

## PERFORMANCE SCRUTINY COMMITTEE

Thursday, 11 July 2019

6.00 pm

Committee Room 1, City Hall

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

Substitute member(s): Councillors Jackie Kirk and Adrianna McNulty

Officers attending: Democratic Services, Pat Jukes and Clare Stait

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### A G E N D A

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

**Apologies for Absence:** None.

**1. Confirmation of Minutes - 28 March 2019**

RESOLVED that the minutes of the meeting held on 28 March 2019 be confirmed.

**2. Confirmation of Housing Scrutiny Sub-Committee Minutes - 19 March 2019**

RESOLVED that the minutes of the meeting held on 19 March 2019 be confirmed.

**3. Declarations of Interest**

Councillor Helena Mair declared a Personal Interest with regard to the agenda item titled 'Homelessness in Lincoln - The Current Situation'. Her husband was a Trustee of the YMCA.

Councillor Pat Vaughan declared a Personal Interest with regard to the agenda item titled 'Financial Performance - Outturn 2018/19'. His granddaughter worked in the Council's finance department.

**4. Homelessness in Lincoln - The Current Situation**

Yvonne Fox, Assistant Director of Housing:

- Presented a report which provided the Performance Scrutiny Committee with information relating to the provision of homelessness services following the enactment of the Homelessness Reduction Act 2017 on 3 April 2019.
- Explained that the definition of homeless or threatened with homelessness had also been changed, with the Act extending the number of days before a person became threatened with homelessness from 28 to 56 days. This change had been introduced to enable people to apply for help and advice at an earlier stage and to give the local authority time to prevent homelessness or give advice to enable the applicant to secure alternative accommodation.
- Reported that a significant amount of work was required by local authorities in preparation for the new duties, which came into effect in April 2019. The Housing Solutions Team at the City Council had received specialist training and had worked very hard over the last year to ensure that the authority was statutorily compliant with the new Act.

- Reported that a review was currently underway into the processes and procedures that were being used within the service to look at the best way to deliver the service in the future. This was in response to the increase in the number of people approaching the Council for advice and an increase in the number of people the authority had accepted a duty for following implementation of the Act.
- Highlighted that the city had a shortfall of adequate temporary accommodation, with provisions that were in place not being sufficient for the current demand in terms of the number of units that people needed, the variety of needs required and the level of support available once a person or family were placed into that type of accommodation.
- Updated the Committee on the successful bid from the Rough Sleeper Initiative to reduce and prevent rough sleeping in the city centre. A Rough Sleeper Project Team had commenced in October 2018 which encompassed multi-agency professionals and included accommodation at the Corner House, a complex needs unit owned and managed by the Framework Housing Association. An extension to the opening hours at the Nomad Night Shelter had also been introduced to include a day centre run by the YMCA, offering day services to those who were street homeless. In addition, the team had access to five bedsit type units provided by the YMCA to both relieve and prevent rough sleeping for those with limited options.
- Reported that additional funding secured in December 2018 would see the opening of a 'Somewhere Safe To Stay Hub' with appropriate support workers. This would allow up to eight service users at any time to access the Hub, for a period of 72 hours. Whilst on site the service users would be assessed for all needs and started on not only their housing pathway but also facilitating access to health, substance misuse and other support services.
- Invited members' comments and questions.

Question: How many people had the Council dealt with or helped in 2018/19?

Response: Based on figures for April to December 2018, this was confirmed as 538.

Question: How many preventions had the Council completed?

Response: Based on figures for April to December 2018, this was confirmed as 161.

Question: How many people was the Council currently in the process of helping?

Response: This was confirmed as 101.

Question: How many people were homeless on the streets currently? How many were there at the beginning of the process?

Response: As at the end of May 2019 there were 31 people classified as homeless on the streets of Lincoln. The official count took place in the Autumn or early Winter each year. In November 2017 the number of homeless people was

28 and in November 2018 it was 26. It was acknowledged that there were trends associated with homelessness and more people tended to live on the streets during summer months. Of the 31 people currently classified as homeless, seven had no access to assistance as they were from outside of the United Kingdom and had no recourse to public funds. A reconnection service to their country of origin would be offered, however.

Question: What happened if someone was homeless and had children? Were they classed as a priority?

Response: The team encouraged people to discuss their circumstances early in order that it could provide preventative advice. Unfortunately the Council was unable to stop the process of eviction, which was why early intervention was so important. If a person with children approached the Council and were still in accommodation, the team would explore temporary solutions such as any friends or family in the area in the interim and they would also be given priority status on the Council's waiting list for housing. However, there were circumstances whereby temporary accommodation was required relatively urgently, with cases of domestic violence highlighted as a common example. The Council had a duty to provide somewhere safe for families to reside should they be at risk of homelessness and sometimes the only option available was to provide accommodation at bed and breakfasts within the city. Families with children located in bed and breakfasts were only placed there in emergencies when no other provision was available and would be moved out to other accommodation as soon as possible. It was reported that a review would be undertaken of the Council's temporary accommodation provision in due course, acknowledging that there were currently limitations in respect of larger families in particular. It was noted that the authority was sometimes able to make use of empty Council properties and there would also be opportunities to work with private landlords in the city. The average length of a stay in temporary accommodation across the board, not solely relating to those people with children, was 3.6 weeks.

Question: How much was temporary accommodation costing in bed and breakfasts compared to the original budget?

Response: Additional bed and breakfast costs for 2018/19 were £101,000 overspent against budget, however, these costs had been met by the Council via homelessness and new burdens grant funding from the Ministry for Housing, Communities and Local Government.

Comment: An area like Lincoln would attract people likely to be homeless with it being the only city in the county and having associated services and facilities available.

Response: Lincoln, similar to cities like York and Cambridge, was attractive to people struggling with homelessness due to its Cathedral city status and amenities such as the hospital. It was reported that other authorities in the county had received funding to set up rough sleeper teams, with these being established in East Lindsey and South Kesteven.

Question: How were 'foreign' citizens defined from the perspective of those people currently classified as homeless who were outside of the United Kingdom and therefore had no recourse to public funds? How did EU nationals differ from refugees in this respect, for example?

Response: It was defined in legislation that refugees or people with unlimited leave to remain in the country would be entitled to apply for assistance. EU nationals entering the country to work would be entitled to apply for benefits and housing assistance, but only if they remained in employment. Unfortunately there were cases whereby EU nationals, for example, lost their employment meaning that they also lost their right to assistance. People under these circumstances represented a group of people the Council was unable to assist, other than to provide a reconnection service to their country of origin.

Question: Was the third sector being utilised enough in order to address the issue of homelessness in Lincoln?

Response: The Council was working very closely with other organisations, particularly statutory organisations and the third sector, to properly address homelessness in Lincoln.

Question: In response to the additional funding secured for the 'Somewhere Safe To Stay Hub', how much had the service cost, how much of a contribution had the Council received and what impact would it make?

Response: It was not possible at this stage to confirm the exact figure as there were a number of costs associated with the Hub and it was classed as a commercially sensitive scheme, however, all associated costs had been met by the grant funding provided by the Ministry for Housing, Communities and Local Government. The scheme had been in operation from the end of March so beds and services were available, with the facility up and running. Several officials from the Ministry were monitoring its use however early indications were that the facility had been very successful, with some cases already resulting in referrals to accommodation either in the city or elsewhere in the country.

Question: Did the Council still offer guaranteed bonds?

Response: Yes, a reasonable amount was issued in accordance with the Bond Guarantee Scheme.

Question: Was the number of 'hidden' homeless families, such as those who frequently moved between friends and family, for example, recorded?

Response: The main problem with circumstances such as these was that they were hidden and so the Council was simply not aware of them. The new legislative changes had been designed to encourage people to approach local authorities for help and advice. If a local authority had reason to believe that a person may become homeless it had a duty to act and help.

Question: The funding in place for this year and the subsequent year would make a huge difference to the issue in Lincoln, but it was worrying what would happen when the funding came to an end. Had any consideration been given at this stage as to what the Council would do to address homelessness in the city once the funding ceased?

Response: The Council had received a significant amount of funding over a two year period which had assisted in the establishment of lots of new services that were working very well and helping a lot of people. The rough sleeper team, for example, had already helped over 200 people get into accommodation. It was

unclear at this stage what would happen in two years but officers hoped the funding would continue, given the significant impact it had already made.

It was reported that there were essentially two stages to the homelessness process from the perspective of the local authority, namely prevention and relief. If the authority was unable to prevent homelessness in eight weeks the local connection and priority need rules would then apply. It would not be a case, therefore, that the City of Lincoln Council would offer anyone outside of the city a Council house, for example.

Question: If someone presented themselves as homeless from another part of the country, did the Council have a duty to prevent homelessness for that individual?

Response: The Council would solely provide that person with advice as they would not be able to demonstrate a local connection. In such circumstances it was better for the person to seek assistance from the local authority where they could demonstrate a local connection but the Council would still have a duty to provide any necessary advice.

Question: How long were people confirmed as being homeless waiting to be housed in a property when entitled, and what could be done to speed this up?

Response: This varied between property type but all statutory homeless households were directly matched to the next available property as quickly as possible.

Question: Were there any conditions imposed on the Council as part of the grants allocated by the Ministry for Housing, Communities and Local Government?

Response: The Ministry agreed a delivery action plan for all projects which it monitored the Council's performance against. To date, the Council had met all expected requirements.

Question: How did the Council follow up its duty of care when people, such as rough sleepers, had been re-housed?

Response: Tenancy support was available through an agency known as P3 for ex-rough sleepers, which was currently funding by Adult Social Care. Supporting People contracts, managed by Lincolnshire County Council, were due to be re-commissioned in October 2019. The City Council was in the process of reviewing its practices and procedures regarding the sustainability of tenancies.

Question: Did the Council have a measure around working with prisons and hospitals, for example, to assist a person's transition from prison into society in order to avoid them becoming homeless?

Response: The rough sleeper team worked closely with Lincoln Prison, the Probation Service and Lincoln Hospital to address this issue and provide advice and assistance where necessary.

It was RESOLVED that the report be noted.

## 5. New Strategic Performance Measures

The Business Manager, Corporate Policy:

- Presented the new strategic performance measure set to the Performance Scrutiny Committee, for consideration.
- Reported that the measures included within this set were to be reported to the Council's Corporate Management Team, Performance Scrutiny Committee and Executive on a quarterly basis from quarter one 2019/20 and would replace the existing measure set reported over the past few years.
- Reported that the new measure set was formed of 68 targeted measures, 17 volumetric measures and six corporate measures. Appendices A to C showed the new set of strategic performance measures with targets split by directorate and by quarterly or annual collection.
- Invited members' comments and questions.

Question: Given that the Major Developments Directorate did not have any measures associated with its service areas, was their performance measured in another way?

Response: The project management nature of the services delivered by the Major Developments Directorate meant that Post Implementation Reviews were undertaken on each particular project, focusing on whether the project was delivered on budget, on time and in accordance with the specification from a quality perspective.

Question: Why was there no target allocated to the number of incidents captured on CCTV?

Response: This particular measure was volumetric as it was considered inappropriate to set a target on something the Council was unable to influence. The number of incidents would still be measured and reported.

Question: Why had the target associated with waste and recycling been reduced by so much?

Response: This had been reduced in line with what was happening nationally in respect of waste and recycling and was considered as a more realistic level. This was a particular target that would be the subject of constant review and consideration as there were so many changes due nationally, together with the introduction of the new countywide Waste Management Strategy.

Question: Why had the target associated with the electorate been reduced?

Response: This had initially been reduced to represent a more realistic figure, however, it was proposed that this particular measure be changed to volumetric given that it was up to an individual whether or not they submitted an application to go onto the electoral register. This proposal would be considered by the relevant Portfolio Holder in due course.

It was RESOLVED that the report be noted.



## 6. Q4 2018-2019 Operational Performance Report

The Business Manager, Corporate Policy:

- Presented the Performance Scrutiny Committee with a summary of the operational performance position for quarter four of the financial year 2018/19.
- Reported key headlines from performance results in respect of those areas performing well:
  - the number of users logged into the self-service system MyInfo had increased from 9,865 at quarter four last year to 10,199 at quarter four this year;
  - the average time take to answer a call in customers services had decreased by 12 seconds compared to quarter four last year at 92 seconds;
  - the business rates collection rate had exceeded its upper target of 99.15% at 99.81%;
  - the average days taken to process housing benefit claim changes of circumstances had beaten its five day target at 4.12 days;
  - the percentage of invoices paid within 30 days had improved from 95.17% in 2018 to 97.79% this year;
  - the total number of users of health and recreation facilities increased by 29,740 users since quarter four last year to 247,921 this year;
  - the percentage of food health and safety controls that should have been completed and had been had improved from 82.1% in quarter three to 96.5% in quarter four;
  - Lincoln premises achieved an average food hygiene rating of 4.69 out of a possible 5;
  - the percentage of planning applications approved was above its target of 97%, outturning at 98%;
  - the number of empty homes brought back into use reached 47 in 2018/19;
  - the rent collected as a proportion of rent owed had surpassed its target of 96.50%, achieving outturn of 99.24%;
  - the final level of tenant arrears was better than the target of 3.50% with an outturn figure of 2.66%;
  - the percentage of reactive repairs completed within target time was above the target of 97.50% at 98.65%;
  - face to face enquiries at City Hall had decreased in quarter four to 4,731 compared to 9,826 in quarter four last year;
  - new benefit claims had decreased from 7,296 in quarter four last year to 5,252 in quarter four this year. Universal Credit had affected the housing benefit claims, but Council Tax support was also reduced.
- Reported those areas where performance could be improved were noted as follows:
  - the in-year collection rate for Council Tax had decreased by 0.41% since quarter four last year, outturning at 96.76%, although just above the lower target;
  - the level of outstanding customer changes in the revenues team had increase to 437 in quarter four this year, from 121 in quarter four last year;

- the percentage of waste that was recycled or composted had increased to 34.94% this year but was still below its lower target of 35%;
  - the time to determine a planning application had deteriorated from 59.4 days in quarter three to 68.81 days in quarter four;
  - the satisfaction of public protection and anti-social behaviour complainants on how the complaint was handled had decreased from 92.7% in quarter three to 81% in quarter four;
  - the average re-let time in calendar days for all dwellings was outside its lower target of 28 days with a figure of 30.02 days;
  - the number of housing benefits and council tax support customers waiting assessment had increased from 696 last quarter four to 897 this year;
  - the percentage of risk based quality checks made where the benefit entitlement was correct was below its lower target of 86.50%, with a figure of 86.07%.
- Reported that the overall sickness data for quarter four was 3.06 days per full time equivalent, excluding apprentices. This brought the cumulative total of sick days to 10.35 days, which was 3.27 days less than last year and was the lowest outturn since 2012/13.
  - Reported other achievements during the quarter as follows:
    - Lincoln's Central Car Park won the best new car park at the British Parking Awards 2019;
    - Lincoln Guildhall had been awarded the 'Best Told Story' Accolade for 2018 by Visit England;
    - Lincoln's 'To Let' board ban having been approved had been implemented in specific areas in the city;
    - the City of Lincoln Council had been shortlisted for three Municipal Journal Awards;
    - Lincoln won £235,000 of funding from the Ministry of Housing, Communities and Local Government for a number of projects in the Sincil Bank area;
    - Lincoln was the number one place in the East Midlands region for food hygiene standards and joint sixth across the country according to new data.
  - Invited members' comments and questions.

The Chair offered his congratulations, particularly regarding the many achievements set out in the report and the continued reduction in sickness levels.

Comment: The 'to let' ban in certain parts of the city had made a significant difference and removed the transient feel of those particular areas.

Question: Did the operational performance figures relating to car parks include all of the Council's car parks and did it include, for example, the top floor of Lincoln Central Car Park which had been closed for some time and was now operational?

