution allowing easier booking at Hartsholme Country Park
- Easier Choice-based lettings, making it easier for Customers to get new properties

Business Development & Information Technology

The team have been developing the services the Council offers, and the infrastructure to support officers in serving customers more efficiently.

Over the last year the team has:

- Created more options for self-service for Council Tax customers, allowing more customers to self-serve and freeing up Customer Services resources to help people who need assistance
- Supported the implementation of the new Choice-Based lettings solution, facilitating the housing allocations process, meaning that citizens are able to find a new home

- Developed new trial tenancy sign-up procedures, reducing complexity and time for customers to sign up for new homes
- Implemented solutions to help with compliance with the new General Data Protection Regulations, safeguarding customer information
- Implemented a new telephony system making managing of customer enquiries easier and increasing stability of the Council infrastructure.
- Deployed new wireless solutions in council buildings, enabling officers and customers to access wifi services.
- Improved web services to make information more accessible, increasing uptake of efficient online services
- Completed the rollout of new desktop technology and productivity software, providing officers with modern tools with which to serve customer requirements.

Over the next 12 months, key focus will be

- Delivering improvements to the ICT infrastructure, to ensure that the Council has a stable, reliable ICT service which provides support to all services across the Authority.
- Implement an upgraded web presence. By replacing the website management system, there will; be increased opportunities to making services available online, releasing resources to help customers who require assistance.
- Delivering efficiencies and improved customer service in support of the Customer Experience Strategy
- Develop a new ICT Strategy, setting the way forward for ICT enabling technology moving forward
- Develop new mobile working options enabling officers to serve customers more effectively in the community with up-to-date information.

Audit Arrangements

Internal Audit continues to operate effectively, working as part of the Assurance Lincolnshire Partnership. The team continues to work with, and provide Audit services to other councils which generates income.

Internal Audit have provided assurance in some key areas during 2018/19 including financial systems, projects and other service areas.

The team has continued to use its 'Combined Assurance' model to provide a broader level of assurance to management and members.

I am also very pleased to report that the latest annual Internal Audit report (2017/18) provided substantial (green) assurance across areas of governance, risk and internal control.

There were just two individual audit areas which received a Limited Assurance during 2018/19. Actions within these areas are progressing and although not complete are being monitored through management and the Audit Committee.

External Audit is now undertaken by Mazars and previously KPMG. Their most recent annual governance report/Annual audit letter provided an unqualified opinion on the statement of accounts 2017/18 including a positive Value for Money conclusion.

A full update is provided to Portfolio holder meetings which links to the Audit Committee progress reports. This includes updates on all areas of activity including internal audit, counter fraud, finance and treasury, risk management and corporate governance. I have paid particular attention to audits within my own portfolio area including ICT.

I am pleased to see the Audit Committee is taking a positive and pro-active role, for example follow up of audit recommendations and a detailed review of their own terms of reference.

Electoral Activity

The 2018 annual canvass has been completed and resulted in publication of the Electoral Register on 1 December 2018, consisting of 60,138 electors. This figure is slightly lower than the same period the previous year, but the electorate is increasing following the distribution of Household Notification Letters in January 2019 to all properties within the city, enabling residents to check their registration and update their records if necessary. It is expected that the electorate will continue to increase up to the registration deadline for the local elections scheduled to be held on 2 May 2019.

A report was recently considered by the Council's Performance Scrutiny Committee on the electorate and the reason for the slight decline compared to the previous year. It was noted that a similar pattern was experienced by some of the Council's CIPFA statistical neighbours and half of the other authorities in Lincolnshire, meaning that the City of Lincoln Council is not unique in this respect. The Council's Elections and Communications Teams will continue to promote and encourage electoral registration in Lincoln. An advertisement has been published in the City of Lincoln Football Club's community magazine, which is expected to reach at least 20,000 households in the city. Meetings have also been arranged with representatives of the University of Lincoln to encourage registration by students and wider publicity via the Council's social media accounts will also continue. All promotional activity will be complemented by national campaigns facilitated by the Electoral Commission in the lead up to the local elections.

A review of the Council's Polling Districts and Polling Places has been undertaken, with the outcomes and recommendations approved at the meeting of Council on 26 February 2019. The review comprised a visit and inspection of all 55 polling stations currently used in the city and involved a period of public consultation. An overview of the responses received as part of the review was included in the report to Council.

Preparatory work is underway for the City Council elections scheduled to be held on 2 May 2019. The notice of election will be published on 22 March 2019, which will commence the pre-election period.

Performance Overview

As part of my new Portfolio, I have the responsibility for performance systems and processes. In that respect my role is to ensure that there is a process for producing good quality data that is available to those who need or want to see it, on a regular basis and in a public format.

Going back in time a little - in 2011, central government removed the formal reporting burden on local authorities, and the onus was placed on local authorities to select appropriate performance indicators to drive their services and priorities forward and to be accountable to their communities, by ensuring they are responding to local needs and that public money is spent wisely and is achieving good value for money.

City of Lincoln Council works within a locally developed performance framework that streamlines strategic performance management and ensures appropriate measures are in place to monitor service performance in a proportionate and timely manner, enabling fit for purpose delivery which is fundamental to the council meeting its aspiration of maintaining 'Professional, high performing service delivery' (HPS)

Vision 2020 also defines two of the four key objectives within the HPS overall aim as:

- Ensuring efficient, high quality services
- Providing high performing services

The council reports to members and the public through a quarterly performance report which covers around 70 strategic measures, some quarterly, and some annual. This dashboard allows a view of performance across the key services so that stakeholders such as Corporate Management Team, Performance Scrutiny Committee and Executive have the opportunity to review and challenge any under performance and recognise high achievement and is attached at Appendix A.

Update on the Development of the New Performance System

City of Lincoln Council has used the TEN software to monitor performance through the IMPS system since 2007. Due to the age of this software and regular upgrades to the council's IT system outside of the software's capabilities, the software has now become out of date and unstable. Following consultation with senior managers and data owners in mid-2018, a decision was taken to build a new in-house target based performance system. A key aim of the new system is to make this as easy and user friendly as possible to ensure this is fully utilised by staff. Over recent years the IMPS system has become less user friendly due to the vast amount of information held and displayed in the system.

In line with the development of the new performance system, officers from the Corporate Policy Team are currently working with senior members of staff to review all strategic measures reported through to CMT, PSC and Executive on a quarterly basis. This follows the existing strategic measure set having been in place for a number of years. Moving forwards all strategic measures will be target based which is a move from trend based performance monitoring in recent years. Once the review of all strategic measures is complete, the new set of strategic measures with targets and

back data will be built into the new performance system. We are currently aiming for the new system to be in place for Q1 19/20 strategic measure reporting which starts in July 2019. Following the launch of the new system with strategic measures, all operational measures currently in IMPS will be reviewed with service managers. These measures are those used by service managers to monitor the performance of their service, but are not reported outside of the service area. We are aiming for the operational measures to be reviewed and built into the system by August 2019.

Complaints Against the Council

To the end of Quarter 3 the council has received 220 formal complaints. At the same stage in the previous year we had received 260. We therefore look set for another annual reduction. Over the last few years we have experienced a year on year decrease in the number of complaints made by the public, and by learning from complaints we hope to see this trend to continue. So far this year 31% of the complaints dealt with have been upheld. This compares to 35% in the previous year. Where complaints are upheld the circumstances and outcomes are discussed at department management meetings and relevant steps are then taken to improve our procedures or prevent recurrence.

