

## EXECUTIVE

**Monday, 18 June 2018**

**6.00 pm**

**Committee Room 1, City Hall**

Membership: Councillors Ric Metcalfe (Chair), Donald Nannestad (Vice-Chair), Jackie Kirk, Rosanne Kirk, Neil Murray and Fay Smith

Officers attending: Angela Andrews, Democratic Services, Kate Ellis, Jaclyn Gibson, Simon Walters and Carolyn Wheeler

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## A G E N D A

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SECTION A	Page(s)
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### MINUTES AND EXTRACTS

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|--|--------|
| 1. Confirmation of Minutes - 29 May 2018 | 3 - 16 |
| 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.

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### OUR PEOPLE AND RESOURCES

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| 3. Performance Targets for 2018/19   | 17 - 22 |
| 4. Exclusion of the Press and Public | 23 - 24 |

You are asked to resolve that the press and public be excluded from the meeting during the consideration of the following items because it is likely that if members of the press or public were present, there would be disclosure to them of 'exempt information'.

In accordance with the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, notice is hereby given of items which will be considered in private, for which either 28 days' notice has been given or approval has been granted by the appropriate person specified in the Regulations. For further details please visit our website at <http://www.lincoln.gov.uk> or contact Democratic Services at City Hall, Beaumont Fee, Lincoln.

This item is being considered in private as it is likely to disclose exempt information, as defined in Schedule 12A of the Local Government Act 1972. No representations have been received in relation to the proposal to consider this item in private.

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## **SECTION B**

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### **OUR PEOPLE AND RESOURCES**

#### **5. Property Acquisition Agreement**

**[Exempt Para(s) 3]**

**25 - 32**

**Present:** Councillor Ric Metcalfe (*in the Chair*),  
Councillor Donald Nannestad, Councillor Jackie Kirk,  
Councillor Rosanne Kirk and Councillor Fay Smith

**Apologies for Absence:** Councillor Neil Murray

**1. Confirmation of Minutes - 26 March 2018**

RESOLVED that the minutes of the meeting held on 26 March 2018 be confirmed.

**2. Declarations of Interest**

No declarations of interest were received.

**3. Community Leadership Scrutiny Committee Review of Inclusive Growth**

Purpose of Report

To present the Executive with recommendations from the Community Leadership Scrutiny Committee following its review into inclusive growth.

**Decision**

That the Community Leadership Scrutiny Committee's recommendations following its review into inclusive growth be supported.

Alternative Options Considered and Rejected

The Executive could have opted not to support one or more of the Community Leadership Scrutiny Committee's recommendations.

Reason for Decision

Councillor Bob Bushell, Chair of the Community Leadership Scrutiny Committee, provided the Executive with a presentation on a review undertaken by the Committee in respect of inclusive growth.

The review considered inclusive growth from both a supply and demand perspective. Representatives from the University of Lincoln, the Council's Revenues and Benefits Service, the Department for Work and Pensions, Lincoln College, Linkage Community Trust, the Education Business Partnership, the Bailgate Guild, Voluntary Centre Services and Tesco all participated at meetings of the Committee which contributed to the final recommendations. In addition, the Lincoln Growth Conference included a workshop with businesses on the topic of inclusive growth. The findings from this workshop were also considered at the final Committee meeting of the review.

The report set out the key findings from the supply and demand perspective, setting out a number of challenges and opportunities. These were set out in paragraph 4 of the report.

The Executive noted the Community Leadership Scrutiny Committee's recommendations as follows:

*Supply*

- (1) That the Council works with The Network to:
  - review/establish referral mechanisms between Lincolnshire Move Partnership (which helps people aged 16+ move into employment) and The Network (which helps people aged 16-24 with advice and guidance including on training and employment);
  - identify referral opportunities between The Network, Lincolnshire Move Partnership and Linkage Community Trust (a Lincolnshire based charity helping people with learning difficulties on a range of topics, including employment);
  - identify how the key sectors important to economic growth in the city are targeted.
- (2) That the Council continues to support the Living Wage and promote the emerging Corporate Social Responsibility Charter.
- (3) That the Council seeks out funding opportunities to expand the offer of employability courses currently provided by the authority with Health and Wellbeing Board funding and delivered through Lincoln College. These offer free courses to low income households to upskill and secure employment.
- (4) That the Council continues to support young people to gain practical skills through supporting the National Citizens Service workshops and providing work experience placements.

*Demand*

- (5) That the Council begins a discussion with key strategic partners in the city to identify any similarities in investment priorities in Lincoln, and explore opportunities to pool or co-ordinate resources to deliver on shared agendas that continue to make Lincoln a great place to live, work and enjoy;
- (6) That the findings of this inclusive growth review be considered in any future economic or industrial strategies produced by the Council. For example, this could include supporting initiatives that may help people work flexibly around childcare responsibilities.
- (7) That the Department for Work and Pensions have a discussion with the Council's Planning Services to explore any opportunities to encourage local employment when engaging with developers.
- (8) That the Council explores options to offer skills and training to small businesses.
- (9) That the Council works with organisations such as the Lincolnshire Open Research and Innovation Centre which aims to share learning and good practice across the business community of Lincolnshire.