Response: The information collected for this quarter, up to the end of March 2019, included all City of Lincoln Council operated car parks but did not include the top floor of the Lincoln Central Car Park. This would feature in the information for the next quarterly report.

Questions: In view of the fact that officers had delegated authority to amend car parking prices and following the introduction of fee parking in St Marks car park from 6pm this evening, had it been necessary for officers to exercise this authority?

Response: Officers did have the authority to amend car parking fees, but this was not something that they had felt was necessary at this time. It was important to remember that any decrease in car parking fees would have an impact on the Council's income, however, consideration had been given to a number of offers which would seek to attract new customers. It was noted that the Council had received all income from Lucy Tower Street car park since February following the cessation of a long-term agreement with Odeon cinema.

Question: How did community centres promote themselves in order to maximise the number of people using them?

Response: An answer to this question was not available at the meeting but it was agreed that an officer would provide a response in due course.

Question: Why did sickness absence figures exclude apprenticeships?

Response: Sickness absence figures did not include apprenticeships as they were not classed as employees of the Council and were not on the official establishment. There was a separate process that dealt with the management of sickness absence for apprentices.

It was RESOLVED that the report be noted.

## **7. Financial Performance - Outturn 2018/19**

The Chief Finance Officer:

- Presented to the Performance Scrutiny Committee the provisional 2018/19 financial outturn position on the Council's revenue and capital budgets, including the General Fund, the Housing Revenue Account, the Housing Repairs Service and Capital Programmes.
- Reported that for 2018/19 the Council's net General Fund revenue budget was set at £14,276,460, including a planned contribution to balances of £288,360, resulting in an estimated level of general balances at the year-end of £1,897,724.
- Reported that the financial performance quarterly monitoring report for the third quarter predicted a shortfall against the revised budget of £206,302. The provisional outturn for 2018/19 now indicated that this shortfall had decreased by £159,946, resulting in an overall budget shortfall of £46,356 and represented a variance against the revised budget of 0.33%. Full details of the main variances were provided in Appendix B, but the key variances were summarised as follows:
  - car parking – reduced income of £1,015,648;
  - housing benefit overpayments – reduced income of £604,533
  - homelessness bed and breakfast – increased expenditure of £101,418
  - borrowing costs – reduced expenditure of £270,063
  - earmarked reserves – released increased income of £280,220

- contingencies released – reduced costs of £175,930
  - business rates Section 31 grants – increased income of £385,881
  - revenues and benefits new burdens – increased income of £180,207.
- Reported that the following contributions to earmarked reserves were requested as part of the report:
    - planning delivery fund – the transfer of £95,000 of grant income received to fund an additional post to support large scale applications in 2019/20;
    - overachievement of crematorium income – the transfer of £100,000 of surplus income, net of increased cost, to an income equalisation reserve to mitigate against future fluctuations in income levels;
    - revenues and benefits shared service – transfer of £100,00 of new burdens funding to a reserve to be utilised in 2019/20, as determined by the Joint Committee.
  - Reported that, following the final outturn being known, it was proposed that the £95,000 planning delivery grant and £100,000 crematorium income were transferred into reserves as previously agreed. However, due to the significant reduction in housing benefit overpayments within the revenues and benefits area, it was proposed that only £45,000 of the new burdens funding was transferred into the reserve. These transfers to reserves were reflected in the provisional outturn position.
  - Reported that the savings target included in the Medium Term Financial Strategy for the 2018/19 Towards Financial Sustainability Programme was £3,800,000. Progress against this target, based on the outturn position, showed a secured total of £3,828,050. A summary of the provisional outturn position was shown in the table at paragraph 3.15 of the report.
  - Reported that for 2018/19 the Council's Housing Revenue Account net revenue budget was set at zero, resulting in an estimated level of general balances at the year-end of £1,023,099. The financial performance quarterly monitoring report for the third quarter predicted an underspend of £5,000. The provisional outturn for 2018/19 now indicated an underspend of £3,467 and would result in Housing Revenue Account balances at 31 March 2019 of £1,026,568. The main over and underspends included within the provisional outturn were summarised as follows:
    - Housing Repairs Service – additional income of £271,534;
    - rental income – additional income of £161,055;
    - supervision and management – additional income and reduced expenditure equating to £141,547;
    - repairs and maintenance – increased expenditure of £641,287.
  - Reported that, following outturn, Housing Revenue Account general balances would be £1,026,568, in line with the Medium Term Financial Strategy.
  - Reported that for 2018/19 the Council's Housing Repairs Service net revenue budget was set at zero, reflecting its full cost recovery nature. The financial performance quarterly monitoring report for the third quarter predicted a £146,000 surplus outturn for 2018/19. The provisional outturn for 2018/19 showed a trading surplus of £271,534. The net trading surplus of £271,534 was the result of a number of year-end variations in income

and expenditure against the approved budget. The fluctuation between the forecast at quarter three and the final outturn was mainly down to the performance of voids function. The surplus of £271,534 had been repatriated to the Housing Revenue Account which was the major service user and was reflected in the Housing Revenue Account outturn within the report.

- Reported that the details of all earmarked reserves and their balance as at 31 March 2019 were attached to the report at Appendix G and summarised in paragraph 6.1 of the report.
- Reported that the revised General Fund Investment Programme for 2018/19, as approved in the Medium Term Financial Strategy, amounted to £23,460,862. Movements in the programme since the approval of the revised budget decreased actual capital expenditure in 2018/19 to £13,968,238. A further £175,000 was approved in 2018/19 to transfer land from the Housing Revenue Account to the General Fund, creating additional resources within the Housing Investment Programme. No physical income, receipt or expenditure had been recorded as transfer occurred between council funds.
- Reported that budget re-profiles approved by the Chief Finance Officer during the final quarter were detailed at Appendix I attached to the report.
- Reported that the provisional outturn position for the General Investment Programme was set out in paragraph 7.5. Overall spending on the programme for 2018/19 was £13,968,238 which was 59.54% of the revised 2018/19 programme as per the 2018-23 Medium Term Financial Strategy. It was noted that the following should be taken into consideration alongside these figures:
  - expected budgeted expenditure of £6.9 million relating to Deacon Road occurred in April 2019 just after the 2018/19 financial year;
  - Disabled Facilities Grant works of £467,687 had been agreed and were expected to occur within 2019/20;
  - the retention payment and related expenditure of £845,357 with regards to the Lincoln Transport HUB had not yet been paid due to delays on final sign off.
- Reported that the revised Housing Investment Programme for 2018/19 as approved in the Medium Term Financial Strategy amounted to £31,457,789. Movements in the programme since the approval of the revised budget decreased actual capital expenditure to £24,985,322 in 2018/19. Changes approved by the Chief Finance Officer in the final quarter were set out in Appendix K of the report and summarised in paragraph 7.9 of the report.
- Reported that changes requiring Executive approved were highlighted as follows:
  - six property purchases funded from the unallocated new build programme under delegated authority on 20 March 2019 at Turner Street (£67,465), Williamson Street (£110,210) and Naval Court (£680,125);

- reallocations from the unallocated new build programme to Trelawney Crescent (£30,259), Marham House (£6,589) within the 2018/19 programme;
  - landscaping and boundaries reallocated into CO Detector Installation (£40,826), Communal Hardstanding (£118,150) and communal electrics (£23,202);
  - new services reallocated into Decent Homes (£11,481) and CO Detector Installation (£7,961) in 2018/19;
  - the 2018/19 wall structure repairs (£6,951), over bath showers (£28,003), asbestos surveys (£51,457), plastering (£222,854), adaption works (£28,916), landscaping and boundaries (£110,623), void capitalised works (£26,555) programmes moved into uncommitted resources.
- Reported that the overall spending on the Housing Investment Programme for 2018/19 was £24,985,322 which was 79.42% of the revised 2018/19 programme, as per the Medium Term Financial Strategy 2018-23. It was noted that the following should be considered alongside these figures:
    - due to external factors, work programmed on individual flat fire door sets at Shuttleworth House for £739,000 was only around 30% complete at the end of the financial year;
    - the budget included £18.3 million for the 2018/19 New Build Programme. £15.6 million had been spent on the new build programme including homes at Allenby, Westwick, Ingleby and Lytton Street, further budget had been earmarked for the DeWint Extra Care facility which was approved during 2018/19.
    - the budget included £3 million for land acquisitions, of which £1.9 million had been spent in 2018/19. The remaining budget of £1.1 million had been allocated against the Western Growth Corridor Scheme to fund the Housing Investment Programme contribution towards the scheme.
  - Invited members' comments and questions.

Question: In relation to car parking, was the shortfall in budget rather than a shortfall in actual income?

Response: That was correct, the shortfall was solely budgetary and not actual income. An estimate was made at the beginning of the last financial year based on a number of assumptions. Car parking income had actually increased, but the level of increase was performing lower than what had been originally estimated. The Council's car parking income in 2017/18 totalled £4 million whereas 2018/19 saw a 25% increase with income totalling £5 million.

Comment: When the city centre development works were completed this would hopefully generate more car parking. These works must have had an impact on the number of people parking in the city.

Response: The Medium Term Financial Strategy had reduced car parking targets to reflect the impact of the city centre development works but had also increased the target upon anticipated completion of the works, acknowledging that these and wider improvements to the city would attract more people.

Question: Where was funding taken out of reserves, such as the tree risk reserve and park improvement funding, allocated to? Were there any updates regarding the park improvement funding and the costs associated with the Boutham Park project?

Response: Funding in respect of the tree risk reserve had been taken out to pay for associated works and had not been allocated to anything else. The park improvement fund represented a one-off grant that had been received at the end of the financial year. This had to be spent on parks and play areas and officers were currently considering how this fund should be applied. With regard to Boutham Park and the costs associated with this particular project, this was still the subject of dispute but the matter was coming towards a conclusion.

Question: Problems had been experienced with a barrier not working at the Central Car Park, which was not the first time such a fault had occurred. When would this fault be repaired?

Response: A decision had been taken to order two new barriers so that if one failed again in the future it could be changed straight away and not result in some of the congestion that this particular error caused. If they continued to fail consideration would be given to other options in order to address the issue.

Question: Car park ticket machines had not been working across the city, which a number of people had complained about. When would this be addressed?

Response: Car park ticket machines worked for cash payments, but the card payment facility had been unreliable due to poor mobile signal which they operated from. In the last couple of months broadband connection had been introduced at Lucy Tower Street car park, which had significantly improved their operation. Broadband would be rolled out to other car parks in due course and new ticket machines had also been ordered, with a view to moving to a cashless operation in the future on the basis that this was a better business model and would not require the physical emptying of cash from machines.

Question: With a view to maximising the Council's car parking stock, it was understood that a car park strategy was in the pipeline. Would this strategy be considered by members?

Response: The Council's Transport Strategy had been in place for four to five years and aspired to have four large multi-story car parks around the city centre and redevelop the authority's flat car parks. There were now three multi-story car parks in the city and it remained an aspiration to achieve a fourth in the north of the city. The content of the countywide transport strategy, due to be approved later this year, would need to be considered as part of the development of the Council's Car Parking Strategy. This proposed strategy, once developed, would be presented to and considered by members.

Question: It was pleasing to see that funding had been approved for the procurement and development of a new website. Had a launch date been set?

Response: This would be clarified outside of the meeting.

Question: Was the Council ensuring it was keeping track of all money spent in relation to the Western Growth Corridor, given it was a scheme that did not currently have planning permission?

Response: The Council was keeping a record of all money spent in relation to the Western Growth Corridor scheme in respect of revenue incurred and capital expenditure. No capital costs had yet been incurred, but a full record of revenue expenditure relating to the scheme could be shared with members.

Comment: In order to attract more people into the city further consideration should be given to the introduction of parent and toddler spaces.

Response: The inclusion of parent and toddler spaces had been considered, particularly regarding the development of the Central Car Park, but most feedback from across the country was that such facilities were heavily abused.

Comment: The Chair suggested adding the car parking income generation strategy, which consisted of five strands, to the Performance Scrutiny Committee's work programme for its meeting in August. This was agreed.

Question: Was the commercialisation aspect of the Towards Financial Sustainability Programme about selling the Council's services?

Response: This encompassed a range of projects and schemes under the commercialisation agenda which had achieved £833,680 to date, details of which would be shared with members. Future projects under this agenda would be reported to the Executive in due course.

It was RESOLVED that the report be noted and an item on the car parking income generation strategy be added to the Committee's work programme for consideration in August 2019.

## **8. Treasury Management Stewardship and Actual Prudential Indicators Report 2018/19 (Outturn)**

The Group Accountant, Technical and Exchequer:

- Presented 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 and covered the treasury management activities and the actual prudential and treasury indicators for 2018/19.
- Reported that during 2018/19 the Council complied with its legislative and regulatory requirements. The key prudential indicators for the year, with comparators, were set out in paragraph two of the report, with full details of transactions in year and performance against the Prudential Indicators included at paragraph four and Appendices A and B of the report.
- Confirmed that borrowing was only undertaken for a capital purpose and that the statutory borrowing limit and the authorised limit were not breached.
- Reported that key issues of activity during 2018/19 were as follows:
  - the Council's total debt, including leases and lease-type arrangements, at 31 March 2018 was £115,696 million compared with the Capital Financing Requirement of £120.131 million. This represented an under-borrowing position of £4.435 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 Finance Requirement, subject to liquidity requirements, if preferential interest rates were available;

- the Council's investments at the 31 March 2019 were £29.2 million, which was £13.6 million higher than at 31 March 2018. Average investment balances for 2018/19 were £22.344 million, which was higher than estimated balances of £14.97 million in the Medium Term Financial Strategy 2018-23 due to the timing of borrowing taken. This referred to the principal amounts of investment held, whereas the investment values included in the balance sheet were based on fair value. In most cases, this would simply be equal to the principal invested, unless the investment had been impaired;
- actual investment interest earned on balances was £143,000 compared to £77,000 estimated in the Medium Term Financial Strategy 2018-23;
- the interest rate achieved on investments was 0.77% which was 0.26% above the target average seven day LIBID rate, with the average in 2018/19 being 0.51%.

- Invited members comments and questions.

Question: The report set out that there was a significant increase in short term borrowing. Why was this?

Response: The Council was fortunate in that it was able to access the market through other local authorities at very low rates, which was much more beneficial than longer term borrowing.

It was RESOLVED that the report be noted.

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

The Chief Finance Officer:

- Presented the Performance Scrutiny Committee with a status report of the revised Strategic Risk Register as at the end of the fourth quarter 2018/19.
- Reported that two changes to the assessed levels of likelihood and impact of risks identified on the Risk Register, as follows:
  - risk 4 – to ensure compliance with the statutory duties and appropriate governance arrangements were in place. Although a disaster recovery facility and procedure were in place, in light of aging infrastructure and the development of a new IT Strategy, a review of the IT disaster recovery arrangements and consistency with business continuity plans would be developed. This risk had therefore been increased slightly from Amber: possible/major to Amber: probable/major;
  - risk 9 – failure to mitigate against the implications for the Council following the outcome of Brexit. A localised Brexit exercise had been undertaken by the Lincolnshire Resilience Forum with partners and organisations in February 2019. A working group had been established to understand impacts on residents and governance including current partnerships and contracts pending delay of the Brexit vote and implementation of Article 50, with an internal action plan developed and

monitored through the working group. In light of this, the risk had decreased from Red: almost certain/major to Amber: probable/major.

It was RESOLVED that the report be noted.

**10. Work Programme for 2019-20**

RESOLVED that the Performance Scrutiny Committee work programme be approved, subject to the inclusion of an item on the car parking income generation strategy for the Committee's meeting in August 2019.

**11. 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.

**12. Strategic Risk Register**

The minute associated with this item was set at minute number 9 above.