The overall average response time for dealing with complaints has increased this year. The mean response time is currently 7.9 days whereas, at the same stage last year the response average was 6.5 days. However this is still well within the recommendations of the Local Government and Social Care Ombudsman (LGSCO). Complaints have to be thoroughly and properly investigated before the officer assigned to them can make a correct decision

The LGSCO and the Housing Ombudsman Service have so far reported on 3 complaints which were escalated for independent jurisdiction. In one case the LGSCO has found evidence of maladministration and has upheld the complainant's case. In the whole of last year we had no upheld decisions at all.

	Number of formal complaints received Q3 2018	Number of formal complaints received Q3 2019	complaints upheld Q3 2018	complaints upheld Q3 2019	Average time to respond to formal complaints Q3 2018	Average time to respond to formal complaints Q3 2019
CX	40	42	25%	40%	8.4 days	7.3 days
DCE	56	56	21%	20%	6.0 days	11.5 days
DMD	12	2	58%	2%	8.3 days	2.0 days
DHI	152	120	44%	34%	6.0 days	6.5 days
Total	260	220	37%	31%	6.5 days	7.9 days

Conclusion

Being a member of the Council's Executive over the last 11 months has given me a great deal of enjoyment and insight into the wider working of local government, the challenges that the council faces in context within the present financial uncertainty moving forward and the general channel shift towards being more creative and

focused on income generation to fill the gap left by the removal of the government support grant funding. There are uncertain times ahead, but if one thing remains it is a determination to ensure that the services the council provides are and always will be professional, high quality and customer service focused. My sincere thanks go out to all the department managers and officers I've met and worked with over these 11 months and the support and cooperation that they've provided.

Councillor Jackie Kirk
Portfolio Holder for Customer Experience and Review

SUBJECT: HIGH PERFORMING SERVICES/TOWARDS FINANCIAL SUSTAINABILITY ANNUAL REPORT

DIRECTORATE: CHIEF EXECUTIVE'S

REPORT AUTHOR: ANGELA ANDREWS, CHIEF EXECUTIVE & TOWN CLERK

1. Purpose of Report

- 1.1 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 includes an update on the Towards Financial Sustainability (TFS) programme for the same year.

2. Executive Summary

- 2.1 TFS programme - In the current 2018/19 financial year the council is forecasting to achieve 99.4% of the £3,850,000 target with just £21,950 not yet confirmed.

The High Performing Services (HPS) programme is contains the 14 HPS projects identified in Vision 2020 years 1 and 2, as well as a number of projects highlighted throughout the year as areas of general performance that can be improved. Of the 14 Vision 2020 projects – one is complete, one is amber and the rest are ongoing.

3. Background

- 3.1 Vision 2020, published in January 2017, contains four strategic priorities and underpinning these strategic priorities is a strand of work ensuring that we continue to deliver high performing services - through:

- ✓ Creating a skilled and adaptable workforce
- ✓ Ensuring efficient, high quality services
- ✓ Providing high performing services
- ✓ Delivering the Towards Financial Sustainability programme

The Corporate Management Team sits on the High Performing Services (HPS) Board to consider a holistic view of progress and performance across the organisation.

The key aim of the Board is to develop and deliver innovative programmes of work, which allows the council to protect and invest in the public services our customers rely on. To do this the council will continue to review performance, costs and opportunities for investment in new areas, as well as investment in our staff.

- 3.2 This includes the work of the Towards Financial Sustainability Board which is responsible for ensuring that the council develops savings/income plans which are designed to meet the financial gaps identified within the Medium Term Financial

Strategy (MTFS).

4. TOWARDS FINANCIAL SUSTAINABILITY

4.1 Austerity and the subsequent government spending reviews have meant ever decreasing central funding provision for local authorities. These have mainly impacted the council's General Fund.

4.2 Subsequent to the Autumn Budget Statement and the funding settlement figures released in December 2018, changes in our financial position have meant that a review of the savings target was required and new targets have been approved by Executive 25th February 2019 as:

2018/19 £3.85m pa;
2019/20 £4.65m pa
2020/21 £5.25m pa
2021/22 £5.25m pa
2022/23 £5.25m pa

(Note these are NOT cumulative targets)

4.3 During the year the team has continued to identify and deliver savings and additional income under the three strands:

- Asset Rationalisation
- Commercialisation
- Cost Reduction/Shared Services/Managing Demand

The sections below provide summary information on the progress made under each strand.

4.4 Asset Rationalisation – Target £500k

This strand covers a review of our existing assets as well as a requirement to seek out appropriate opportunities for investment to bring additional new income streams. Any options taken up will be regulated by internal investment guidelines undertaken with appropriate due diligence and risk assessment and are approved individually by Executive.

This year there have been 3 further successful opportunities realised. These are:

- DTZ Stargas contract is now complete, which will achieve savings of around £100k per annum
- Travelodge is now completed and operating well as an investment property and in addition has provided a number of jobs for local people.
- A rent review has increased rents at the two NCP car parks which were purchased in the first phase

In addition to the above the following two asset rationalisation opportunities will be completed in the very near future:

- Acquisition of the Deacon Road retail development site will be completed in March 2019
- The Aldi land sale was approved by Executive on the 29th October 2018 and will be completed by the end of March 2019.

In summary – the 2018/19 the asset rationalisation activity has delivered £520k additional income generated from investment capital of £26m. This is a £20k overachievement on the £500k target set.

The TFS-Programme Team continue to investigate other purchase opportunities. The council is aware that the Government may put forward barriers on local authority property acquisitions and relevant officers have ensured that all purchases will meet any known legal requirements as well as meeting the council's own investment guidelines. As part of this and in light of the recent CIPFA guidance and best practice, a new Investment Strategy is currently being developed.

4.5 Commercialisation: Target £20k

This strand is aimed at developing commercial opportunities from our existing services or assets. Initially the concentration has been on developing advertising income – however in the longer term the council wants to look at other commercial opportunities.

As noted in more detail in section 4.9 initial focus has been on developing new income streams from the bus station. Local advertisers have been approached with a number taking up advertising slots on the main screen and the totem poles.

In addition an initial tender document for sponsorship of the Christmas Market went out in April 18, but yielded no bids. Investigations found that for most of the responses this was just simply a timing issue. A second round of bids then commenced in August 18, but unfortunately also yielded no responses.

The Procurement Manager contacted all firms expressing initial interest, but there was no commonality amongst the reasons for not following the tender bid through. Reasons ranged from thinking it was to manage the event rather than to organise sponsorship – to insufficient staff to take on the size of the task.

The team is now planning extensive communications of the 2018 event, so that a future round of bids would be in a position to show a really positive outcome from the Market and the opportunities it brings.

4.6 Cost Reduction/Shared Services/Managing Demand: Target £150k

This aspect of the TFS programme is considering all kinds of service reviews – from shared service, to contract reviews.

Key options that have been explored and have completed or commenced are:

- Review of the Lincoln BIG VIC for 2019 – commencing March 2019
- Restructure of Financial services – temporarily delayed (see s4.9)

- Set up Council Community Lottery to take over and expand some of the small grant funding. Complete – now achieving c£42k pa for good causes with around £11k pa in a central pot for distribution
- Development of a new website in partnership with the County Council
- Completion of final savings arising from the Birchwood Leisure Centre refurbishment

- 4.7 In terms of achievement against the £3.85m 2018/19 target – the council is forecasting to achieve 99.4% of the £3,850,000 target with just £21,950 not yet confirmed.

