

PERFORMANCE SCRUTINY COMMITTEE

Thursday, 22 August 2019

6.00 pm

Committee Room 1, City Hall

- Membership: Councillors Gary Hewson (Chair), Helena Mair (Vice-Chair), Thomas Dyer, Ronald Hills, Rebecca Longbottom, Laura McWilliams, Lucinda Preston, Pat Vaughan and Loraine Woolley
- Substitute member(s): Councillors Jackie Kirk and Adrianna McNulty
- Officers attending: Simon Colburn, Democratic Services, Jaclyn Gibson, Pat Jukes, Martin Walmsley, Simon Walters and Colleen Warren

A G E N D A

SECTION A	Page(s)
1. Declarations of Interest	
Please note that, in accordance with the Members' Code of Conduct, when declaring interests members must disclose the existence and nature of the interest, and whether it is a disclosable pecuniary interest (DPI) or personal and/or pecuniary.	
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11. Exclusion of the Press and Public	107 - 108

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.

SECTION B

12. Strategic Risk Register - Quarterly Review

[Exempt Para(s) 3]

109 - 120

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

Apologies for Absence: Councillor Ronald Hills

13. Confirmation of Minutes - 5 June 2019

RESOLVED that the minutes of the meeting held on 05 June 2019 be confirmed.

14. Confirmation of Housing Scrutiny Sub-Committee Minutes - 17 June 2019

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

15. Declarations of Interest

No declarations of interest were received.

16. Central Lincolnshire Joint Strategic Planning Committee/Local Plan Annual Report 2018/19

Toby Forbes-Turner, Planning Policy Manager:

- Presented an annual report to Performance Scrutiny Committee detailing work undertaken by the Central Lincolnshire Joint Strategic Planning Committee (CLJSPC) over the period 1 April 2018 through to 31 March 2019.
- Reported that the work of the Local Plan would 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 Regulation Assessment; and
 - Maintaining existing functions such as responding to neighbouring plan consultations, producing and publishing the five year land supply report, providing planning and appeals support where requested and dealing with queries from the public.
- Explained that 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. The additional costs

anticipated for 2019/20 can be met from the reserves that had purposely been built up and funded by Partner contributions. It was 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 would now support the review of the Local Plan.

- Invited members' comments and questions.

Question: Members asked whether the Western Growth Corridor was included within the flood alleviation works?

Response: Yes it did. Contact had been made with the drainage boards and this was included in the Local Plan.

Question: Members asked how the Local Plan consultation was going in comparison to other central lincs authorities?

Response: Consultation was open to everyone and closed on Thursday. County Council were going to submit a formal response and NKDC were going through planning. The consultation was higher level which focused on higher principles. Press releases and Social media had been used to try and promote.

Question: Members asked how the response rate compared to the other authorities?

Response: Other authorities had parishes which was useful when collating consultation responses.

Question: Members asked how other authorities incorporated their strategic priorities into the Local Plan?

Response: This was steered by the Chief Executives from all authorities. All authorities were working towards the growth agenda but it was not known how Strategic Priorities were incorporated.

RESOLVED that the Annual Report be noted by members as a fair summary of activity of the CLJSPC during 2018/19.

17. Portfolio Performance Overview

Pat Jukes, Business Manager – Corporate Policy:

- Presented Performance Scrutiny Committee with contextual information on the corporate environment within the City of Lincoln Council;
 - In 2018/19 99.32% of the Towards Financial Sustainability Target was achieved.
 - In 2018/19 the Guildhall achieved the 'Best Told Story' award from Visit England and the Trip Advisor 'Certificate of Excellence' award.
 - As of Q4 2018/19 there were 75 active projects in Vision 2020.
 - During 2018/19 there were 39 apprentices on our programme, all of which completed on time.
 - The number of FTE staff working for the council had increased from 557.9 in 2017/18 to 561.6 in 2018/19.

- The percentage of staff turnover at the end of Q4 2019/19 was 2.64%, an increase of 0.34% on Q3.
- We had invested £28m in commercial investments, generating an overall rental yield of £1.5m with new income of £412k per annum after financing costs.
- Highlighted the following key points:
 - The population of Lincoln had risen from 84,016 in 1991 to a 2018 mid-year estimate of 99,039
 - Lincoln had a young population compared to the England average, with 36.3% of Lincoln's 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) stood at its lowest in the last 6 years, although work continued to lower the number further
 - Lincoln continued to increase its social media following with 5,513 followers on Facebook and 14,946 followers on Twitter as of 25 June 2019
 - The Council continued to support local businesses by paying its invoices inside the 30 day target, achieving 97.79% this year.
- Invited members' comments and questions.

Question: Members asked why HU4 and HU5 from the strategic quarterly measures were not now red due to there being an increase in grievances and disciplinaries over the course of the whole year?

Response: The tolerance set was at 5 per quarter (i.e. it will stay the same if not increased by that amount since the last quarter) and this had not been exceeded which meant the priority stayed at amber (i.e. within tolerances). This would be looked at for future reporting cycles.

RESOLVED that the overview be noted and that the number of grievances that were upheld from the full year 2018/19 be forwarded to members.

18. **Portfolio Holder under Scrutiny - Our People and Resources**

Councillor Ric Metcalfe, Portfolio Holder for Our People and Resources:

- Presented a report to highlight the following:
 - Key achievements for 'Let's Drive Economic Growth'
 - Key achievements for 'Let's Reduce Inequality'
 - Key achievements for 'Let's Deliver Quality Housing'
 - Key achievements for 'Let's Enhance Our Remarkable Place'
 - Key achievements for 'High Performing Service Delivery'
- Explained in detail the Key achievements for 'Our People and Resources' for the following areas:
 - Financial Sustainability
 - Revenues Shared Service
 - Procurement
 - Asset Optimisation
 - Emergency Planning
 - Business Continuity
 - Risk Management

- Corporate Health and Safety
 - Human Resources
 - Work Based Learning – Apprenticeships
 - Craft Apprenticeship Scheme
 - Corporate Communications and Media Relations
 - Annual Report
 - Civic and International Partnerships
- Highlighted future projects moving into Phase Two of Vision 2020.
 - Invited members' comments and questions.

Question: Members asked what was happening with the UC Team and whether there were any plans? Had the draft travel plan been taken forward or was there a plan for the staff?

Response: Our UC Team had provided a first class service and had won awards. Citizens Advice Bureau asked for more funding from central government so in return government asked them to carry out UC work. Our UC Team would remain in place until the end of September. A report was going to Executive in September on how this could be moved forward. Expertise that our staff had would be missed with the Citizens Advice Bureau. Our service would be extended as much as it could.

The staff travel survey had been done regularly. The results were going to CMT and then would be passed to members before implementation.

Question: Members asked what had come out of the 'One Council' organisational review to make us more streamlined?

Response: Attempts had been made to stop 'silo' working. This was in the early stages and had a number of staff working on this. Updates would be received as the review progressed.

Question: Members asked whether any work had been done to reach out to food banks and any other third parties to help UC claimants? Members also stated that it would be a good idea to make larders aware that there could potentially be an increase in footfall when UC transfers to Citizens Advice Bureau.

Response: This work was done through the Benefits Advice Team. Relationships between third parties was well joined up and a lot of effort was being made to work together. Channels of communication with the third sector would be in place in readiness for the transfer of UC.

Question: Members asked whether there were any examples of service withdrawal?

Response: Service withdrawal had been resorted to in the past but was only ever taken up as the last resort. Proposals were yet to be brought forward if needed.

Question: Members asked whether there was anything in the pipeline to close the gap in savings that needed to be made?

Response: This was currently being worked on. Investment opportunities had been successful and if there were to be further opportunities to gain revenue

through investment then this would be a good thing. Work was continuing to look for such opportunities.

Question: Members asked whether there was any interactive data for social media posts as this would be interesting to see. The IT disaster recovery needed to be upgraded so members asked whether the new system would last longer than 4 years.

Response: Interactive data was handled by the communications team so this information should be able to be received. IT systems become obsolete very quickly and IT was changing all the time to meet our needs.

Question: Members asked whether more income was collected due to the rising population in Lincoln?

Response: More income had been collected and had risen substantially due to the number of domestic properties. However, it needs to be remembered that only 16% of this was received by the City of Lincoln Council – with the rest going to LCC and the Police.

Question: members asked how businesses were being helped to maintain their shops?

Response: There was a lot of work taking place in regards to the high street including how to maintain vitality. The reason visitors came into the city centre would have to change so that it was not just for shopping. Planners used the character assessment criteria when looking at planning applications within the city centre and would continue to do so. An expression of interest regarding a grant for shop frontages was being put in to Historic England.

Question: Members asked whether the new allotment site on Melbourne Road was open?

Response: The works had been specified and were ready to start work on site once land had been appropriated from HRA.

Question: Members asked how much had been spent on Western Growth Corridor?

Response: About £1.4m had been spent to bring the project to planning application stage. Cllr R Metcalfe was confident that this had been money well spent and would soon see the benefits to the city.

Question: Members asked whether there would be an all member consultation on Western Growth Corridor?

Response: There had been a significant amount of improvement with regard to the public opinion on the project. The results of the public consultation undertaken by the development team were available on our website as are the replies to the formal planning consultation process.

RESOLVED that the Portfolio Holder Report be noted.

19. Work Programme for 2019/20

RESOLVED that the Performance Scrutiny Committee work programme be approved with the following amendments:

- Asset Management – Disposal of Land (part B) was to be added to the Agenda for October.
- The meeting in January 2021 would be held at Hamilton House.

SUBJECT: Q1 2019-2020 OPERATIONAL PERFORMANCE REPORT

DIRECTORATE: CHIEF EXECUTIVE AND TOWN CLERK

REPORT AUTHOR: PAT JUKES, BUSINESS MANAGER – CORPORATE POLICY

1. Purpose of Report

- 1.1 To present to Performance Scrutiny a summary of the operational performance position for quarter one of the financial year 2019/20 (from April 2019 to June 2019).

2. Executive Summary

- 2.1 As part of the development of the new performance system (PIMS), all strategic measures have now been reviewed, with new targets allocated. Some measure are marked as “V” for volumetric – these are contextual measures which support targeted measures.

This is the first quarter working on the new set of measures and targets. In line with the refresh of measures, the Policy team has redesigned the Operational Performance Report (Appendix A) to bring it in line with the councils corporate branding. Along with the redesigned report is the new strategic quarterly measure table (Appendix B), which is also in a new format. The new format displays the summary of authority wide and directorate performance in a much more visual way, to further enhance the transparency of the council’s performance.

Quarter one performance shows significant improvement in a number of service areas, particularly in the Benefits, Planning and Housing Maintenance. We still have challenges in Customer Services and Housing Voids, although resolution plans are in place for both of these services to bring them back to within their targets.

2.2 Details

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

PIMS is our fully in house built performance system which will initially be used to collect and report upon strategic and corporate performance measures. PIMS brings with it many useful advantages over IMPS that will make it easier than ever to collect, monitor and analyse strategic, operational and corporate measures on a monthly, quarterly and annual basis (although other frequencies can also be collected and monitored such as weekly and even daily). Some of the key advantages PIMS brings are:

- An easy to navigate and user friendly user interface
- A modern and fresh design
- Instant access to the data you want when you want through the use of interactive

filtering (such as by Portfolio Holder, service area, Assistant Director and by status outturn)

The main body of the report is now found as two appendices:

- **APPENDIX A** – Detailed report of the councils strategic performance, broken down by authority, directorate and service area.
- **APPENDIX B** – Strategic quarterly measure table (all directorates)

3. Strategic Priorities

- 3.1 Let's drive economic growth; Let's reduce inequality; Let's deliver quality housing; Let's enhance our remarkable place – As this report is purely concerned with service performance there are no direct impacts on Strategic Priorities, although clearly the better the performance the more services can contribute towards priorities.

4. Organisational Impacts

- 4.1 Finance (including whole life costs where applicable) - there are no direct financial implications as a result of this report. Further details on the Council's financial position can be found in the financial performance quarterly report elsewhere on the agenda.
- 4.2 Legal Implications including Procurement Rules – There are no direct legal implications
- 4.3 Equality, Diversity & Human Rights - Any impact of poor performance on individual groups is the responsibility of the relevant service area to consider. This report is simply a summary monitoring tool.

5. Risk Implications

- 5.1 (i) Options Explored – not applicable
- 5.2 (ii) Key risks associated with the preferred approach – not applicable

6. Recommendations

Members are asked to:

- a) Comment on the achievements, issues and future concerns noted this quarter
- b) Highlight any area for which they want to look at performance in more detail at a future meeting
- c) Refer the report to Executive to ensure relevant portfolio holders are placing a local focus on those highlighted areas showing deteriorating performance

Is this a key decision?

No

Do the exempt information categories apply?

No

Does Rule 15 of the Scrutiny Procedure Rules apply?

No

How many appendices does the report contain?

Two – Appendix A and B

List of Background Papers:

None

Lead Officer:

Nathan Walker – Senior Corporate Performance and Engagement Officer - Ext 3315

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**Q1 2019/2020
OPERATIONAL
PERFORMANCE REPORT**

Pat Jukes - Business Manager - Corporate Policy

HOW TO READ THIS REPORT

Let's enhance
our remarkable
place

Measures belonging to Directorate for Communities and Environment under Remarkable Place

Let's deliver
quality
housing

Measures belonging to Directorate for Housing and Investment under Quality Housing

Let's reduce
inequality

Measures belonging to Chief Executives Directorate under Reducing Inequality

Professional,
high performing
service delivery

Corporate measures belonging to the authority under Professional, high performing services

Directorate for Major Developments doesn't monitor its performance through strategic measures, and instead is performance managed by the progress of the various projects DMD owns under "Driving Economic Growth".

The report details all measures by individual directorate grouping, with annual and quarterly measures split separate.

The report also includes data on our corporate measure categories.

- Sickness
- Corporate complaints including Ombudsman rulings
- Resource information

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

R

Below target

A

Acceptable performance - results are within target boundaries

G

At or above target

V

Volumetric/contextual measures that support targeted measures



Performance has improved since last quarter/year



Performance has deteriorated since last quarter/year



Performance has stayed the same since last quarter/year

AUTHORITY WIDE SUMMARY

Q1 2019/2020

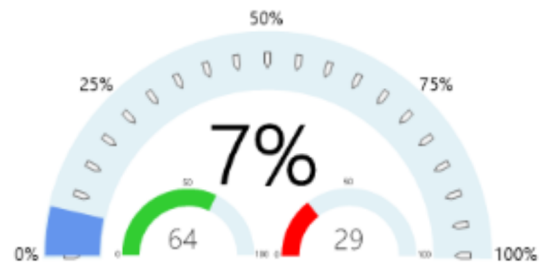
Below shows a summary of the performance measures statuses for each directorate and as an authority. The information is presented as a percentage based on the total number of measures for each directorate and the whole authority.

QUARTERLY

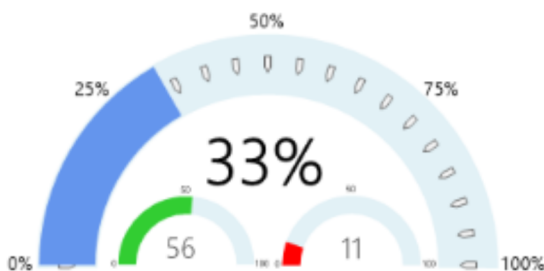
CX - 15 Measures



DHI - 14 Measures



DCE - 18 Measures



Authority Wide - 47 Measures



Directorate	Total sickness per FTE	Average time to respond to complaints	Total number of FTE employees
Authority Wide	2.42	6.7	561.64

CHIEF EXECUTIVES DIRECTORATE



Quarter one sees a long list of really positive results, with 67% measures above their target. 20% of measures were below target in CX, and whilst a considerable amount of measures' negatively changed in direction, most of these measures still remain above or within target.

Service Area	Measure	Status	Direction
Work Based Learning	Percentage of apprentices completing their qualification on time	G	—
Work Based Learning	Number of new starters on the apprenticeship scheme	G	▼
Work Based Learning	Percentage of apprentices moving into Education, Employment or Training	G	—
Customer Services	Number of face to face enquiries in customer services	V	—
Customer Services	Number of telephone enquiries answered in Channel Shift Areas (Rev & Bens, Housing & Env. Services)	V	▼
Customer Services	Average time taken to answer a call to customer services	R	▼
Customer Services	Average customer feedback score (face to face enquiries - score out of 10)	A	▼
Customer Services	Customer satisfaction with their phone call to Customer Services	G	▼
Accountancy	Average return on investment portfolio	G	▲
Accountancy	Average interest rate on external borrowing	G	—
Revenues Administration	Council Tax - in year collection rate for Lincoln	R	▼
Revenues Administration	Business Rates - in year collection rate for Lincoln	R	▼
Revenues Administration	Number of outstanding customer changes in the Revenues team	A	▼
Housing Benefit Administration	Average (YTD) days to process new housing benefit claims from date received	G	▼
Housing Benefit Administration	Average (YTD) days to process housing benefit claim changes of circumstances from date received	G	▼
Housing Benefit Administration	Number of Housing Benefits / Council Tax support customers awaiting assessment	G	▲
Housing Benefit Administration	Percentage of risk-based quality checks made where Benefit entitlement is correct	G	▲
Housing Benefit Administration	The number of new benefit claims year to date (Housing Benefits/Council Tax Support)	V	—

CUSTOMER SERVICES



We have seen a further drop in the number of face to face visitors to City Hall (reflected in increases in our numbers of telephone calls and email/on-line enquiries) – which has been primarily caused by a reduction in the number of customers coming in for housing benefits as more migrate across to Universal Credit; however at the same time, we have seen an increase in the total number of calls taken in Q1 from 29,395 last quarter to 35,994 this quarter. Alongside these changes we can also see resident use of our on-line self-service system increasing to 8,610 from 7,925 in quarter one last year.

One of the key measures is how long it takes to answer a call to Customer services - this quarter we have seen the average time increase by a further 37 seconds to 129 seconds, putting this measure nine seconds over its lower target of 120 seconds. Customer satisfaction with phone calls does however remain high with a figure of 98.50%.