**Present:** Councillors Councillor Gary Hewson (*in the Chair*), Liz Bushell, Christopher Reid, Edmund Strengiel and Pat Vaughan

**Apologies for Absence:** Councillor Loraine Woolley and Debbie Rousseau

**Also in Attendance:** Sheila Watkinson (Member of LTP), Mick Barber (Chair of LTP), Steven Bearder (Member of LTP) and Caroline Coyle-Fox (Member of LTP)

**38. Confirmation of Minutes - 19 March 2019**

RESOLVED that the minutes of the meeting held on 17 June 2019 be confirmed.

**39. Declarations of Interest**

No declarations of interest were received.

**40. LTP Matters**

No update.

**41. Quarter 4 2018/19 - Performance Summary**

Yvonne Fox, Assistant Director of Housing

- a. presented the Housing Scrutiny Sub Committee with an end of quarter report on performance for the third quarter of the year (January 2019 – March 2019)
- b. advised that of the 21 measures 12 were on or exceeding targets for the year and 8 had not met the targets set and 1 did not have a required target.
- c. referred to paragraph 4 of the report and highlighted areas of good performance:
  - Arrears as a percentage of rent debit
  - Percentage of all repairs carried out within time limits
  - Average days to resolve ASB cases
- d. further highlighted areas that had not achieved their target and explained the reasons for this:
  - Average re-let period – All dwellings (including major works) – (days)
  - Percentage of non-decent homes
  - Percentage of calls answered within 60 seconds
- e. invited committees questions and comments.

**Question:** Referred to performance indicator 85A in relation to allocations and highlighted that the target was 80% and Qu4 was 82.50%, he asked if this should read better than target?

**Response:** This would be double checked.

**Question:** Referred to the percentage of calls answered within 60 seconds and asked why calls were taking longer to be answered?

**Response:** Customers were using the website for basic queries which meant that Customer Services were dealing with more complex and multiple queries which were taking longer.

**Question:** Referred to the year-end arrears of £737,531 and asked how much would be written off and how much was recoverable?

**Response:** We tried to recover as much of the arrears as possible. Most write offs were when people had been made bankrupt and the courts determined how much of the debt to write off.

**Question:** Referred to performance indicator 48 relating to percentage of homes with valid gas safety and asked why the target was set at 99.96% and not 100%?

**Response:** There was always 1 or 2 properties that we could not get access to, therefore, a 100% target would be unachievable.

**Question:** Referred to paragraph 4.3 of the report and asked for clarification on how the ASB cases would be dip tested?

**Response:** A percentage of ASB cases would be pulled out and checked that the correct procedures were being adhered to and in accordance with the ASB accreditation requirements.

**Question:** Referred to

RESOLVED that the report be noted.

#### **42. Work Programme Update**

The Chair

- a. presented the work programme for the Housing Scrutiny Sub Committee for 2019/20 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.

Yvonne Fox, Assistant Director of Housing suggested the item on Homelessness/ Action Lincs/ Rough Sleeper Interventions be moved to the November meeting due to Officer availability.

RESOLVED that the

1. work programme be noted
2. Homelessness/ Action Lincs/ Rough Sleeper Interventions be moved to the 4 November 2019 meeting.

**SUBJECT: CENTRAL LINCOLNSHIRE JOINT STRATEGIC PLANNING COMMITTEE/LOCAL PLAN ANNUAL REPORT 2018/19**

**DIRECTORATE: COMMUNITIES AND ENVIRONMENT**

**REPORT AUTHOR: TOBY FORBES TURNER, PLANNING POLICY MANAGER**

## **1. Purpose of Report**

- 1.1 To provide members with an annual report detailing work undertaken by the Central Lincolnshire Joint Strategic Planning Committee (CLJSPC) over the period April 1<sup>st</sup> 2018 through to 31<sup>st</sup> March 2019

## **2. Background**

- 2.1 The Local Plan sets out the planning policies for Central Lincolnshire (including the City) and this involves allocating parcels of land for development as well as identifying land which should be protected from development. The Plan includes a set of 57 policies which guide decision makers i.e. planning committee on future planning applications for the City.
- 2.2 This year has been significantly influenced by changes at a national level with the introduction of the new National Planning Policy Framework (NPPF2) and substantive changes to the Planning Practice Guidance (PPG). This new policy and changes to the guidance have significant implications for Central Lincolnshire and have been the primary trigger for the decision to review the Local Plan starting in January 2019.

## **3. Progress to Date**

- 3.1 Charting CLJSPC meetings and progress through the 2018/19 year, the AGM meeting took place on 25 June 2018, with Cllr Summers (WLDC) voted as Chair for the year. At the meeting the following items were considered:
- the Local Plans Team Annual Report;
  - a report on Delivering the Central Lincolnshire Local Plan;
  - the Central Lincolnshire Developer Contributions Supplementary Planning Document;
  - an update on the Lincoln Eastern Bypass; and
  - the Central Lincolnshire Local Plan Budget Update.
- 3.2 The subsequent meeting took place on 24 September 2018. At this meeting the Committee considered items on the 2016-2021 Central Lincolnshire Housing Delivery Plan Update and the Lincoln Transport Strategy.
- 3.3 The next meeting took place on 14 January 2019. At this meeting the Committee resolved to review the Local Plan and to adopt the current Local Development

Scheme. The Committee also approved the 2019-2024 Central Lincolnshire Housing Delivery Plan Update, and received updates on the Greater Lincoln Transport Strategy and the situation at RAF Scampton.

- 3.4 The final Committee meeting of 2018-19 took place on 18 March 2019. At this meeting the Committee received a report on the proposed scope of the Issues and Options Consultation on the Local Plan, and updates on the Flood Risk and Water Management Strategy Review and the Lincoln Transport Strategy.
- 3.5 In the coming year, in light of the decision to review the plan, the focus of activity for the Local Plans Team will be to progress the Local Plan review in a timely and efficient manner, and to continue other statutory functions and reporting, such as the Five Year Land Supply, reviewing any changes to national policy and responding to neighbouring council's plans.
- 3.6 The work of the Local Plan will include:
- Managing the current consultation and dealing with responses received;
  - Assisting with the appointment and management of consultants developing specialist pieces of evidence to support the Local Plan review (including housing needs, infrastructure needs, gypsy and traveller needs, and flood risk and water management);
  - Developing evidence directly to support the Local Plan review such as site allocations, Important Open Space designation, Area of Great Landscape Value review, and more;
  - Carrying out statutory plan making functions such as fulfilling the Duty to Cooperate and undertaking a Sustainability Appraisal and a Habitats Regulations Assessment; and
  - Maintaining existing functions such as responding to neighbouring plan consultations, producing and publishing the five year land supply report, providing planning application and appeals support where requested, and dealing with queries from the public.

#### **4. Budget Position**

- 4.1 The CLJSPC agreed a revised budget in January 2017 going forward for the next 3 years covering 2017/18 through to 2019/20 with partner contributions reducing to £98,900 per annum. To reflect and plan for costs associated with the Local Plan review work a re-profiled budget was presented and agreed by the CLJSPC at their meeting on 17 June 2019 (see Appendix 1).
- 4.2 The additional costs anticipated for 2019/20 can be met from the reserves that have purposely been built up and funded by Partner contributions. It is important to note that overall, the 3 year budgeted cycle agreed back in 2017 secured a reduction in partner financial contributions compared to previous years, whilst at the same time maintaining a contingency that will now support the review of the Local Plan.

#### **5. Strategic Priorities**

- 5.1 Let's drive economic growth

The Local Plan continues to support sustainable levels of growth and regeneration for the City and Central Lincolnshire area and will provide a positive planning policy approach to help stimulate local economic growth.

## 5.2 Let's reduce inequality

The Local Plan sets a target for and supports the provision of affordable housing across Central Lincolnshire thereby helping reduce housing inequality across the City.

## 5.3 Let's deliver quality housing

The Local Plan sets ambitious but deliverable targets for the provision of new houses across the City through specific site allocations contained in Policy LP48 (Sustainable Urban Extensions) and Policy LP49 (Residential allocations in the Lincoln area). Policy LP11 in the Local Plan sets a target for and supports the provision of affordable housing across Central Lincolnshire

## 5.4 Let's enhance our remarkable place

At the heart of the new Local Plan sits the vision of 'a prosperous, stronger and sustainable Central Lincolnshire' and this vision and the policies contained within the plan will help to achieve enhancing the City through growth and regeneration.

# 6. **Organisational Impacts**

## 6.1 Finance

The Local Plan contains policies that will have longer term financial implications for the City and Council as a whole most notably housing growth including affordable housing, infrastructure provision, employment and regeneration. The financial implications have been incorporated into the Medium Term Financial Strategy as the Local Plan is applied.

## 6.2 Legal Implications including Procurement Rules

None arising from this report

## 6.3 Equality, Diversity and Human Rights

The Public Sector Equality Duty means that the Council must consider all individuals when carrying out their day-to-day work, in shaping policy, delivering services and in relation to their own employees.

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

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

The Local Plan is accompanied by an Integrated Impact Assessment that assesses the potential impact of proposals (strategies, policies, programmes, projects, plans or other developments) on issues that previously may have been assessed separately, such as economic, environmental, sustainability, equal opportunities and health and wellbeing.

## **7. Risk Implications**

Not applicable

7.1 (i) Options Explored

7.2 (ii) Key risks associated with the preferred approach

## **8. Recommendation**

8.1 That this Annual Report be noted by members as a fair summary of activity of the CLJSPC during 2018/19

**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?** 1

**List of Background Papers:** None

**Lead Officer:** Toby Forbes Turner, Planning Policy Manager  
Telephone (01522) 873804



Description	Original Estimate 2018/19 £	Actual Outturn 2018/19 £	Estimate 2019/20 £
<b>Expenditure</b>			
Employees	83,000	65,610	109,100
Premises	-	-	1,500
Transport	5,600	4,463	5,600
Supplies & Services	16,000	11,726	22,000
Third Party Payments	-	-	-
Support Services	6,100	894	-
	<b>110,700</b>	<b>82,693</b>	<b>138,200</b>
<b>Project Costs</b>			
Projects Expenditure	-	-	30,000
Consultancy	-	-	100,000
Peterborough CC Project Support	25,000	48,930	150,000
	<b>25,000</b>	<b>48,930</b>	<b>280,000</b>
<b>Total Expenditure</b>	<b>135,700</b>	<b>131,623</b>	<b>418,200</b>
<b>Income</b>			
Funding from Partners	(296,700)	(296,700)	(296,700)
Miscellaneous Income	-	(1,426)	-
Transfer to/(from) reserve	161,000	166,502	(121,500)
<b>Total Income</b>	<b>(135,700)</b>	<b>(131,623)</b>	<b>(418,200)</b>
<b>Net Expenditure</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Reserve</b>			
Brought Forward	384,364		550,900
In year Contribution	161,000	166,502	(121,500)
<b>Carried Forward</b>	<b>545,400</b>	<b>550,866</b>	<b>429,400</b>
<b>Contributions</b>			
City of Lincoln	98,900	98,900	98,900
North Kesteven	98,900	98,900	98,900
West Lindsey	98,900	98,900	98,900
Lincolnshire CC	-	-	-
	<b>296,700</b>	<b>296,700</b>	<b>296,700</b>

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CITY OF  
*Lincoln*  
COUNCIL

# Portfolio Performance Overview

Our People and Resources  
- 11<sup>th</sup> July 2019

Pat Jukes, Business Manager  
- Corporate Policy

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# Our people and resources

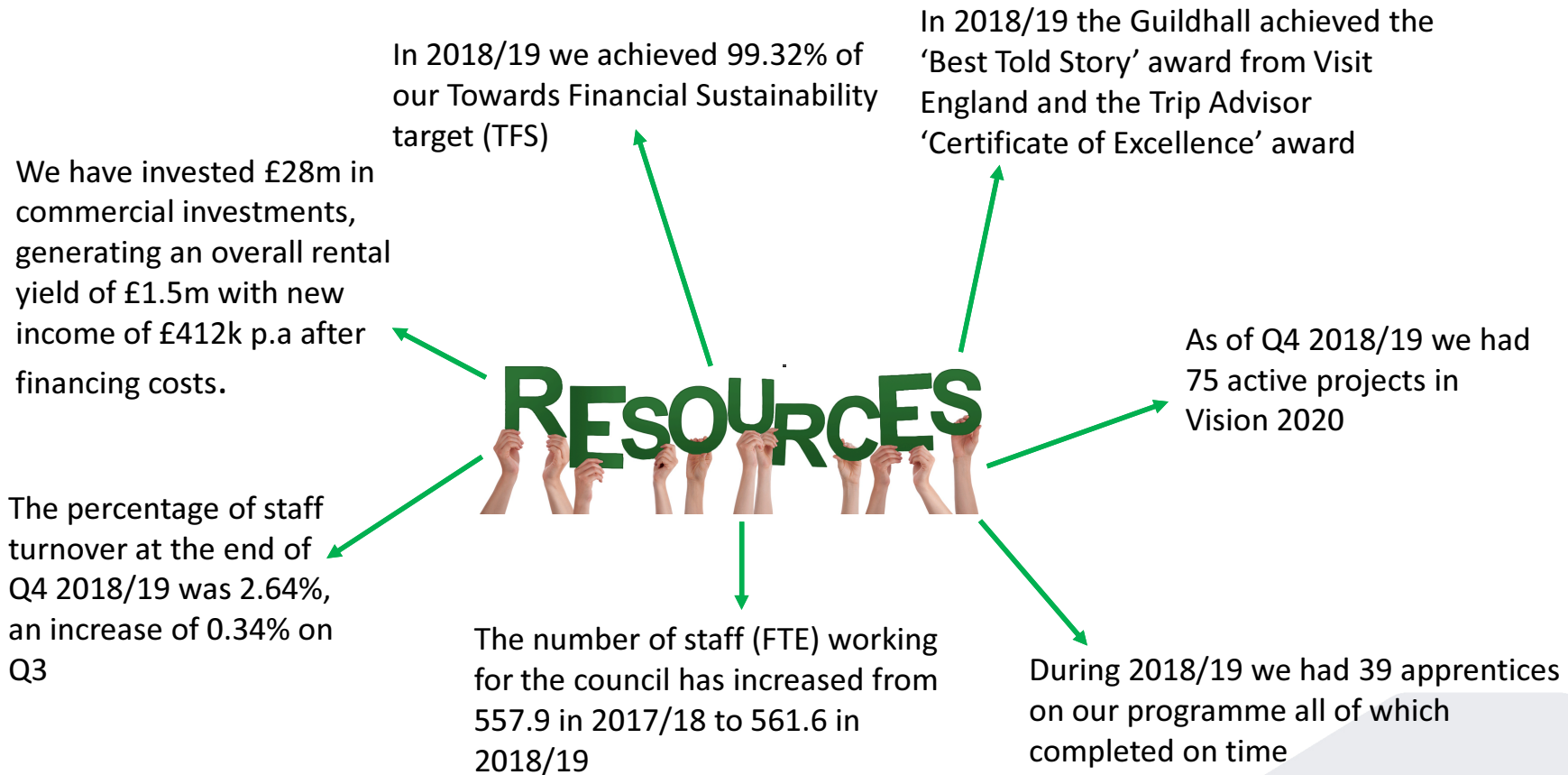
This overview will cover:

- Contextual data
- Performance measures from the key basket of strategic measures
- Benchmarking information from LG Inform