Looking further ahead, the 2019/20 target has risen to £4.65m and a new phase 6 programme has been developed to tackle the gap to target. This is currently under discussions with Portfolio Holders.

- 4.8 In terms of the projects progressed in 2018/19: 12 of the 18 Phase 5 projects are now completed, 4 projects have a green status and will either be carried forward to Y6 or transferred to service business as usual; 2 of the projects are considered as Amber – i.e. there are some delays but the project will still complete, there are no red projects to report.

Appendix A shows a brief summary of all projects.

- 4.9 Amber projects:

- 1) **T5-4 Advertisement Income:** Target £20k. The project was to review whether it would be possible to implement a new income stream from advertising (some to be allocated to bus station costs). The aim was to use as many of our existing and new assets as possible to provide sites for advertisements and to actively seek advertisers either ourselves or through a media agency. Initial focus has been on the new bus station screen, which has seen some success. However in addition the team has looked at the possibility of extending advertising on bus stops/roundabouts – this has proved to be resource hungry and less profitable, but work does still continue. Finally the council has signed up to the Council Advertising Network (CAN), which will generate a further small annual income of around £1.2k. So in summary the forecasted additional income from this year is £16k, which is a little short of the £20k target
- 2) **T5-10 Financial Services restructure:** Target £50k. It has been agreed that due to the loss of two senior members of the Financial Services team, this review will be deferred until after the year end budgets are completed. However, it is still anticipated that the target will be achieved.

4.10 **HIGH PERFORMING SERVICES**

The council will do all it can to minimise the effects of the financial challenges it faces on our residents. We will prioritise services that are needed the most and ensure that we deliver effective and efficient services to all.

There are 14 Vision 2020 projects detailed in **Appendix B** which are monitored on a regular basis by the HPS Board. Many of these projects are expected to be long

lasting projects – covering the three year Vision and beyond. The appendix shows more detail plus any budget allocation and spend for each project.

In summary – of the 14 Vision 2020 projects in 2018/19

- There are twelve projects on target to expectations
- There is one completed project
- There is one amber project

The amber project is:

Delivery of a new Communications Strategy – whilst this strategy has been drafted and agreed at officer level, it has not yet been taken through Policy Scrutiny and Executive.

In addition there are a further eight activities in **Appendix B** (part ii) which have been added throughout the year, from various sources such as quarterly performance reports, audits on services, risk registers and opportunities within the Business Development work-plan. These aim to ensure that poor performance or opportunities to improve services are not missed.

In summary – of the eight other activities:

- There are three completed activities
- There are five activities on target to expectations

4.11 **People Strategy**

One of the key projects of focus for 2018/19 was the People Strategy and action plan which has been implemented across the Council. The key purpose of which is to support the delivery of High Performing Services.

The Strategy is divided into three key themes which support the Council's strategic objectives:-

- Deliver professional high performing services and becoming high performing teams
- There is focus on the promotion of health and wellbeing initiatives that supports healthier lifestyles
- Ensuring the highest standards of leadership and management throughout the organisation to support a motivated and engaged workforce.

Performance

The appraisal system has been re-branded to "Your Performance Matters". This has involved training sessions for appraisers and the development of a toolkit.

Following the re-branding of the appraisal system in 2017 a target of 95% was set for appraisal completion rates. The completion rate for the City of Lincoln Council was 86.02% during 2017 and has seen an increase to 90.2% during 2018.

A quality audit has been carried out by Human Resources which consisted of a dip sample of 20% of all appraisals returned and feedback requested from service managers. This has shaped and informed the refresher training for the 2018/19

appraisals.

Health and Wellbeing

A Health and Wellbeing Strategy and action plan has been developed and implemented to promote healthier lifestyles, provide prevention, intervention and rehabilitation.

A “Your Health Matters” section has been developed on City People which has a variety of tools, self-assessments and podcasts to provide information and support on healthy eating, stopping smoking, physical activity and mental health. A Health and Wellbeing guide has been developed which supports a pro-active approach to employee health and wellbeing and to use as a reference tool. National campaigns are highlighted through various communications. A health and wellbeing group has been formed with representation across the Council, HR and Trade Union Representatives to adopt best practice and to consider and discuss new initiatives. This pro-active approach has seen a reduction in sickness absence recently.

The Council has successfully signed up to and awarded “Mindful Employer” status.

The Sickness Absence and Managing Stress policies have both been reviewed and updated. Training has been delivered to those with line management responsibilities in relation to the updates, the completion of stress risk assessments and an overview of the mental health first aider training.

The Council has signed up to the Global Corporate Challenge again this year which is a 100 day event and beyond focussing on increased activity, improved nutrition, sleep and psychological wellbeing. 196 employees took part last year on a virtual journey with the aim of completing 10,000 steps each day.

A staff recognition scheme and staff awards ceremony is in place to recognise the contribution of staff and ensure that they feel valued.

Leadership and staff engagement

Staff engagement and leadership development activities are being developed to support the delivery of high performing teams. This includes the development of a coaching programme where twenty four members of staff have had the opportunity to take part in a coaching session.

A staff engagement strategy, action plan and staff charter is also in development to support the culture we aspire to.

4.12 In conclusion

Across High Performing Services and Towards Financial Sustainability a lot has been delivered in the past year:

- The Phase 5 TFS programme has been completed and the financial target achieved at 99.4% by February 2019 (S 4.7/8)
- The council has delivered a significant programme of commercial activity to

ensure that it remains financially stable. This has been rewarded by having been shortlisted in the LGC awards 2019 for Entrepreneurial Council of the year (S 4.4/5)

- Significant levels of staff welfare support have been introduced over the last year, which has shown results through the decreasing sickness levels in 2018/19 – (S4.11)
- The council has proposed a new and innovative Phase 6 TFS programme for delivering income and savings for the next MTFS, as well as a programme for improving our performance and thus services delivered to our customers.

However – there is still more to tackle in the coming year:

- There remains a £700k financial target to achieve either through savings or new income streams (We need to deliver the Phase 6 programme)
- As part of the Phase 6 TFS plan – the council will drive towards a “One Council” approach, which whilst achieving some de-duplication savings more importantly will place the council in the best position to tackle challenges and maintain key services in the future
- The HPS Board will continue to focus the skills of the Business Development Team to those Vision 2020 and TFS projects needing support
- Focus will also be on equipping staff with the right skills and tools to deliver success, and the physical and mental resilience to work through change

5. Strategic Priorities

5.1 Let's drive economic growth; Let's reduce inequality; Let's deliver quality housing; Let's enhance our remarkable place:

There could be positive effects on all priorities.

5.2 High performing services

As the aim of the work done through HPS/TFS is all towards maintaining financial sustainability and improving performance, there could be positive effects on any Vision 2020 priorities, projects or services impacted.