Total	Calls Offered	Calls Answered	% Answered	Average wait	% Answered in 90 seconds	Length of call
April	12947	11931	92.15%	01:51	63.40%	04:55
May	13749	12392	90.13%	02:18	56.70%	05:18
June	13572	11671	85.99%	03:18	46.30%	06:09

In this quarter we have been working at times with seven vacant positions, which has added pressure on existing staff to answer more calls compared to last quarter whilst having less resource to do it. Two customer services assistants are still working elsewhere – one with Housing Solutions in taking their calls (which are not included in the totals mentioned above) and one at the bus station. Although these positions can be recruited to for fixed term contracts – there were insufficient suitable candidates in the last recruitment wave – however we did at least recruit to five full time positions.

Call complexity also adds extra time in the answering, solving and closing of a call. Our current Housing allocation needs are meaning we need to provide council housing to increasing numbers of very vulnerable customers with complex needs and we have noticed that we are experiencing more calls from people who may have, and indeed sometimes openly state they have chronic mental health issues. These calls can be lengthy and will often involve follow-up actions or seeking support from other service areas or outside agencies. As support networks from other public and third (or voluntary) sector organisations decrease we are finding that we are having to deal with an increasing level of complex cases as a result. As always we try to provide an exemplar service, no matter what the level of difficulty the customer is facing – this perfect storm of factors is all contributing towards the longer time to respond to calls.

It should be noted that seven vacancies is a significant proportion of the customer services team – in fact at over 30% this is almost a third, and as these staff only have to give a months' notice, there is often a gap between the leaving date and a new recruit starting. Recruitment is always started immediately after resignation comes in, but the normal process of advertising, shortlisting, interviewing and selecting all takes time – then successful candidates need to have DBS checks completed before they can start. However we have now recruited some excellent staff who have come to us with a range of skills, but there is always a further impact on call answering rates as we go through the process of training new staff in our systems and procedures, as experienced staff members will need to mentor the new staff for a period of time.

HOUSING BENEFIT ADMINISTRATION



In Q1 all targeted measures have surpassed their targets. After a year of expected deteriorations, we are now comparing like with like and can see that progress is being made despite the challenging workload that Universal Credit brings. The average time to process new housing benefit claims has decreased for over a year, and whilst increasing slightly since quarter four, the Q1 figure of 27.10 days is still above target. Throughout Q1, staff have reviewed new claims processes, including the monitoring of individual new claims performance on a weekly basis, as well as a review of lean processes at the point of assessment.

The average number of days for processing Housing Benefit Changes of Circumstance at 5.09 days is a small increase on last quarter but a positive result nonetheless and very close to the 2018/19 Q1 figure of 4.72 days.

One of the biggest issues last year was the number of Housing Benefit/Council Tax support customers awaiting assessment which increased significantly from the rollout of Universal Credit Full Service, more than doubling to almost 1500 at its maximum. However, as the year has progressed, these numbers have been gradually reducing and at year end stood at 897. In quarter one, the figure is below its target of 1300 with a figure of 624, of which only 208 (another decrease since last quarter) are awaiting first contact from us. The percentage of risk based quality checks where benefit entitlement is correct, is above target at 90.41%. Changes introduced to the quality control procedure have increased the number of checks taking place. The team has a number of new starters and there is always the increased risk of error, however staff are being fully supported so that efficiency and quality are balanced.

REVENUES ADMINISTRATION



Two of the three targeted measures within Revenues Administration have unfortunately reported as below target. The collection rate for council tax has reported as below target, with a figure of 26.71%. It is worth noting that this figure is just 0.02% from being in target boundaries and although collection is down by 0.38% (equating to £172,117), the net collectable debit has increased by £3.1m. The reduction we have seen in quarter one is due to £129,222 (0.28% of collection) being received over the weekend of 29 and 30 June 2019 which could not credit accounts in readiness for end of month processing. If this had been included within the June collection, we would be reporting a small reduction of 0.10%.

The collection rate for Lincoln Business Rates is reporting below its lower target of 35.36% with a figure of 34.49%. Collection is down on quarter one 2018/19 by 1.37% - this equates to £617,642. Similar to the above, the reductions seen are due to £424,290 (0.94% of collection) being received over the weekend of 29 and 30 June 2019 which could not credit accounts in readiness for end of month processing. If this has been included within the June collection, we would be reporting a reduction of 0.43%

Whilst the number of outstanding customer changes in the revenues team has increased since quarter four's figure of 437 to 616 in quarter one, this figure is lower than the 659 that were outstanding in quarter one 2018/19. There were an additional 512 properties added to the tax base that need to be maintained, and whilst staffing levels have increased since quarter four we are still advertising two positions that will hopefully help to bring this figure down further in quarter two.

COMMUNITIES AND ENVIRONMENT



Quarter one sees a long list of really positive results, with 56% measures above their target. 11% of measures were below target in DCE, and whilst a considerable amount of measures negatively changed in direction, most of these measures still remain above or within target.

Service Area	Measure	Status	Direction
Food and Health & Safety Enforcement	Percentage of premises fully or broadly compliant with Food Health & Safety inspection	G	▲
Food and Health & Safety Enforcement	Average time from actual date of inspection to achieving compliance	Data Due	▲
Food and Health & Safety Enforcement	Percentage of food inspections that should have been completed and have been in that time period	A	▼
Development Management (Planning)	Number of applications in the quarter	V	▬
Development Management (Planning)	End to end time to determine a planning application (Days)	A	▲
Development Management (Planning)	Number of live planning applications open	G	▼
Development Management (Planning)	Percentage of applications approved	A	▼
Development Management (Planning)	Percentage of decisions on planning applications that are subsequently overturned on appeal	G	▼
Development Management (Planning)	Percentage of Non-Major Planning Applications determined within the government target (70% in 8 weeks) measured on a 2 year rolling basis	G	▲
Development Management (Planning)	Percentage of Major Planning Applications determined within the government target (60% in 13 weeks) measured on a 2 year rolling basis	G	▲
Private Housing	Number of empty homes brought back into use	V	▼
Public Protection and Anti-Social Behaviour Team	Number of cases received in the quarter (ASB)	V	▼
Public Protection and Anti-Social Behaviour Team	Number of cases closed in the quarter	V	▼
Public Protection and Anti-Social Behaviour Team	Number of live cases open at the end of the quarter	G	▼
Public Protection and Anti-Social Behaviour Team	Satisfaction of complainants relating to how the complaint was handled	A	▲
Sport & Leisure	Quarterly visitor numbers to Birchwood and Yarborough Leisure Centres	G	▲
Sport & Leisure	Artificial Grass Pitch usage at Yarborough Leisure Centre (exp. to open July 19) & Birchwood Leisure Centre (exp. to open June 19)	A	▼
CCTV	Total number of incidents handled by CCTV operators	V	▬
Waste & Recycling	Percentage of waste recycled or composted	R	▼
Waste & Recycling	Contractor points achieved against target standards specified in contract - Waste Management	G	▼
Street Cleansing	Contractor points achieved against target standards specified in contract - Street Cleansing	G	▼
Grounds Maintenance	Contractor points achieved against target standards specified in contract - Grounds Maintenance	G	▼
Allotments	Percentage occupancy of allotment plots	A	▲
Parking Services	Overall percentage utilisation of all car parks	R	▲
Parking Services	Number of off street charged parking spaces	V	▬
Licensing	Total number of committee referrals (for all licensing functions)	V	▬

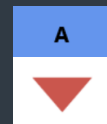
WASTE AND RECYCLING



Note that the data presented here is as usual lagged and thus refers to quarter four 2018/19 outturn

The percentage of waste recycled or composted has increased from 27.40% in the same quarter last year to 28.53% this quarter. This is below the lower target of 35%. 9.70% of waste was composted, and 18.83% of waste was recycled, equating to 28.53% of waste being composted or recycled. We are continuing work with Lincolnshire County Council to encourage recycling, however the lower figure is not unique to Lincoln and reflects the national recycling rates, which are also (despite our increase this quarter) still falling.

PUBLIC PROTECTION AND ASB



The number of cases received in the ASB team is lower than in previous years, reporting at 739. This may be down to the Intervention Team now leading on "on street" anti social behavior enforcement, that would have previously been reported into the PPASB team based at City Hall.

The number of cases that remain open at the end of the quarter currently stands at 653, which is considered relatively normal by the team. As this is a new measure and well outside of the target boundaries of 220 - 260, we will review the targets to see whether they reflect reality.

The satisfaction of complainants relating to how the complaint was handled in the Anti-Social Behaviour team has increased slightly since quarter four but is still within its target boundaries with a figure of 83%. The customer survey response rate currently represents between 10 - 20% of all service requests received by the team. These surveys are being undertaken by our customer services team, with 83% representing a high satisfaction rate for an enforcement service.

FOOD HEALTH AND SAFETY



The percentage of premises fully or broadly compliant with Food Health & Safety inspection is above its target of 97% with a figure of 97.9%. The total number of registered food businesses is 1,031. 22 of those businesses are considered to be non compliant of which 13 food hygiene rated 2 and 9 are rated 1. These are the businesses that we continue to work with to improve food hygiene and safety standards.

There has been slight drop in the percentage of food inspections that should have been completed, decreasing from 96.50% in quarter four to 88.30% in quarter one, although this is still within target boundaries. There are 59 inspections outstanding but none of the overdue ones are high risk food businesses. There are 11 new businesses which are categorised as amber and the remainder are green. There are four evening economy inspections still to be completed. During this quarter, 1 officer had been seconded to the private housing team to assist with the backlog of HMO applications and inspections, and this should be taken into consideration in relation to the small drop of inspections that should have been completed.

DEVELOPMENT MANAGEMENT



Quarter one saw 223 planning applications submitted, very similar to last quarter. Overall, the time taken to determine these applications has decreased from 68.81 days in quarter four to 66.11 in quarter one and we have only 109 planning applications still open. This is predominantly because the team has been working on some major applications which take a significant amount of time. In particular the work related to Western Growth Corridor is likely to affect the timescales for a while longer.

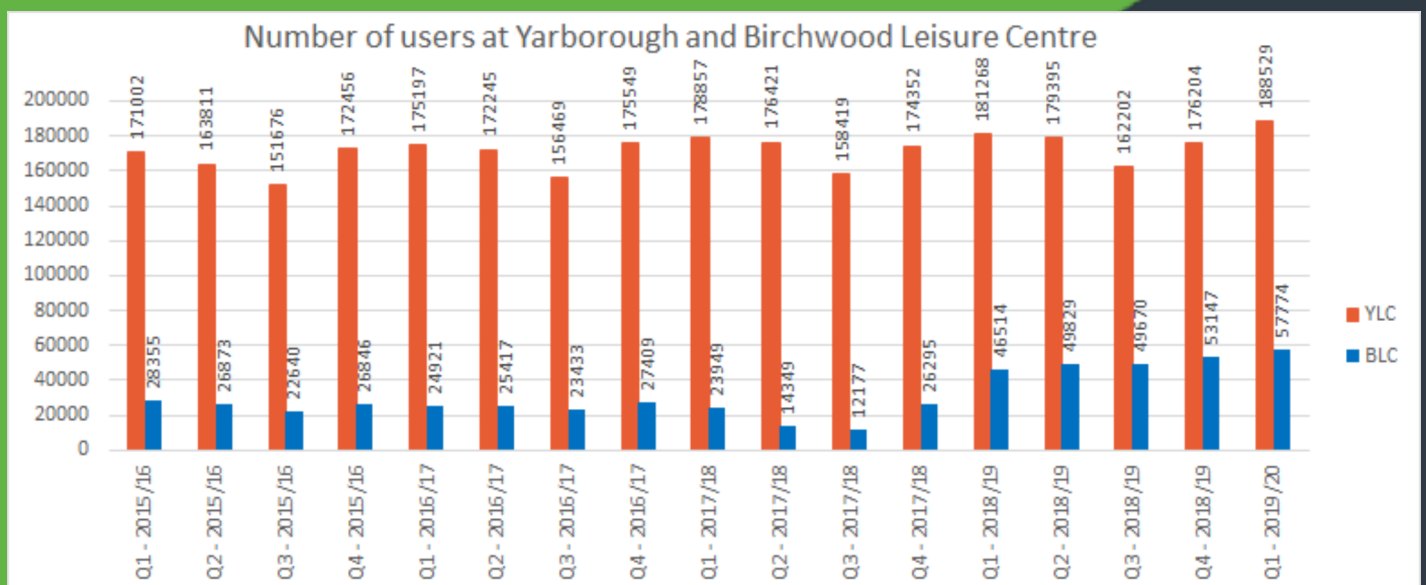
However, the key measures now required centrally are the percentage of non-major and major planning applications determined within the government target (70% in eight weeks and 60% in 13 weeks respectively measured on a two year rolling basis). These have maintained well since last quarter, and are still above target of 90%, at 95.44% and 95.92% respectively. The Development Management team continues to prioritise major developments and manages the timescales effectively with the applicant to ensure that this level of performance is maintained. This workload was completed against a background where 95% of planning applications were approved, with just 1.9% of all applications subsequently being overturned on appeal.

SPORT AND LEISURE



In comparison to quarter one last year, the total number of users across all of our health and recreation facilities has risen by 18,521, reaching an impressive 246,303 as of quarter one. We are now seeing regular increases in usage at both leisure centres due to effective marketing between Active Nation and the City of Lincoln Council, promoting the facilities much more.

The chart below shows steady growth at Yarborough LC with very strong growth in the usage of Birchwood LC



HOUSING AND INVESTMENT



Quarter one sees a long list of really positive results, with 64% measures above their target and 29% of measures below target in DHI. Whilst seven measures negatively changed in direction, three of these remained at or above target

Service Area	Measure	Status	Direction
Housing Investment	Percentage of council properties that are not at the 'Decent Homes' standard (excluding refusals)	R	▼
Housing Investment	Number of properties 'not decent' as a result of tenants refusal to allow work (excluding referrals)	V	—
Housing Investment	Percentage of dwellings with a valid gas safety certificate	G	▲
Control Centre	Percentage of Lincare Housing Assistance calls answered within 60 seconds	G	▲
Rent Collection	Rent collected as a proportion of rent owed	G	▼
Rent Collection	Current tenant arrears as a percentage of the annual rent debit	A	▼
Housing Solutions	The number of people currently on the housing waiting list	V	—
Housing Solutions	The number of people approaching the council as homeless	V	—
Housing Solutions	Successful preventions against total number of homelessness approaches	G	▼
Housing Voids	Percentage of rent lost through dwelling being vacant	R	▼
Housing Voids	Average re-let time calendar days for all dwellings - standard re-lets	R	▼
Housing Voids	Average re-let time calendar days for all dwellings (including major works)	R	▼
Housing Maintenance	Percentage of reactive repairs completed within target time	G	▼
Housing Maintenance	Percentage of repairs fixed first time	G	▲
Housing Maintenance	Percentage of tenants satisfied with repairs and maintenance	G	▼
Housing Maintenance	Appointments kept as a percentage of appointments made	G	▲
Business Development	Number of users logged into the on-line self service system this quarter	G	▼
IT	Number of calls logged to IT helpdesk	V	▼
IT	Percentage of first time fixes	V	▼

HOUSING SOLUTIONS



Due to the Homelessness Reduction Act changes which came into force in April 2018, we must now open a homeless application/case for anyone eligible, threatened with homelessness within 56 days or is already homeless. The revised focus is to prevent homelessness and to help support people to find and secure accommodation. This means the Council has a duty to start working with people who approach for help and advice, at an earlier stage and help should initially be offered regardless of whether the person has a local connection to Lincoln or a priority need for assistance. It is therefore almost certain that homelessness presentations will increase in the first and second year but the number of cases where homelessness is prevented should also increase. The team has been working to ensure that the service complies with legislation and more work will take place to further develop and enhance the services offered. The team have also introduced changes to the Allocations Policy which means that they can secure accommodation for those households who are statutory homeless, more quickly.

The number of homeless approaches received includes everything from triage, advice, under prevention, under relief, successfully prevented and successfully relieved. Quarter one shows that 173 people approached the council as homeless. For quarter one, we have successfully prevented 149 homelessness situations, through activities such as securing accommodation on behalf of the applicant, negotiation and mediation work, Sanctuary Scheme referrals and Private Landlord Scheme referrals. This is a great achievement and is far above the target of 50.

8.5% of homelessness applications have been successfully prevented, however that figure is just based on those applications that have been recorded through Abritas (software used to support housing solutions) Successful reliefs and prevention's together for quarter one is 25%.

The number of people on the housing waiting list has risen to 1,172 from 1,055 last quarter and the team continue to work on ensuring this list is accurate.

RENT COLLECTION



At quarter one, the rent collection has decreased to 98.17%, which although slightly less than that achieved last quarter of 99.24%, is above the recently increased target of 98%. Universal Credit continues to have an impact on our collection rates and at the last count, there were over 1,200 UC claimants, with a high percentage attributing to the total arrears.

Quarter one tenant arrears as a percentage of the annual rent debit has increased from 2.66% last quarter to 3.01% this year – a sum of £846,743. With a target of 3%, this measure is close to being above target, and considering the impacts faced in other services within Housing and Investment its good to see that arrears (whilst slightly increasing since last quarter) is remaining resilient.

HOUSING VOIDS



The average re-let time in calendar days for all dwellings (including major works) is below target and has increased considerably from last quarter's figure of 30.02 to 42.69 in quarter one. This figure puts the measure 11.69 days outside its lower target of 31. The average re-let time for standard re-lets has also reported below target with a figure of 36.05 days. We have had significant unforeseen problems with the changeover in our contractor which has unfortunately caused major problems for the repairs team.

To try and alleviate the issues, HRS are using all resources available to help on void properties but given the high level of properties already in the process this is having minimum effect. The Ready to Let sign up date has been effected by refusals, and the next offer taking some time to come through. It should be noted that offers coming through in general are above target, but this is consumed with the timescales due to the delay on repairs. Consequently, the percentage of rent lost through dwelling being vacant has also seen an increase, rising from 0.92% in quarter four to 1.15% in quarter one. As explained above, the increased re-let time in both standard re-lets and major works has had a significant impact on the rent loss figure. As the re-let time is being seen as the predominant reason for the rise in rent loss, it is hoped that the steps taken above to help alleviate the re-let time will also help this measure return to its substantive performance.