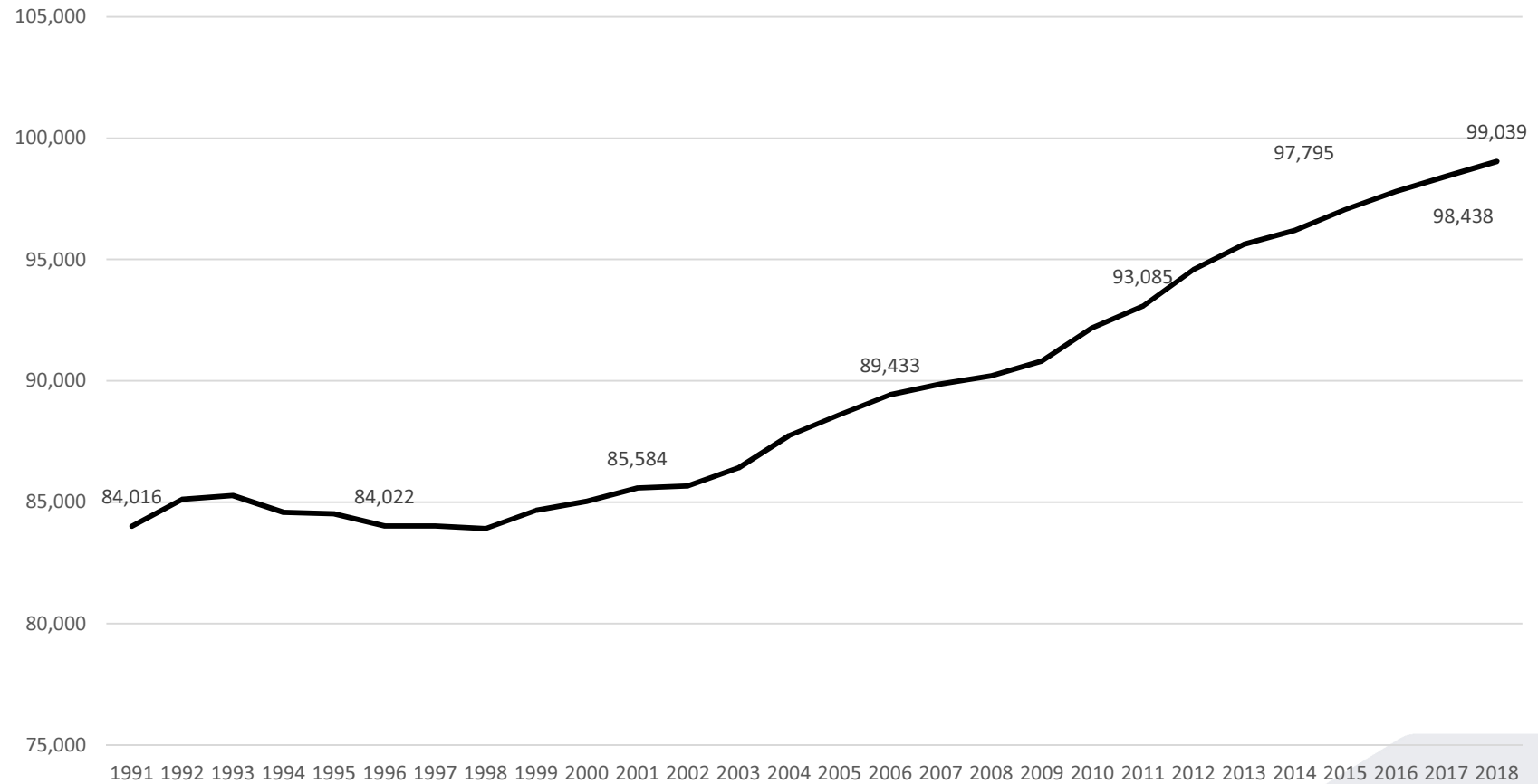
# Contextual information on the corporate environment in City of Lincoln Council

29



# Total Population of Lincoln to 2018

30



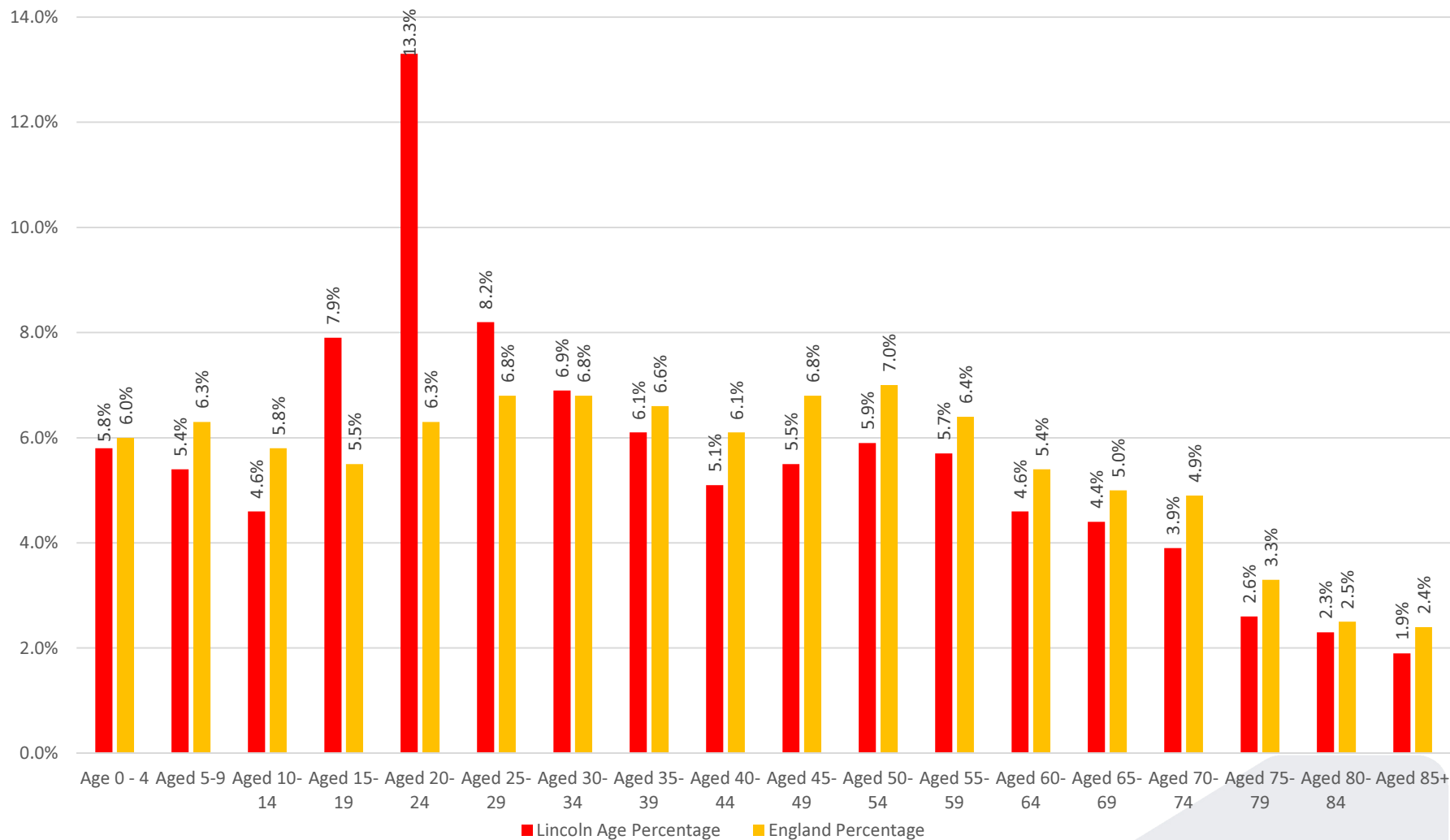
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Source : ONS Mid year population estimates 2018

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

# Population of Lincoln by age breakdown 2018



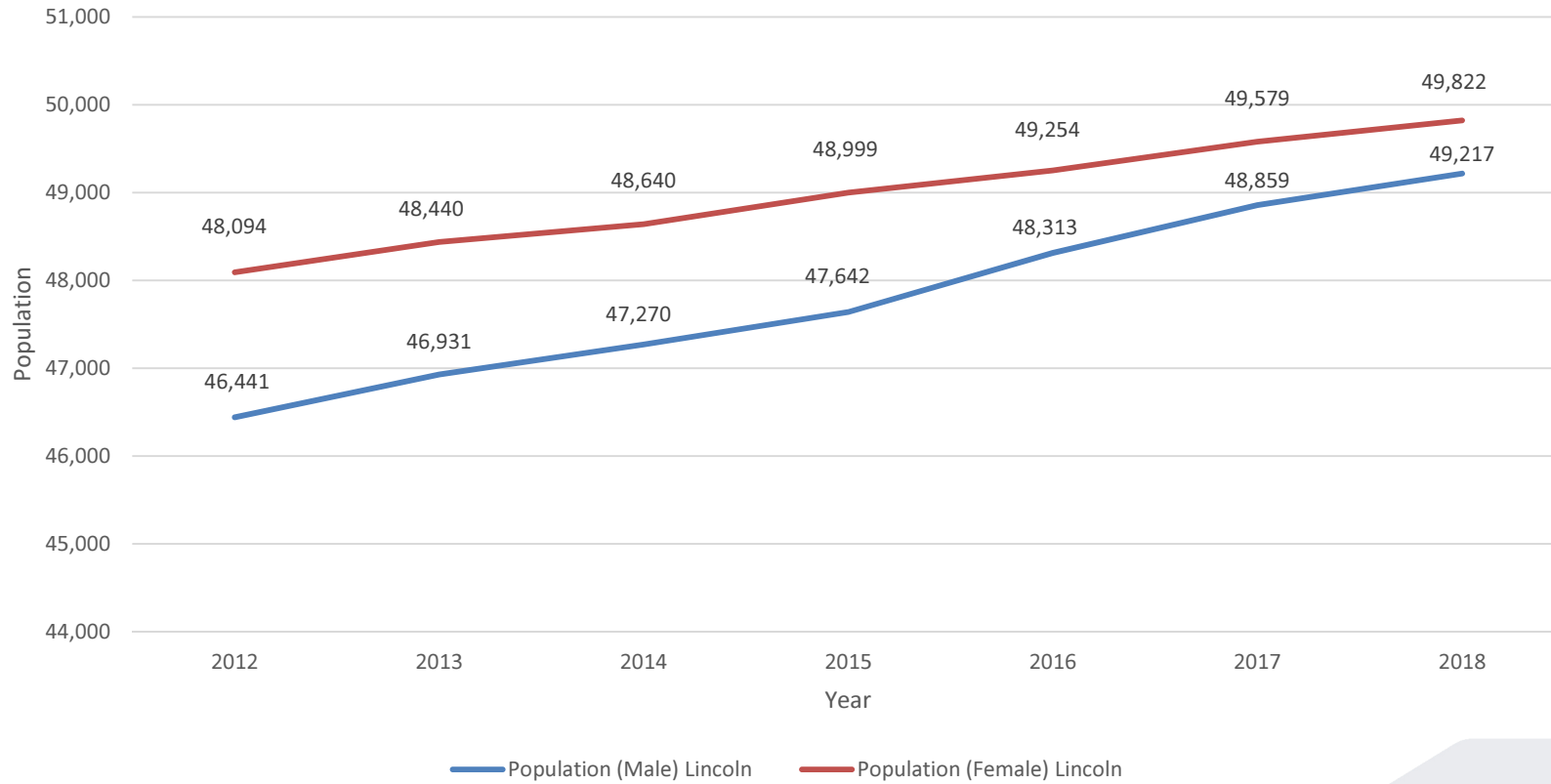
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Source : ONS Mid year population estimates 2018

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# Population of Lincoln by gender 2012-2018



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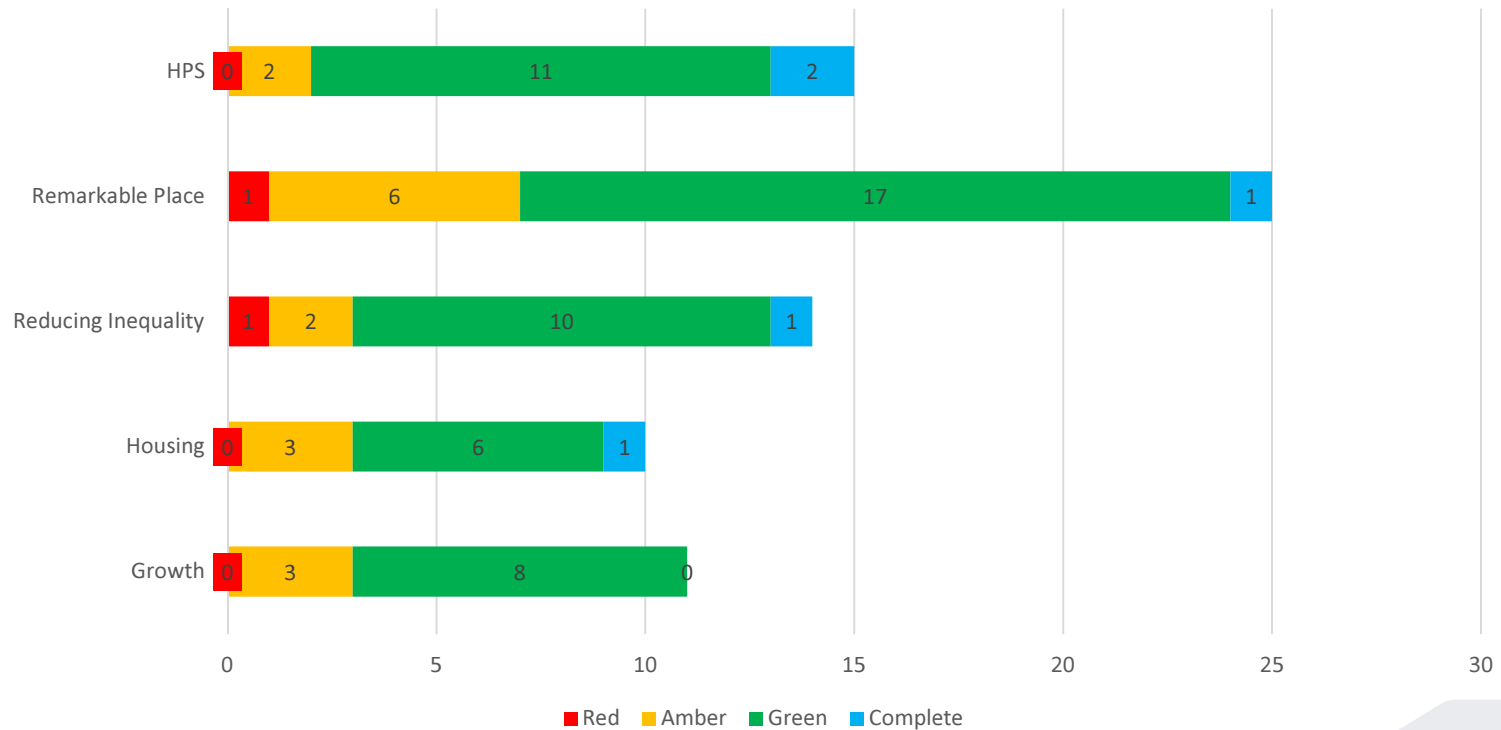
Source : ONS Mid year population estimates 2018

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



# Vision 2020 – Project Summary – June 2019

The below chart shows the current status of the projects under each strategic priority within Vision 2020.