It was noted that, as part of its work programme, the Community Leadership Scrutiny Committee would consider undertaking reviews into the challenges around accessible transport to work and education and the availability of advice and support for people claiming a range of benefits, such as Personal Independence Payments.

Councillor Ric Metcalfe, Leader of the Council, thanked Councillor Bushell and the Committee for the work undertaken on this subject stating that a key aspect was to look into the local economy and establish who benefitted from economic growth.

Councillor Donald Nannestad, Deputy Leader of the Council, was pleased that the issue of public transport had been highlighted as this affected people's ability to get to work. He gave an example of a number of small businesses in the city unable to open on bank holidays due to there being no transport available for their employees to use. He also felt that the cost of fares for the distances travelled was quite high. He hoped that there was more that could be done to address these issues.

Councillor Bushell responded by saying that the proposed pilot scheme would seek to give consideration to the points raised by Councillor Nannestad.

Councillor Fay Smith asked what opportunities the Council provided in respect of work experience.

Angela Andrews, Chief Executive, reported that the Council offered a broad range of work experience which was promoted through colleges and schools, on the Council's website and through the Lincolnshire Education Business Partnership. It was noted that the national curriculum had also placed less priority on work-based learning, with placements often offered towards the end of term which did not always suit employers.

Councillor Jackie Kirk made the point that sixteen year olds were required to pay an adult fare on buses, which she felt was unfair given that young people were now required to stay in education until they were eighteen. She was of the opinion that the price of fares would be a challenge to many young people using public transport as a means of travel to their respective educational institutions.

Councillor Metcalfe said that a key consideration in respect of inclusive growth was establishing what the growth sectors would be in the future for the local economy and what prospects they would bring to make growth more inclusive. He reflected on the fact that key economic growth in the city was currently within low paid sectors, with the city also dominated by small businesses. He was therefore unsure how internal growth would provide a greater number of jobs in higher price brackets when taking those two aspects into consideration and how those sectors could grow in order that the city could offer better paid employment.

Councillor Bushell accepted these points and agreed that although lots of development was happening in the city, not everyone was benefitting from it.

It was noted that 'social value' was now a differentiating factor when awarding contracts at part of the Council's procurement processes.

In terms of future jobs, although it was unclear what jobs would be key to the city's economic growth in 20 to 30 years' time, initial research had indicated that

problem solving skills would be key, particularly in respect of those jobs on a higher wage. It was noted that there would be opportunities to work further with the University of Lincoln and colleges in the city going forward in respect of inclusive growth and the city's economy.

The Chief Executive indicated that she would raise the issue of inclusive growth and feed in the work of the Community Leadership Scrutiny Committee at a business roundtable meeting scheduled to be held in June.

The Leader put on record his thanks to Councillor Bushell and the Committee for the excellent work they had undertaken as part of this review. Councillor Bushell expressed his thanks to the support he and the Committee had received from Daren Turner, Assistant Director for Strategic Development.

#### **4. Financial Performance - Outturn 2017/18**

##### Purpose of Report

To present to the Executive the provisional 2017/18 financial outturn position on the Council's revenue and capital budgets, including:

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

The report also provided a review of the key budget risk assessments.

##### **Decision**

- (1) That the provisional 2017/18 financial outturn for the General Fund, Housing Revenue Account, Housing Repairs Service and Capital Programmes, as set out in paragraphs 3 to 7 of the report, and the reasons for any variances, be noted.
- (2) That the proposed transfer to the General Fund earmarked reserves in paragraphs 3.6, 3.8, 3.9 and 3.11 prior to reporting to the Executive be approved.
- (3) That the proposed transfer to the Housing Revenue Account earmarked reserve in paragraph 4.4 of the report be approved.
- (4) That the financial changes to both the General Investment Programme and the Housing Improvement Programme, as set out in paragraphs 7.3, 7.4 and 7.10 of the report, above the 10% budget variance limit be delegated to the Chief Finance Officer.

##### Alternative Options Considered and Rejected

None.

## Reason for Decision

### *General Fund*

For 2017/18 the Council's net General Fund revenue budget was set at £10,435,620, which included a planned contribution from balances of £702,440 resulting in an estimated level of general balances at the year-end of £1,609,364.

The financial performance quarterly monitoring report for quarter three predicted an underspend against the revised budget, exclusive of approved carry forwards, of £457,856. The provisional outturn for 2017/18 indicated that an increase in that underspend of £129,682 had occurred, resulting in an overall variance of £587,538 provisional underspend which represented a variance against the revised budget of 5.6%. Full details of the main variances were appended to the report, with key variances noted as follows:

- car parking – reduced income of £290,000;
- waste collection/street cleansing – increased expenditure of £69,990;
- Crematorium – increased income of £152,360;
- Christmas market – increased expenditure of £56,180;
- City Hall – reduced expenditure of £177,280;
- business rates – increased income of £279,710;
- revenues and benefits (net of bad debt provision) – reduced income and expenditure of £73,400;
- interest payable – reduced expenditure of £137,960;
- new homes bonus contingency – reduced expenditure of £102,640.

Details regarding the proposed transfer of earmarked reserves in respect of the General Fund were set out in the report at paragraphs 3.6, 3.8, 3.9 and 3.11 of the report.