6. Organisational Impacts

- 6.1 Finance (including whole life costs where applicable) – All financial aspects will be detailed within each project plan or activity undertaken
- 6.2 Legal Implications including Procurement Rules - Any legal implications will be detailed within each project plan or activity undertaken
- 6.3 Equality, Diversity & Human Rights (including the outcome of the EA attached, if

required) – All E&D aspects will be detailed as either an Equality Analysis or comment within each project plan or activity undertaken

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 – N/A

7.2 (ii) Key risks associated with the preferred approach – N/A

8. Recommendation

8.1 Performance Scrutiny Committee is asked to review and comment on the content of the report

Is this a key decision? No

Do the exempt information categories apply? No

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

How many appendices does the report contain? Two
Appendix A – Summary of the TFS phase 5 results
Appendix B – Summary of the HPS 18/19 results

List of Background Papers: None

Lead Officer: Pat Jukes, Business Manager, Policy Unit
Telephone (01522) 873657

	Summary of project	Status	Comments
Y4 projects carried forward			
T5 1	Channel shift/customer experience	Complete	Project savings now agreed as COMPLETE. However the Customer Experience strategy continues
STRAND 1 - ASSET OPTIMISATION: Property Acquisitions			
T5 2	Asset Rationalisation - Disposal of non-income generating assets and re-investment in new property assets - with £125k target.	Complete	COMPLETE - this was the first commercial acquisition - completion of the purchase of the two NCP car parks
T5 3	Additional Asset rationalisation activity - with £500k income target	Complete	The additional income achievement to date stands at £520k which is £20k over target - work will not stop, but the target has been achieved
STRAND 2 - COMMERCIALISATION - Phase 1 from Advertisement income - Phase 2 : other income			
T5 4	Advertisement income Maximise the level of income achieved by the council - with a £20k target	Ongoing/ slightly off target	The initial stage was the development of advertising at the new Bus Station and car park. This has started but has not yet reached the target, having achieved £16 YTD
T5 5	All weather pitches at Yarborough Leisure Centre and Birchwood Leisure Centre with a target of £20k	Ongoing/to target	Exec have approved the plans to develop 2 new All weather pitches - which will develop a new income stream of between £20k to £30k. Planning has been approved, funding bids agreed and final discussions are ongoing to determine income.
T5 6	Christmas Market - Event sponsorship; (no set financial target)	Ongoing/to target	Two tender operations in 2018/19 resulted in no bids for sponsorship of the market. This will now be reviewed as a way forward
SAVINGS/SHARED SERVICES AND DEMAND MANAGEMENT			
T5 7	Lincoln - BIG: Review the TIC contract	Ongoing/to target	This project was deferred start due to competing priorities, but work has now commenced and will be scheduled through Phase 6
T5 8	Member training budget - £30k one off target	Complete	A one off saving from accumulated unused funds - this is not an annual saving. COMPLETE
T5 9	Shared services - Opt-In/ Opt-out services options supplied between Central Lincolnshire areas. No financial target set	Ongoing/to target	This is an ongoing discussion at CX level In Phase 5 it was agreed that we will piggy back on the County's new JAGU web software. We will pay 20% of the licence and our own maintenance
T5 10	Financial services restructure Target of £50k	Ongoing/ slightly off target	This project will continue, but with very low staffing levels currently, the timing has been deferred until Phase 6
T5 11	Revs & Bens shared services - Review of the support costs to the R&B Shared Service which are currently born by CoLC. No target - aim was to agree future methodology	Complete	Agreed at TFS Board 3rd July 2018 that this project is now considered complete as agreements are in place.
T5 12	Birchwood Leisure Centre - Ascertain the over achievement of original savings target arising from the BLC refurbishment	Complete	Complete - savings were ringfenced
T5 13	Community centre review - a site by site appraisal of options	Complete	Complete
T5 14	Rebalance of funding within Housing as final part of the Regeneration and Neighbourhood Working reviews	Complete	Complete - HRA funds an appropriate proportion
T5 15	Develop a business case for other 'shared service' options by R&B's - not only with NKDC and WLDC, but potentially beyond.	Complete	Business case developed and will be taken up within Revs and Bens service now and monitored under HPS
T5 16	Benchmarking of all services - through a review of software options available	Complete	Complete - purchase of CFO Insights and Place Analytics for a limited time
T5 17	Review working relationships with Dial-a-Ride/Shopmobility	Complete	Review completed - this has now been passed to Business as Usual working
T5 18	Council Lottery - development of a lottery to expand funding for good causes to be promoted by the council.	Complete	Complete - Lottery is now fully operational and driving impressive amounts for good causes (£42k+ at Feb 2019)

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Chair: Angela Andrews

HPS update: to 28th March
Performance Scrutiny 2019

Projects identified within Vision 2020`

Programme/Project and outcomes expected	PS and PM	Milestones for Y1 projects 2018/19 DATES TO BE ADDED ON MILESTONES	Update of progress against milestones	RAGB	Budget and spend or savings to date
1. Roll out the new People Strategy and implement action plan (Commenced: 2017/18) <u>OUTCOME EXPECTED:</u> Engage our people fully, developing the skills, attitudes and behaviours we will need in the future	PS: Carolyn Wheeler PM: Claire Burroughs	1. Develop staff charter setting our expected behaviours – Oct 2018 2. Staff engagement Strategy to be developed – December 2018 3. HR focussed line manager briefings to commence – July 2018 4. Implement outcome based job descriptions supported by a set of competencies for all roles and services. Starting April 2019 to complete by March 2020	1. People Strategy workshop held Oct 9 th . The Staff Charter is now complete – subsequent decision has been taken to add a section on how this will work alongside “One Council” 2. The Staff Engagement Strategy has been developed, including recommendations for competencies 3. HR focussed line manager briefings now developed and have commenced - ongoing 4. Draft competencies developed for Strategic Directors, Assistant Directors, Service Managers and Team Leaders and considered by CMT October 2018. To be rolled out through One Council activity	G	No additional funding provided – costs are all from HR budget allocation
2. Progress the “Customer Experience Strategy” to change the way people interact with our services. (Commenced: 2017/18) <u>OUTCOME EXPECTED:</u> To deliver excellent services that are easy to access, responsive	PS: Daren Turner PM: Jo Crookes	Launch Customer Experience Strategy to follow Channel Shift. Key achievements: 1. Reduce expenditure on business mail throughout the year 2. Outsource bulk mailings to Critiqom (Revs and Bens) 3. Outsource to use of ‘IQ PostMe’ system to reduce internal mail costs 4. Outsource bulk mailings to Critiqom (Housing) - Review high volumes of correspondence still going via franking machine, incl. 1 st class	Customer Experience Strategy approved by Exec March 17 – key projects identified for focus in 2017-19 1. New guidance in place to reduce the costs associated with business mail (reduction in 1 st class, letter size etc.) 2. Critiqom - From April 2017 to 30 Sept 2018 in excess of 162,000 letters have been sent via this route. Reduction in stationary costs achieved. Data breaches also reduced. 3. Over 128,320 letters sent via IQ PostMe since April 2017 resulting in stationary savings, franked post reduction, plus officer time saved printing, enveloping and posting 4. Housing Year-end 2016, 2017 and 2018. In excess of 18,900 rent notifications, Direct Debit letters and annual	G	£50k savings target – met through a reduction in hours in the Customer Services Team over a period of three years. Total of £151k savings identified, (cashable and non-cashable)