33



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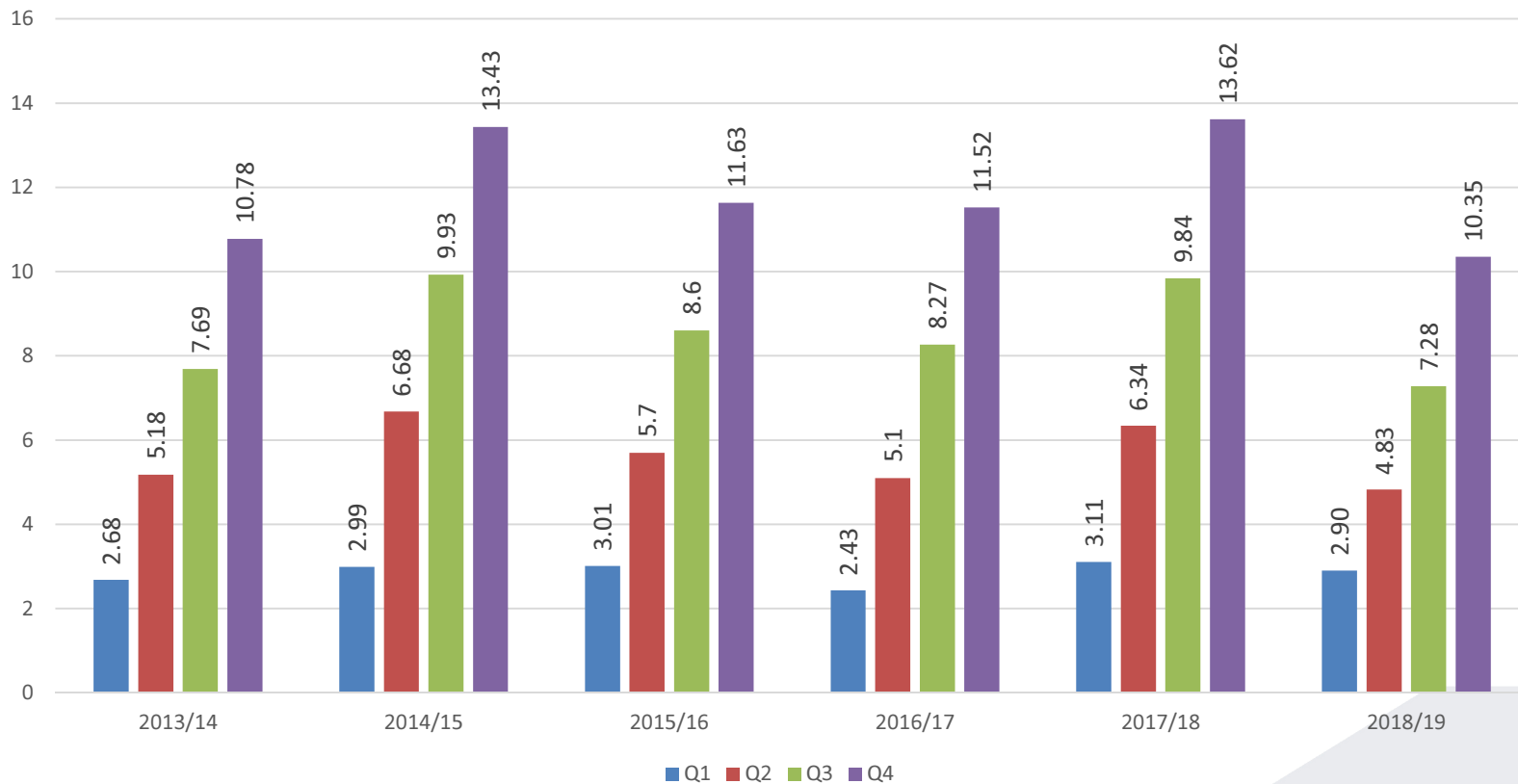


Source :CoLC (June 2019)

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# Sickness comparison – year on year 2013/14 to 2018/19

Sickness trends - CoLC (Exc apprentices figures)



34



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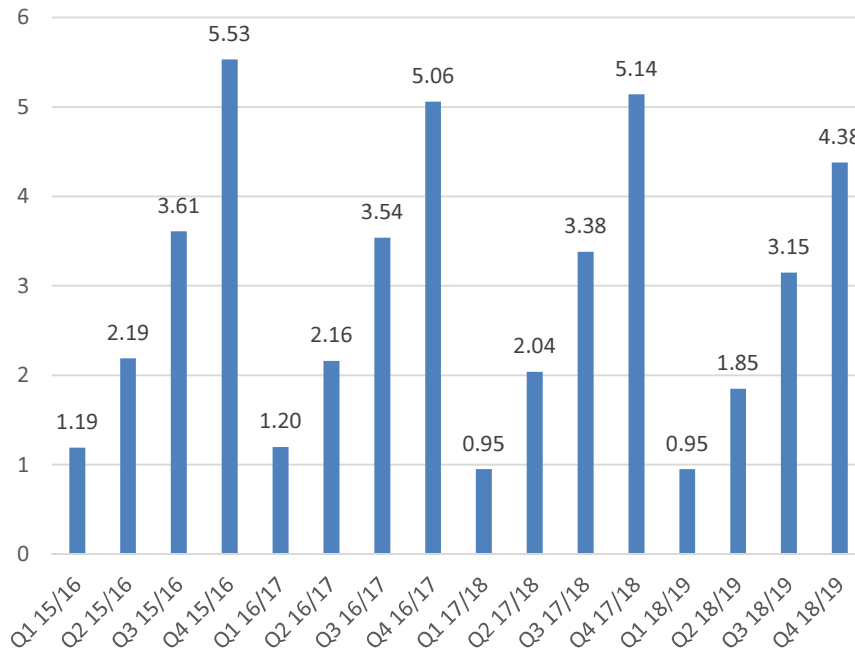
Source :CoLC (2018/19)

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

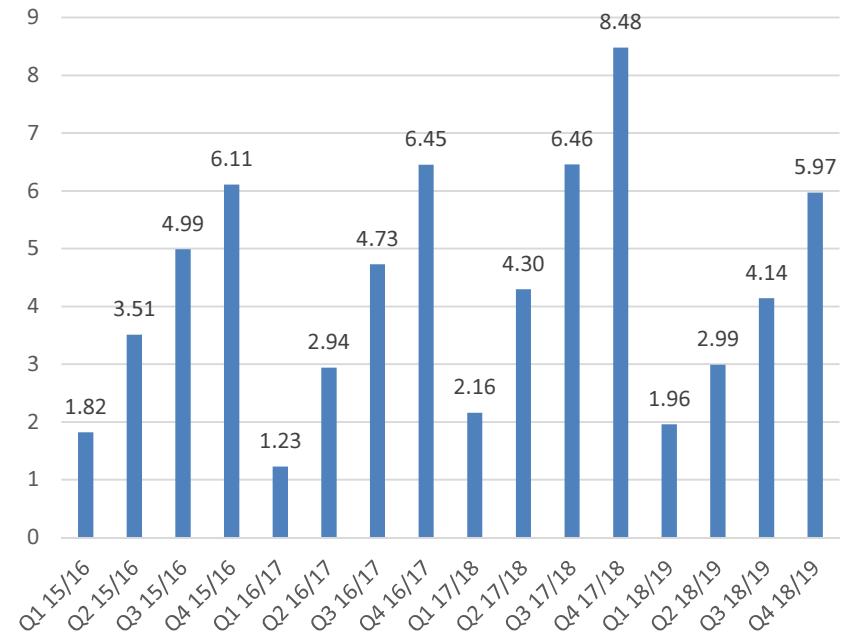
# Sickness comparison – by type 2015/16–2018/19

35

Cumulative short term annual sickness per FTE (Days)

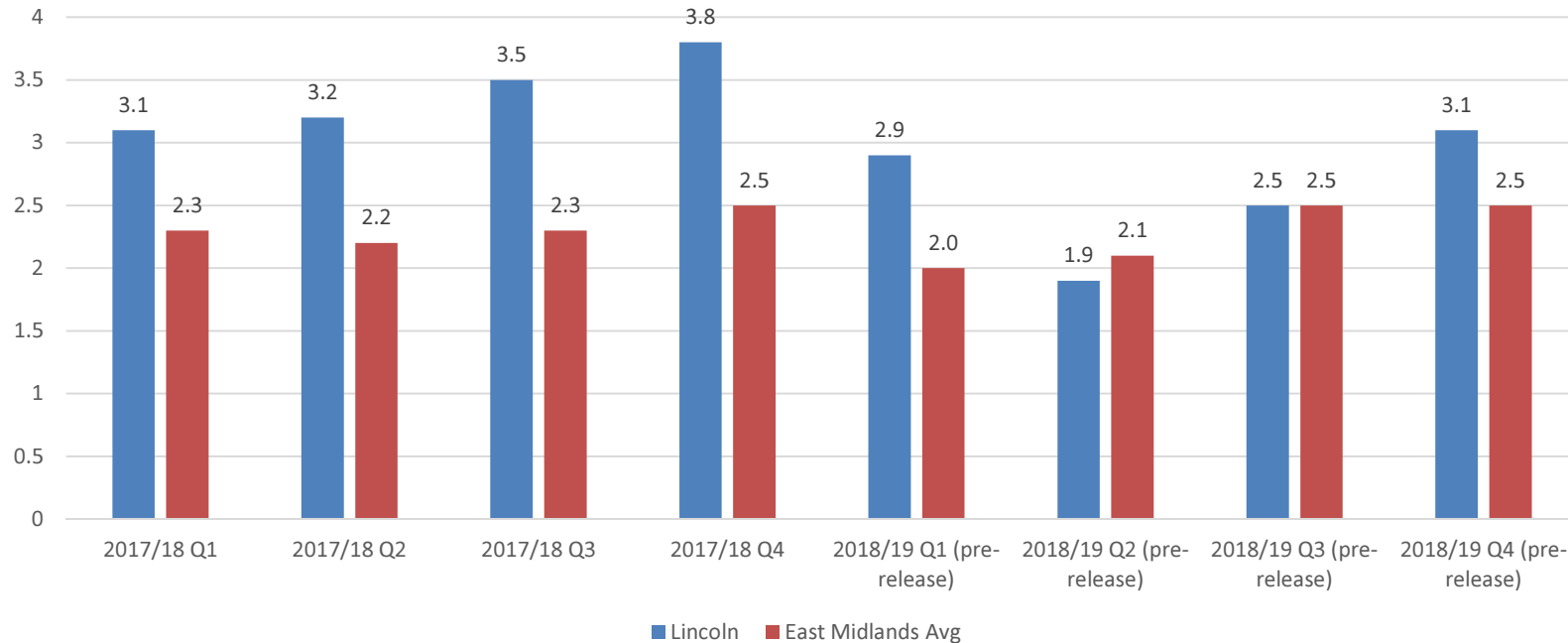


Cumulative long term annual sick per FTE (Days)



# Overall sickness absence comparisons with East Midlands local authorities

Overall sickness absence (FTE)(excluding schools)- quarterly



36

**2017/18**  
CoLC – 13.6 days  
EM – 9.1 days

**2018/19**  
CoLC – 10.4 days  
EM – 9.1 days



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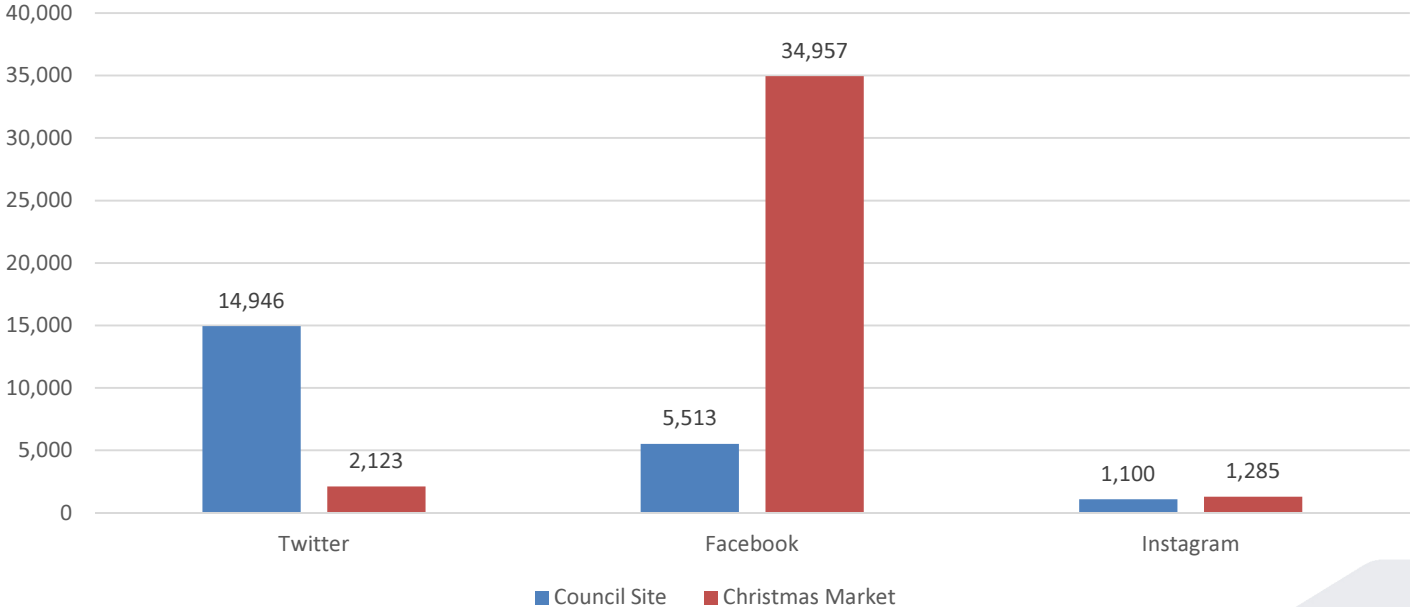
Source :Lginform (2018/19)

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

# Followers to council's social media sites as of June 2019

These figures include the number of followers to Lincoln corporate sites and the Christmas Market as of the 25<sup>th</sup> June 2019.