### *Housing Revenue Account*

For 2017/18 the Council's Housing Revenue Account net revenue budget was set as a deficit of £64,170, resulting in an estimated level of general balances at the year-end of £1,023,099.

The financial performance quarterly monitoring report for quarter three predicted an underspend of £211,970. The provisional outturn for 2017/18 now indicated an underspend of £616,377. This would result in Housing Revenue Account balances at 31 March 2018 of £1,639,476. The main reason for the additional resources over and above the position forecast at quarter three was an increasing trading surplus repatriated from the Housing Repairs Service and an increased underspend on supervision and management relating to the Keir profit share and additional vacancies. Main over and underspends included in the provisional outturn were detailed in Appendix D attached to the report, with key variances summarised as follows:

- trading surplus on Housing Repairs Service repatriated to the Housing Revenue Account – additional income of £253,209;
- Kiers profit share contribution - £126,000;
- supervision and management - £154,000.

The proposed transfer of earmarked reserves in respect of the Housing Revenue Account was outlined in paragraph 4.4 of the report.

### *General Fund Investment Programme*

The revised General Fund Investment Programme for 2017/18 was approved in the Medium Term Financial Strategy 2018-23 which amounted to £31,418,986. Movements in the programme since the approval of the revised budget decreased actual capital expenditure in 2017/18 to £29,098,005 with a summary of changes set out in paragraph 7.2 of the report.

Changes requiring Executive approval were noted as follows:

- play equipment Queen's Park – new scheme in 2017/18 to purchase new play equipment at Queen's Park play area. The budget for this was £22,509 and was funded through Section 106 Agreement funding of £8,734 and Direct Revenue Financing of £13,775;
- disabled facilities grants - £216,788 of Better Care Funding reallocated from revenue in 2017/18 and then subsequently re-profiled into 2018/19.

It was noted that new projects agreed by the Strategic Plan Implementation Team were subsequently subject to Executive approval. The following projects had been put forward for consideration as part of the Capital Programme:

- tree memorial – a new scheme to purchase a metal memorial tree for the Crematorium. The budget for this was £20,000 in 2018/19, to be funded through Direct Revenue Financing;
- noise reduction equipment – a new scheme in 2017/18 to purchase new noise reduction equipment. The budget for this was £14,060 and was funded through Direct Revenue Financing;
- Broadgate lift refurbishment – a new scheme starting in 2017/18 and being completed in 2018/19 for replacement lifts at Broadgate car park. This was being funded through £220,000 of Direct Revenue Financing, existing budget from the Planned Capitalised Works budget of £10,000 and a further reallocation of £8,498 from the Planned Capitalised Works budget in 2018/19.

### *Housing Investment Programme*

The revised Housing Investment Programme for 2017/18 as approved in the Medium Term Financial Strategy 2018-23 amounted to £15,204,221. Movements in the programme since the approval of the revised budget decreased actual capital expenditure to £10,706,618 in 2017/18.

Changes requiring Executive approval were set out in Appendix K of the report and were summarised as follows:

- movements back to available resources;
- movements within the financial year;
- various re-profiles to and from future years.

Councillor Ric Metcalfe, Leader of the Council, queried how the economic value of the Council as an employer and its expenditure and investment in the city could be evaluated in respect of its contribution to the local economy. It was noted that an initial piece of work had been completed in liaison with the



University of Lincoln. It was understood that there would be a resource implication for the University to progress with the project further, which the Chief Executive agreed to investigate.

## **5. Treasury Management Stewardship and Actual Prudential Indicators Report 2017/18 (Outturn)**

### Purpose of Report

To provide the Executive with the Annual Treasury Management Stewardship Report, which was a requirement of the Council's reporting procedures under regulations issued under the Local Government Act 2003. The report covered the treasury management activities and the actual prudential and treasury indicators for 2017/18.

### **Decision**

- (1) That the actual prudential indicators contained within Appendices A and B be supported and recommended to Council for approval.
- (2) That the annual treasury management report for 2017/18 be noted.

### Alternative Options Considered and Rejected

None.

### Reason for Decision

During 2017/18 the Council complied with its legislative and regulatory requirements.

Full details of transactions in the year and performance against the Prudential Indicators was included at Appendices A and B of the report. The following key issues were noted from activity during 2017/18:

- the Council's total debt, including leases and lease-type arrangements, at 31 March 2018 was £81.633 million compared with the Capital Financing Requirement of £109.480 million. This represented an under-borrowing position of £27.817 million, which was currently being supported by internal resources. Additional long-term borrowing would be taken in future years to bring levels up to the Capital Financing Requirement, subject to liquidity requirements, if preferential interest rates were available;
- the Council's investments at 31 March 2018 were £15.6 million, which was £5.16 million lower than at 31 March 2017. Average investment balances for 2017/18 were £25.3 million in the Medium Term Financial Strategy 2017-22;
- actual investment interest earned on balances was £110,000 compared to £104,000 estimated in the Medium Term Financial Strategy 2017-22;
- the interest rate achieved on investments was 0.67%, which was 0.45% above the target average 7-day LIBID rate.

Further information regarding security, liquidity and benchmarking was set out in the body of the report.