Programme/Project and outcomes expected	PS and PM	Milestones for Y1 projects 2018/19 DATES TO BE ADDED ON MILESTONES	Update of progress against milestones	RAGB	Budget and spend or savings to date
<i>to our customers' needs and good value. This will be achieved through the 6 strategic themes within the strategy</i>		Next steps (2019/20) 5. Customer Charter& Promise roll out 6. Continue roll out of on-line forms a. Tenancy sign up and Voids b. Lincare application forms 7. Review high transaction costs associated with Post office cards (will be part of Phase 6 TFS)	statements sent are bulk uploaded each year. 8,500 housing statements are uploaded each quarter.		
3. Generate new income streams and commercial opportunities (Commenced: 2017/18) <u>OUTCOME EXPECTED:</u> <i>New commercial opportunities are explored</i> MONITORED AT TFS	PS: Jaclyn Gibson Phase 1 – Advertising PM: Steve Welsby Phase 2 – PM: JG	Phase 1 1. Explore most effective way to manage advertising contracts (internal or outsourced) Jan 2019 2. Explore how to maximise advertising income from the council's website – November 2018 Phase 2 3. Expand the remit to look more closely at creating a commercial strategy for the council – March 2019	1. Meeting held with other heritage towns to understand what advertising can be achieved in similar environments 2. Council Advertising Network (CAN) employed to make our website available to advertisers. Small number of bookings so far but we, and CAN, are promoting the partnership. 3. CLT has overseen the development of a new TFS Phase 6 plan which will include a new strategy and action plan for income generation. New Phase 6 programme has now been developed and is in the process of being scheduled with project managers	G	Initial income target of £20k for 2018/19 Forecasted total income for 2018/19 = £16k Y6 target to be developed within TFS Board
4. Undertake asset management reviews (Commenced: 17/18) <u>OUTCOME EXPECTED:</u> <i>As above (3)</i> MONITORED AT TFS	PS: Jaclyn Gibson PM: Mark Wheeler	1. Identify short term key investments from capital spend – ongoing 2. Develop an investment strategy by 31st March 2019	1. Pipeline in place and continuously managed by Property Manager and reported through TFS Board in detail 2. A new Investment Strategy is currently being developed in light of the recent CIPFA guidance and best practice (which may restrict commercial activity) and in anticipation of a higher MTFs target. This will be brought to TFS/CMT in Q4	G	An income target of £500k was been set for this work, with £520k achieved against this target
5. Year 2 - expanded to outstanding BC elements	PS: Angela Andrews	1. ICT Disaster Recovery (DR) Plan to be completed for Business Continuity Group. Feedback required following review of	1. Draft DR Plan complete. Plan was considered alongside BC plan reviews with other service areas. Key partner organisation BCP's have also been reviewed (Complete)	G	No additional funding

Programme/Project and outcomes expected	PS and PM	Milestones for Y1 projects 2018/19 DATES TO BE ADDED ON MILESTONES	Update of progress against milestones	RAGB	Budget and spend or savings to date
(Commenced: 2017/18) <u>OUTCOME EXPECTED</u> <i>A fit for purpose IT disaster recovery plan is in place including all Business Continuity</i>	PM: Jaclyn Gibson	Business Continuity plans. March 2018 2. Following an internal audit, there are now a number of BC recommendations to be followed through to complete the activity – March 2019	2. Meetings have been held in July and September 2018 to take the outstanding audit recommendations forward The BCP Group continues to meet on a bi-monthly basis, of the original 35 audit recommendations there are only 3 now outstanding, final areas to progress are: <ul style="list-style-type: none"> - New emergency accommodation strategy - Desktop exercise - planned for early spring 2019. - Service area refresh of BCP's commencing April 2019. 		
6. Increasing DP awareness, and preparing for GDPR in May 2018. (Commenced: 2017/18) <u>OUTCOME EXPECTED</u> <i>The council is fully prepared for the implementation of GDPR legislation 2018</i>	PS: Carolyn Wheeler PM: Sally Brooks	1. All work to ensure compliance with the European Data Protection Regulation due to be in force May 2018 2. Ensure that our contractors have appropriate GDPR processes in place – May 2019	1. GDPR Policy and guidance rolled out to all staff pre 25 May 2018. Customer privacy notice and new personal data request form rolled out online to customers from May 2018. All Information Management Policies reviewed, and approved May 18 and rolled out to staff Sept 2018. GDPR guidance provided to Members May and Oct 2018. 2. The key contracts have been checked for compliance to the level of GDPR process we require. However we continue to work on the smaller contracts as they come up for renewal.	G	Training all comes from the internal training budget There has been no new burdens funding from central government to cover GDPR introduction
7. Improve customer experiences (Commenced: 2017/18) <u>OUTCOME EXPECTED</u> <i>Vision 2020 projects have effective BDT support and services are improved as a result</i>	PS: Daren Turner PM: Matt Smith	1. High Performing Services Board to utilise Business Development Team (BDT) for a programme of service reviews – March 2018 2. Build up a scope and potential programme of improvements to services and processes – Sep 2018 3. Further reports to HPS – May, Aug; November 2018 and May 2019 . Final programme agreed Dec 2018	1. Initial report taken to HPS – February 2018. AD-SD and BDT to develop a work programme which supports the current and future Vision 2020 programme. 2. DT/CW and JG to link People Strategy/Org Development and workstyles and develop some principles/measures under our “one council banner”. 3. Programme agreed and operational. Members of Business Development have completed Agile training programme as part of Government Digital Services project	G	No additional budget allocation
8. Focus on Sustainability (Commenced: 2017/18)	PS: Kate Ellis	1. Create a Quarterly cross directorate group with a range of service representatives. June 2018	1. First meeting held – team scoping a plan for 3-5 years. Low carbon task force established – looking at a mix of practices within the building	G	No additional budget allocation

Programme/Project and outcomes expected	PS and PM	Milestones for Y1 projects 2018/19 DATES TO BE ADDED ON MILESTONES	Update of progress against milestones	RAGB	Budget and spend or savings to date
<i>OUTCOME EXPECTED</i> <i>'Greener' choices are made in our activities - develop a method of embedding sustainability into everyday working process</i>	PM: Kate Bell (MH)	2. Actions to include; <ol style="list-style-type: none"> Refresh travel plan- Mar 2019 Environmental audit – Review of charging points – 3. The coordination of a Lincoln Climate Commission Group (LCCG) - presently being sketched out	2. Travel plan staff survey completed mid Jan 2019. Report to next HPS meeting. <ul style="list-style-type: none"> Investigating conducting an environmental audit – agreement to complete an audit – one off cost of £899. Will provide information to explore further Drafting a EV transitioning / charge point strategy 3. A meeting is taking place to further the LCCG on 28 th of February.		