Number of followers to the Council's Facebook, Twitter and Instagram sites



37



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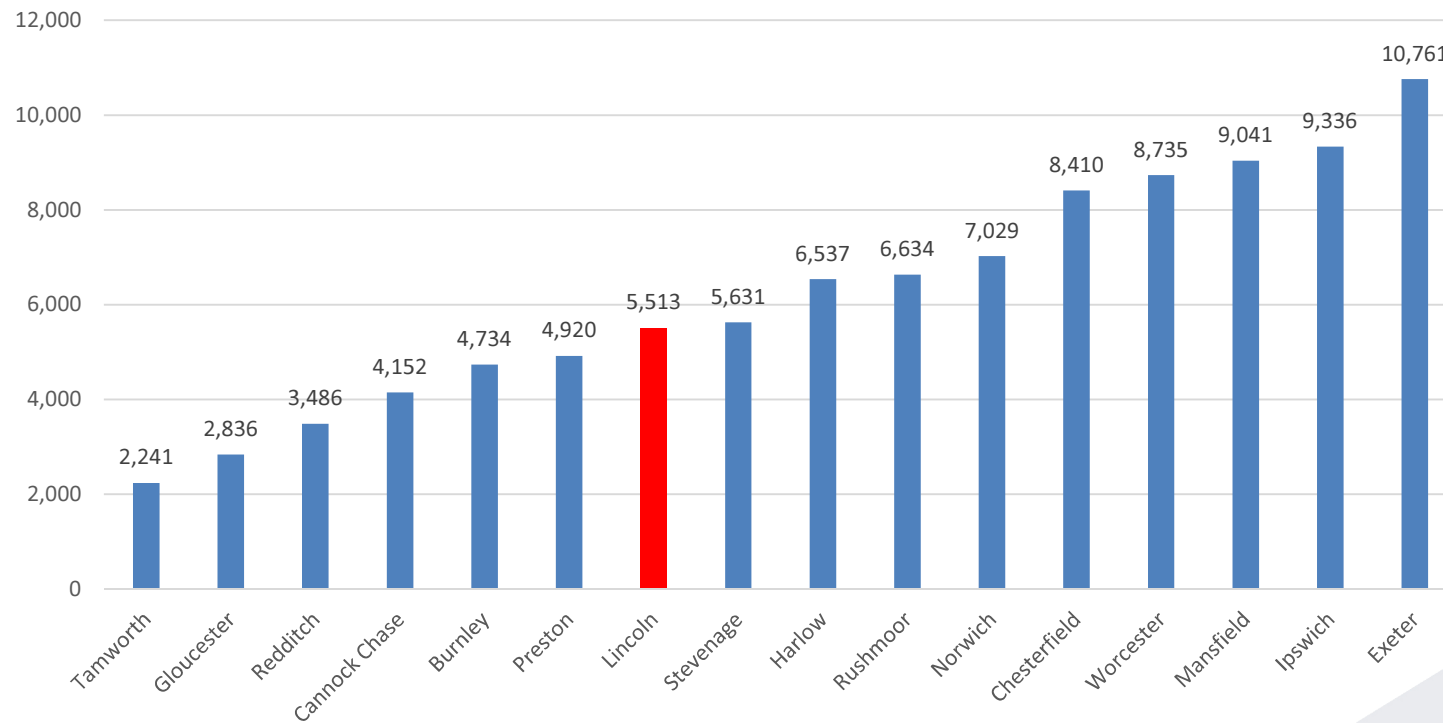


Source :CoLC (June 2019)

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

# Social media following (Facebook) – June 2019

Number of Facebook followers in Lincoln compared to its nearest neighbours  
as of 25<sup>th</sup> June 2019



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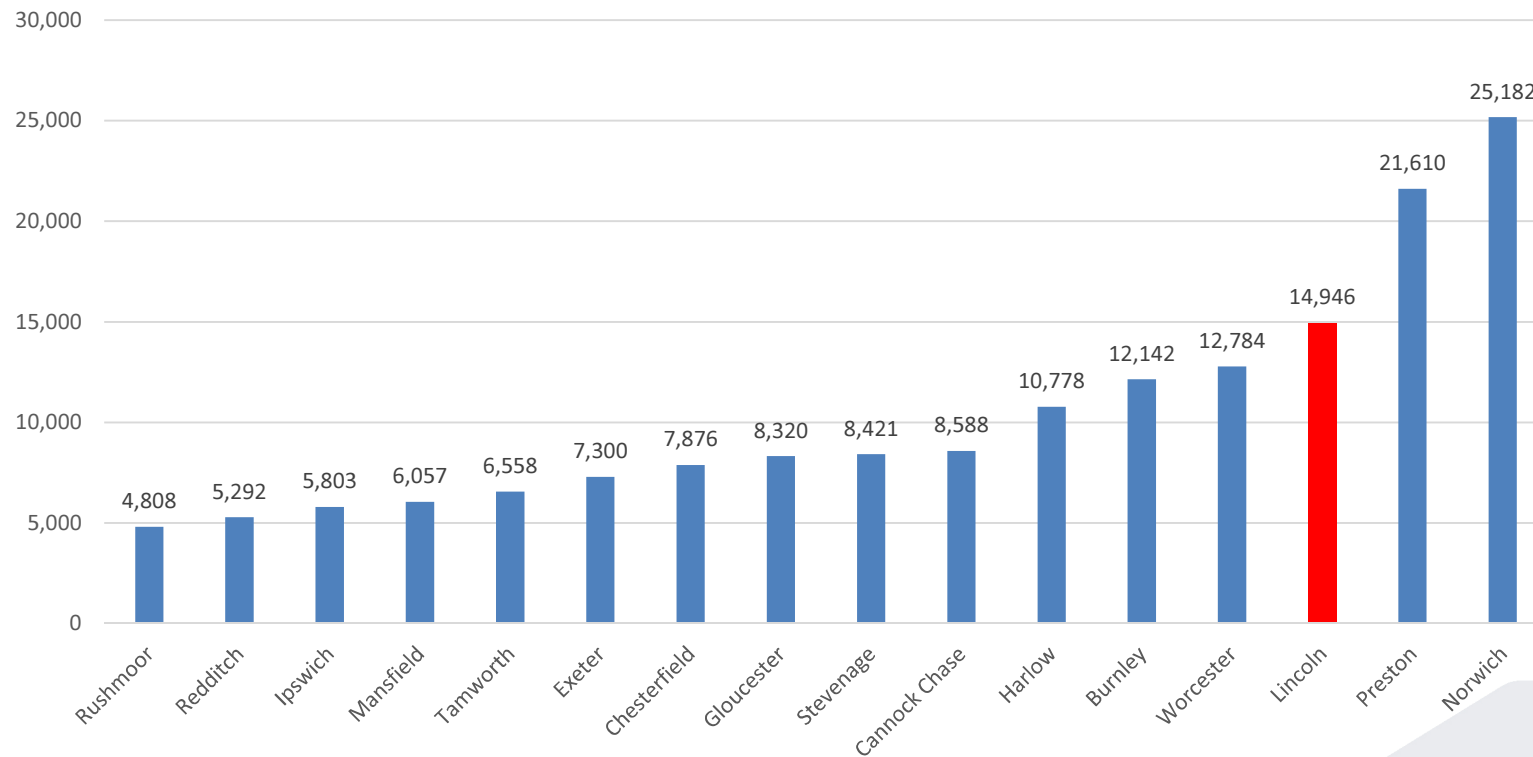


Source : Facebook (June 2019)

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

# Social media following (Twitter) – June 2019

Number of Twitter followers in Lincoln compared to its nearest neighbours as of 25th June 2019



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Source : Twitter (June 2019)

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

CX Strategic Quarterly Measures – Q4 2018

Measure	Cumulative or Quarterly	High / Low is Good	Trend - Quarterly or Seasonal	Q4/17/18	Q1/18/19	Q2/18/19	Q3/18/19	Q4/18/19	Status	Under Performing	Target	Last Target Status
WBL 5 - Number of apprentices completing on time	Cumulative	High is good	Seasonal	100%	100%	100%	100%	100%	Maintaining			
WBL 6 - Number of new starters on apprenticeships	Cumulative	High is good	Seasonal	5	6	9	12	12	Maintaining			
WBL 7 - Number of apprentices moving into Education, Employment or Training	Cumulative	High is good	seasonal	75%	100%	100%	100%	100%	Maintaining	90	100	At target
WBL 8 - Number of early leavers	Cumulative	Low is good	Seasonal	1	0	3	0	1	Maintaining			
WBL 9 - Employers / supervisors rating the WBL team as good or very good	Quarterly	High is good	Seasonal	100%	100%	100%	100%	100%	Maintaining			
HU 4 - Number of grievances	Quarterly	Low is good	Quarterly	0	1	2	3	4	Maintaining			
HU 5 - Number of disciplinary sanctions	Quarterly	Low is good	Quarterly	0	2	2	5	0	Maintaining			
ACC 8 - Average return on investment portfolio	Cumulative	High is good	Seasonal	0.67%	0.57%	0.73%	0.74%	0.72%	Maintaining			
ACC 9 - Average interest rate on external borrowing	Cumulative	Low is good	Seasonal	3.90%	3.90%	3.90%	3.55%	3.42%	Maintaining			
REV 4 - Council Tax - in year collection rate for Lincoln	Cumulative	High is good	Seasonal	97.17%	27.09%	52.80%	79.47%	96.76%	Deteriorating	96.61%	97.11%	On Target
REV 5 - Business Rates - in year collection rate for Lincoln	Cumulative	High is good	Seasonal	98.87%	35.86%	60.57%	86.23%	99.81%	Maintaining	98.65%	99.15%	Above Target
REV 6 - Level of outstanding customer changes in the Revenues team	Quarterly	Low is good	Seasonal	121	659	749	401	437	Deteriorating			

40

CX Strategic Q4 Annual Measures

Full Name	Cumulative or Quarterly	High / Low is Good	Trend - Quarterly or Seasonal	2017/2018	2018/2019	Status	Under Performing	Target	Last Target Status
DCT 6 - Percentage of invoices paid within 30 days	Quarterly	High is good	Annual	95.17%	97.79%	Improving			
DCT 9 - Percentage of invoices that have a Purchase Order completed	Quarterly	High is good	Annual	41.60	N/A	N/A			



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Source : COLC (2018/19)

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



# LGIform comparisons with East Midlands 2017/18 (latest data)

Council tax collected as a percentage of council tax due 2017/18



97.17 %



Non domestic rates collected as percentage non domestic rates due 2017/18



98.87 %



# Key points to note

- The population of Lincoln has risen from 84,016 in 1991 to a 2018 mid-year estimate of 99,039
- Lincoln has a young population compared to the England average, with 36.3% of Lincoln population being 15-34 year olds as opposed to 25.4% of that age in England
- The sickness average for council employees (10.35 days per FTE) stands at its lowest in the last 6 years, although work continues to lower this number further
- Lincoln continues to increase its social media following with 5,513 followers to Facebook and 14,946 followers to Twitter as of the 25<sup>th</sup> June 2019
- The council continues to support local businesses by paying its invoices inside the 30 day target, achieving 97.79% this year

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**Report by Councillor R Metcalfe, Portfolio Holder for ‘Our People and Resources’**

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# 1. INTRODUCTION – a changing political landscape

This report outlines the Council's continuing progress in the delivery of its strategic priorities and continuous improvement as a high performing council.

There are many achievements to be proud of.

However, the political and economic context remains uncertain and the council needs to be agile and well prepared to successfully meet future challenge and change.

The City continues to thrive, but we need to redouble our efforts to ensure that growth is inclusive and sustainable, the twin challenges of inequality and climate change will preoccupy us for the foreseeable future.

The journey towards financial sustainability remains challenging, with a further £1.2 million savings to be achieved within the lifetime of the current MTFS.

## 2. THE COUNCIL'S PRIORITIES

In early 2017 we launched Vision 2020 - a new 3-year strategic plan, covering the period 2017 to March 2020. This vision identified four key strategic priorities:

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

These four priorities are underpinned by a final key element of Vision 2020 - professional high performing service delivery. We will ensure that the council is well run, builds a consensus with the communities we serve and with our partners around our vision and strategic priorities, and can demonstrate that we are capable of delivering these.

What follows is an update on how we are progressing with each of these priorities.

The council has worked to ensure members, staff and partners are informed of progress and are engaged in the delivery of Vision 2020. This has included putting on staff and member roadshows to keep people informed of delivery; member briefing sessions on specific projects and partnership events such as the Lincoln Growth Conference.

## **Key achievements for ‘Let’s Drive Economic Growth’**

- The £30m Transport Hub is now fully operational and over the last year has won many awards for its design and construction including:
  - East Midlands Engineering project of the year 2018
  - Safer bus station awards 2018
  - Park Mark for the MSCP 2018
  - Greater Lincolnshire Construction and Property Awards 2019
  - British Parking Awards 2019 – best new car park
- Western Growth Corridor has progressed significantly over the last year. Actions include:
  - New transport modelling work completed for the new Transport Assessment
  - Offer for £1.88M received from Homes England towards opening up costs
  - Further public consultation completed in early 2019
  - The planning application was submitted in April 2019

## **Key achievements for ‘Let’s Reduce Inequality’**

- As part of the drive to help reduce suicides across the city, a training plan has been rolled out across front line services. To date we have delivered:
  - SafeTALK half day workshops between May and December 2018 (400 places)
  - ASSIST two day course – held in September 2018, with 16 attendees
- The Lincoln Social Responsibility Charter now has 48 organisations in the city signed up to go the extra mile for their employees and communities in the city
- The Lincoln Community Lottery launched in 2018, has been an outstanding success, generating c£42k to support local community good causes in and around the city
- The Sincil Bank Revitalisation Programme has received £235k to fund a range of new projects from a bid to the Controlling Migration fund
- We continue to work with partners to deliver multi-agency support for rough sleepers. Supporting 120 individuals, this project is delivered through £1.3m of Social Impact Bond funding from central government
- Our Revenues and Benefits Shared Service secured a prestigious national award for ‘Excellence in Partnership Working’ through the IRRV Performance Awards.
- We led a project in partnership with Lincoln College, Lincolnshire County Council and DWP to help low income households receive funded educational courses, resulting in 133 learners progress to employment and 18 learners progress to higher education
- Our Universal Credit Support Team, supported 1,743 Lincoln residents with digital support, and 822 customers with budgeting support, during 2018/19.
- Delivery of a Business Rates Growth Relief Policy, to assist qualifying businesses through a discount in their Business Rates for up to three years.
- We continue to support and fund The Network project to help the NEET group obtain advice and support, including advice around training and careers.
- A range of financial products to help our customers has been promoted through our Lincoln Against Poverty website.

## **Key achievements for ‘Let’s Deliver Quality Housing’**

- Following the successful bid to Homes England for £3.2m grant funding, work has now started on the £12m, 70 unit, De Wint Court Extra Care project. Residents and staff were consulted, outline costs approved and we are now tendering for contracts.
- Progress has been made with the energy efficiency project to tackle fuel poverty:
  - The Private housing central heating scheme is complete
  - The 18/19 Council housing investment programme is complete.
  - The 19/20 housing investment programme is now underway. We are due to install 450 – 500 new boilers, targeting properties with low SAP ratings
- Partnerships with Waterloo Housing Group and Westleigh Developments have provided 184 new build homes which were allocated by December 2018. These were at Blankney Crescent (12 units); Allenby Close (45 units); Lytton Street (7 units); Ingleby Crescent (74 units) and Westwick Drive (46 units)
- We also enabled the delivery of an additional 71 units for shared ownership through Registered Housing Providers on the above sites
- The council is now fully compliant with the new Homelessness Reduction Act 2018, Successful preventions against the total number of applications received since April 2018 stands at 58.7% with a May 2019 figure of 63.7%
- As part of the Health and Housing Assistance Policy adopted in March 2018 – we have delivered 68 Disabled Facilities Grants; 1 Moving on assistance grant; 2 hospital discharge grants and 1 gas central heating scheme

## **Key achievements for ‘Let’s Enhance Our Remarkable Place’**

- Birchwood Leisure centre has been officially re-opened following the improvements and is performing well with increasing visitor numbers and high satisfaction levels
- The £4m Renovation of Boultham Park is completed and officially opened spring 2018, followed by a Royal visit from Princess Anne
- Work is well progressed in the planning of the renovation of the Boultham Park Lake, with a submission for funding to the HLF scheduled for Autumn 2019
- Regulations are now in place such that ‘To Let’ boards need advertisement consent in designated residential parts of the City close to the city centre
- Adoption of a character appraisal for conservation areas in the crucial commercial zone which will guide sensitive development of the city centre in future
- The free city centre Wi-Fi system went live - 11,000 users have used it in first 3 months (Nov 2018)
- £1m Major allotment improvements completed with just a new site at Melbourne Road left to complete the project
- Work has started on designing possible new traffic flows within Sincil Bank, supported by resident consultation over summer 2019 re the potential implementation of residents parking. If progressed this will remove commuter traffic, give the streets back to the community and further improve air quality
- £1.7m Creation of new all-weather pitches at our two leisure centres is progressing very well and we expect to hold an official launch in July 2019. The athletics track at Yarborough LC is also being refurbished
- Planning applications have been submitted for significant enhancements of the Lincoln Crematorium to include new public gathering spaces, new memorial gardens, new internal equipment and a complete facelift of the building exterior

- Agreement has been reached with Lincoln BIG for the transfer of the Visitor Information Centre back in house from April 1<sup>st</sup> 2020
- There is a new 10 year vision in place for Lincoln Christmas market
- We launched the innovative Lincoln Intervention team to help address Anti-social Behaviour linked to homelessness and street living problems in November 2018
- The Sincil Bank Regeneration Scheme has progressed well with:
  - The introduction of CCTV
  - All old cast iron street name plates in the area totally renovated,
  - Enforcement work led by the community against wheelie bins,
  - Art trail - the painting of various the virgin media street boxes by local artists
  - Old street railings and barriers removed

### **Key achievements for ‘High Performing Service Delivery’**

- Savings of £3.824m were achieved against the Towards Financial Sustainability target of £3.850 (99.3%). This included significant contributions from the commercial assets purchased over the last two years. This year we have added the purchase of the Stargas contract and that of the Deacon Road site to the commercial portfolio
- A staff travel plan survey was conducted in January 2019 as a precursor to developing a strategy for more ‘green’ activity
- Work has commenced on developing a transformational approach to the way the council does business. This started with the appointment of an Organisational Change Lead for a two year period
- Health and wellbeing initiatives developed in Human Resources have resulted in a significant drop in the levels of sickness across the council, to the lowest in six years
- A new bespoke Corporate Performance and Information Management System (PIMS) has been developed in house to take over from the old TEN system IMPS. Q1 2019/20 will be fully reported through this system including a range of new measures which were reviewed at the time of development.