HOUSING MAINTENANCE



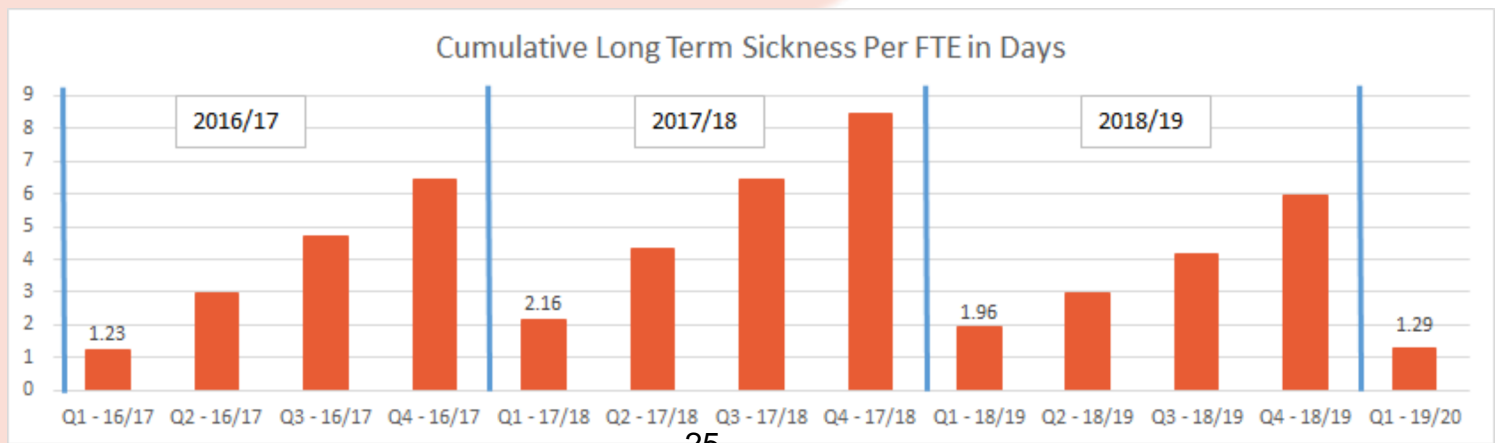
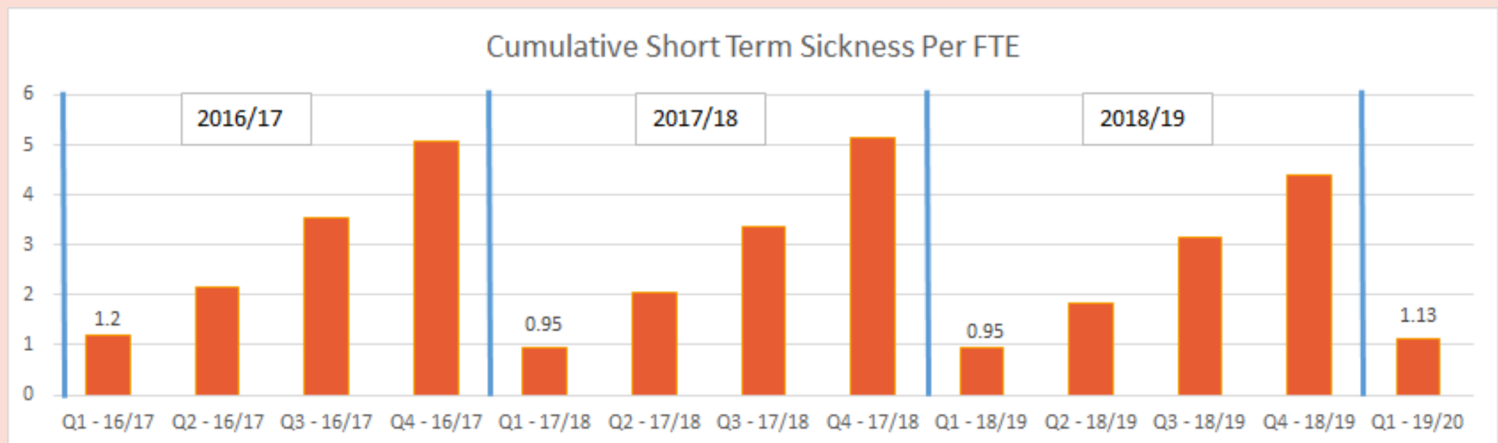
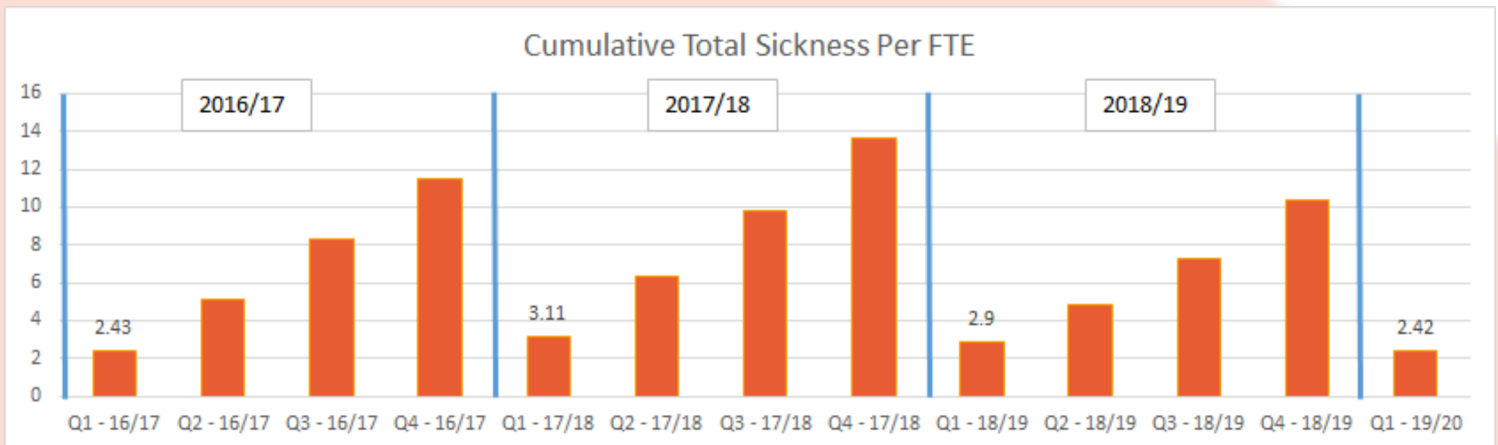
The percentage of reactive repairs completed within the target time has maintained very strong performance, with a figure of 98.09%, above the recently increased target of 98%. With the new repair task codes implemented, along with making sure the team are identifying the repairs correctly at the first point of contact, it is allowing the team to complete repairs in a more efficient timeframe. The contracts team within HRS are also concentrating on longer/planned repairs, it allows the reactive side of the service to solely focus on common short term repairs.

At the same time as seeing this excellent repairs performance we are also continuing to see improvements in both the percentage of repairs fixed first time – moving up from 93.68% to 94.85 and also the appointments kept as a percentage of appointments made has increased from 96.91% to 97.61%. This area of performance has significantly improved from previous years. With better intelligence on the repairs before the visit and improved stock on the fleet, it has allowed us to complete repairs at the first visit without the need to return at a later date to complete.

SICKNESS PERFORMANCE

The overall sickness data as at the end of June is 2.42 days per FTE (excl. apprentices), which is significantly lower than the 2.9 days per FTE last Q1. During quarter one, the long term sickness (sickness over 14 days) per FTE stood at 1.29 days, 0.67 days lower than last Q1, whilst short term sickness stood at 1.13 days, which is 0.18 days per FTE higher than the same point last year.

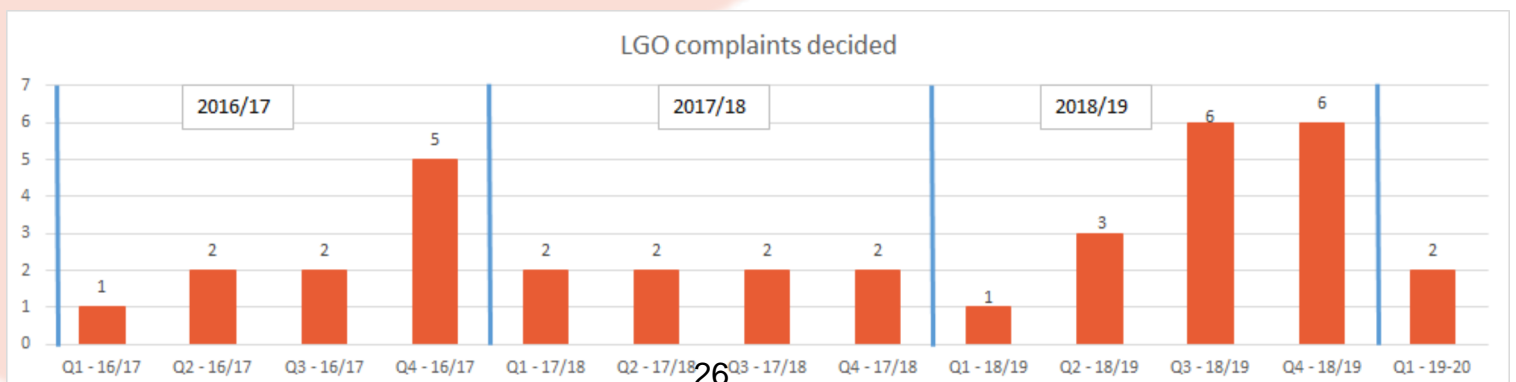
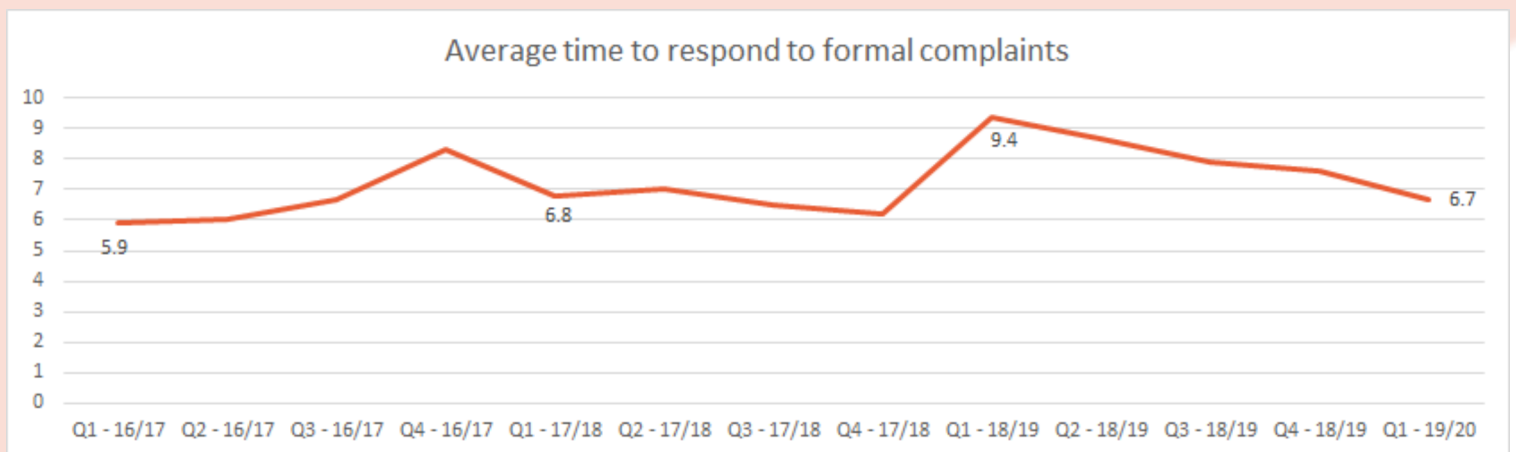
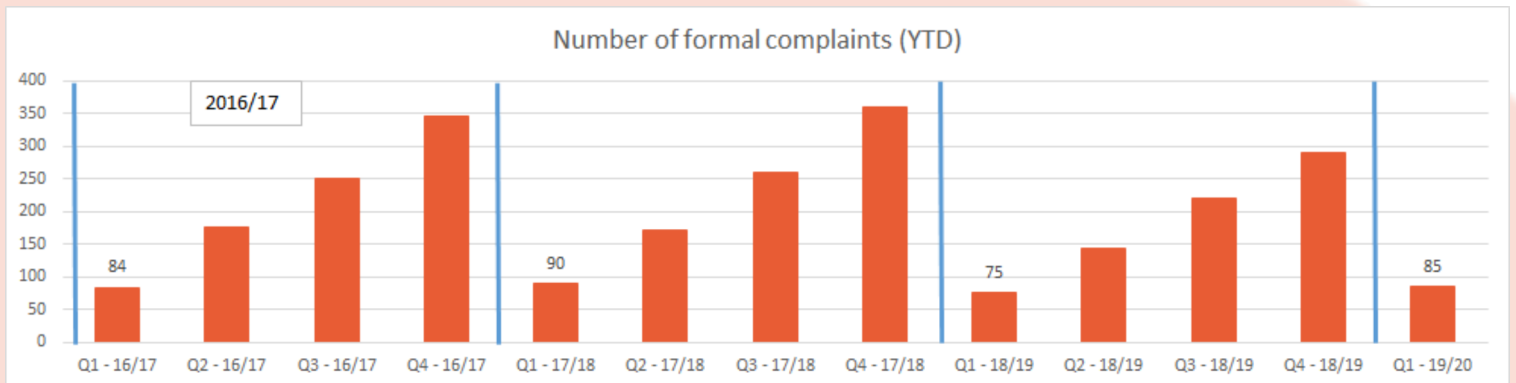
Q1 2019/20							
Directorate	Short Term Days Lost	Long Term Days Lost	Total days lost	Number of FTE	Short Term Days lost per FTE	Long Term Days lost per FTE	Total Days lost per FTE
CX (Excluding Apprentices)	233	362	595	185.28	1.26	1.95	3.21
DCE	120.5	105	225.5	140.64	0.86	0.75	1.60
DMD	2	0	2	7.86	0.25	0.00	0.25
DHI	279	257.5	536.5	227.19	1.23	1.13	2.36
TOTAL (Excluding Apprentices)	634.5	724.5	1359	560.97	1.13	1.29	2.42
Apprentice Sickness	26.5	0	26.5	18.5	1.43	0.00	1.43



COMPLAINTS PERFORMANCE

In quarter one there were 85 complaints. The cumulative average time across all directorates to respond to formal complaints was 6.7 days, which is an decrease of 0.9 days compared to the outturn in 2018/19. In quarter one we had two LGO complaints decided - neither of which were upheld.

Q1 2019/20								
Directorate	Number of Formal complaints dealt with this quarter	Formal complaints Upheld this quarter	YTD total number of complaints investigated Cumulative (Q1)	Average response time in days this quarter	LGO complaints decided	Number of ombudsman decisions upheld	YTD Number of Formal complaints Upheld	YTD average response time
CX (Excluding Apprentices)	13	6	13	9.80	2	0	6	9.80
DCE	22	6	22	6.50	0	0	6	6.50
DMD	2	0	2	7.50	0	0	0	7.50
DHI	48	20	48	6.00	0	0	20	6.00
TOTAL (Excluding Apprentices)	85	32	85	6.70	2	0	32	6.70

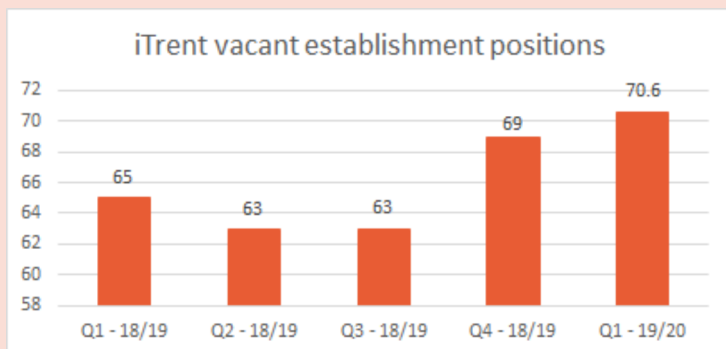


RESOURCE INFORMATION

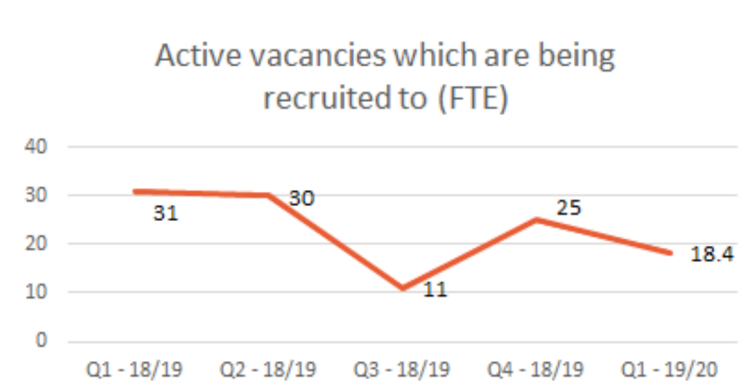
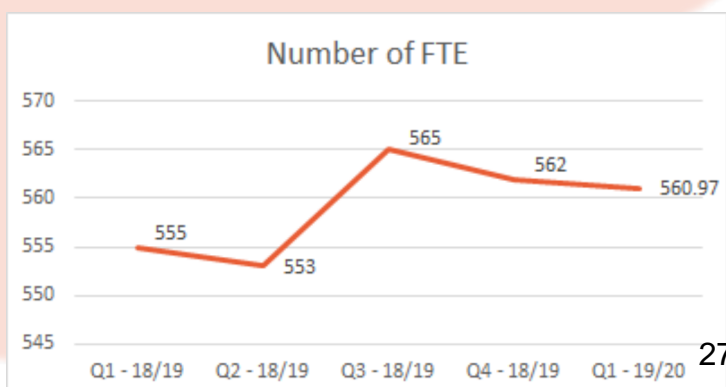
The total number of FTE employees (excluding apprentices) at the end of quarter four was 561.64 with an average of 18.5 apprentices over the period. In terms of the level of vacancies at quarter three - budgeted establishment unfilled positions (FTE) stood at 70.6. This figure has slightly increased from that reported at quarter three. It should be noted that the Council are actively recruiting 18.4 FTE. The percentage of staff turnover at the end of quarter one was 2.73% (excluding apprentices). Appraisal percentages are low in CX and DMD, and investigation shows that many more appraisals have been completed but have not yet been recorded on the iTrent HR system which calculates the below percentages.