Projects identified as Year 2 Vision 2020

Programme/Project and outcomes expected	Project manager	Milestones for Y2 projects 2018/19	Update of progress against milestones	RAGB	Budget and spend or savings to date
9. Revs and Bens additional opportunities	PS: Jaclyn Gibson PM: Martin Walmsley	1. MW to present an initial pitch proposal to TFS Board – August 2018 2. Final proposals to be available for external use by December 2018 3. Commence external push – Post May 2019 elections	1. Initial document presented and well received: TFS Board confirmed they are looking for new public sector partners and/or upsell the current offerings. 2. Evidence continues to be gathered and the recent winning of the IRRV award will contribute to this. The final report is complete – To CMT/TFS in Q4	G	
10. Business Rates 100% Retention pilot	PS: Jaclyn Gibson PM: Rob Baxter	Work with pilot members to achieve a successful trial of 100% business rates retention locally and retain additional resources – set up for 2018/19 year	The 2018/19 pilot was approved in December 2017 and is now fully in operation. This has moved to BAU	C	
11. Communications Strategy	PS: CX PM: Steve Welsby	Delivery of a Communications Strategy – particularly considering the “Proud to be Lincoln” brand – November 2018	Draft Communications Strategy completed – to be taken through formal approval routes	A	
12. BDIT – New ICT Strategy	PS: Daren Turner	Refresh the ICT strategy to support Vision 2020 – March 2019 1. Scope to be completed by Oct. 2018	Scope/Draft strategy available by October 2018 – completed	G	

Programme/Project and outcomes expected	Project manager	Milestones for Y2 projects 2018/19	Update of progress against milestones	RAGB	Budget and spend or savings to date
	PM: Matt Smith	2. CLT workshop – Feb 2019 3. Final version approved – March 2019	CMT have asked for further discussions on the outcomes required. This will be discussed at a CLT meeting/workshop Workshop to be scheduled in February/March 2019		
13. Strategic Partnerships Set up city board (refresh investors) and develop local asks	PS: Kate Ellis	Work with partners to develop a shared strategy that clearly sets out the requirements for developing and supporting business growth in the city Develop an action plan that identifies the role of each partner in delivering support Dates to be established following partner meeting on 25th February 2019 .	DMD team to all be involved through partner relationships Looking at a City Board has been put on future CMT work programme – and will be revisited in the light of activity within Central Lincs areas.	G	
14. Organisational Restructure	PS Cllr R Metcalfe PM: Angela Andrews	Cross organisational review of structure including performance – Dec 2018 Plans for Organisational Change Lead to take on cross directorate restructures	<ul style="list-style-type: none"> Director of Housing appointed and handed over from DCE Internal and external adverts for Strategic Development Manager – interviews held 20th Feb 2019 Internal advert for 'Organisational Change Lead – w/c 4.2.19 with interviews early March 	G	

Issues or opportunities identified through performance monitoring activities

Issue or opportunity raised	Owner	Issue and milestones for the period 2017/18 plus forward plans	Update of progress against milestones	RAGB	Budget and spend to date
15. Compliance to High priority Audit recommendations to agreed schedules (Raised at CMT)	John Scott	At the end of Q1 there were 10 audit recommendations identified as having been not completed to schedule <ul style="list-style-type: none"> Audit to report any further occurrences to HPS and recommend any actions necessary - Ongoing 	Audit Manager attended HPS (October 2017) to discuss the long-term outstanding recs. His opinion was that there is no longer any cause for concern – as now all outstanding recommendations are addressed at DMT and PH meetings. Noted that Audit committee have asked Managers of outstanding rec's older than 2-years to attend Audit C'tee	C	No additional budget allocation

Issue or opportunity raised	Owner	Issue and milestones for the period 2017/18 plus forward plans	Update of progress against milestones	RAGB	Budget and spend to date
16. Concern with Vacancy Management levels and the reporting methods (<i>Raised by Performance Scrutiny Committee</i>)	Claire Burroughs	PSC asked for an investigation into the different vacancy numbers provided – for May 2018 meeting Initial investigation on difference between ‘iTrent’ vacancies and those reported by Finance – establishment.	<ul style="list-style-type: none"> HR to have individual meetings with all directorates - COMPLETED <p>Following PSC (May 2018), Cllr Hewson asked that all Directorates follow the same process as DCE did (for PSC) and report as part of an update to following PSC’s - Completed</p>	C	No additional budget allocation
17. Sickness levels and sickness Management (<i>Raised through the quarterly performance figures</i>)	Claire Burroughs	<ol style="list-style-type: none"> 2018/19 sickness targets set at 9 days with a range of 9 – 10.5 days. Establish the Health & Wellbeing lead and an action plan – March 2018 Follow through with H&W plan for 2018/19 – March 2019 	<ol style="list-style-type: none"> Health & Wellbeing Lead in place - Positive H&W outcomes have been reported following participation of the GCC (196 members of staff). A number of health and wellbeing initiatives have also been implemented and are ongoing A plan of health and wellbeing initiatives/activity has been identified through to 2020. Sickness absence figures for Q3 2018/19 has seen a reduction to 7.25 days per FTE, 2.59 days lower than same quarter last year. 	G	No additional budget allocation
18. Business plans for income generating services – TFS Ph5	Pat Jukes	Ensure that all 2018/19 AD service plans identify which services need formal business plans Complete service planning end May 2018	Addressed as part of the Service Planning process - COMPLETE	C	No additional budget allocation
19. Development of a new Corporate Performance Management system (<i>TEN/IMPS no longer supported</i>)	PS: Pat Jukes PM: Graham Rose	Initial options scope to be created and reviewed at HPS November 2017 <ul style="list-style-type: none"> Option appraisals July 18 Business case to HPS – Aug 2018 CLT approval of proposed IT solution – September 2018 Directorate involvement – Feb 19 System Build – March 2019 Transfer of data – be end Q1 – June 2019 	<p>Scope reviewed at HPS Board 28.11.17 – agreement received to proceed with the internal option proposals</p> <p>New Performance System proposals presented to HPS 14/8 – 2 staged approach agreed in principal. Refer to AD Group for approval for the IT system – approved Sep 18</p> <ul style="list-style-type: none"> Two members of Policy had basic Sequel training to enable them to become system administrators Plans in place to review all strategic measures as part of the switch across with the aim of completing for Q1 2019/20. All directorates engaged. New system developing well with testing commenced 	G	<p>No additional budget allocation</p> <p>There may be incremental costs for Power BI licenses when a decision is taken on that aspect</p>

Issue or opportunity raised	Owner	Issue and milestones for the period 2017/18 plus forward plans	Update of progress against milestones	RAGB	Budget and spend to date
20. HMO new system: Implementation of Rocktime Verso software for HMO application and licensing portal	PS: Simon Colburn PM: Hannah Cann	1. Project Mgmt documentation 4/7 2. Executive committee 23/7 3. Verso Development & customisation (10 weeks) starts 2/8 4. Legislative change in force 1/10 5. Verso testing and training ongoing 6. Verso Go live – 1.10 front end 7. Verso go live back end – 30.11 8. Snagging process - TBC	1. COMPLETE 13/6/18 – 4/7/18 2. COMPLETE 23/07/2018 3. COMPLETE 4. COMPLETE 02-Aug-18 5. COMPLETE 01-Oct-18 6. COMPLETE 10-Sep-18 7. COMPLETE 8. There is a substantial snagging list of minor issues to resolve that is being worked through with the help of a PS housing officer.	G	£25k Direct revenue funding
21. Lincoln Project Management Model (LPM) changes to ensure continuity of good governance post SPIT	Pat Jukes	1. Implement all changes in LPM documentation 30.06.18 2. Review training materials to include update session – 30.06.18 3. Training sessions – July and Sept 4. Development of complete project register – 31.08.18 5. Communication roll out Jun 19 6. PIR to be conducted July 2019	1. COMPLETE 2. COMPLETE 3. COMPLETE 4. COMPLETE 5. Initially launched on City People July 2018. Further comms to be promoted once project register is complete. Project register COMPLETE Feb 2019	G	No additional budget
22. Awards – a review of the awards that are available and which ones we should consider entering	Pat Jukes	1. Initial report to CMT – Sep 2018 2. Review of suitable awards Sept 3. LGC Applications by 21.09.18 4. Award shortlisting – notified November 2018 5. Presentations for shortlisted – January 2019 6. LGC awards ceremony – 13.3.19 7. Decision made by CMT in January 19 to apply for MJ Awards	1. COMPLETE 2. CMT proposed entering ten categories 3. Entries completed on schedule 4. CoLC shortlisted for four categories: 5. Presentation delivered and individual interview held 6. Award ceremony arrangements in hand 7. MJ Applications (X6) all submitted 8 th Feb 19 – will hear in March 2019, after which appropriate plans will be developed	G	No additional budget – costs will come from the existing Policy budget

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SUBJECT: INTERIM CHRISTMAS MARKET OUTTURN REPORT 2018

DIRECTORATE: DIRECTORATE OF COMMUNITIES AND ENVIRONMENT

REPORT AUTHOR: SIMON COLBURN, ASSISTANT DIRECTOR (HEALTH AND ENVIRONMENT)

1. Purpose of Report

- 1.1 To provide an interim report to Performance Scrutiny Committee on the financial performance of the 2018 Lincoln Christmas Market.