## **3. KEY ACHIEVEMENTS IN 2018/19 – Our people & Resources**

### **3.1 Financial Sustainability**

In common with the rest of local government the Council has continued to face a number of challenges during 2018/19 which continue to threaten its financial sustainability. These challenges have arisen from a legacy of:

- severe central government funding reductions, the distribution of which has not been uniform across the different types of authority with some being significantly more affected than others, this Council being one of those suffering a greater proportionate loss.
- radical reform of the methodology for funding local government, where councils are self-sufficient, funded from local taxes with limited reliance on Central Government. This new methodology for funding local government is inextricably linked to the performance of the local economy via Business Rates, New Homes Bonus, Council Tax and Local Council Tax Reduction schemes and Housing Revenue Account Self-Financing.

- the continued national and local impacts of the government's deficit reduction programme and austerity measures affecting jobs, housing and business growth, which has in turn created pressure on the generation of local income streams; financial markets and the subsequent low returns on investments; and creating a rising demand, and increased cost pressures, for council services from customers who rely on the safety net provided by local government.

In response to this the Council has embraced a forward thinking, ambitious and commercial approach in maintaining a sound financial position. This means planning ahead, securing savings in advance, re-investing in more efficient ways of working, adopting a more commercial approach, prioritising resources for economic development measures, whilst making careful use of reserves to meet funding gaps and mitigate risks.

The Council's successful financial management to date has enabled the protection of core services, whilst at the same time ensured that resources are directed towards the priority areas in the Council's Vision 2020.

That is not to say though that the Council will not continue to have to navigate a difficult financial path in the forthcoming years in order to maintain a sustainable financial position. Looking ahead, the financial landscape for local government continues to pose significant challenge to the Council due to the volatility, complexity and uncertainty about future funding. Significant national decisions are still to be made by the government about future departmental spending through the Spending Review and the timing of this, the allocation of this funding to local government through the Fair Funding Review, and reform of the Business Rates Retention system, all of which will impact on the Council's MTFS. In addition the impact of Brexit and the consequent impact on the economic and political landscapes poses significant uncertainty for central and local government.

Ahead of this, the Council's General Fund continues to face a significant financial challenge to maintain a sustainable financial position and achieve the savings target set out in the MTFS. Over the last 10 year period the Council has delivered savings in excess of £7.8m, a significant reduction in comparison to the overall net expenditure budget. However further savings of £1.2m are still to be delivered in order to achieve the current target by 2020/21.

The Towards Financial Sustainability (TFS) programme is and continues to be the vital element in ensuring that the Council maintains a sustainable financial position and delivers the required reductions in the net budget. The programme itself has been refocused, reflecting the Council's innovative, forward thinking and commercial approach alongside its ambitions to maintain high performing services and a performance culture. As part of this refocus there are now four agreed strands to achieve savings. These are:

- "One Council" – cross organisational lean reviews to deliver a "one organisational" approach more efficiently and effectively
- Commercialisation – generation of new income streams, and commercial trading opportunities
- Investment Opportunities – to invest in commercial properties as well as regeneration and redevelopment schemes that support the local economy



- Service Reduction/Withdrawal – withdraw from some services or reduce the level of service provided for those non priority services

Alongside this programme the Council will continue to seek ways to maximise its tax bases through economic development measures through its Vision 2020, which enhance the economic prosperity of the City.

As part of the maximisation of tax bases the council, along with the other Lincolnshire District Councils, Lincolnshire County Council and North Lincolnshire Council applied to be a pilot for 100% Business Rates Retention in 2018/19 and was confirmed as one of the ten successful applications.

This means that for 2018/19 the council will received 60% of business rates, with 40% going to Lincolnshire County Council (under 50% retention the funding splits were 50% Central Government, 40% Lincoln City Council and 10% Lincolnshire County Council).

Based on the provisional outturn position, the estimated additional resources achieved from being in this pilot was c£2.1m which is in excess of £1.5m original estimate. An element of this additional resource has been set aside to fund the forecast reduction in business rates when the system is reset in April 2020 and to replenish the business rates volatility reserve, with the balance going towards Vision 2020 priorities.

This approach by the council on both its TFS programme and maximisation of tax bases focuses its efforts on sustainability for the future.

### **3.2 Revenues Shared Service**

Our Revenues and Benefits shared service with North Kesteven District Council continues to perform successfully, with extremely positive accolades being given to the team during 2018/19 – including being nominated as finalists for three high profile national awards for ‘Most Improved Team’, ‘Benefits and Welfare Team of the Year’ and ‘Excellence in Partnership Working’ – being announced as winners of the latter award category. This is deserved recognition for a service which has, through an extended period of change (locally and nationally), as well as increasing customer demands, continued to perform to a high standard making key improvements which also resonate on a strategic level by helping our customers to receive support they need to maximise their incomes and enhance employment opportunities. The service also continues to deliver savings in excess of £0.5m per annum between City of Lincoln and North Kesteven. Government funding from DWP and MHLG continues to be an annual challenge, however the service continues to respond to these challenges proactively, providing a customer-focussed service.

Collecting monies due to the Councils continues to be increasingly challenging, which includes recovery of monies such as; Council Tax, Business Rates, Former Tenant Arrears and Sundry Debtors – as well as collecting the levy for the Lincoln Business Improvement District. The team not only aims to collect and recover monies, but also helps to provide advice and signpost customers to vital budget and debt management services wherever appropriate.

In terms of performance:

- Achievement of in-year Council Tax collection 2018/19 of 96.76%, despite the net collectable debit for both City of Lincoln increasing by £2.57m from 2017/18;

- Business Rates in-year collection for 2018/19 was 99.81, which included an increase in total net collectable debit of £646k;
- Level of outstanding customer changes in the Revenues team stands at 437 at the end of Q4. However, the outstanding changes figure at 8th March 2019 stood at only 53, and the increase to 437 was due to an influx of documents during the 3 week billing period.

The Revenues Team has, working with our Business Development and IT Team, successfully implemented a suite of integrated e-forms which enable customers to complete customer-friendly online forms which automatically populate back office systems, creating efficiencies which allows other more intensive areas of Revenues administration to be resourced.

Our Team continues to deliver initiatives aimed at reducing fraud in the system – through cross-departmental and national data-match exercises, and initiatives through the Lincolnshire Counter Fraud Partnership. Regular reviews of Council Tax Single Person Discounts, Housing Benefit and Council Tax Support incomes, and Business Rates potential ‘avoidance’ continue to be key activities for our shared service.

### **3.3 Procurement**

As in previous years the current financial situation has meant that procurement continues to be one of the areas where there is potential to generate savings. However this is with the acknowledgement that this is subject to market forces and therefore is something which we cannot control.

Significant procurement support has been provided within the last year to a number of the key strategic priorities including the Regeneration of De Wint Court Extra Care facility, the Western Growth Corridor scheme, the Crematorium Refurbishment project, the insourcing of the Visitor Information Centre as well as a number of the priorities of Vision 2020.

The Procurement Manager as part of her duties continually reviews whether there are any potential spend areas and/or contracts which could be renegotiated or procured in order to generate savings. At present there are no significant areas to report but when they do arise, these will be reviewed in more detail with the Operational lead.

### **3.4 Asset Optimisation**

The Council has continued to progress with its commercial property investment strategy and has over the last 12 months completed on its purchase of the Travelodge and three retail units at Deacon Road. This brings the total investment in commercial property to £28m, generating annual revenue returns of £1.5m, resulting in additional revenue income of £412k p.a. after the cost of financing.

Each of these investments have been made in Lincoln demonstrating that the Council is focussed on influencing the regeneration and economic development of the City, whilst also seeking financial returns. This is an approach that has seen the Council being shortlisted for the Entrepreneurial Council of the Year award at the LGC Awards and for the Innovation in Finance award at the MJ Awards.

### **3.5 Emergency Planning**

The Emergency Plan provides a framework for the control and co-ordination of a response to an emergency affecting the council and is refreshed annually. Over the past year we have continued to work with the County Council's Emergency Planning unit with the following completed:

- All Strategic Commanders have had further training and new procedure folders
- A national counter terrorism has been conducted in Lincoln City
- City of Lincoln Council has been involved with the European Union exit planning

We have a full out of hours rota for emergency planning strategic (gold) commanders which includes a combination of Chief Executive, Directors, Assistant Directors. The strategic commander level was previously CMT level only but has been expanded to Assistant Director level to increase resilience. A review has been conducted of the staff that make up our tactical (silver) commander group, with a number of Service Managers joining the group to expand the numbers and thus further increase the rota resilience. Training is currently being arranged for all new members of both gold and silver commands

Staff have continued to be trained on ACT – Action Counters Terrorism as required over the last year, including colleagues from the DWP. ACT is the new name and format for what was previously known as Project Griffin which is a national police initiative to protect our cities and communities from the threat of terrorism by familiarising staff of organisations such as ours on security, counter-terrorism and crime prevention issues. A review of all safeguarding training is underway which will ensure auto-reminders are sent to staff at appropriate intervals, when refresher training is due.

### **3.6 Business Continuity**

Business Continuity Management (BCM) is a framework that assists in the management of risks which might impact the smooth running of our organisation or the delivery of key services. These risks could be from the external environment (e.g. power outages, severe weather etc.) or from within an organisation (e.g. systems failure, loss of key staff etc.) Well organised Business Continuity plans will facilitate the recovery of key business systems within agreed timescales whilst maintaining the council's critical activities and the delivery of vital services to the public.

Business Continuity Management complements and interrelates with other corporate activities, notably risk management and emergency planning.

The council's overarching business continuity plan is reviewed each year. We have 21 critical service area plans all of which undertake an annual review, led by the service area and supported by the council's Emergency Planning Officer who is from the Joint Emergency Management Service at Lincolnshire County Council.

Although investment in a secondary ICT location at Hamilton House was made in 2015/16, this equipment is now aging and the response levels are no longer sufficient and require further investment. This required investment along with linkages between the IT Disaster Recovery Plan and critical service area plans have resulted in this area being raised as an area of significant concern in the Annual Governance Statement, an action plan is however in place to address this.

The councils Business Continuity Co-ordinator is the Chief Finance Officer and regularly meets with the council's Emergency Planning Officer, who sits on relevant internal meetings such as

Safety Advisory Group and the Christmas Market Safety Advisory Group to provide necessary support and guidance.

### **3.7 Risk Management**

The Council continues to develop and monitor key risks, those which could affect the Council's ability to achieve its priorities during the year. Elements of Risk Management are outsourced to Lincolnshire County Council's (LCC) Assurance Lincolnshire service in order to provide the level of expertise that we require. The development and monitoring of the Council's strategic, operational and project risk registers however remains a role that is undertaken by the Council through the Corporate Management Team and Directorate Management Teams.

The Strategic Risk Register for 2018/19 was initially formulated by the Corporate Management Team in August 2018 and as part of the reporting protocol within the current Risk Management Strategy both the Executive Committee and Performance Scrutiny Committee receive reports on the Strategic Risk Register to consider the status and movement of all strategic risks at that particular point in time. At this present time the Strategic Risk Register contains 10 strategic risks.

Each Directorate identifies key risks within their service areas creating a Directorate Risk Register. These registers contain risks that are mainly of an operational nature.

An Internal Audit was undertaken during 2018/19, of the Council's risk management arrangements. The purpose of this review was to focus on the Strategic and Directorate risk registers to ensure that they were up to date, regularly reviewed and risks were actively managed. It was concluded that there was substantial assurance - that the Council had effective risk management arrangements in place.

The Council is part of the Greater Lincolnshire Risk Management Group (GLRMG) who have during 2018/19 conducted their own annual benchmarking exercise between the districts within Lincolnshire. This is a much simpler way of benchmarking and enables us to share best practice. The results of that exercise, across a range of areas with an assessment based on a maturity level on a scale of 1-5, where level 5 is the highest level of maturity, shows Lincoln as follows:

- Leadership and Management – level 4
- Strategy and Policy – level 4
- People – level 4
- Partnership ,Shared Risk and Resources – level 3
- Processes – level 4
- Risk Handling and Assurance – level 3
- Outcomes and Delivery – level 4

Overall this is a good result and a suitable work plan for 2019/20 has been prepared to support these scores.

### **3.8 Corporate Health & Safety**

A comprehensive two year rolling Health & Safety Development Plan is in place and is prioritised according to risk. It is fully resourced and is approved and monitored by Health & Safety Champions Group. The main focus last year continued to ensure that occupational

health measures were suitable and sufficient to protect our employees and improvements were implemented in the management of hand held electrical equipment to reduce exposure to hand/arm vibration. In addition, last year a new online Incident Reporting System was launched which provided the platform to identify trends or hotspots to target improvement, this has been very successful and as an example it identified a high level of anti-social and unacceptable behaviours within our City multi storey car parks and a number of measures to reduce and manage this have been introduced.

The Health, Safety & Welfare Policy has been reviewed during this in consultation with Trade Unions and has consolidated other policies such as, the management of asbestos and the unacceptable behaviour into one policy this is scheduled to be issued in early July 2019.

A robust and positive working relationship with our trade union Safety Representatives continues to flourish which is integral in maintaining and improving our organisations health and safety culture.

### **3.9 Human Resources**

During 2018 the People Strategy and action plan continued to be embedded across the Council. The purpose of the three year strategy is an enabling framework which supports the delivery of the Vision 2020.

A key achievement over the last year is in relation to sickness absence where this has reduced to 10.35 days per FTE which has been the lowest reported figure for a number of years.

Following the introduction of the Health and Wellbeing Strategy and action plan there has been a significant focus on the promotion of health and wellbeing initiatives:-

- Global Corporate Challenge (196 employees participated in the challenge of completing 10,000 steps per day)
- Our Health Matters booklet
- Delivery of Financial Wellbeing Courses
- Introduction of Employee Assistance Programme with 24 hour counselling provision
- Relaxation Classes
- Health and Wellbeing events including body MOTs
- Promotion of national health awareness days

The HR team continue to review the HR policies to ensure clarity, harmonisation and compliance with legislation. The reviews are incorporated within a timetable to ensure that all policies are checked at least every three years. The Trade Unions have been actively involved in these reviews. As part of each review, training continues to be provided for all staff who have supervisory duties.

The positive relationship with the Unions continues, largely as a result of the monthly joint HR and Union meeting, where Unions are updated on staffing issues and are given the opportunity to give their opinions and input.

The HR team continue to review and monitor all workforce data in accordance with the equality and diversity action plan.

### **3.10 Work Based Learning (WBL) - Apprenticeships**

The apprenticeship levy was introduced in April 2017. The Council is a levy paying employer with a 2.3% target of the workforce expected to be apprentices. From May 2017 a digital account became accessible to the Council to support the training of apprenticeships.