Q1 2019/20					
Directorate	Number of FTE employees	Average number of apprentices across the board	Percentage of staff turnover	I-Trent budgeted establishment unfilled positions (FTE)	Active vacancies which are being recruited (FTE)
CX (Excluding Apprentices)	185.28	Authority Wide	Authority Wide	Authority Wide	Authority Wide
DCE	140.64				
DMD	7.86				
DHI	227.19				
TOTAL (Excluding Apprentices)	560.97	18.5	2.73%	70.6	18.40

Breakdown by type of vacancy - Q1 2019/20				
Directorate	On hold for a defined period	Elements of posts previously held but reduced	Posts that are currently or will be recruited to	Total for directorate
CX (Excluding Apprentices)	12.57	1.39	6.6	20.56
DCE	6.2	2	2.8	11
DMD	0.4	0	0	0.4
DHI	32.74	1.15	4.75	38.64
TOTAL (Excluding Apprentices)	51.91	4.54	14.15	70.6



Directorate	% of appraisals completed
CX (Excluding Apprentices)	37%
DCE	88%
DMD	0%
DHI	70%
OVERALL	61%



OUR ACHIEVEMENTS DURING QUARTER ONE

We believe our success is down to our staff - below explores the awards and achievements we think everyone should know about.

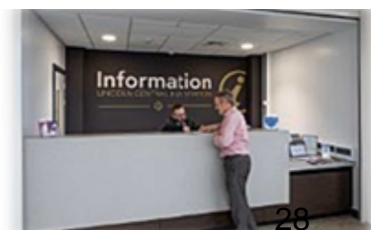
Three Lincoln parks named among country's best

Lincoln's Arboretum, Boultham Park and Hartsholme Park are all celebrating after they won the Green Flag Award. Sites earn the national status if they are judged to be welcoming, safe and well maintained with strong involvement from the local community. Caroline Bird, Community Services manager said: "Lincoln prides itself on having some wonderful open spaces, and the awarding of the Green Flag proves that people in Lincoln are benefitting from green spaces of the highest quality."



Lincoln Food Partnership wins award

The Lincoln Food Partnership (which CoLC is a partner in) has won the University Vice Chancellor's Award for Public Engagement for research. CoLC's role has been to research into fuel poverty and welfare reform.



Lincoln Transport Hub Awards

We are now through to the RIC's national awards having won the East Midlands Category. The first national award was for British Parking Awards which we won in March! The RICs awards grand final will be on Friday 4 October, where they will showcase the most inspirational initiatives and developments in land, real estate, construction and infrastructure.

QUARTERLY MEASURES

To add data, click [here](#)

G At or above target **A** Acceptable performance - results are within target boundaries **R** Below target **V** Volumetric/contextual measures that support targeted measures

Strategic Measures

Service Area	Measure ID	Measure	High Or Low	Low Target	High Target	Previous Data Period	Previous Value	Current Quarter	Current Value	Unit	Status	Commentary
CX	Work Based Learning	WBL 1	Percentage of apprentices completing their qualification on time	High is good	92.00	95.00	Q4 - 18/19	100.00	Q1 - 19/20	100.00	%	G 4/4 apprentices within quarter 1 completed their framework on time
	Work Based Learning	WBL 2	Number of new starters on the apprenticeship scheme	High is good	3	5	Q4 - 18/19	12	Q1 - 19/20	5	Number	G In Q1 we had 5 new starts - a combination of progressions and new apprentices
	Work Based Learning	WBL 3	Percentage of apprentices moving into Education, Employment or Training	High is good	92.00	95.00	Q4 - 18/19	100.00	Q1 - 19/20	100.00	%	G 4/4 achievers moved into Education Employment or Training
	Customer Services	CS 1	Number of face to face enquiries in customer services	N/A	Volumetric	Volumetric	Q4 - 18/19	4,731	Q1 - 19/20	4,530	Number	V The number of face to face customers has dropped again, the number of customers coming in for housing benefits is reducing, as more migrate to Universal Credit.
	Customer Services	CS 2	Number of telephone enquiries answered in Channel Shift Areas (Rev & Bens, Housing & Env. Services)	N/A	Volumetric	Volumetric		Q1 - 19/20	29,629	Number	V New measurement	
	Customer Services	CS 3	Average time taken to answer a call to customer services	Low is good	120	90	Q4 - 18/19	92	Q1 - 19/20	129	Seconds	R Higher than previous quarters but we have 7 vacancies currently, recruitment is ongoing
	Customer Services	CS 4	Average customer feedback score (face to face enquiries - score out of 10)	High is good	8	10		Q1 - 19/20	9	Number	A	
	Customer Services	CS 5	Customer satisfaction with their phone call to Customer Services	High is good	80.00	95.00		Q1 - 19/20	98.50	%	G This is the first time we have reported this measure as part of the strategic set of measures. As such, we don't yet have backdata to upload, so we cannot compare this quarters figure of 98.50% to any previous figures. It is however very pleasing to see this measures report above target.	
	Accountancy	ACC 1	Average return on investment portfolio	High is good	0.75	0.85	Q4 - 18/19	0.72	Q1 - 19/20	0.85	%	G Higher rates are available for short and longer term investments currently
	Accountancy	ACC 2	Average interest rate on external borrowing	Low is good	4.75	3.75	Q1 - 19/20	3.10	Q1 - 19/20	3.10	%	G New borrowing taken at lower rates of interest
	Revenues Administration	REV 1	Council Tax - in year collection rate for Lincoln	High is good	26.73	27.09	Q4 - 18/19	96.76	Q1 - 19/20	26.71	%	R <ul style="list-style-type: none"> • Although collection is down by 0.38% - this equates to £172,117, yet the net collectable debit has increased by £3.1m • The reduction is due to £129,222 (0.28% of collection) being received over the weekend of 29 and 30 June 2019 which could not credit accounts in readiness for end of month processing. • If this has been included within the June collection, we would be reporting a small reduction of 0.10% • This was received over the weekend of 29/30 June and are not included within the Northgate collection report - these amounts are likely to have been received and included within the June 2018 collection. This figure will be included within July 2019 collection and therefore should show an increased figure
	Revenues Administration	REV 2	Business Rates - in year collection rate for Lincoln	High is good	35.36	35.86	Q4 - 18/19	99.81	Q1 - 19/20	34.49	%	R <ul style="list-style-type: none"> • Collection is down on 18/19 by 1.37% - this equates to £617,642. • The reduction is due to £424,290 (0.94% of collection) being received over the weekend of 29 and 30 June 2019 which could not credit accounts in readiness for end of month processing. • If this has been included within the June collection, we would be reporting a small reduction of 0.43% • This was received over the weekend of 29/30 June and are not included within the Northgate collection report - these amounts are likely to have been received and included within the June 2018 collection. This figure will be included within July 2019 collection and therefore should show an increased figure
	Revenues Administration	REV 3	Number of outstanding customer changes in the Revenues team	Low is good	650	450	Q4 - 18/19	437	Q1 - 19/20	616	Number	A Although this is an increased number from Q4 (due to annual billing and increase in customer contact as a result), this is an improved position to Q1 2018/19 (659 customers). 512 additional properties within the taxbase to maintain and administer. Staffing resources have increase, but still have 2 positions currently being advertised.
	Housing Benefit Administration	BE 1	Average (YTD) days to process new housing benefit claims from date received	Low is good	31.00	28.00	Q4 - 18/19	25.82	Q1 - 19/20	27.10	Days	G Re BE1 and BE2, throughout Q1, staff have reviewed new claims processes, including the monitoring of individual new claims performance on a weekly basis, as well as a review of lean processes at the point of assessment.
	Housing Benefit Administration	BE 2	Average (YTD) days to process housing benefit claim changes of circumstances from date received	Low is good	10.00	7.50	Q4 - 18/19	4.12	Q1 - 19/20	5.09	Days	G
	Housing Benefit Administration	BE 3	Number of Housing Benefits / Council Tax support customers awaiting assessment	Low is good	1,550	1,300	Q4 - 18/19	897	Q1 - 19/20	624	Number	G Of 624 customers 208 are waiting for first contact from us
	Housing Benefit Administration	BE 4	Percentage of risk-based quality checks made where Benefit entitlement is correct	High is good	83.00	86.00	Q4 - 18/19	86.07	Q1 - 19/20	90.41	%	G New starters, increase checking taking place, but increase risk of error.
	Housing Benefit Administration	BE 5	The number of new benefit claims year to date (Housing Benefits/Council Tax Support)	N/A	Volumetric	Volumetric	Q4 - 18/19	5,252	Q1 - 19/20	1,181	Number	V 275 Housing Benefit 906 Council Tax reduction
DCE	Food and Health &	FHS 1	Percentage of premises fully or broadly	High is good	95.00	97.00	Q4 - 18/19	96.40	Q1 - 19/20	97.90	%	G Total number of registered food businesses is 1031. 22 businesses are considered to non

Safety Enforcement		compliant with Food Health & Safety inspection											compliant of which 13 food hygiene rated 2 and 9 are rated 2. These are the businesses that we continue to work with to improve food hygiene and safety standards.
Food and Health & Safety Enforcement	FHS 2	Average time from actual date of inspection to achieving compliance	Low is good	13.00	8.00	Q3 - 18/19	8.50	Q1 - 19/20	Data Due	Days	Data Due	▲	
Food and Health & Safety Enforcement	FHS 3	Percentage of food inspections that should have been completed and have been in that time period	High is good	85.00	97.00	Q4 - 18/19	96.50	Q1 - 19/20	88.30	%	A	▼	There are 59 inspections outstanding, there are no high risk food businesses that are overdue. There are 11 new businesses which are categorised as amber and the remainder are green. There are 4 evening economy inspections that require to be inspected. During this quarter 1 FTE officer had been seconded to the private housing team to assist with the backlog of HMO applications and inspections.
Development Management (Planning)	DM 1	Number of applications in the quarter	N/A	Volumetric	Volumetric	Q4 - 18/19	220	Q1 - 19/20	223	Number	V	—	
Development Management (Planning)	DM 2	End to end time to determine a planning application (Days)	Low is good	85.00	65.00	Q4 - 18/19	68.81	Q1 - 19/20	66.11	Days	A	▲	
Development Management (Planning)	DM 3	Number of live planning applications open	Low is good	180	120	Q4 - 18/19	104	Q1 - 19/20	109	Number	G	▼	Slight fluctuation from last quarter but still below high target. Not an upward trend.
Development Management (Planning)	DM 4	Percentage of applications approved	High is good	85.00	97.00	Q4 - 18/19	98.00	Q1 - 19/20	95.00	%	A	▼	
Development Management (Planning)	DM 5	Percentage of decisions on planning applications that are subsequently overturned on appeal	Low is good	10.00	5.00	Q4 - 18/19	0.59	Q1 - 19/20	1.92	%	G	▼	We are dealing with very small numbers here so minor fluctuation is not unusual. Still way below national indicator.
Development Management (Planning)	DM 6	Percentage of Non-Major Planning Applications determined within the government target (70% in 8 weeks) measured on a 2 year rolling basis	High is good	70.00	90.00	Q4 - 18/19	95.03	Q1 - 19/20	95.44	%	G	▲	High is good and there is a slight increase here. Minor but encouraging and way above national indicator.
Development Management (Planning)	DM 7	Percentage of Major Planning Applications determined within the government target (60% in 13 weeks) measured on a 2 year rolling basis	High is good	60.00	90.00	Q4 - 18/19	95.83	Q1 - 19/20	95.92	%	G	▲	High is good and there is a slight increase here. Way above national indicator.
Private Housing	PH 3	Number of empty homes brought back into use	High is good	6	12	Q1 - 19/20	35	Q1 - 19/20	13	Number	V	▼	
Public Protection and Anti-Social Behaviour Team	ASB 1	Number of cases received in the quarter (ASB)	N/A	Volumetric	Volumetric			Q1 - 19/20	739	Number	V	▼	This is down on Q1 in previous years. This may be down to the Intervention Team now leading on 'on street' ASB that would have previously been reported into the PPASB Team.
Public Protection and Anti-Social Behaviour Team	ASB 2	Number of cases closed in the quarter	High is good	Volumetric	Volumetric			Q1 - 19/20	636	Number	V	▼	this measure remains stable
Public Protection and Anti-Social Behaviour Team	ASB 3	Number of live cases open at the end of the quarter	Low is good	780	660			Q1 - 19/20	653	Number	G	▼	This is stable and seems to be the norm in terms of open cases that the team are working on.
Public Protection and Anti-Social Behaviour Team	ASB 4	Satisfaction of complainants relating to how the complaint was handled	High is good	75.00	85.00	Q4 - 18/19	81.00	Q1 - 19/20	83.00	%	A	▲	This quarter has seen varied customer satisfaction ranging from 71% to 100% overall a satisfaction rate of 83% for an enforcement service remains high. The customer satisfaction surveys completed have not highlighted any specific concerns with the service delivery.
Sport & Leisure	SP 1	Quarterly visitor numbers to Birchwood and Yarborough Leisure Centres	High is good	213,355	213,991	Q4 - 18/19	229,351	Q1 - 19/20	246,303	Number	G	▲	Yarborough 188,529 visits up 7261 on previous years Q1 Birchwood 57,774 visits up 11,260 on previous years Q1 Community Centres are no longer included in this Performance indicator
Sport & Leisure	SP 2	Artificial Grass Pitch usage at Yarborough Leisure Centre (exp. to open July 19) & Birchwood Leisure Centre (exp. to open June 19)	High is good	520.00	650.00			Q1 - 19/20	520.00	Hours	A	▼	
CCTV	CCTV 1	Total number of incidents handled by CCTV operators	N/A	Volumetric	Volumetric	Q4 - 18/19	3,293	Q1 - 19/20	3,551	Number	V	—	
Waste & Recycling	WM 1	Percentage of waste recycled or composted	High is good	35.00	38.00	Q4 - 18/19	34.94	Q1 - 19/20	28.53	%	R	▼	This figure relates to data from quarter 4. 9.70% of waste was composted, and 18.83% of waste was recycled, equating to 28.53% of waste being composted or recycled.
Waste & Recycling	WM 2	Contractor points achieved against target standards specified in contract - Waste Management	Low is good	999	501			Q1 - 19/20	80	Number	G	▼	Contractor points have been recorded as 80 points collectively. This has broken down to 25 in April, 25 in May and 30 in June.
Street Cleansing	SC 1	Contractor points achieved against target standards specified in contract - Street Cleansing	Low is good	999	501			Q1 - 19/20	30	Number	G	▼	The Contractors have collected 30 overall points in quarter 1. It has broken down to 15 performance points in April, 10 points in May and 5 points in June.
Grounds Maintenance	GM 1	Contractor points achieved against target standards specified in contract - Grounds Maintenance	Low is good	999	501			Q1 - 19/20	15	Number	G	▼	Contractor points have been recorded as 15 collectively. All 15 points were recorded in May.
Allotments	AM 1	Percentage occupancy of allotment plots	High is good	80.00	88.00	Q4 - 18/19	84.20	Q1 - 19/20	87.00	%	A	▲	Due to Allotment Officer's ongoing absence, the most recent figure is 87%. 1039 of the 1098 plots were lettable (59 unlettable). 90s plots are currently tenanted.
Parking Services	PS 1	Overall percentage utilisation of all car parks	High is good	60.00	70.00	Q4 - 18/19	45.00	Q1 - 19/20	47.00	%	R	▲	Lincoln Central now fully open so more spaces but not necessarily more users.
Parking Services	PS 2	Number of off street charged parking spaces	N/A	Volumetric	Volumetric	Q4 - 18/19	3,621	Q1 - 19/20	3,750	Number	V	—	Lincoln Central now fully open
Licensing	LIC 1	Total number of committee referrals (for all	N/A	Volumetric	Volumetric	Q1 - 19/20	3	Q1 - 19/20	3	Number	V	—	