2. Background

- 2.1 The 2018 Lincoln Christmas Market was held from Thursday 6th December to Sunday 9th December 2018 and was visited by around 230,000 people over the 4 days.
- 2.2 The market started in 1982 with 11 stalls and has grown to become one of the biggest Christmas Markets in the country.
- 2.3 We do not have the economic impact analysis yet for the 2018 Christmas market but according to the 2016 visitor survey carried out by the University of Lincoln on our behalf - total visitor spend has been estimated as in the region of £14 million with the estimated economic value to the City of £2.65 million.
It also concluded that
-over 60% of visitors travel to the City for the market;
-average visitor spend at the market was £57.
- 2.4 The Christmas Market in 2018 was the first time that we imposed a 'no vehicle' policy in the inner market area while the market was operational. While this policy generated some complaints and negative publicity before the event, the policy was a success from an operational perspective over the market period. This view was confirmed in the multi-agency debrief.

3. 2018 Interim Projected Outturn

- 3.1 Overall the Christmas Market generated an operational surplus of £54,160. However this is £91,520 short of the budgeted surplus on £145,680. There are a number of reasons for this and these are discussed throughout the report.
- 3.2 A summary of the operational budget and projected outturn split down into CIPFA classes is shown at appendix 1.
- 3.3 **Income**
The market has 3 main streams of income,
- stallholder fees (including the fairground),
 - park and ride ticket sales and

- coach bookings

- 3.4 The 2018 market had 180 stalls which achieved an income of £431,250 against a budget of £467,010. Income from stallholder fees is therefore £35,760 below budget.

This is due to implementing a decision to freeze stall fees in 2018 for stall holders who had traded at 2017 and returned in 2018 (these traders had been disadvantaged by the closure of the market on the Sunday in 2017).

Approximately 80% of stalls at 2018's market were traders returning from 2017. As the business plan, and therefore the budget, had predicted an 8% increase across all stalls from 2017 to 2018 this has therefore left a notable shortfall.

Income from the fairground exceeded budget by £6,680.

3.5 **Park and Ride Income**

Park and Ride which operated from the Lincolnshire Showground was used by,

- 958 cars on Thursday @ £13 per car;
- 1427 cars on Friday @ £14 per car;
- 2546 cars on Saturday @ £15 per car;
- 1896 cars on Sunday @ £14 per car.

The park and ride operation generated an income of £103,880 against a budget target of £126,710 a shortfall of £22,830.

This is a combination of reduced numbers and a freeze in prices for the last couple of years. The reduced numbers are possibly due to the additional high quality provision for parking at the Central multi-storey car park, which appeared to show a like for like increase in numbers over the Christmas Market period and is also possibly reflective of an increase in comments from residents in the outer area about what appear to be non-residents cars parking in residential areas.

Work is already under way to attempt to address some of these issues.

- 3.6 Coach bookings also continue to reduce and have done year on year recently. This year coach parking was operated from RAF Scampton for all four days. A total of 201 coaches attended the market in 2018 (compared with 227 coaches in 2017 and 264 in 2016. 10 years ago (2008) we had 621 coaches). This generated an income of £16,960, £9,580 short of the income target of £26,540.

Christmas Market staff supported staff from Visit Lincoln at the British Travel and Tourism trade Show in early 2018 to promote the city and the Christmas Market. Unfortunately this hasn't resulted in an increase in coach numbers.

- 3.7 Overall predicted income is £615,990 against a budget of £641,030, a shortfall of £25,040.

Budget	Projected Out turn	Variance
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	£	£	£
Income	(641,030)	(615,990)	25,040

3.8 Expenditure

The most significant items of expenditure are

- Staff costs;
- Venue hire costs and
- Contractor payments.

3.9 Staff costs cover the 40 or so City Council staff that contribute to the safe and effective running over the actual market period and include those carrying out roles such as event office staff, zone supervisors, loggists, CCTV and communications. Some costs such as those in Environmental Health and Licensing are met by the service area as these are statutory services that would visit such a large event if privately operated. Staff costs came in £5,100 under budget.

3.10 The market hires a number of venues including Lincoln Castle, Lincolnshire Showground and RAF Scampton.

Total costs of venue hire was £47,130 slightly over budget of £45,000.

3.11 Total contractor costs are the single biggest variation against budget. Contractor costs are predicted to come in at £483,060. This is £68,270 over the budget of £414,790.

This covers some 21 contracts or service level agreements and there are a variety of reasons for the increase.

Several contracts have seen relatively small increases in the order of £1,000 - £2,000 either due to inflationary increases above budget or due to additional requests of the contractor for good or services that the team require due to safety requirements or developing the market. This might include for example additional barriers, trackway, electrics, lighting towers and so forth.

The refuse and stewarding contracts have seen considerable increases. These have combined exceeded budgeted costs by around £13,000. This is due to an increased amount of refuse collected year on year and likewise a demand to provide additional stewarding around the market and in some cases for longer periods of time.

Additionally the security costs due to Policing and traffic mitigation measures that were introduced in 2017 are around £45,000 (similar to 2017 costs) and these are currently unbudgeted. The authority has funded this element of budget pressure within the next MTFS.

3.12 Total expenditure is therefore £561,830 against a budget of £495,350, an overspend of £66,480.

	Budget	Projected	
	£	Out turn	Variance
	£	£	£
Expenditure	495,350	561,830	66,480

3.13 In summary the projected outturn of the market is

	Budget	Projected	
	£	Out turn	Variance
	£	£	£
Expenditure	495,350	561,830	66,480
Income	(641,030)	(615,990)	25,040
Total	(145,680)	(54,160)	91,520

Overall the Christmas Market generated an operational surplus of £54,160. However this is £91,520 short of the budgeted surplus of £145,680.

4. Strategic Priorities

4.1 Let's drive economic growth

As discussed in section 2.3 Lincoln Christmas Market continues to generate an economic turnover in the region of £14 million including an estimated spend into the local economy of in excess of £2.5million.

4.2 Let's enhance our remarkable place

Events are well recognised as being increasingly essential in supporting the economic viability and the vitality of communities. The Lincoln Christmas Market continues to be Lincoln's flagship annual event with towards 250,000 visitors over just 4 days but sits amongst a rich portfolio of events provided by the public and private sector.

5. Organisational Impacts [FINANCE, LEGAL AND EQUALITY & DIVERSITY SECTIONS BELOW ARE MANDATORY AND MUST NOT BE DELETED]

5.1 Finance (including whole life costs where applicable)

These are discussed in detail in the report.