## **6. Strategic Risk Register - Quarterly Review**

### Purpose of Report

To provide the Executive with an update report on the revised Strategic Risk Register as at the end of the fourth quarter 2017/18.

### **Decision**

That the report be noted.

### Alternative Options Considered and Rejected

None.

### Reason for Decision

A number of further control actions had been progressed or completed and key movements were outlined in paragraphs 3.1 and 3.2 of the report.

An updated version of the Strategic Risk Register was appended to the report.

## **7. Strategic Plan Progress - Outturn 2017/18**

### Purpose of Report

To provide the Executive with a progress report on the strategic projects against their milestones for the final quarter of 2017/18.

### **Decision**

That progress in delivery of strategic projects be noted.

### Alternative Options Considered and Rejected

None.

### Reason for Decision

There were currently 16 strategic priorities being monitored, 14 of which were on track in terms of their physical and financial milestones and risk profiles. Two projects had been completed and were awaiting a Post Implementation Review to be submitted and signed off. There were no projects off track in terms of all three of the areas of monitoring and it had been concluded that there were no projects of sufficient concern to bring to the attention of the Executive.

The two projects awaiting a Post Implementation Review which had completed their defined actions were:

- new surface car parks – purchase of two new surface car parks in the city;
- Bereavement Services improvements to facilities – additional data was requested in respect of this project so the Post Implementation Review would be finalised when that data had been made available.

Three new projects had been reviewed and recommended to the Executive for approval, as follows:

- noise reduction equipment – to purchase two complete noise kits for measuring and recording noise in complainant's homes and for the investigation of noise complaints;
- Broadgate lift refurbishment – full refurbishment to both lifts at Broadgate car park;
- tree memorial at the Crematorium – to purchase a new memorial tree for the Crematorium grounds that would aim to offer an affordable memorial option for the friends and families of the deceased.

It was noted that a further six projects had been signed off as completed during the final quarter, noted as follows:

- Broadgate car park improvements;
- Birchwood bungalows;
- City Hall phase 2 improvements;
- implementation of Servitor (Repair Ordering and Billing System);
- St Botolph's Court refurbishment;
- disaster recovery and back-up.

It was reported that the following projects had been decommissioned by the Strategic Plan Implementation Team:

- heat mitigation at the Terrace;
- Housing Services asbestos database.

This was due to the fact that both projects' original objectives and outcomes had changed since the outset of the scheme and the decision had been taken to remove them from the list of projects being monitored. Amended project approval documentation would be compiled and submitted for approval if the projects were required in the future.

Updates on mega projects in relation to the Western Growth Corridor and the Transport HUB were set out in the report at paragraphs 5.1 and 5.2 respectively.

The report also included an update on the work of the Section 106 Group, which was responsible for the monitoring of the Council's Section 106 Agreements and to ensure that monies received were used for the correct purpose, and spent by the critical expenditure date. Further details of Section 106 Agreement allocations were set out in the table at paragraph 6.1 of the report.

Updates on the following annual ongoing projects were also highlighted in the report, for information:

- disabled facilities grant;
- delivering decent homes in the private sector;
- Housing Revenue Account business plan.

## **8. Q4 2017/18 Operational Performance Report**

### Purpose of Report

To present the Executive with a summary of the operational performance position for quarter four of the financial year 2017/18, along with some full year outturn updates.

### **Decision**

- (1) That the report be noted.
- (2) That the relevant Portfolio Holders ensure that management had a local focus on those areas highlighted as showing deteriorating performance.

### Alternative Options Considered and Rejected

None.

### Reason for Decision

Quarter four outturn highlighted a long list of exceptional performance results, particularly in relation to housing and food health and safety. The following exceptional areas of performance were noted:

- the number of users logged into the self-service system 'MyInfo' had increased from 6,409 in quarter three to 9,865;
- at 9,826, the number of face to face customer visits had dropped by approximately 3,000 from quarter four in 2017;
- the City of Lincoln council tax collection rate stood at 97.17% which was above the 97.11% target;
- the level of outstanding customer changes in the Revenues Team had improved from 296 in quarter four in 2017 to 121 this quarter;
- the average time to process housing benefit claim changes of circumstances had surpassed its target of five days with an outturn of four days;
- the percentage of quality checks made where benefit entitlement was correct had improved from 91% last quarter to 92% in quarter four;
- the number of off-street charged car parking spaces had increased from 2,242 last year to 3,622 this year. This had led to a temporary decline in utilisation, dropping to 45%;
- the number of service requests for Public Protection and Anti-Social Behaviour had seen improvements reducing from 1,001 last year to 587 this year;
- the percentage of premises fully or broadly compliant with Food Health and Safety inspections had exceeded the 97% target at 98%;
- the average time taken from the date of the Food Health and Safety inspection to achieving compliance had improved from 13.25 days to 10.40 this quarter;
- the percentage of official Food Health and Safety controls that had been completed had improved from 84.5% to 94% and was now on target;
- the percentage of non-major planning applications determined within the government two year rolling target had reached 95%;

- the percentage of major planning applications determined within the government two year rolling target had reached 100%;
- the current tenant arrears as a percentage of the annual rent debit had surpassed its target of 2.15% with a figure of 2.11%;
- the percentage of reactive repairs completed within target time had surpassed its target of 95% with an outturn figure of 97.49%.