Service Area	Measure ID	Measure	High Or Low	Low Target	High Target	Previous Data Period	Previous Value	Current Quarter	Current Value	Unit	Status	Commentary	
DHI	Housing Investment	HI 1	licensing functions)	Low is good	0.20	0.00	Q4 - 18/19	0.21	Q1 - 19/20	0.72	%	R	At the start of each financial year a number of properties become non decent as a result of the ageing of key components used to calculate 'Disrepair' and 'Reasonably modern facilities' failures. There a large number of properties that have refused access for survey as well as some where we are still attempting access.
	Housing Investment	HI 2	Percentage of council properties that are not at the 'Decent Homes' standard (excluding refusals)	N/A	Volumetric	Volumetric	Q4 - 18/19	213	Q1 - 19/20	213	Number	V	
	Housing Investment	HI 3	Number of properties 'not decent' as a result of tenants refusal to allow work (excluding referrals)	High is good	99.80	99.96	Q4 - 18/19	99.93	Q1 - 19/20	100.00	%	G	All properties have had a gas service completed within their anniversary date this quarter.
	Control Centre	CC 2	Percentage of Lincare Housing Assistance calls answered within 60 seconds	High is good	97.50	98.75	Q4 - 18/19	99.07	Q1 - 19/20	99.11	%	G	Performance is consistent with previous quarters. 99% of calls received have been answered within 60 seconds.
	Rent Collection	RC 1	Rent collected as a proportion of rent owed	High is good	96.50	98.00	Q4 - 18/19	99.24	Q1 - 19/20	98.17	%	G	Rent collection for the quarter is 98.2%, this follows the trends from previous years. Universal Credit continues to have an impact on our collection rates. At the last count, there were over 1,200 UC claimants, with a high percentage attributing to the total arrears.
	Rent Collection	RC 2	Current tenant arrears as a percentage of the annual rent debit	Low is good	4.00	3.00	Q4 - 18/19	2.66	Q1 - 19/20	3.01	%	A	
	Housing Solutions	HS 1	The number of people currently on the housing waiting list	N/A	Volumetric	Volumetric	Q4 - 18/19	1,055	Q1 - 19/20	1,172	Number	V	
	Housing Solutions	HS 2	The number of people approaching the council as homeless	N/A	Volumetric	Volumetric	Q4 - 18/19	708	Q1 - 19/20	173	Number	V	
	Housing Solutions	HS 3	Successful preventions against total number of homelessness approaches	High is good	45.00	50.00			Q1 - 19/20	149.00	%	G	The number of homeless approaches received includes everything from triage, advice, under prevention, under relief, successfully prevented and successfully relieved. Quarter one shows that 173 people approached the council as homeless. For quarter one, we have successfully prevented 149 homelessness situations, through activities such as securing accommodation on behalf of the applicant, negotiation and mediation work, Sanctuary Scheme referrals and Private Landlord Scheme referrals. This is a great achievement and is far above the target of 50. 8.5% of homelessness applications have been successfully prevented, however that figure is just based on those applications that have been recorded through Abritas (software used to support housing solutions) Successful reliefs and prevention's together for quarter one is 25%.
	Housing Voids	HV 1	Percentage of rent lost through dwelling being vacant	Low is good	0.90	0.80	Q4 - 18/19	0.92	Q1 - 19/20	1.15	%	R	Due to the average void times increasing month on month, this has had a significant impact on the rent loss figure.
	Housing Voids	HV 2	Average re-let time calendar days for all dwellings - standard re-lets	Low is good	26.00	23.00			Q1 - 19/20	36.05	Days	R	We have had significant unforeseen problems with the changeover in contractor, this has unfortunately caused major problems for the repairs team. To try and alleviate the issues HRS are using all resources available to help on void properties but given the high level of properties already in the process this is having minimum effect The RTL to sign up date has been effected by refusals, and the next offer taking some time to come through. It is also noted that offers coming through in general are above target, but this is consumed with the timescales due to the delay on repairs.
	Housing Voids	HV 3	Average re-let time calendar days for all dwellings (including major works)	Low is good	31.00	28.00	Q4 - 18/19	30.02	Q1 - 19/20	42.69	Days	R	Similar to the above, We have had significant unforeseen problems with the changeover in contractor, this has unfortunately caused major problems for the repairs team. To try and alleviate the issues HRS are using all resources available to help on void properties but given the high level of properties already in the process this is having minimum effect The RTL to sign up date has been effected by refusals, and the next offer taking some time to come through. It is also noted that offers coming through in general are above target, but this is consumed with the timescales due to the delay on repairs.
	Housing Maintenance	HM 1	Percentage of reactive repairs completed within target time	High is good	96.00	98.00	Q4 - 18/19	98.65	Q1 - 19/20	98.09	%	G	Repairs performance continues to be above target. With the contracts team within HRS concentrating on longer/planned repairs, it allows the responsive side of the service to solely focus on responsive repairs and completed them within the target time.
	Housing Maintenance	HM 2	Percentage of repairs fixed first time	High is good	90.00	93.00	Q4 - 18/19	93.68	Q1 - 19/20	94.85	%	G	The first time fix rate remains consistent. This area has significantly improved from previous years. With better intelligence on the repairs before visit and improved stock on the fleet it has allowed us to complete repairs at the first visit without the need to return at a later date to complete.
	Housing Maintenance	HM 3	Percentage of tenants satisfied with repairs and maintenance	High is good	94.00	96.00			Q1 - 19/20	98.62	%	G	With repairs performance above target across all indicators, this has had a positive knock on effect with tenant satisfaction. Satisfaction levels have always been strong for repairs, however they have been even better this quarter. With the improvement in appointment scheduling and first time fix rate our performance is showing that customers are extremely satisfied.
	Housing Maintenance	HM 4	Appointments kept as a percentage of appointments made	High is good	94.00	96.00	Q4 - 18/19	96.91	Q1 - 19/20	97.61	%	G	Appointments made and kept remains in line with previous quarters.
	Business Development	BD 1	Number of users logged into the on-line self service system this quarter	High is good	8,084	8,321	Q4 - 18/19	10,199	Q1 - 19/20	8,610	Number	G	
	IT	ICT 1	Number of calls logged to IT helpdesk	N/A	Volumetric	Volumetric			Q1 - 19/20	898	Number	V	
	IT	ICT 2	Percentage of first time fixes	High is good	Volumetric	Volumetric			Q1 - 19/20	51.10	%	V	

Operational Measures

Service Area	Measure ID	Measure	High Or Low	Low Target	High Target	Previous Data Period	Previous Value	Current Quarter	Current Value	Unit	Status	Commentary
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PERFORMANCE SCRUTINY COMMITTEE**22 AUGUST 2019**

SUBJECT: FINANCIAL PERFORMANCE – QUARTERLY MONITORING

DIRECTORATE: CHIEF EXECUTIVE AND TOWN CLERK

LEAD OFFICER: COLLEEN WARREN, FINANCIAL SERVICES MANAGER

1. Purpose of Report

1.1 To present to CMT the first quarter's performance (up to 30th June) on the Council's:

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

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

1.2 To recommend to CMT a number of proposed adjustments, and to seek their approval of the financial performance prior to submission to Performance Scrutiny Committee and the Executive.

2. Executive Summary

2.1 As at the end of the first quarter (up to 30th June) the forecast financial position of the Council for 2019/20 is:

	2019/20		
	MTFS Budget £'000	Forecast at Q1 £'000	Variance at Q1 £'000
Revenue Accounts			
General Fund –Contribution to/(from) balances	554	318	(236)
Housing Revenue Account (HRA) (Surplus)/Deficit in year	(8)	(106)	(99)
Housing Repairs Service	0	(287)	(287)
Capital Programmes			
General Fund Investment Programme	14,392	14,977	586
Housing Investment Programme	26,650	19,124	(7,526)
Capital Receipts			
General Fund	(2,675)	(1,650)	(1,025)

	2019/20		
	MTFS Budget £'000	Forecast at Q1 £'000	Variance at Q1 £'000
HRA	(820)	(820)	0
Reserves & Balances			
General Fund Balances	1,609	1,373	(236)
HRA Balances	1,034	1,133	99
HRS Balances	89	89	0
General Fund Earmarked Reserves	6,674	5,788	(875)
HRA Earmarked Reserves	1,321	1,274	(47)

2.2 The detailed financial position is shown in sections 3-7 and accompanying appendices.

3. General Fund Revenue Account

3.1 For 2019/20 the Council's net General Fund revenue budget was set at £13,655,090, including a planned contribution from balances of £554,410 (resulting in an estimated level of general balances at the year-end of £13,433,314).

3.2 The General Fund Summary is currently projecting a forecast over spend of £235,912 (Appendix A provides a forecast General Fund Summary). This forecast variance is the result of a number of forecast year-end variations in income and expenditure against the approved budget. Full details of the main variances are provided in Appendix B while the key variances are summarised below:

- Housing Benefit Overpayment reduction - £368,000
- HIMO reduced income - £93,260
- Xmas Market reduced income and additional expenditure - £77,470
- Car Parking additional income net of additional expenditure - (£175,000)
- Crematorium additional income – (£106,000)

3.3 The most significant of the forecast variances is the reduction in the level of housing benefit overpayment being raised. Whilst this is positive in that the number of overpayments are reducing it in turn creates a budgetary pressure. This is a continuation of a trend from 2017/18 and 2018/19 with the transition of benefits customers to Universal Credit and the use of 'real time' information the level of overpayments raised as drastically reduced. This has led to the budget pressure due to reduced income from the reclaiming over the overpayment from the claimant. This reduction in overpayments raised is uncontrollable and will require a budget realignment as part of the 2020-25 MTFS process. In order to inform this a specific piece of work to assess the full implications, encompassing the impact of the reduction in overpayments along with the transition to Universal Credit and its impact on historic overpayment debt will be undertaken to inform the MTFS process.

3.4 Although forecast outturn for the General Fund is a shortfall of £235,912, at this stage in the financial year, forecast outturns are difficult to predict and often subject to volatility e.g. car parking income and change, the forecast position will continue to be monitored and an update reported at quarter 2.

3.5 Including in the forecast outturn position in para 3.2 are additional contributions to earmarked reserves that the Chief Finance Officer (in accordance with Financial Procedure Rules) has identified as being required, subject to outturn. These being:

- **Western Growth Corridor – Local Planning Authority: Contribution of £150,000** – it is proposed that the planning application fee received for the Western Growth Corridor submission is transferred to a reserve and used for additional resourcing requirements in determining the application.
- **Active Nation** - As part of the Active Nation agreement it is proposed that any underspends on maintenance and utilities would be put into an Earmarked Reserve to help fund any future major maintenance requirements.

3.6 In addition to these additional contributions from reserves there are also a number of contributions from earmarked reserves that are required, subject to outturn, as follows:

Directorate	Reserve	Amount £
CX	Funding for Strategic Priorities – additional funding required for paralegals	12,800
CX	Funding for Strategic Priorities – additional funding required for the Lincoln City FC Bus Parade	20,000
DCE	Funding for Strategic Priorities – additional contribution required for the Park and Ride	15,000
	ITS – HCP Consultancy Support	5,000
CX	Organisational Development – additional funding required for Paralegals	8,500
	Total additional reserve contribution required:	61,300

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

3.8 **Towards Financial Sustainability Programme** - The savings target included in the MTFS for 2019/20 is £4,650,000. Progress against this target, based on quarter 1 performance shows that secured and confident projections total £4,622,790. This results in a current forecast under achievement of the target in 2018/19 of £27,210. In respect of this outstanding target work is currently underway through the ToFS Programme Board to progress a further phase of Year 6 projects. A summary of the current position is shown in the table below.

	£ General Fund
<u>Review/Business Case Approved/Delegated Decision Taken</u>	
One Council	33,290
Asset Acquisition	661,790
Commercialisation	889,800
Managing Demand (Withdrawal/Service Reduction)	2,797,310
Total Savings – Secured	<u>4,382,190</u>
<u>Subject to Review/Business Case</u>	
One Council	23,460
Asset Acquisition	160,000
Commercialisation	0
Managing Demand (Withdrawal/Service Reduction)	57,140
Total Savings - Subject to Review/Business Case	<u>240,600</u>
Overall Savings	<u><u>4,622,790</u></u>
MTFS savings target	(4,650,000)
(Under)/ over achievement	(27,210)

- 3.9 **Fees and Charges Income** – Income from fees and charges represents a significant proportion of income to the Council, with the primary sources being from car parking, development management and building regulations. Due to the importance of these income streams to the Council’s financial position and the impact external factors can have on the levels of income receive they are monitored regularly by the Corporate Management Team. A summary of the progress of these key income streams against the approved budget, together with the forecast variance for the first quarter of the financial year is provided below:

	<u>Budget Q1</u> £'000	<u>Actual Q1</u> £'000	<u>Variance</u> £'000
Car Parks	(1,408)	(1,450)	(42)
Crematorium	(338)	(399)	(61)
HIMO	(61)	(47)	14
Development Management	(105)	(232)	(127)
Building Regulations	(51)	(17)	34
Total	(1,963)	(2,145)	(182)

4. Housing Revenue Account

- 4.1 For 2019/20 the Council’s Housing Revenue Account (HRA) net revenue budget was set at £7,610, resulting in an estimated level of general balances at the year-end of £1,034,179
- 4.2 The HRA is currently projecting an in-year underspend of £98,923, which would increase the General Balances to £1,133,102, at the end of 2019/20 (Appendix C provides a forecast HRA Summary). The assessed prudent minimum balance for the HRA is currently £1,000,000. The level of forecast HRA balances will be

monitored closely during the coming quarter and will be subject to a fundamental review as part of the MTFs 2018-23 process which is currently getting underway.

4.3 The components of this underspend are detailed in Appendix D and a summary of the key variances are provided below:

- Staff Vacancies – Reduced Expenditure (£187,000)
- Rental Income – Reduced Income £52,000
- Council Tax – Increased Expenditure £37,000
- Increased DRF Contribution – Increased Expenditure £287,000
- HRS Surplus – Additional Income (£287,268)

5. Housing Repairs Service

5.1 For 2019/20 the Council's Housing Repairs Service net revenue budget was set at zero, reflecting its full cost recovery nature.

5.2 At quarter 1 HRS are forecasting a surplus of £287,268 in 2019/20 (Appendix E provides a forecast HRS Summary), with full details of the main variances provided in Appendix F.

6. Earmarked Reserves

6.1 The details of all the earmarked reserves and their forecast balance as at 31st March 2020 are attached in Appendix G. In summary:

	Opening Balance	Contributions	Actuals Q1	Forecast Q2-Q4	Forecast Balance
	01/04/19				31/03/20
	£'000	£'000	£'000	£'000	£'000
General Fund	6,674	156	(245)	(786)	5,799
HRA	1,321	0	0	(47)	1,274
Capital Resources	10,788	16,713	0	(18,181)	9,319

7. Capital Programme

7.1 General Investment Programme

7.2 The original General Fund Investment Programme for 2019/20 in the MTFs 2019-24 amounted to £3.123m. This was increased to £14,392m following quarter 4 approvals and year end re-profiles from 2018/19. This has been further increased to £14,977m during the first quarter of 2019/20. A summary of the overall changes to the programme is shown below:

	2019/20	2020/21	2021/22	2022/23	2023/24
	£'000	£'000	£'000	£'000	£'000
Revised budget following 18/19 Outturn Report	14,392	7,509	2,839	695	500
Budget changes for Executive approval at Q1	586	279	0	0	0
Revised Budget	14,977	7,788	2,839	695	500

7.3 The Chief Finance Officer has delegated authority to approve financial changes up to an approved limit as set out under Financial Procedure Rules. All changes over the approved limit require approval by the Executive.

The budget re profiles approved by the Chief Finance Officer during the second quarter are detailed at Appendix I under the heading of “Approved by Chief Finance Officer”.

- Flood alleviation scheme - Hartsholme Park- £80,388 re-profiled into 2020/21
- Skate Park - £183,021 re-profiled into 2020/21

7.4 Changes that require Executive approval for the first quarter (further details in Appendix I) are:

- Increase to DFG scheme in line with additional grant received - £450,881
- Increase Birchwood Leisure Centre for scheme delivery. Scheme funded from prudential borrowing - £30,000
- Increase to Car park ticket machines funded from DRF- £20,000
- Transport Hub completion – The final accounts have now been settled and the remaining contingency will remain within the capital programme.
- Increase to the AGP scheme - £227,525. (£136,121 previously agreed as part of contract agreements with Castle Academy/Active Nations.) £60,000 funding has been agreed from additional grants and S106 planning.

7.5 New projects agreed at Capital Programme Group are then subject to Executive Approval. There are four new projects that require Executive approval for the first quarter.

- Addition of Boutham Park tennis courts scheme - £16,234 funded from town & Country planning agreements.
- Addition of Birchwood Leisure Centre roof scheme - £120,354 funded from the strategic Properties Revenue Reserve £38,490, Asset Improvement Reserve £31,850, Backdated Rent Review Reserve £50,014.
- Hartsholme Country Park Play area improvement scheme - £86,010 funded from capital contingencies (£48,014) and the unplanned capital works budget (£37,996)

- Lucy Tower Car Park lift refurbishment scheme - £116,632 funded from prudential borrowing via the agreed planned capital maintenance budget.

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

	MTFS 2019-20 Budget following 18/19 Outturn	Revised Budget	Forecast Outturn	Variance
	£'000	£'000	£'000	£'000
Active Programme				
Housing & Regeneration	389	389	389	0
Communities & Environment	3,605	4,070	4,070	0
Chief Executives Department	7,902	8,071	8,071	0
"Mega Projects"	2,447	1,602	1,602	0
Total Active Schemes	14,344	14,132	14,132	0
Schemes On Hold/Contingencies	48	845	845	0
Total Capital Programme	14,392	14,977	14,977	0

7.7 The overall spending on the General Fund Investment Programme for the first quarter is £7.8m, which is 52.10% of the 2019/20 programme and 55.22% of the active programme. This is detailed further at Appendix J.

Although this appears to be a relatively high percentage of expenditure at this stage of the financial year, the expenditure relates largely to the Deacon Road retail park scheme (98% spent) with expenditure on the remaining programme being 8.32%

7.8 Housing Investment Programme

7.9 The original Housing Investment Programme for 19/20 in the MTFS 2019-24 amounted to £16.225m. This was increased to £26.650m following approvals and year end re-profiles as part of the 2018/19 outturn. This has been further adjusted to £19.124m during the first quarter of 2019/20. A summary of the changes are shown below:

	2019/20	2020/21	2021/22	2022/23	2023/24
	£'000	£'000	£'000	£'000	£'000
Revised budget following 18/19 Outturn Report	26,650	14,021	11,975	12,932	10,348
Budget changes for Executive approval at Q1	(7,526)	7,542	3,797	(336)	0
Revised Budget	19,124	21,563	15,772	12,596	10,348

7.10 The Chief Finance Officer has delegated authority to approve financial changes up to an approved limit as set out under Financial Procedure Rules. All changes over the approved limit require approval by the Executive. Changes were approved by the Chief Finance Officer for the first quarter are shown in Appendix K and Ki summarised below:

- Within the new build programme 11 Property Acquisitions have been agreed under delegated authority utilising 1-4-1 receipts and borrowing totalling £1,397,260.
- The new build programme for 19/20 included £7.89m budget for DeWint Court which has now been re-profiled against forecast.
- Movements back to available resources from CO Detector Installation £91,379, Plastering £227,310, CCTV £6,820.
- The movements within the financial year of £13,379 from a Rookery Lane property acquisition into the land acquisition fund as the final account has now been settled.
- Re-profile of £336,623 to the Lincoln Standard Window replacement scheme against programme from future financial years.

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

7.12 The table below provides a summary of the 2019/20 projected outturn position:

	MTFS 19/20 Budget following 18/19 Outturn	Revised Budget	Forecast Outturn	Variance
	£'000	£'000	£'000	£'000
Decent Homes/ Lincoln Standard	8,586	8,831	8,831	0
Health and Safety	668	440	440	0
Contingent Major Repairs/ Works	1,801	2,216	2,216	0
New Build Programme	14,036	6,161	6,161	0

Land Acquisition Fund	81	95	95	0
Other Schemes	1,278	1,271	1,271	0
Computer Fund	199	199	199	0
Total Capital Programme	26,650	19,123	19,123	0

- 7.13 Expenditure against the HIP budget during the first quarter was £1.558m, which is 8.15% of the programme. A further £626.6k has been spent as at the end of July 2019. The expenditure is detailed further at Appendix L.

Although this would appear to be low at this stage of the financial year, the following points should be taken into consideration:-

- An element of the programme in 2019/20 is the De Wint new build scheme, construction of which is yet to commence.

8. Resource Implications

- 8.1 The financial implications are contained throughout the report.
- 8.2 There are no legal implications arising from this report.
- 8.3 There are no equality and diversity implications as a direct result of this report.