5.2 Legal Implications including Procurement Rules None

5.3 Significant Community Impact

It is recognised that without the support of the local community particularly local residents and businesses both in the immediate 'inner' area but also the 'outer' area that the market would not be the success that it is. Officers and members have therefore recently (February and March) undertaken two residents meetings to discuss concerns that residents have. Planning is already underway to address these concerns wherever possible.

6. Christmas Market Development

- 6.1 There are increasing numbers of Christmas markets year on year from small village events to large ones happening in existing urban retail zones. It is clear that our market does need to develop to remain the premiere Christmas event. To that end a visioning exercise was undertaken in November 2018 with a range of stakeholders to start to develop a Visioning and Development Plan for the next 10 years which will see the market evolve and become a festival of Christmas in a wider cultural experience sense.

7. Recommendation

- 7.1 Members of Performance Scrutiny Committee are asked to note and comment on the contents of the report.

Is this a key decision? No

Do the exempt information categories apply? No

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

How many appendices does the report contain? One

List of Background Papers: None

Lead Officer: Simon Colburn
Assistant Director
Telephone (01522) 873241

Please read the frequently asked questions sheet which accompanies this report template in authority wide in the committee report template folder for further information relating to this document and report writing in general.

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2018 Christmas Market -Operational Summary - CIPFA Class

	Budget	Projected	Variance
	£	Out turn	£
		£	
Employees	13,390	8,290	(5,100)
Premises	2,600	3,490	890
Transport	2,000	1,230	(770)
Supplies & Services	62,570	65,760	3,190
Contractors	414,790	483,060	68,270
Income	(641,030)	(615,990)	25,040
Total	<u>(145,680)</u>	<u>(54,160)</u>	<u>91,520</u>

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23 May 2019 (Monitoring Overview)

Item(s)	Responsible Person(s)	Vision 2020 Strategic Priority/ Comments
Standard Items		
Confirmation of Housing Scrutiny Sub-Committee Members	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2019-20 – Update	Democratic Services	Regular Report
Monitoring Items		
Financial Performance (Detailed): Outturn 2018/19 Quarter 4	Jaclyn Gibson	Quarterly Report Professional High Performing Services
Performance Monitoring Outturn 2018/19 Quarter 4	Pat Jukes	Quarterly Report-Professional High Performing Services
Treasury Management Stewardship and Actual Prudential Indicators Report 2018/19 (Outturn)	Jaclyn Gibson	Six Monthly Report Professional High Performing Services
Strategic Plan Progress Quarter 4 2018-19	Jaclyn Gibson	Quarterly Report Professional High Performing Services
Strategic Risk Register – Quarterly Report	Jaclyn Gibson	Quarterly Report Professional High Performing Services
Corporate Performance Targets	Pat Jukes	Report-Professional High Performing Services

11 July 2019

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Confirmation of Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2019-20 – Update	Democratic Services	Regular Report
Portfolio Performance Overview	Pat Jukes	Regular Report Professional High Performing Services
Portfolio Under Scrutiny Session – Our People and Resources	Portfolio Holder	Annual Session Professional High Performing Services
Monitoring Item(s)		
Christmas Market Outturn Report 2018	Simon Colburn	Annual Report Lets Drive Economic Growth
Central Lincolnshire Local Plan Annual Report 2018/19 including Financial Update	Toby Forbes-Turner	Annual Report Lets Drive Economic Growth

22 August 2019 (Monitoring Overview)

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Confirmation of Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2019-20	Democratic Services	Regular Report
City of Lincoln Council Annual Report 2019	Angela Andrews	Regular Report
Monitoring Items		
Financial Performance (Detailed) – Quarterly Monitoring: Quarter 1	Jaclyn Gibson	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

3 October 2019 (*Thematic Reviews*)

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2019-20 – Update	Democratic Services	Regular Report
Portfolio Performance Overview	Pat Jukes	Regular Report Lets Drive Economic Growth
Portfolio Under Scrutiny Session – Economic Growth	Portfolio Holder	Annual Session Lets Drive Economic Growth
Economic Growth Vision 2020 Progress Report	Kate Ellis	Regular Report Lets Drive Economic Growth
Monitoring Items		
Scrutiny Annual Report	Democratic Services	Annual Report Professional High Performing Services
Other Item(s)		
Christmas Market Stalls/Budget – Brief pre event report	Simon Colburn	Requested Lets Drive Economic Growth

21 November 2019 (Monitoring Overview)

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2019-20 – Update	Democratic Services	Regular Report
Portfolio Performance Overview	Pat Jukes	Regular Report Lets Reduce Inequality
Portfolio Under Scrutiny Session – Reducing Inequality	Portfolio Holder	Annual Session Lets Reduce Inequality
Reduce Inequality Vision 2020 Progress Report	Angela Andrews	Regular Report Lets Reduce Inequality
Monitoring Items		
Financial Performance (Detailed) – Quarterly Monitoring: Quarter 2	Jaclyn Gibson	Quarterly Report Professional High Performing Services
Performance Quarterly Monitoring: Quarter 2	Pat Jukes	Quarterly Report Professional High Performing Services
Strategic Risk Register – Quarterly Report Quarter 2	Jaclyn Gibson	Quarterly Report Professional High Performing Services Services
Treasury Management and Prudential Code Update Report – Half Yearly Report	Jaclyn Gibson	Half Yearly Report Professional High Performing Services
Other Items:		
Budget Theme Group – Nominees	Jaclyn Gibson	Annual Appointment Professional High Performing Services

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2019-20 - 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 Ellis/Daren Turner	Lets Deliver Quality Housing
Monitoring Item(s)		
Christmas Market Outturn 2019- Verbal Update	Simon Colburn	Pre Annual Report Lets Drive Economic Growth
Performance Report-HRS	Gareth Griffiths	Annual Report Lets Deliver Quality Housing

20 February 2020 (Monitoring Overview)

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2019-20 - Update	Democratic Services	Regular Report
Portfolio Performance Overview	Pat Jukes	Regular Report Lets Enhance Our Remarkable Place
Portfolio Under Scrutiny Session – Remarkable Place	Portfolio Holder	Annual Session Lets Enhance Our Remarkable Place
Remarkable Place Vision 2020 Progress Report	Simon Walters	Regular Report Lets Enhance Our Remarkable Place
Monitoring Items		
Financial Performance (Detailed) – Quarterly Monitoring: Quarter 3	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

26 March 2020

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Draft Work Programme for 2020/21	Democratic Services	Regular Report
Portfolio Performance Overview	Pat Jukes	Regular Report Vision 2020 (Mixed)
Portfolio Under Scrutiny Session – Customer Experience and Review	Portfolio Holder	Annual Session Vision 2020 (Mixed)
High Performing Services Vision 2020 Progress Report	Angela Andrews	Annual Progress Report Professional High Performing Services
Other item(s)		
Christmas Market 2019 Outturn Report	Simon Colburn	Annual Report Lets Drive Economic Growth
Introduction of a new Homelessness Act	Alison Timmins	Annual Progress Report Quality Housing
Section 106 Contributions Update	Nicola Collins	Annual Report Lets Drive Economic Growth

Portfolio Under Scrutiny Sessions

Date	Portfolio
11 July 2019	Our People and Resources
3 October 2019	Economic Growth
21 November 2019	Reducing Inequality
23 January 2020	Housing
20 February 2020	Remarkable Place
26 March 2020	Customer Experience and Review

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