Areas where performance could improve were noted as follows:

- the average time taken to answer a call to customer services had deteriorated from 28 seconds to 104 seconds, which was outside the target of 40 – 50 seconds;
- the business rates outturn collection rate had reduced from 99.43% last year to 98.87%;
- the number of housing benefits/council tax support customers awaiting assessment had increased from 555 in 2016/17 to 696 this year;
- the reported percentage of waste recycled or composted reached 33.73% but was outside of its target boundaries (35% to 45%);
- the average time taken to determine a planning application had deteriorated from 58.04 days last quarter to 67.34 days in quarter four;
- the number of live planning applications had deteriorated from 97 in quarter three to 126 in quarter four;
- despite the number of affordable homes delivered this year improving from 11 in the previous year to 21 in 2018, it was still significantly below the lower target of 45;
- the number of empty homes brought back into use this year was below its target boundaries of 20 to 30, with an outturn figure of 18;
- the number of homelessness applications progressed within the housing team had increased from 216 last year to 279 this year.

Further information in respect of corporate measures and key performance in each service area was included in the main body of the report.

Sickness absence was highlighted as an area where performance had declined and was currently the highest it had been for some time. The Council's first stress clinic had been introduced in the last few weeks which would enable managers and the authority to better understand any issues and put mechanisms in place to address them. Employee wellbeing and support was integral to the organisation and the Council's human resources team was working to mitigate the current sickness absence performance.

Councillor Donald Nannestad, Deputy Leader of the Council, referred to homelessness which he said was a serious concern and asked how much influence the Council had in respect of this particular performance measure. It was noted that a broader range of indicators sat behind this performance measure and that a lot of things were taking place in partnership across the city and county to address homelessness. Simon Walters, Strategic Director of Communities and Environment, confirmed that the performance measure would be re-evaluated to ascertain what was being measured and how the Council was measuring it. Councillor Ric Metcalfe, Leader of the Council, explained that it was important in respect of the deployment of the Council's limited resources to understand what difference the authority could make. For example, if the Council could establish how many of the cases were preventable whereby people had presented themselves as homeless, this could outline what impact had been

made. The Strategic Director agreed to give further consideration to the points raised in respect of homelessness.

Other achievements during the quarter were reported as follows:

- Lincoln Transport Hub – the £30 million Lincoln Transport Hub scheme had significantly regenerated and transformed the city centre, providing a state of the art bus station, a 1,000 multi-storey car park, retail space and a new pedestrian plaza. Led by the City of Lincoln Council, the scheme had also seen fantastic improvements to Lincoln Central railway station and had created a more accessible and attractive gateway to the city;
- Birchwood Leisure Centre renovation – the £1.5 million renovation project that transformed Birchwood Leisure Centre had been completed. Under the Remarkable Place Vision 2020 priority, the Health and Recreation space had been modernised and updated with state of the art equipment and facilities;
- Lincoln Lottery Community Fund – the Council's Executive had approved the launch of a community grant funding lottery to provide support for local voluntary and community organisations in the city and close surrounding areas. All funds raised would benefit local people and communities, with 60% of the proceeds going to local good causes.

## **9. Keadby Close Play Area**

### Purpose of Report

To provide the Executive with an update on the present situation in relation to existing funding for equipped play areas, and to set out an offer that had potential to bring in external funding for one site through a partnership agreement.

### **Decision**

That the proposal be approved, in principle, and the Director of Communities and Environment be authorised to agree suitable terms of lease.

### Alternative Options Considered and Rejected

None.

### Reason for Decision

It was noted that the Executive had received a report on this proposal in February 2018, however, there had been some developments since then and it was felt appropriate to provide the Executive with additional information relating to the proposal.

The Council had received an informal approach from Hartsholme Cricket and Social Club and Lincoln United to consider whether it would be prepared to allow them adopt the adjacent Keadby Close play area. The club had a new strategy for development, including much wider engagement with the local community and it believed that taking on the existing poorly equipped play area, and investing in it, would both help the local community and aid its strategy.

The club had requested a lease for the site, at nil cost, in return for which they would invest in the site, take on its maintenance commitments and maintain open public access.

Councillor Fay Smith, having attended the site with officers, was fully supportive of the proposal and reminded the Executive that this should not be considered as disposal of the site but was more about permitted use, due to the fact that the land would effectively be leased.

#### **10. Exclusion of the Press and Public**

RESOLVED that the press and public be excluded from the meeting during consideration of the following items of business because it was likely that if members of the public were present there would be a disclosure to them of 'exempt information' as defined by Section 100I and Schedule 12A to the Local Government Act 1972.

The following items were considered in private as they were likely to disclose exempt information, as defined in Schedule 12A of the Local Government Act 1972. No representations had been received in relation to the proposal to consider these items in private.

#### **11. Leisure Facilities Development Project**

##### Purpose of Report

To seek Executive approval for officers to apply for external grant funding which, when put together with the Council's internal funds, would enable improvements to be made to the current stock of outdoor sports facilities.

##### **Decision**

That the recommendations set out in the report be approved.

##### Alternative Options Considered and Rejected

None.