9. Risk Implications

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

10. Recommendations

Members are recommended to:

- 10.1 Note the progress on the financial performance for the period 1st April to 30th June 2019 and the projected outturns for 2019/20.
- 10.2 Assess the underlying impact of the pressures and underspends identified in paragraphs 3.2 (and Appendix B), 4.3 (and Appendix D), and 5.2 (and Appendix F).
- 10.3 Review the changes to the General Investment Programme and Housing Investment Programme as detailed in paragraphs 7.4 and 7.13.
- 10.4 Review the proposed contributions to and from reserves.

Key Decision No

Key Decision Reference No. N/A

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

List of Background Papers: Medium Term Financial Strategy 2018-23

Lead Officer: Collen Warren, Financial Services Manager
Telephone 873361

GENERAL FUND SUMMARY - AS AT 30 JUNE 2018

Service Area	Ref	Revised Budget £'000	Projected Outturn £'000	Variance £'000
Strategic Development	A	1,821	1,816	(6)
Chief Finance Officer (S. 151)	B	(714)	(348)	366
City Solicitor	C	1,496	1,584	88
Housing	D	703	700	(3)
Director of Major Developments	E	455	455	(0)
Communities and Street Scene	F	2,267	2,278	11
Health & Environmental Services	G	2,146	2,355	209
Planning	H	959	792	(167)
		9,133	9,630	498
Corporate Expenditure	I	1,756	1,740	(16)
TOTAL SERVICE EXPENDITURE		10,888	11,370	482
Capital Accounting Adjustment	J	3,410	3,410	0
Specific Grants	K	(778)	(721)	58
Contingencies	L	158	156	(2)
Savings Targets	M	(332)	(304)	27
Earmarked Reserves	N	(377)	(706)	(329)
Insurance Reserve	O	131	131	0
TOTAL EXPENDITURE		13,101	13,337	236
CONTRIBUTION FROM BALANCES		554	318	(236)
NET REQUIREMENT		13,655	13,655	0
Retained Business Rates Income	P	5,366	5,366	0
Collection Fund surplus/ (deficit)	Q	1,546	1,546	0
Revenue Support Grant	R	22	22	0
Council Tax	S	6,679	6,679	0
TOTAL RESOURCES		13,613	13,613	0

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

General Fund Forecast Variances - Quarter 1

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

Ref	£	Reason for variance
<u>Additional Expenditure</u>		
G	43,120	Increases on contracts including safety.
G	61,000	Additional expenditure for the Crematorium business case.
F	90,000	Additional NNDR charges.
F	50,000	Overspend on Special Equipment
D	40,900	Overspend on Bed & Breakfast and the use of temporary staff, partly offset by the use of the Homelessness Grants.
<u>Reduced Income</u>		
B	368,000	Expected reduction in the level of Housing Benefits Overpayments raised compared to the budgeted amount £500k, offset by a contribution from reserves of £132K.
G	34,350	Reduction in stall uptake, lower than budgeted fees and charges increase and reduction in Park and Ride income.
G	93,260	HIMO Licensable premises applications have not been as forecast in the business case.
C	56,120	Net overspend after loss of contract to Lincolnshire County Council less staff vacancies and savings on the apprentice levy payable and changes in Government funding.
I	57,000	Government grant announced and budgeted for in 19/20, however was received in 18/19 and not carried forward.
<u>Reduced Expenditure</u>		
H	(25,000)	Vacant post to be held in year.
B	(55,108)	Staffing savings and additional New Burdens Grant

Ref		£	Reason for variance
B	The Terrace	(40,716)	Underspend on business rates and an overachievement on income.
G	Crematorium	(23,000)	Underspends on consultancy, grounds maintenance and vacancies.
F	Car Parking	(25,000)	Saving on Utilities.
G	Housing Regeneration	(45,170)	Saving due to staff vacancies and the 15% DFG admin fee being lifted.

Additional Income

G	Crematorium	(106,000)	Over achievement of income due to increased number of Cremations.
F	Car Parking	(290,000)	Potential additional income forecast based on a 15% monthly uplift in comparison to 2018/19.

HOUSING REVENUE ACCOUNT FUND SUMMARY - AS AT 30 JUNE 2019

	Ref	Budget	Forecast Outturn	Variance
		£'000	£'000	£'000
Gross Rental Income	A	(28,221)	(28,169)	52
Charges for Services & Facilities	B	(322)	(327)	(6)
Contribs towards Expenditure	C	(50)	(61)	(11)
Repairs & Maintenance	D	8,660	8,664	4
Supervision & Management:	E	7,085	6,832	(187)
Rents, Rates and Other Premises	F	95	132	37
Increase in Bad Debt Provisions	G	288	288	0
Insurance Claims Contingency	H	339	339	0
Contingencies	I	(72)	(60)	12
Depreciation	J	6,262	6,262	0
Debt Management Expenses	K	12	12	0
HRS Trading (Surplus) / Deficit	L	0	(287)	(287)
Net Cost of Service	M	(5,923)	(6,309)	(386)
Loan Charges Interest	N	2,352	2,352	0
Investment/Mortgage Interest	O	(37)	(37)	0
Net Operating Inc/Exp		(3,608)	(3,994)	(386)
Major Repairs Reserve Adjustment	P	4,172	4,460	287
Transfers to/from reserves	Q	(572)	(572)	0
(Surplus)/Deficit in Year		(8)	(106)	(99)
Balances b/f @ 1st April		(1,027)	(1,027)	0
(Increase)/Decrease in Balances		(8)	(106)	(99)
Balances c/f @ 31st March		(1,034)	(1,133)	(99)

Housing Revenue Account Variances - Quarter 1

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

Ref		£	Reason for variance
	<u>Reduced Expenditure</u>		
E	Staff vacancies	(187,000)	Supervision & Management Vacancies Q1 & General Savings - under review.
	<u>Reduced Income</u>		
A	Gross Rental Income	52,000	Overspend on Voids
	<u>Increased Expenditure</u>		
G	Council Tax	37,000	Council Tax on Voids & De-Wint Court @ 150%
T	Major Repairs Reserve	287,000	Additional Surpluses to DRF
	<u>Increased Income</u>		
L	HRS Trading Surplus	(287,000)	Forecast HRS Repatriation

HOUSING REPAIRS SERVICE SUMMARY - AS AT 30 JUNE 2018

	Forecast Outturn		
	Budget	Forecast Outturn	Variance
	£'000	£'000	£'000
Employees	2,928	2,936	8
Premises	40	38	(2)
Transport	501	430	(71)
Materials	1,356	1,363	(71)
Sub-Contractors	2,273	2,070	(203)
Supplies & Services	134	191	56
Central Support Charges	320	320	0
Capital Charges	0	0	0
Total Expenditure	7,552	7,347	(205)
Income	(7,552)	(7,635)	(83)
(Surplus)/Deficit	0	(287)	(287)

Housing Repairs Service Variances - Quarter 1

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

£ Reason for Variance

Reduced Spending

Sub-Contractors (203,000) Continual reduction of sub-contractor works.

EARMARKED RESERVES – Q1 MONITORING 2019/20

	Opening Balance 01/04/2019 £'000	Contributions £'000	Actuals Q1 £'000	Forecast Q2-Q4 £'000	Forecast Balance 31/03/2020 £'000
General Fund					
Grants & Contributions	1,465	(77)	289	(747)	930
Business Rates Volatility	1,456	745	0	0	2,201
Strategic Projects - Revenue					
Costs	303	0	(130)	0	173
Mercury Abatement	414	(42)	0	0	371
Budget Carry Forwards	172	0	0	(83)	89
Invest to Save (GF)	427	32	(5)	0	454
Unused DRF	203	(133)	0	0	70
Backdated rent review	220	0	0	0	220
IT Reserve	0	65	0	0	65
Revenues & Benefits shared					
service	163	(30)	0	(132)	0
Tree Risk Assessment	108	20	0	(10)	118
Strategic Growth Reserve	14	0	0	0	14
Asset Improvement	55	0	0	0	55
Private Sector Stock Condition					
Survey	45	(48)	0	48	45
Mayoral car	47	0	0	0	47
Property Searches	4	0	0	0	4
City Hall Sinking Fund	60	0	0	0	60
Managed Workspace	0	0	0	0	0
Section 106 interest	32	0	0	0	32
Funding for Strategic Priorities	1,219	(310)	(298)	(38)	573
Commons Parking	25	0	0	4	28
Electric Van replacement	11	4	0	0	15
Air Quality Initiatives	10	6	0	0	15
Christmas Decorations	14	0	0	3	17
Boston Audit Contract	14	0	0	0	14
Tank Memorial	10	0	0	0	10
Organisational Development	85	(76)	0	(8)	0
Crematorium Income	100	0	(100)	0	0
Yarborough Leisure Centre	2	0	0	0	2
WGC Planning	0	0	0	150	150
Active Nation Sinking Fund	0	0	0	26	26
	6,674	156	(245)	(786)	5,799
HRA Repairs Account	579	0	0	0	579
Capital Fees Equalisation					
Reserve	182	0	0	(41)	140
HRA Strategic Priority Reserve	240	0	0	0	240
Invest to Save (HRA)	140	0	0	0	140
Western Growth Corridor	25	0	0	0	25
De Wint Court Reserve	73	0	0	0	73
HRA Survey Works	60	0	0	(6)	54
Stock Retention Strategy	22	0	0	0	22
	1,321	0	0	(47)	1,274
Total Earmarked Reserves	7,955	156	(245)	(833)	7,073

CAPITAL RESOURCES – Q1 MONITORING 2019/20

	Opening balance	Contributions	Used in financing	Forecast balance 31/03/2020
	£'000	£'000	£'000	£'000
Capital Grants/Contributions	564	3,761	(3,784)	541
Capital receipts General Fund	1,166	1,650	(759)	2,056
Capital receipts HRA	0	819	(716)	103
Capital receipts 1-4-1	3,445	0	(1,261)	2,184
Major Repairs Reserve	5,613	6,262	(10,742)	1,133
HRA DRF	0	4,221	(919)	3,302
Total Capital Resources	10,788	16,713	(18,181)	9,319

As the contributions for 1:4:1 receipts depend upon levels of RTB sales no budget is set for these receipts. As shown above the amount of 1:4:1 receipts which require spend on eligible developments creating new social housing units is £1.26m, to avoid repayment to MHCLG. The amount shown above represents 30% of eligible spend (therefore £2.94m of funding is required to support eligible spend). At quarter 1 there was £461k of 1:4:1 eligible spend. To avoid repayment of 1:4:1 receipts a further £3.75m of eligible spend will be required before 31 March 2020 of which £1.12m may be funded through 1:4:1 receipts. Currently the HIP does not include firm schemes to facilitate this although officers are working on schemes to ameliorate this.

General Investment Programme – Summary of Financial Changes

Project Name	2019/19	2020/21	2021/22	2022/23	2023/24	Notes
	£	£	£	£	£	
2019/20 MTFS Budget following 18/19 outturn report	14,391,653	7,509,060	2,839,385	694,625	500,000	
Budget for approval	14,977,453	7,788,254	2,839,385	694,625	500,000	
Total changes for Q1	585,800	279,194	0	0	0	
Approved by Chief Finance Officer						
Skate Park	(183,021)	183,021				Re-profile
Flood Alleviation Scheme	(80,388)	80,388				Re-profile
To be approved by the Executive						
Disabled Facilities Grant	450,881	0	0	0	0	Increase in grant
Birchwood Leisure Centre	30,000					Scheme delivery
AGP's	227,525					Increased costs
Car Park ticket machines	20,000	0	0	0	0	Replace machines with improved technology
Transport Hub	(845,357)					Scheme completion
Boultham Park Tennis Courts	16,234	0	0	0	0	New scheme
Birchwood Leisure Centre Roof	120,354					New scheme
Lucy Tower Lifts	(15,785)	132,417				New scheme and re-profile
Hartsholme Play Areas	86,010					New scheme
Capital Contingencies	797,343					Re-profile
Unallocated Planned Capital Maintenance	(37,996)	(116,632)				Re-profile
	585,800	279,194	0	0	0	

General Investment Programme – Summary of Expenditure as at 30th June 2019

Scheme	2019/20 MTFS Budget following 18/19 outturn report	Revised Budget	Actuals as at Q1	Variance	Spend
	£	£	£	£	%
<u>ACTIVE SCHEMES</u>					
<u>DCE - Communities & Environment</u>					
Skate Park	183,021	0	0	0	0.00%
Compulsory Purchase Orders	234,954	234,954	0	(234,954)	0.00%
Disabled Facilities Grant	767,687	1,218,568	82,139	(1,136,429)	6.74%
Central Markets	300,000	300,000	1,171	(298,829)	0.39%
Birchwood Leisure Centre	0	30,000	0	(30,000)	0.00%
Artificial Grass Pitches	1,629,439	1,856,964	756,742	(1,110,222)	40.0%
Crematorium	20,000	20,000	0	(20,000)	0.00%
	3,135,101	3,660,486	840,052	(2,820,434)	
<u>DCE - Community Services</u>					
Flood alleviation Hartsholme Park	83,518	3,130	3,130	0	0.00%
Boultham Park Masterplan	84,460	84,460	5,561	(78,899)	6.58%
Improvements to car parks	200,000	220,000	97,721	(122,279)	29.57%
Allotment Capital Improvement Programme	102,158	102,158	30,206	(71,952)	44.42%
	470,136	409,748	136,618	(273,130)	
<u>General Fund Housing</u>					
Housing Renewal Area	388,877	388,877	0	(388,877)	0.00%
	388,877	388,877	0	(388,877)	

Scheme	2019/20 MTFS Budget following 18/19 outturn report	Revised Budget	Actuals as at Q1	Variance	Spend
	£	£	£	£	%
<u>CX - Corporate Policy</u>					
New Telephony System	40,165	40,165	0	(40,165)	0.00%
New Website	49,200	49,200	0	(49,200)	0.00%
	89,365	89,365	0	(89,365)	
<u>CX - Chief Finance Officer</u>					
The Terrace	0	0	0	0	0.00%
The Terrace Heat Mitigation Works	246,547	246,547	0	(246,547)	0.00%
Planned Capitalised Works	306,863	475,680	6,842	(468,838)	1.44%
Land and Property Acquisition	7,259,693	7,259,693	6,819,740	(439,953)	98.87%
	7,813,103	7,981,920	6,826,582	(1,155,338)	
Western Growth Corridor	1,601,700	1,601,700	0	(1,601,700)	0.00%
Transport Hub	845,357	0	0	0	0.00%
TOTAL BUDGET FOR ACTIVE SCHEMES	14,343,639	14,132,096	7,803,252	(6,328,844)	
<u>Schemes Currently Non Active</u>					
Capital Contingencies	48,014	845,357	0	(845,357)	0.00%
TOTAL BUDGET FOR SCHEMES NON ACTIVE	48,014	845,357	0	(845,357)	

Scheme	2019/20 MTFS Budget following 18/19 outturn report	Revised Budget	Actuals as at Q1	Variance	Spend
	£	£	£	£	%
TOTAL GENERAL INVESTMENT PROGRAMME	14,391,653	14,977,453	7,803,252	(7,174,201)	

Housing Investment Programme – New Build/Acquisitions Programme– Summary of Financial Changes

19/20	New Build Programme	Allocations to schemes below	(1,320,251)	Reallocation
19/20	New Build Partnership - Westleigh	Scheme completion	(35,186)	Reallocation
19/20	New Build Partnership - Lytton Street	Scheme completion	(6,957)	Reallocation
19/20	New Build Site - Allotment Site	Scheme completion	(20,027)	Reallocation
19/20	Ingleby Crescent New Build Scheme	Scheme completion	(14,839)	Reallocation
19/20	New Build- De Wint Court	Reprofiled scheme to expected timeframes	(5,318,755)	Reprofile
20/21	New Build- De Wint Court	Reprofiled scheme to expected timeframes	7,541,500	Reprofile
21/22	New Build- De Wint Court	Reprofiled scheme to expected timeframes	3,890,250	Reprofile
19/20	Acquisition - 91 Holly Street	Property acquisitions under delegated authority	126,250	New Scheme
19/20	Acquisition - 41 Coleridge Gardens	Property acquisitions under delegated authority	138,950	New Scheme
19/20	Acquisition - 117 Swift Gardens	Property acquisitions under delegated authority	136,100	New Scheme
19/20	Acquisition - 318 Newark Road	Property acquisitions under delegated authority	95,590	New Scheme
19/20	Acquisition - 14 Wellingore Road	Property acquisitions under delegated authority	139,900	New Scheme
19/20	Acquisition - 8 Woodburn Close	Property acquisitions under delegated authority	133,700	New Scheme
19/20	Acquisition - 114 Camwood Crescent	Property acquisitions under delegated authority	104,400	New Scheme
19/20	Acquisition - Offers accepted still in legal	Property acquisitions under delegated authority	522,370	New Scheme
19/20	Land Acquisition - 93 Rookery Lane	Scheme completion	(13,379)	Reallocation
19/20	Land Acquisition Fund	Allocations from completed schemes	(94,689)	Reallocation
19/20	Land Acquisition - Queen Elizabeth Road	Scheme completion	(75,413)	Reallocation
19/20	Trelawney Crescent	Scheme completion	(5,897)	Reallocation

Housing Investment Programme – Decent Homes– Summary of Financial Changes

Project Name	MTFS Budget following 18/19 outturn report	Budget increase/ (reduction)	Revised Budget	Reprofile (to) from future years	Notes
	£	£	£	£	
<u>Decent Homes</u>					
Central Heating upgrades	1,166,755	303,715	1,470,470	0	19/20
Responsive heating replacements	303,715	(303,715)	0	0	19/20
Central Heating upgrades	1,473,972	255,000	1,728,972	0	20/21
Responsive heating replacements	255,000	(255,000)	0	0	20/21
Central Heating upgrades	1,460,930	255,000	1,715,930	0	21/22
Responsive heating replacements	255,000	(255,000)	0	0	21/22
Central Heating upgrades	1,436,950	255,000	1,691,950	0	22/23
Responsive heating replacements	255,000	(255,000)	0	0	22/23
Plastering	227,310	(227,310)	0	0	19/20
CO Detector Installation	91,379	(91,379)	0	0	19/20
Contingency Reserve	1,800,868	318,689	2,119,557	0	19/20
Plastering	231,857	(231,857)	0	0	20/21
CO Detector Installation	83,062	(83,062)	0	0	20/21
Contingency Reserve	336,857	314,919	651,776	0	20/21
Plastering	205,100	(205,100)	0	0	21/22
CO Detector Installation	72,930	(72,930)	0	0	21/22
Contingency Reserve	495,100	278,030	773,130	0	21/22
Plastering	225,980	(225,980)	0	0	22/23
CO Detector Installation	81,210	(81,210)	0	0	22/23
Contingency Reserve	577,980	307,190	885,170	0	22/23
Plastering	200,000	(200,000)	0	0	23/24