The Council exceeded the government target at 6.6% of employees for apprenticeship starts in 2017/18. This was the first reported figure (for the period 1<sup>st</sup> April 17 to 31<sup>st</sup> March 18) and the council was noted as exemplar on this – data for 2018/19 is not yet available.

The Council continues to deliver apprenticeships as a supporting provider in partnership with our main providers. The partnership with First College continues and the Council has entered into sub-contracting arrangements with LAGAT College to support the delivery of qualifications to SME's.

Despite a decline in numbers on programme for the past academic year 100% of apprentices have achieved on time and 100% have moved into education, employment or training.

The team continue to focus on quality and excellence and a number of apprentices were nominated, shortlisted and winners at the Lincolnshire Public Service Apprentice of the Year awards presented by Karen Lee, MP. The team have also celebrated all apprentices' achievements at the internal awards ceremony.

Over the coming year the WBL team will continue to support apprenticeships, provide career advice and interview support across the Council.

### **3.11 Craft apprenticeship scheme**

We currently have five apprenticeships in position at Hamilton House (two painters, a joiner, and two electricians) and have recruited two apprentices for the forthcoming academic year- a joiner and a plumber to start in September this year.

We continue to ensure every effort is made so that the vacancies are seen as widely as possible, with information available on our website, Lincoln College website, on social media and in HOME, the tenant's magazine. As a result we have seen an increase in the level of applications.

A commitment has been made to recruit at least two apprentices annually, the trade to be determined in consultation with the Housing Repairs Services workforce who provide the day to day supervision.

Housing Repairs continue to work closely with our partners and contractors to provide as much technical and workplace experience as possible. The apprentices are also going to be getting experience of new build on the new housing schemes.

As well as the long term apprenticeships we also provide opportunities for short- placements - we have contacts with Lincoln College who provide college students who require work experience.

### **3.12 Corporate Communications and media relations**

Our communications team continues working hard to ensure our good reputation is maintained and enhanced where possible. Staff are communicated with effectively and often, and the team continues to ensure that Vision 2020 and its priorities are embedded across the organisation and within the local community.

Some of the major successes this year include:

- The ImpsParade19, with more than 20,000 people lining the streets and showing their appreciation for Lincoln City's fantastic achievements in the 18/19 season. The comms team ensured that our Proud To Be Lincoln branding was front and centre on the bus and in the crowds, ensuring fantastic coverage on many local and national media.
- The team supported our HR colleagues in the Global Challenge 2018 and have continued this with the relaunch in May, where even more participants are signed-up. In 2018, staff and members walked in excess of 156,000 km over the 100 day duration of the challenge. This year, more than a third of our workforce is taking part.
- Following the early closure of Lincoln Christmas Market in 2017, the team worked hard to ensure the 2018 edition was well promoted and engaged with more visitors than ever before on social media, launching a new Instagram account and answering more than 240 enquiries on social media in the week before, and during, the event.
- The team has continued to develop new skills in different areas of media. They have modernised the way council communicates with its residents and stakeholders and have continued to produce films for use in many areas.
- With the launch of NETConsent we have been able to communicate with staff quicker and more effectively. In addition, the new staff magazine, Lincoln Lines, has allowed us to produce ever more engaging content for our employees.
- The team were successful in being shortlisted for the 2019 MJ Local Government Excellence Awards in the category of 'Innovation in Communications' for the work they have done on launching and promoting Vision 2020.
- Our social media followers have continued to grow significantly on all accounts. We now have over 14,950 followers to our corporate twitter account – an increase of more than 850 this year. This continues to see us in the top ten of UK councils with the most number of twitter followers per head of population.
- On Facebook, our presence has continued to increase significantly with more than 5,500 people following the council's page. This is a 35 per cent increase year-on-year. Meanwhile, the Lincoln Christmas Market page has recently hit the 35,000 followers mark.

### **3.13 Annual report**

The 2018 report went to Performance Scrutiny Committee in August 2018, followed by Executive and Council in September 2018. The Annual Report is aligned to Vision 2020,

covering the key achievements and projects delivered for each strategic priority, including the strand of work - high performing services.

### **3.14 Civic and International Partnerships**

#### **Guildhall:**

The City owns some of the oldest Charters in the country and the University of Lincoln has agreed to work with the council to restore and re-condition Lincoln's historic Charters. They will then be on display in the Guildhall, as opposed to being kept at the archives, therefore attracting more visitors. Conservation Department at the University are continuing to work closely with the Guildhall.

The Guildhall received the 'Best Told Story' Award 2018 by Visit England and has been awarded the Trip Advisor Certificate of Excellence for the past four years. It is also, currently, the only place under 'Things to Do in Lincoln' that has a full five-star rating.

#### **Mayoralty:**

The Mayor and Civic party successfully attended over 300 events throughout their Mayoral Year. Councillor Keith Weaver chose the 'Lincoln Sea Cadets' as his chosen charity during his Year of Office. Fundraising events organised by Civic Office raised just under £3,000.

#### **Civic Events:**

The Lincoln Christmas Lights Switch-on event, as big as ever, attracting over 6,000 people.

The Civic Office also organised a 'Tri-Service' Parade; to commemorate Armistice, which was the first time an event of this kind had been held in the City.

A successful joint RAF Freedom Parade (RAF Waddington and Scampton) also took place in April.

#### **International Partnerships:**

The Mayor of Lincoln welcomed a delegation from Neustadt an der Weinstrasse, Germany, which included the new Oberbürgermeister, visiting Lincoln for the first time.

We also welcomed a delegation from our twin town, Nanchang, China, who were particularly interested in the new Sincil Street/Cornhill development.

Plans are now in hand to celebrate the 50<sup>th</sup> anniversary of the twinning with Neustadt an der Weinstrasse, one of the oldest twinning relationships in the country.

### **3.15 Legal Services**

The support provided to officers by the team has led to excellent outcomes such as the Rogue Landlord project's prosecution of a landlord resulting initially in a fine of £400,000, albeit reduced on appeal, as well as the recent case brought against a landlord for assaulting a CLC officer, on behalf of the CPS.



The team are heavily involved in the conveyancing work for the New Homes Board and have been instrumental in utilising the right to buy receipts to purchase properties. Also supporting the Western Growth Corridor project, enforcement work across the council, as well as on behalf of partners and defending against claims and taking legal action on behalf of the council, to include proceedings to protect the council's staff.

We continue to be innovative in our approach to finding solutions for officers, for example, we recently served documents on an individual of no fixed abode by text. The statutory responsibilities of the data protection framework continue to be carried out where required. We also contribute to the strategic direction of the council through various working groups and policy development, including contributing to the empty properties project and 'Protecting Vulnerable People'/safeguarding work.

## 4. KEY PERFORMANCE SUMMARY

Sickness has improved greatly throughout the year – to put this in context, the figures over the last six years show that we have reduced back down to under the 2013/14 outturn. This has been achieved through a mixture of improvements in staff welfare management as I have already mentioned, but also through better sickness management by managers.

**Cumulative sickness trends - CoLC (Excl. apprentices figures)**

Year	Q1	Q2	Q3	Q4
2013/14	2.68	5.18	7.69	10.78
2014/15	2.99	6.68	9.93	13.43
2015/16	3.01	5.7	8.6	11.63
2016/17	2.43	5.10	8.27	11.52
2017/18	3.11	6.34	9.84	13.62
2018/19	2.9	4.83	7.28	10.35

The tables below are taken from the existing Performance Information Management System (IMPS) and show performance up to the end of Q4 2018/19 for my Portfolio.

REV4 – In year council tax collection rate – whilst the 96.76% was 0.41% down on that achieved last year, it was still within its set target range of 96.61% and 97.11%

REV6 – the number of outstanding changes in the Revenues team was highlighted in Q4 as deteriorating when compared to Q4 last year, this was due to a significant influx of documents during the 3 week billing period at year end.

It is worth pointing out the achievements in collecting business rates, despite the difficult financial environment faced in many areas – at 99.81%, we have overachieved the target set at 99.15% and we still remain in the second highest quartile across the country.

## Our People and resources – quarterly measures

Measure	Cumulative or Quarterly	High / Low is Good	Trend - Quarterly or Seasonal	Q4/17/18	Q1/18/19	Q2/18/19	Q3/18/19	Q4/18/19	Status
WBL 5 - Number of apprentices completing on time	Cumulative	High is good	Seasonal	100%	100%	100%	100%	100%	Maintaining
WBL 6 - Number of new starters on apprenticeships	Cumulative	High is good	Seasonal	5	6	9	12	12	Maintaining
WBL 7 - Number of apprentices moving into Education, Employment or Training	Cumulative	High is good	seasonal	75%	100%	100%	100%	100%	Maintaining
WBL 8 - Number of early leavers	Cumulative	Low is good	Seasonal	1	0	3	0	1	Maintaining
WBL 9 - Employers / supervisors rating the WBL team as good or very good	Quarterly	High is good	Seasonal	100%	100%	100%	100%	100%	Maintaining
HU 4 - Number of grievances	Quarterly	Low is good	Quarterly	0	1	2	3	4	Maintaining
HU 5 - Number of disciplinary sanctions	Quarterly	Low is good	Quarterly	0	2	2	5	0	Maintaining
ACC 8 - Average return on investment portfolio	Cumulative	High is good	Seasonal	0.67%	0.57%	0.73%	0.74%	0.72%	Maintaining
ACC 9 - Average interest rate on external borrowing	Cumulative	Low is good	Seasonal	3.90%	3.90%	3.90%	3.55%	3.42%	Maintaining
REV 4 - Council Tax - in year collection rate for Lincoln	Cumulative	High is good	Seasonal	97.17%	27.09%	52.80%	79.47%	96.76%	Deteriorating
REV 5 - Business Rates - in year collection rate for Lincoln	Cumulative	High is good	Seasonal	98.87%	35.86%	60.57%	86.23%	99.81%	Maintaining
REV 6 - Level of outstanding customer changes in the Revenues team	Quarterly	Low is good	Seasonal	121	659	749	401	437	Deteriorating

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## Our people and resources – annual measures

Full Name	Cumulative or Quarterly	High / Low is Good	Trend - Quarterly or Seasonal	2017/2018	2018/2019	Status
DCT 6 - Percentage of invoices paid within 30 days	Quarterly	High is good	Annual	95.17%	97.79%	Improving
DCT 9 - Percentage of invoices that have a Purchase Order completed	Quarterly	High is good	Annual	41.60	N/A	N/A

For all measures the key is: Green = Improving performance; Amber = Maintaining performance within expected boundaries; Red = Performance deteriorating

## **5. FUTURE CHALLENGES**

**Following the completion of Phase One of Vision 2020, attention is now focusing on planning the second phase of projects. Key projects are:**

- Continuing to lead on the Western Growth Corridor site to unlock 3,200 homes and 20ha of commercial employment land.
- Working with partners such as Visit Lincoln to launch the 'Invest Lincoln' scheme.
- Developing a local strategic response to the UK Industrial Strategy
- Implementing a Market Strategy and action plan to transform City Square
- Delivering the Empty Homes Strategy to bring increasing numbers of empty homes back into use.
- Completing the site works to De Wint Court which will see it transformed into an Extra Care Facility.
- Delivery of the Spa Road development site for up to 312 new homes.
- Building on the successes of the first phase of the Sincil Bank Regeneration Scheme, to achieve long-term, physical transformation in this part of the city
- Undertaking an outdoor play facilities project, and develop a longer-term view of leisure facilities in the city through the creation of a new strategy.

I would like to express my appreciation to the really excellent range of officers who support me with the work of the Portfolio and to specifically say thank you to the following officers for their assistance in the preparation of this report:

Sara Boothright, Claire Burroughs, Heather Carmichael, Simon Colburn, Kate Fenn, Jaclyn Gibson, Frances Jelly, Pat Jukes, Lara Trickett, Martin Walmsley, Steve Welsby

**Councillor Ric Metcalfe (Leader of the Council)  
Portfolio Holder for People and Resources**

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## PEFORMANCE SCRUTINY COMMITTEE

11 JULY 2019

**SUBJECT: WORK PROGRAMME FOR 2019/20**

**DIRECTORATE: CHIEF EXECUTIVE AND TOWN CLERK**

**LEAD OFFICER: CLARE STAIT, DEMOCRATIC SERVICES OFFICER**

**1. Purpose of Report**

- 1.1 To present members with the Performance Scrutiny Committee work programme for 2019/20 (Appendix A).

**2. Background**

- 2.1 The work programme for the Performance Scrutiny Committee is put forward annually for approval by Council. The work programme is then regularly updated throughout the year in consultation with the Performance Scrutiny Committee and its chair.
- 2.2 Items have been scheduled in accordance with the existing work programme and officers' guidance regarding the meetings at which the most up-to-date information can be reported to the committee.
- 2.3 The work programme includes the list of portfolio holders under scrutiny.

**3. Recommendation**

- 3.1 That members offer any relevant comments or changes on the proposed work programme.

**Key Decision** No

**Do the Exempt Information Categories Apply** No

**Call In and Urgency:** Is the decision one to which Rule 15 of the Scrutiny Procedure Rules apply? No

**Does the report contain Appendices?** Yes

**If Yes, how many Appendices?** 1

**Lead Officer:** Clare Stait, Democratic Services Officer  
Telephone 873239

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**5 June 2019 (Monitoring Overview)**

Item(s)	Responsible Person(s)	Vision 2020 Strategic Priority/ Comments
<b>Standard Items</b>		
Confirmation of Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2019-20 – Update	Democratic Services	Regular Report
<b>Monitoring Items</b>		
Financial Performance (Detailed): Outturn 2018/19 Quarter 4	Jaclyn Gibson/ Colleen Warren	Quarterly Report Professional High Performing Services
Strategic Performance Measures	Graham Rose	
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/Colleen Warren	Six Monthly Report Professional High Performing Services
Strategic Risk Register – Quarterly Report	Jaclyn Gibson/Colleen Warren	Quarterly Report Professional High Performing Services
Corporate Performance Targets	Pat Jukes	Report-Professional High Performing Services
Introduction of a New Homelessness Act (deferred from 28 March 2019)	Alison Timmins	

11 July 2019

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
<b>Standard Items</b>		
Confirmation of Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 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
<b>Monitoring Item(s)</b>		
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
<b>Standard Items</b>		
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
<b>Monitoring Items</b>		
Financial Performance (Detailed) – Quarterly Monitoring: Quarter 1	Colleen Warren	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	Colleen Warren	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
Christmas Market Outturn Report 2018 (deferred from 11 July)	Simon Colburn	Annual Report Lets Drive Economic Growth

### 3 October 2019 (Thematic Reviews)

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
<b>Standard Items</b>		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 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
<b>Monitoring Items</b>		
Scrutiny Annual Report	Democratic Services	Annual Report Professional High Performing Services
<b>Other Item(s)</b>		
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
<b>Standard Items</b>		
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
<b>Monitoring Items</b>		
Financial Performance (Detailed) – Quarterly Monitoring: Quarter 2	Colleen Warren	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	Colleen Warren	Quarterly Report Professional High Performing Services Services
Treasury Management and Prudential Code Update Report – Half Yearly Report	Colleen Warren	Half Yearly Report Professional High Performing Services
<b>Other Items:</b>		
Budget Theme Group – Nominees	Colleen Warren	Annual Appointment Professional High Performing Services

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
<b>Standard Items</b>		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 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
<b>Monitoring Item(s)</b>		
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
<b>Standard Items</b>		
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
<b>Monitoring Items</b>		
Financial Performance (Detailed) – Quarterly Monitoring: Quarter 3	Colleen Warren	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	Colleen Warren	Quarterly Report Professional High Performing Services
Feedback from Budget Review Group	Colleen Warren	Annual Report Professional High Performing Services

26 March 2020

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
<b>Standard Items</b>		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Draft Work Programme for 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
<b>Other item(s)</b>		
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

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