##### Reason for Decision

The City Council currently had two existing facilities at the Yarborough Leisure Centre in need of significant repair, noted as being the athletics track and the all-weather pitches. The estimated cost of repairing both facilities was set out in the report, together with a proposal through use of external grant funding to pay for the necessary improvements.

#### **12. Progress Report - De Wint Court Redevelopment**

##### Purpose of Report

To provide the Executive with an update on the progress made on the recommendations previously approved in relation to the redevelopment of De Wint Court for extra care housing and sought approval for further partnership working with Adult Care.

## **Decision**

- (1) That further negotiations with Lincolnshire County Council in reaching a Heads of Terms agreement on its financial support for the extra care scheme at De Wint Court, including the nomination rights to their funding places, be approved.
- (2) That authority be delegated to the Chief Executive and Assistant Director (Housing Investment and Strategy) to continue negotiations with Lincolnshire County Council in respect of the financial position of the proposed development and the provision of care packages to future residents.

### Alternative Options Considered and Rejected

None.

### Reason for Decision

In May 2017 the Executive was presented with an options appraisal for the potential future use of the existing sheltered housing scheme at De Wint Court. Approval was given for the demolition and aspiration to redevelop the land to provide 70 new affordable extra care apartments with associated communal facilities.

Although agreement had been reached in principle between the County Council and City Council on partnering the re-provisioning of De Wint Court for extra care housing, negotiations were continuing on the detail of how that would fit within the County Council's current commissioning arrangements. It was recognised that this negotiation needed to be resolved satisfactorily before the City Council's Executive was asked to approve the final scheme.

## **13. Disposal of Land**

### Purpose of Report

To obtain Executive approval to dispose of a site with the purpose of providing move on supported housing for homeless young people.

## **Decision**

That the Strategic Property Manager be authorised to negotiate the disposal of land, as set out in the report and appendices, for the provision of move on accommodation for homeless young people.

### Alternative Options Considered and Rejected

None.

### Reason for Decision

Details regarding a proposal to provide a plot of land suitable for the development of nine flats for the purpose of providing move on accommodation with support for homeless young people were set out in the report.



**SUBJECT: PERFORMANCE TARGETS FOR 2018/19**

**DIRECTORATE: CHIEF EXECUTIVE AND TOWN CLERK**

**REPORT AUTHOR: PAT JUKES, BUSINESS MANAGER, CORPORATE POLICY**

## **1. Purpose of Report**

- 1.1 To bring draft targets for the agreed sub set of Strategic Measures to Executive for approval before initial reporting in Q1 2018/19.

## **2. Executive Summary**

- 2.1 Performance targets were introduced in 2016/17, but need reviewing each year to reflect changes in the market place as well as current outturn achievements. This report proposes a number of considered changes to targets for the new year.
- 2.3 **Appendix A** details the measures chosen to have both continuous improvement and targets monitored. The targets have been proposed by the Assistant Directors in consultation with their Service Managers and approved by Portfolio Holders.

## **3. Background**

- 3.1 Since 2013, trended performance has been reported to Members via a set of c70 measures defined as the key operational measures.
- 3.2 Following a report to CMT (Dec 2015) it was agreed to move to an option where a few defined measures were reported on both targets and continuous improvement. As a result from 2016/17 we now report on targets for 28 of the strategic measures set. The remaining measures still form part of formal Quarterly Performance reporting, just without targets.

## **4. Targets for the year 2018/19**

- 4.1 During Q3 2017/18, all Assistant Directors were consulted on individual targets for each defined measure – which includes the actual target aim (at which point the measure will turn ‘green’), plus a second level at which point performance is considered to be deteriorating enough to turn ‘red’ thus providing a strong alert to potential issues.

Following this these initial views were taken to Portfolio Holders and views sought.

The final table of proposed targets and red alerts is included as **Appendix A**.

When considering targets for the coming year officers and Portfolio Holders have been asked to review outturn for the last two years as well as known changes to come.

It should be noted that following the change in Portfolio responsibilities from May 15<sup>th</sup> 2018, officers completed one final check with relevant Portfolio Holders – as there were instances where the service has moved from one Portfolio to another, or the Portfolio Holder had changed.

4.2 Full details are in the appendix – in summary these are the changes proposed:

1. 16 measures propose to retain the same upper and lower targets they had last year. Of these just 2 measures are currently overachieving their targets year to date – these are:
  - a. BE5 - Ave days to process change of circs. housing benefit claims
  - b. FHS 4 - % premises broadly/fully compliant with FH&S regulations

In addition note that DEM8 - number of individuals on the electoral register - has been recommended to be an annual measure reflecting the completion of the annual canvas in Q3 as this is the most representative regular figure.