Project Name	MTFS Budget following 18/19 outturn report	Budget increase/ (reduction)	Revised Budget	Reprofile (to) from future years	Notes
CO Detector Installation	22,900	(22,900)	0	0	23/24
Contingency Reserve	200,000	222,900	422,900	0	23/24
Re-roofing	358,878	336,623	695,501	336,623	19/20

Housing Investment Programme – Summary of Expenditure as at 30th June 2018

Project Name	2019/20 Budget following 2018/19 Outturn	Revised Budget	Q1 Budget Change		Actuals as at Q1	Variance	Spend
	£	£	£	£	£	£	%
<u>Decent Homes</u>							
Bathrooms & WC's	518,772	518,772	0	0	(518,772)	0.00%	
DH Central Heating Upgrades	1,166,755	1,470,470	303,715	206,534	(1,263,936)	14.00%	
Responsive Capitalised Heating Replacements	303,715	0	(303,715)	0	0	0.00%	
Thermal Comfort Works	279,297	279,297	0	18,813	(260,484)	6.74%	
Kitchen Improvements	758,680	758,680	0	0	(758,680)	0.00%	
Rewiring	220,826	220,826	0	0	(220,826)	0.00%	
Re-roofing	358,878	695,501	336,623	40,560	(654,941)	5.83%	
Lincoln Standard Windows Replacement	841,120	841,120	0	56,394	(784,726)	6.70%	
Structural Defects	54,397	54,397	0	366	(54,031)	0.67%	
Wall Structure Repairs	20,000	20,000	0	0	(20,000)	0.00%	
Door Replacement	1,155,682	1,155,682	0	119,975	(1,035,707)	10.38%	
Decent Homes Decoration Allowance	13,638	13,638	0	3,850	(9,788)	28.23%	
CO Detector Installation	91,379	0	(91,379)	16,944	16,944	0.00%	
Canopy and porches	14,548	14,548	0	0	(14,548)	0.00%	
New services	56,828	56,828	0	0	(56,828)	0.00%	
Void Capitalised Works	1,308,455	1,308,455	0	273,348	(1,035,107)	20.89%	
Landscaping and Boundaries	464,215	464,215	0	18,307	(445,908)	3.94%	
<i>Prelim Costs & Exceptionals to be allocated</i>				77,398	77,398	0.00%	
Decent Homes	7,627,185	7,872,429	245,244	832,488	(7,562,008)		

Project Name	2019/20 Budget following 2018/19 Outturn	Revised Budget	Q1 Budget Change	Actuals as at Q1	Variance	Spend
	£	£	£	£	£	%
<u>Lincoln Standard</u>						
Over bath showers (10 year programme)	933,656	933,656	0	0	(933,656)	0%
Safety flooring - Supported Housing	25,342	25,342	0	6,821	(18,521)	26.91%
Lincoln Standard	958,998	958,998	0	6,821	(952,177)	
<u>Health & Safety</u>						
Asbestos Removal	151,407	151,407	0	21,449	(129,958)	14.17%
Asbestos Surveys	145,479	145,479	0	29,679	(115,801)	20.40%
Replacement Door Entry Systems	120,060	120,060	0	0	(120,060)	0.00%
Renew stair structure	23,550	23,550	0	0	(23,550)	0.00%
Plastering (HHSRS)	227,310	0	(227,310)	0	0	0.00%
Health & Safety	667,806	440,496	(227,310)	51,128	(389,368)	
<u>New Build Programme</u>						
New Build Programme	14,036,394	6,160,512	(7,875,882)	565,665	(5,594,847)	9.18%
New Build Programme	14,036,394	6,160,512	(7,875,882)	565,665	(5,594,847)	
<u>Land Acquisition</u>						
Land Acquisition Fund	81,310	94,689	13,379	0	(94,689)	0.00%
Land Acquisition	81,310	94,689	13,379	0	(94,689)	
Other	1,212,219	1,205,399	(6,820)	101,676	(1,103,723)	8.44%

Project Name	2019/20 Budget following 2018/19 Outurn	Revised Budget	Q1 Budget Change	Actuals as at Q1	Variance	Spend
	£	£	£	£	£	%
<u>Contingency Schemes</u>						
Contingency Reserve	1,800,868	2,126,377	325,509	0	(2,126,377)	0.00%
Contingency Schemes	1,800,868	2,126,377	325,509	0	(2,126,377)	
<u>Other Schemes</u>						
Housing Support Services Computer Fund	199,362	199,362	0	0	(199,362)	0.00%
Operation ROSE	65,667	65,667	0	0	(65,667)	0.00%
Other Schemes	265,029	265,029	0	0	(265,029)	
GRAND TOTALS	26,649,809	19,123,929	(7,525,880)	1,557,777	(13,310,988)	

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SUBJECT:	REVENUES AND BENEFITS SHARED SERVICE UPDATE
DIRECTORATE:	CHIEF EXECUTIVE AND TOWN CLERK
REPORT AUTHOR:	MARTIN WALMSLEY, HEAD OF SHARED REVENUES AND BENEFITS

1. Purpose of Report

- 1.1 To provide Members with an update on performance in the Revenues and Benefits shared service.

2. Executive Summary

- 2.1 This report provides an update on Revenues and Benefits performance information for City of Lincoln Council, up to the end of Quarter 1 2019/20.

3. Background

- 3.1 Our Revenues and Benefits function is administered as part of a shared service with North Kesteven District Council, with City of Lincoln Council being the host authority for the shared service.
- 3.2 Performance for both City of Lincoln and North Kesteven is monitored by the Revenues and Benefits Joint Committee on a quarterly basis – the next report is to be presented to the Joint Committee in September 2019.
- 3.3 This report focuses on performance for City of Lincoln.

4. Revenues Performance

4.1 Council Tax

- 4.2 As at the end of Quarter 1 2019/20, in-year collection for City of Lincoln Council is 0.38% lower than as at the same point in the previous financial year. This is partly due to £129,222 (equivalent to 0.28% of in-year collection) being paid over the weekend (29th/30th June) and therefore could not be included within June 2019 collection (as these monies were paid against accounts on Monday 1st July).
- 4.3 The annual in-year collections for Council Tax, since the shared service formed (1st June 2011), are shown in the table below:

End Q1 2018/19	2018/19	2017/18	2016/17	2015/16	2014/15	2013/14	2012/13	2011/12
26.71%	96.76%	97.17%	97.09%	97.12%	96.93%	96.56%	96.32%	96.80%

Although Council Tax in-year collection for 2018/19 reduced by 0.41% compared to 2017/18, this is still a positive outturn position considering factors such as the economic climate, cumulative impacts of national welfare reforms and Council Tax Support schemes. Also, when considering the 2018/19 current collection level, it should be noted that the net collectable debit had increased from 2017/18 by £2.57m.

Officers have undertaken comparisons of collection rate to deprivation statistics and rankings. This analysis suggests that City of Lincoln are collecting 1.5% more Council Tax in-year than could reasonably be expected and gives a ranking outcome of 29th. Under the same comparisons, City of Lincoln are currently 8th in the ranking of District authorities (last year 9th).

When comparing overall in-year collection rates nationally, City of Lincoln's outturn figure is ranked 228th out of 326 billing authorities.

The table below shows comparisons to other Lincolnshire local authorities, for the year 2018/19:

Local Authority	Collection Rate 2018/19
North Kesteven	99.1%
South Kesteven	98.8%
West Lindsey	98.1%
South Holland	97.8%
East Lindsey	97.0%
City of Lincoln	96.8%
Boston	96.0%

4.4 Business Rates

4.5 Compared to the same point in 2018/19, as at the end of Quarter 1 2019/20 in-year Business Rates collection is down by 1.37%. This is partly due to £424,290 (equivalent to 0.94% of in-year collection) being paid over the weekend (29th/30th June) and therefore could not be included within June 2019 collection (as these monies were paid against accounts on Monday 1st July).

4.6 The table below shows in-year collections for Business Rates, from 2011/12 to 2018/19:

End Q1 2019/20	2018/ 19	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2013/ 14	2012/ 13	2011/ 12
34.49%	99.81%	98.87%	99.43%	99.78%	99.46%	99.31%	99.08%	99.20%

4.7 This is an extremely positive annual outturn position for 2018/19, even more so when considering the total net collectable debit had increased from 2017/18 by £646k.

When comparing collection rates nationally, City of Lincoln's collection rate is ranked 5th out of 326 billing authorities.

The table below shows comparisons to other Lincolnshire local authorities, for the year 2018/19:

Local Authority	Collection Rate 2018/19
City of Lincoln	99.2%
South Holland	98.9%
East Lindsey	98.4%
North Kesteven	98.3%
West Lindsey	98.0%
Boston	97.9%
South Kesteven	96.5%

4.8 Outstanding Revenues Customers

4.9 The table below shows the number of outstanding Revenues correspondence in our Document Management System, at the end of each of the last eight financial years, as well as the position at the end of Quarter 1 2018/19.

End Q1 2019/ 20	2018/ 19	2017/ 18	2016/ 17	2015/ 16	2014/ 15	2013/ 14	2012/ 13	2011/ 12
616	437	121	296	448	1,025	683	939	1,713

4.10 The number of outstanding Revenues Customers as the end of quarter 1 2019/20 shows an increase since 31 March 2019, as well as compared to the end of 2017/18. However, this is still a positive position. The workload was up-to-date going into new year billing, however an influx of documents during the billing period from early-mid March created the increased figure at the end of the financial year. Also, in the Council Tax base there are now an additional 1,051 properties to administer (split Lincoln 501, North Kesteven 550), - as well as staffing resources on the Council Tax Team being reduced at points throughout the year due to unforeseen circumstances. Staffing resources have now been resolved and further recruitment is taking place as at the time of writing this report.

The Council Tax Administration team has, and continues to, work with our Business Development Team to implement and improve processes to 'channel shift' customer contact and further adopt 'lean' principles. These have included online e-forms for 'reporting a move', Direct Debits and reporting changes for student accommodation. The e-forms are populated by the customer with their information, and this is integrated into the back-office system. This generates efficiencies in these processes, meaning resources can be allocated to more complex procedures and customer enquiries.

4.11 Housing Benefit Overpayments

4.12 The table below shows in-period collection rates over the last seven financial years (2011/12 is not shown, due to the changeover to the Northgate ICT system for Lincoln during that financial year and a number of conversion exercises that had to be undertaken relating to Housing Benefit Overpayments).

Financial Year	Q1 2019/20	2018/19	2017/18	2016/17	2015/16	2014/15	2013/14	2012/13
City of Lincoln	92.78%	100.38%	81.81%	76.38%	75.22%	68.60%	72.98%	89.14%

- 4.13 A dedicated project, working in conjunction with Department for Work and Pensions (DWP) has made significant overall improvements in Housing Benefit (HB) Overpayments collection and recovery. This can also be demonstrated in the table below, showing an overall reduction in the amount of HB Overpayments debt outstanding to the Council since the end of 2017/18 (the project commenced early in 2018/19).

Date	End Q1 2019/20	End 2018/19	End Year 2017/18	End Year 2016/17	End Year 2015/16	End Year 2014/15
Outstanding Housing Benefit overpayments (£)	£4,009,365	£3,973,125	£4,219,349	£4,081,552	£3,510,797	£3,186,900

- 4.14 The vast majority of these outstanding overpayments are under arrangement – but due to the amounts involved frequently take extended periods of time to be repaid to the Council. Also, the cause of most overpayments is out of the local authorities' direct control, being due to delays in changes in circumstances being reported by customers. Whilst the value of overpayments outstanding is decreasing, staff are still creating overpayments – through delays in changes in circumstances being processed – these delays can be caused by customers, DWP or by ourselves.

5. Benefits Performance

5.1 Outstanding Benefits Customers

- 5.2 The table below demonstrates the outstanding Benefits work at the end of each of the last eight financial years, also the position at the end of Quarter 1 2019/20.

End Q1 2018/19	2018/19	2017/18	2016/17	2015/16	2014/15	2013/14	2012/13	2011/12
565	897	696	555	1,064	1,267	2,396	2,004	2,401

Although at the end of 2018/19, the overall position was not quite as positive as at the end of the last two financial years, this is still a much improved position compared to other previous financial years. The rollout of Universal Credit Full Service in Lincoln and Sleaford Jobcentre Plus has placed significant increased processing demands on our Benefits assessment team. Officers have put in a number of measures to reduce the level of outstanding work in Q1 2018/19, which can be demonstrated by the much-reduced level of work outstanding – 565 customers' items at the end of June 2019.

5.3 Average Processing Times

5.4 The table below shows the average time for processing Housing Benefit New Claims and Changes of Circumstance over the last six financial years (figures not shown prior to April 2013, as these included the former national Council Tax Benefit scheme):

Average no. days to process		2018/19	2017/18	2016/17	2015/16	2014/15	2013/14
City of Lincoln	New Claims	25.82	30.13	29.44	25.45	26.14	28.33
	Changes	4.12	4.72	4.49	5.40	5.07	6.97

5.5 Overall these figures are positive, especially for Changes of Circumstance, - however New Claims performance has been somewhat detrimentally impacted by the requirements of Universal Credit. For example, for the Universal Credit customers where Housing Benefit is still to be claimed (e.g. exempt categories) where housing costs are still covered by Housing Benefit – where local authorities are having to wait for the Universal Credit decision to be made, which is taking around 6 weeks, before an assessment decision can be taken on the Housing Benefit entitlement.

5.6 New Claims performance for Q1 2019/20 was 27.10 days, and Changes of Circumstance 5.09 days. An action plan is in place aiming to improve New Claims performance during Q2 2019/20.

5.7 Financial Accuracy of Processing

5.8 An enormous amount of work has been put into addressing financial accuracy of processing, and the table below demonstrates how performance has improved and been maintained in recent financial years.

Financial accuracy of processing	
2011/12	65.00%
2012/13	72.41%
2013/14	76.50%
2014/15	78.99%
2015/16	82.81%
2016/17	91.00%
2017/18	87.50%
2018/19	86.07%
2019/20 – Q1	90.41%

A total of 244 claims were checked during 2018/19 with 210 being 'right first time'. Officers target quality checks, including cases more likely to be incorrect – e.g. claims where Universal Credit is a consideration, which are generally more complex – although with training and support in place this is improving. In Q1 2019/20 66 out of 73 claims checked were right first time. In addition to these targeted checks, more checks are also carried out as part of the rolling annual subsidy claim checking regime.

6. Summary

- 6.1 Despite the ongoing challenges in terms of frequently-changing legislation and ongoing welfare reforms, the Revenues and Benefits Shared Service performance on the whole continues to be positive, at the same time delivering significant savings to the partner local authorities.

Officers are proactive in implementing new innovative processing methods, embracing technology, and being involved in positive partnership working to not only deliver Revenues and Benefits but to also play a key role in projects to improve residents lives- for example, projects which help people gain new skills and move into work.

It was especially pleasing for our shared service to secure a prestigious national award in October 2018, for 'Excellence in Partnership Working' – at the annual Institute of Rating Revenues and Valuation (IRRV) Performance Awards. Not only was the service winners of the aforementioned award, but was also shortlisted as finalists for two further awards – 'Most Improved Team of the Year' and 'Benefits and Welfare Reform Team of the Year'. This is testament to the success of our shared service partnership itself, our positive partnership with local DWP services, as well as with a range of other public, private and voluntary sector partners. Our shared service is progressive and ambitious, and this award further evidences everyone's hard work in making our service a success.

7. Strategic Priorities

- 7.1 Let's reduce inequality: The Revenues and Benefits Service plays a key role in reducing inequality by ensuring residents receive the benefits they are entitled to and providing money / debt advice. The Revenues Section is also mindful of the strategic priorities when engaging with business ratepayers as they recover business rates – and also promoting and encouraging growth in the districts. Digital Inclusion, Channel Shift / Customer Experience, Financial Inclusion and Partnership Working are all key priorities for the shared service. A Fair Collection and Debt Recovery Policy is in place.

8. Organisational Impacts

- 8.1 Financial: Prompt and efficient recovery of amounts due to the Council helps to ensure that income receivable is collected in order to finance critical services.
- 8.2 Legal Implications including Procurement Rules: There are no direct legal implications from this report.
- 8.3 Equality, Diversity & Human Rights: There are no direct implications arising from this

report.

9. Risk Implications

9.1 A Risk Register is in place for the Revenues and Benefits shared service.

10. Recommendation

10.1 Members note the information as set out in this report.

Key Decision Yes/No

Do the Exempt Information Categories Apply? Yes/No

Call in and Urgency: Is the decision one to which Rule 15 of the Scrutiny Procedure Rules apply? Yes/No

How many appendices does the report contain? None

List of Background Papers: None

Lead Officer: Martin Walmsley, Head of Shared Revenues and Benefits,
Telephone 01522 873597

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SUBJECT:	INCOME AND ARREARS MONITORING
DIRECTORATE:	CHIEF EXECUTIVE AND TOWN CLERK
REPORT AUTHOR:	MARTIN WALMSLEY, HEAD OF SHARED REVENUES AND BENEFITS

1. Purpose of Report

1.1 To update Members on the position with regard to amounts of monies owed to the City Council as at 1st April 2019, (and Business Improvement District levy to the end of June 2019).

2. Executive Summary

2.1 This update is provided to Members of this Committee each year once all figures have been collated.

2.2 The report summarises the in-year collection of Council Tax, Business Rates, the Business Improvement District (BID) levy, Housing Rents, Former Tenant Rent Arrears, Sundry Debtors and Housing Benefit Overpayments to the 31st March 2019, and sets out the arrears brought forward position at 1st April 2019, (BID to the end of June 2019).

3. Background

3.1 2018/19 continued to provide challenges for the Revenues and Benefits service, not least of which was the continuing rollout of Universal Credit in Lincoln as well as the cumulative effect of welfare reforms and the general economic climate. Officers with the responsibility of collecting monies due to the Council are mindful of individuals' and businesses' personal circumstances and whilst appreciating the importance of collecting monies due, also need to ensure this is balanced with realistic payment arrangements to try and mitigate the risk of undue financial hardship wherever possible and appropriate.