2. 8 measures have proposed raised targets
  - a. DM21 and DM22 - % of planning applications determined within target both raised to 90%. (due to current overachievement)
  - b. BE7 - % quality checks completed where benefit entitlement is correct – increased from 90% to 91.5% due to high performance this year
  - c. HM3 - % reactive repairs completed to target times (from 95% to 97.5% to reflect increased performance this year)
  - d. PH4 – No. empty homes brought back into use. To reflect the housing strategy aspiration of 50 (This is particularly stretching)
  - e. AH4 – Cumulate number of affordable homes delivered. To reflect the housing strategy aspiration of 172
  - f. REV4 – Council tax collection rate 97.11% - small increase of 0.01%
  - g. REV5 – Business Tax collection rate 99.15% - small increase of 0.05%
3. 3 measures have had some target reductions proposed:
  - a. RC3 – proportion of rent collected (100% to 96.5% to include arrears) – to reflect the expected effects of Universal Credit
  - b. RC4 – Level of tenant arrears (2.15% to 3.5%) (as above)
  - c. PS6 – Utilisation of car parks from 75% to 70% Expected that the total new spaces available will take some time to fill

It is recommended that these three measures are reviewed after 6 months to determine whether this was the right move.

4. 1 proposed deleted measure:
  - a. HS7 - % households approaching council as homeless where advice resolves the situation. This measure is not deemed a true reflection of the situation and is not comparable with the way that other LA's are reporting this data. AD-H to review measures and recommend an alternative that will fit with new Homelessness Act requirements.

- 4.3 Note that within the set of 28 measures, there are three that although monitored by the corporate centre are the responsibility of all directorates – those are sickness, complaints and vacant establishment posts.

## **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  
Performance targets are set with the aim of improving performance

## **6. Organisational Impacts**

- 6.1 Finance (including whole life costs where applicable) – n/a
- 6.2 Legal Implications including Procurement Rules – n/a
- 6.3 Equality, Diversity & Human Rights – Consideration is given to ensuring reporting is readable by all

## **7. Risk Implications**

- 7.1 (i) Initial Options Explored – n/a
- 7.2 (ii) Key risks associated with the chosen approach
1. Ability to provide clear commentary for subsequent reports where the statuses of the Continuous improvement and target approaches are not in line with each other

## **8. Recommendation**

- 8.1 Executive is asked to approve the draft targets which have been recommended by CMT and Portfolio Holders

<b>Is this a key decision?</b>	No
<b>Do the exempt information categories apply?</b>	No
<b>Does Rule 15 of the Scrutiny Procedure Rules apply?</b>	No
<b>How many appendices does the report contain?</b>	One
<b>List of Background Papers:</b>	None

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Priority service measures						Freq.	2017-18	Target 2017/18	Target 2018-19		Quarterly splits for cumulative targets								Comments on targets and tolerances						
Priority	Portfolio	DIR.	AD	Service	Code	Measure description by Priority	Ytd - Q4	Best	Least	Best	Least	Q1U	Q1L	Q2U	Q2L	Q3U	Q3L	Q4U		Q4L					
nb: where a measure has the same target each quarter or one target for YTD figure just complete the main column. Where a measure is cumulative and thus has a new target each quarter - complete the 4 quarters. Need a max target (your aim) and a minimum target (the lowest/highest you consider acceptable for this measure)																								CMT suggested: 1) targets should not be less than last years outturn 2) tolerances should normally sit between 10 and 15% of the target	
Let's drive economic growth	Planning Policy & Economic Regeneration	DCE	KM	Development Management	DM 16	Percentage of planning applications approved	Q	96%	97%	85%	97%	85%									Same as last year				
		DCE	KM	Development Management	DM 21	Percentage of Non-Major Planning Applications determined within target time	Q	95.00%	85%	70%	90%	70%									Increased target and left the lower target at the government minimum				
		DCE	KM	Development Management	DM 22	Percentage of Major Planning Applications determined within target time	Q	100.00%	80%	60%	90%	60%									Increased target and left the lower target at the government minimum				
Let's reduce inequality	Corporate Management & Customer Services	CX	CW	Work Based Learning	WBL7	Number of apprentices moving into Education, Employment or Training	Q	75%	100%	90%	100%	90%									Same as last year				
		CX	JG	Housing Benefit Administration	BE4	Average (YTD) days to process new housing benefit claims from date received	Q	24.29%	24 days	26 days	24 days	26 days									Impacts of wider rollout of UC may impact demands on team through provision of additional support to UC claimants				
		CX	JG	Housing Benefit Administration	BE5	Average (YTD) days to process housing benefit claim changes of circumstances from date received	Q	4	5 days	6 days	5 days	6 days	11.5	14	9	11	9	11	5	6	Impacts of wider rollout of UC may impact demands on team through provision of additional support to UC claimants				
		CX	JG	Housing Benefit Administration	BE7	Percentage of risk-based quality checks made where Benefit entitlement is correct	Q	92%	90.0%	85%	91.5%	86.50%									Small stretch in target as it was met in 2017/18				
Let's deliver quality Housing	Housing	DHR	YF	Rent Collection	RC3	Rent collected as a proportion of rent owed	Q	99.68%	100%	99%	96.5%	95.0%	96.5%	93%	96.5%	94%	96.5%	94.50%	96.5%	95.0%	These targets have been amended (by DHR) to reflect the expected drop when UC comes into full force				
		DHR	YF	Rent Collection	RC4	Current tenant arrears as a percentage of the annual rent debit	Q	2.11%	2.15%	2.32%	3.5%	5.0%	3.5%	5.60%	3.5%	5.40%	3.5%	5.20%	3.5%	5.0%	These targets have been amended (by DHR) to reflect the expected drop when UC comes into full force				
		DHR	YF	Housing Voids	HV9	The average re-let time for all dwellings (including major works) - calendar days	Q	26.77	25 days	28 days	25 days	28 days									Staying the same as not sure how the new builds will affect the performance.				
		DHR	YF	Housing Solutions	HS7	Percentage of households approaching the council considering themselves as homeless, where housing advice intervention resolved the situation.	Q	Q3: 27.48%	65.0%	56.0%	Remove	Remove									Remove this measure and await the introduction of the new Homelessness Reduction Act, review its impact and look to introduce more meaningful measures once the impact is clearer.				
		DHR	YF	Housing Maintenance	HM3	Percentage of reactive repairs completed within target time	Q	97.49%	95%	92%	97.5%	95.0%									Target is higher as performance has been improving.				
		DCE	SC	Private Housing	PH4	Number of empty homes brought back into use	A	18	30	20	50	25									The target of 50 matches the Housing Strategy aspiration. Review collection in light of the Empty Homes Strategy - to be based on a wider intervention definition - include all those cases where we have a smaller role, but results in bringing homes back into use				
		DCE	KM	Affordable Housing	AH8	The percentage of eligible sites where the full Affordable Housing requirement was negotiated at or above the current target	A	—	100%	75%	100%	75%									Same as last year				
		DCE	KM	Affordable Housing	AH4	Cumulative number of affordable homes delivered to date this year	A	21	59	45	172	150									Set at the number that is expected in the Housing Strategy				
Let's enhance our remarkable place	Environmental Services and Public Protection	DCE	SC	Public Protection and ASB Team	AB5	Satisfaction of complainants relating to how the ASB complaint was handled	Q	87.00%	87.50%	85%	87.50%	85%									Target retained - maintain a careful watch through the new data capture process (Customer Services)				
		DCE	SB	Parking Services	PS6	Overall percentage utilisation of all car parks	Q	45%	75%	60%	70%	60%									The target has been reduced to 70% because the new spaces will all be available shortly and will take considerable time to build fill				
		DCE	SC	Food and Health & Safety Enforcement	FHS4	Percentage of premises fully or broadly compliant with Food Health & Safety inspection	Q	98.00%	97%	95.00%	97.00%	95.00%									Same as last year				
		DCE	SC	Food and Health & Safety Enforcement	FHS6	Percentage of official FHS controls that should have been completed and have been in that time period (cumulative data)	Q	94.00%	97%	90%	97%	90%	97%	75%	97%	90%	97%	75%	97%	90%	Regular resource issues in Q1 and Q3 mean that we are proposing the same target overall but differing lower targets in these periods				
		DCE	SB	Waste & Recycling	WM5	Percentage of waste recycled or composted	Q	33.73%	45%	35%	45%	35%									Same as last year				
Professional high performing service delivery	Customer experience and review	CX	CW	Democratic Services	DEM8	The number of individuals registered on the electoral register	A	61,635	62500	60000	62500	60000									Change to an annual measure in Q3 as this represents the final completed register after the autumn push				
		CX	DT	All directorates	Corp.	Average time taken to respond to complaints YTD	Q	6.2 days	6	10	6	10									No Change recommended				
		CX	DT	Customer Services	CS8	Average time taken to answer a call to customer services	Q	104 secs	40 secs	50 secs	40 secs	50 secs									Same as last year				
	Our People and resources	CX	JG	Revenues Administration	REV4	Council Tax - in year collection rate for Lincoln	Q	97.17%	97.10%	96.60%	97.11%	96.61%	27.14%	26.73%	53.19%	52.39%	79.76%	78.56%	97.11%	96.61%	Slight target improvement (0.01%)				
		CX	JG	Revenues Administration	REV5	Business Tax - in year collection rate for Lincoln	Q	98.87%	99.10%	98.50%	99.15%	98.65%	30.53%	30.07%	58.69%	57.81%	84.82%	83.55%	99.15%	98.65%	0.05% target improvement				
		CX	CW	Procurement	PRO4	Percentage spend on contracts that have been awarded to local contractors	A	—	45%	43%	45%	43%									Same as last year				
		CX	CW	All directorates	Corp.	Year to date sickness per FTE	Q	13.62 days	9	10.5	9	10.5	3	6	5	7.5	7	9	9	10.5	Same as last year - although this target is greater than the target currently in the Health & Wellbeing Strategy				
		CX	CW	All directorates	Corp.	Percentage of establishment currently vacant	A	10.9%	5%	10%	5%	10%									Same as last year				

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<b>SUBJECT:</b>	<b>EXCLUSION OF THE PRESS &amp; PUBLIC</b>
<b>DIRECTORATE:</b>	<b>CHIEF EXECUTIVE &amp; TOWN CLERK</b>
<b>REPORT AUTHOR:</b>	<b>CAROLYN WHEATER, MONITORING OFFICER</b>

**1. Purpose of Report**

- 1.1 To advise members that any agenda items following this report are considered to contain exempt or confidential information for the reasons specified on the front page of the agenda for this meeting.

**2. Recommendation**

- 2.1 It is recommended that the press and public be excluded from the meeting at this point as it is likely that if members of the press or public were present there would be disclosure to them of exempt or confidential information.

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