4. Council Tax Collection

4.1 The Council Tax net collectable debit for 2018/19 after Council Tax Support, discounts and exemptions had been granted was £41,767,829. This is an increase of £2,568,610 from 2017/18.

4.2 Total payments received in respect of 2018/19 were £40,383,019. This is an increase of £2,292,168 from 2017/18.

4.3 Council Tax arrears brought forward from all previous years at 1st April 2018 totalled £6,305,831. By 31st March 2019 these arrears decreased to £3,026,804.

4.4 The table below shows comparisons between 2017/18 and 2018/19 in respect of; in-year collection rate, arrears brought forward and number of arrears cases.

Council Tax	2017/18	2018/19	Increase/ (Decrease)
Collection Rate	97.17%	96.76%	(0.41%)
Arrears @ 1 st April (Value)	£6,305,831	£5,175,548	(£1,130,283)
Arrears @ 1 st April (Cases)	13,520	14,874	1,354

4.5 The new arrears figure of £5,175,548 brought forward represents; the balance of arrears outstanding from previous years at 31st March 2018 as set out in 4.3 above, the Council Tax due in 2018/19 and not collected, court costs raised in 2018/19 and still unpaid, other adjustments made in 2018/19 in respect of previous years, and excludes credits.

4.6 In terms of the amount of Council Tax written-out during the financial year 2018/19 (which could be outstanding Council Tax from any financial year), the figure was £152,609. This compares to £241,629 written-out during 2017/18 and £109,080 in 2016/17.

4.7 It is important to note that just because a debt has been written-out, this does not mean it cannot be written back on and collected if new information is received. During 2018/19, £4,560 was written back on.

4.8 Officers have undertaken comparisons of collection rate to deprivation statistics and rankings. This analysis suggests that City of Lincoln are collecting 1.5% more Council Tax in-year than could reasonably be expected and gives a ranking outcome of 29th. Under the same comparisons, City of Lincoln are currently 8th in the ranking of District authorities (last year 9th).

When comparing overall in-year collection rates nationally, City of Lincoln's outturn figure is ranked 228th out of 326 billing authorities.

5. Business Rates Collection

5.1 The Business Rates net collectable debit for 2018/19 after empty voids, charity entitlements and other reliefs had been granted was £44,459,008. This is an increase of £645,989 from 2017/18.

5.2 Total payments received in respect of 2018/19 were £44,374,975. This is an increase of £65,416 from 2017/18.

5.3 Business Rates arrears brought forward from all previous years at 1st April 2018 was £1,109,376. By the 31st March 2019 these arrears had decreased to £308,484.

5.4 The table below shows comparisons between 2017/18 and 2018/19 in respect of; in-

year collection rate, arrears brought forward and number of arrears cases.

Business Rates	2017/18	2018/19	Increase/ (Decrease)
Collection Rate	98.87%	99.81%	0.94%
Arrears @ 1 st April (Value)	£1,109,376	£1,095,823	(£13,553)
Arrears @ 1 st April (Cases)	271	198	(73)

- 5.5 The new arrears figure of £1,095,823 brought forward represents; the balance of arrears outstanding from previous years at 31st March 2019 as set out in 5.3 above, the Business Rates due in 2018/19 and not collected, the balance of court costs raised in 2018/19 and still unpaid, any other adjustments made in 2018/19 in respect of previous years, and excludes credits.
- 5.6 As with Council Tax, it is important to note that just because a debt has been written-out, this does not mean it cannot be written back on and collected if new information is received. During 2018/19, £1,199 was written back on.
- 5.7 When comparing collection rates nationally, City of Lincoln's collection rate is ranked 5th out of 326 billing authorities.

6. Business Improvement District (BID) Levy Collection 2018/19

- 6.1 Members will be aware that the Authority is responsible for the administration and collection of the BID Levy.
- 6.2 The BID financial year runs from July to June and the figures given below represent collection up to the end of June 2019.
- 6.3 The 2018/19 net collectable debit raised in respect of the Levy was £398,176.
- 6.4 A comparison of in-year collection rates between the BID financial years ending 30th June 2018 and 30th June 2019 is shown in the table below. Although a reduction in in-year collection, the outturn performance is still a very positive achievement by exceeding 99%, also reflecting only a £3,464 reduction in in-year collection compared to the year ended 30th June 2018.

Year ending 30 th June 2018	99.96%	Increase/ (Decrease) (0.87%)
Year ending 30 th June 2019	99.09%	

7. Housing Rents Collection

- 7.1 The net Housing Rent debit for 2018/19 (collectable rent) excluding Housing Benefits and other adjustments was £13,920,459 of which 97.54% was collected. This is a reduction of 0.94% on 2017/18 collection of 98.48%.
- 7.2 For administration purposes, Housing Rent Arrears are split between 'current' and 'former' tenants. The table below shows comparisons between 2017/18 and 2018/19 in respect of: in-year collection rate, arrears brought forward and number of arrears cases.

Housing Rents	2017/18	2018/19	Increase/ (Decrease)
Collection Rate	98.48%	97.54%	(0.94%)
Arrears @ 1 st April (Value)	£1,467,323	£1,681,905	£214,582
- Current	£574,427	£737,513	£163,086
- Former	£892,896	£944,392	£51,496
Arrears @ 1 st April (Cases)	2,093	2,308	215

- 7.3 The most prevalent reason behind the increase in current tenant arrears was the full service rollout of Universal Credit (UC) and its impact on Housing officers' work and on tenants. At the end of March 2019, there were 1,128 tenants claiming UC, of which 806 were in arrears. 52% of total arrears were people claiming UC (£380,029). It is anticipated that the number of UC claimants will continue to increase in an upward trajectory in the 2019/20 financial year.
- 7.4 Former tenant arrears collection for 2018/19 was 23.58% - a slight reduction from the 2017/18 figure of 24.25%.

8. Sundry Debtors Collection

- 8.1 A total of 11,493 new debtor accounts were raised in 2018/19 amounting to £105,339,653 in cash terms.
- 8.2 The table below shows comparisons between 2017/18 and 2018/19 in respect of arrears brought forward and number of arrears cases.

Sundry Debtors	2017/18	2018/19	Increase/ (Decrease)
Arrears @ 1 st April (Value)	£2,522,762	£2,144,535	(£378,228)
Arrears @ 1 st April (Cases)	3,352	3,678	326

- 8.3 Sundry debt invoices to the value of £8.89m were raised in March 2019, with

expectation that some of these would not be paid in year (i.e. in 2018/19). The collection rate for 2018/19 was 98.58% - this is an increase from 2017/18 of 15.8%.

9. Housing Benefit Overpayments Collection

9.1 The balance of outstanding Housing Benefit Overpayments as at 1st April 2019 was £3,973,125 and compares to £4,219,349 at 1st April 2018, a decrease of £246,224.

9.2 A total of £1,178,298 in Housing Benefit overpayments was raised in 2018/19. Total credits received in 2018/19 were £1,182,763 – this includes card payments, direct deductions from ongoing benefit, payments from our collection agents, underlying entitlement and payments via attachments from the Department for Work and Pensions (DWP) and employers.

9.3 The total number of cases with a debt outstanding in the Debtors system at the 1st April 2019 was 3,428.

The table below shows comparisons between 2017/18 and 2018/19 in respect of arrears brought forward and number of arrears cases in the Debtors system.

Housing Benefit Overpayments	2017/18	2018/19	Increase/ (Decrease)
Arrears @ 1 st April (Value)	£4,219,349	£3,973,125	(£246,224)
Arrears @ 1 st April (Cases)	3,885	3,860	(25)

9.4 A specific project has been in place to tackle Housing Benefit overpayments and has implemented some key improvements to processes, recovery action and collection performance. For example, collection in 2018/19 was 100.38%, in 2017/18 the equivalent performance measure was 81.81% - an improvement of 18.57%. Officers have worked in partnership with Department for Work and Pensions (DWP) in relation to analysing processes and implementing changes from June 2018, which have assisted in achieving these improvements.

10. Strategic Priorities

10.1 Let's reduce inequality: The Revenues and Benefits Service has a key role in reducing poverty and disadvantage; by ensuring residents receive the benefits they are entitled to, providing money/debt advice, as well as collecting monies due to the Council in line with a Fair Collection and Debt Recovery Policy.

11. Organisational Impacts

11.1 Financial: Prompt and efficient recovery of amounts due to the Council helps to ensure that income receivable is collected in order to finance critical services.

11.2 Legal Implications including Procurement Rules: There are no direct legal

implications from this report.

12. Risk Implications

12.1 A Risk Register is in place for the Revenues and Benefits shared service.

13. Recommendation

13.1 Members are asked to note the contents of this report.

Key Decision Yes/No

Do the Exempt Information Categories Apply? Yes/No

Call in and Urgency: Is the decision one to which Rule 15 of the Scrutiny Procedure Rules apply? Yes/No

How many appendices does the report contain? None

List of Background Papers: None

Lead Officer: Martin Walmsley, Head of Shared Revenues and Benefits,
Telephone 01522 873597

SUBJECT: FINAL CHRISTMAS MARKET OUTTURN REPORT 2018

DIRECTORATE: COMMUNITIES AND ENVIRONMENT

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

1. Purpose of Report

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

2. Background

- 2.1 The 2018 Lincoln Christmas Market was held from Thursday 6th December to Sunday 9th December 2018 and was visited by around 230,000 people over the 4 days.
- 2.2 The market started in 1982 with 11 stalls and has grown to become one of the biggest Christmas Markets in the country.
- 2.3 The economic impact analysis for the 2018 Christmas market carried out by the University of Lincoln on our behalf indicates not significant variation in the data collected from 2013-2018, thus (based on the detailed 2016 report) the total visitor spend remains in the region of £14 million with the estimated economic value to the City of £2.65 million.

It also concluded that

- over 60% of visitors travel to the City for the market;
- average visitor spend including accommodation is around £86.

- 2.4 The Christmas Market in 2018 was the first time that we imposed a 'no vehicle' policy in the inner market area while the market was operational. While this policy generated some complaints and negative publicity before the event, the policy was a success from an operational perspective over the market period. This view was confirmed in the multi-agency debrief.

3. 2018 Outturn

- 3.1 The Christmas Market was expected to generate a surplus, based on budget, of (£13,210). The final out-turn position was a deficit of £82,380, giving an overall over spend of £95,590. There are a number of reasons for this and these are discussed throughout the report.
- 3.2 A summary of the operational budget and projected outturn split down into CIPFA

classes is shown at Appendix 1.

3.3 **Income**

The market has 3 main streams of income,

- stallholder fees (including the fairground),
- park and ride ticket sales and
- coach bookings

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

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

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

The loss on the price increase freeze was partly offset by additional income from the fairground of (£6,680). This was due to the contract price exceeding expected budget.

3.5 **Park and Ride Income**

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

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

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

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

Work is already under way to attempt to address some of these issues. Work has already progressed with our traffic management and stewarding contractor and the County Council to review options to reduce the volume of cars parking in the outer area and therefore the impacts on our residents.

We are also looking at options to increase the publicity around the park and ride facility. Hopefully this will push business to the park and ride reducing the number

of visitor vehicles entering the city centre. This will have a knock on environmental benefit.

- 3.6 Coach bookings also continue to reduce and have done year on year recently. In 2018 the coach parking was operated from RAF Scampton for all four days. A total of 201 coaches attended the market in 2018 (compared with 227 coaches in 2017 and 264 in 2016. 10 years ago (2008) we had 621 coaches).

This generated an income of (£16,900), £9,640 short of the income target of (£26,540).

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

A shortfall of income for coaches remains likely for the 2019 market.

- 3.7 Overall actual income is (£615,930) compared to the budget of (£641,030), giving a shortfall of £25,100.

	Budget	Out turn	Variance
	£	£	£
Income	(641,030)	(615,930)	25,100

3.8 Expenditure

The most significant items of expenditure are

- Staff costs for the market period;
- Venue hire costs;
- Contractor payments and
- Central support charges.

- 3.9 Staff costs cover the 40 or so City Council staff that contribute to the safe and effective running over the actual market period and include those carrying out roles such as event office staff, zone supervisors, loggists, CCTV and communications. Staff costs came in £5,100 under budget.

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

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

- 3.11 Total contractor costs are the single biggest variation against budget. Contractor costs were £483,060. This is £68,270 over the budget of £414,790.

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

Several contracts have seen relatively small increases in the order of £1,000 - £2,000 either due to inflationary increases above budget or due to additional

requests of the contractor for good or services that the team require due to safety requirements or developing the market. This might include for example additional barriers, trackway, electrics, lighting towers and so forth.

The refuse and stewarding contracts have seen considerable increases. These have combined exceeded budgeted costs by around £13,000. This is due to an increased amount of refuse collected year on year and likewise a demand to provide additional stewarding around the market and in some cases for longer periods of time. Stewarding provision is being reviewed for the 2019 market in order to manage a continued increase in costs in this area.

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

- 3.12 Total operational expenditure is therefore £569,560 against a budget of £495,350, giving an over spend of £74,210.

	Budget	Out turn	Variance
	£	£	£
Expenditure	495,350	569,560	74,210

- 3.13 In summary the *operational* outturn of the market (excluding central support charges) is

	Budget	Out turn	Variance
	£	£	£
Expenditure	495,350	569,560	74,210
Income	(641,030)	(615,930)	25,100
Total	(145,680)	(46,370)	99,310

Overall the Christmas Market generated an operational surplus of (£46,370).

However this is £99,310 short of the budgeted surplus of (£145,680).

- 3.14 Central Support Charges

Central support service costs are additional to the direct costs of running front line services and include normal overheads such as the culture & events team, finance, legal, I.T. and accommodation but also includes time allocated from other areas in to the Christmas Market such as Communications, Environmental Health and Licensing.

Costs for the 2018 market are –

	Budget £	Out turn £	Variance £
Central Support Charges	132,470	128,750	(3,720)

3.15 2018 Christmas Market Outturn Summary

	Budget £	Out turn £	Variance £
Operational Expenditure	495,350	569,560	74,210
Central Support Charges	132,470	128,750	(3,720)
Income	(641,030)	(615,930)	25,100
Total	(13,210)	82,380	95,590

The full cost of running the 2018 Christmas Market including central support charges was £82,380. This is an additional cost to the Council of £95,590 against the budgeted surplus of (£13,210).

4. **Strategic Priorities**

4.1 Let's drive economic growth

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

4.2 Let's enhance our remarkable place

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

5. **Organisational Impacts**

5.1 Finance (including whole life costs where applicable)

These are discussed in detail in the report.

5.2 Legal Implications including Procurement Rules

None.

5.3 Significant Community Impact

It is recognised that without the support of the local community particularly local residents and businesses both in the immediate 'inner' area but also the 'outer' area that the market would not be the success that it is. Officers have developed an improved communications plan for residents and officers and members have undertaken two residents meetings earlier this year to discuss concerns that residents have. The outcomes of this has informed some of this year's event planning. Additional residents meetings are scheduled for September and then again closer to the market.

6. Christmas Market Development

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

7. Recommendation

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

Is this a key decision?	No
Do the exempt information categories apply?	No
Does Rule 15 of the Scrutiny Procedure Rules (call-in and urgency) apply?	No
How many appendices does the report contain?	One
List of Background Papers:	None

Lead Officer:

Simon Colburn
Assistant Director
Telephone (01522) 873241

Appendix 1

2018 Christmas Market -Full Out Turn Summary - CIPFA Class

	Budget	Out turn	Variance
	£	£	£
Employees	13,390	8,290	(5,100)
Premises	2,600	3,490	890
Transport	2,000	1,230	(770)
Supplies & Services	62,570	73,490	10,920
Contractors	414,790	483,060	68,270
Support	132,470	128,750	(3,720)
Income	(641,030)	(615,930)	25,100
Total	(13,210)	82,380	95,590

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SUBJECT: CAR PARKING STRATEGY - UPDATE

DIRECTORATE: DIRECTORATE OF COMMUNITIES AND ENVIRONMENT

REPORT AUTHOR: SIMON WALTERS, DIRECTOR OF COMMUNITIES AND ENVIRONMENT

1. Purpose of Report

- 1.1 As requested by Performance Scrutiny Committee, to provide an update on progress with the strategy to improve the City Council's public car parking offer in the city.

2. Background

- 2.1 In August 2018, the City Council developed a strategy to improve the car-parking offer in the city. This strategy not only underpins the income targets set for car parking, but also recognises the role car parking provision has on the overall vibrancy of the city centre.
- 2.2 It should be noted that whilst the city council is a significant operator of car parks across the city, it is not the only operator with others such as NCP having a large footprint also.

3. Progress with the Strategy

3.1 Car Park Improvements

This strand focusses on making our car parks the preferred choice for commuters, shoppers and visitors. All our car parks continue to be very popular, but there is always more we can do to invest in our car park stock. Such investment will enhance the feeling of security and convenience of particularly our multi storey car parks.

Actions proposed in the strategy included:

1 – Recruit to vacant posts within the car parking team to provide a visible reassuring staffed presence. These staff to be ambassadors for the service and city.

2 – Explore the introduction of CCTV into Broadgate and Lucy Tower Street Car Parks

3 – Enhance the ticket machines to provide contactless payments across the stock and rectify the connection issues re paying by card

4 – Improve the physical security at our two older Multi Storey car parks. Explore

introduction of access control

5 – Trial the token validation system where shops can give discounts to shoppers parking in Central car park

3.2 Progress under this strand has been significant:

1 –The vacant car park attendant posts that were available at the time the strategy was developed have been recruited to. We therefore have an increased visible presence across many car parks to assist our customers. Currently we have only one vacancy.

2 –CCTV will be introduced to Lucy Tower Street car park and Broadgate car park. Designs are being finalised and in addition, the installation contractor has offered some additional technology that will make it much easier for customers to find a parking space. It is envisaged the schemes will be installed and operating by the end of the financial year.

3- The ticket machines are being replaced presently. New connection technology has been deployed at Lucy Tower street car park which enables more effective card and contactless payment options. Customer feedback is this works much better and so is being rolled out to Broadgate car park presently. Ticket machines on our surface car parks are also being replaced to aid connectivity and hence enable pay by card options. This replacement programme will again be completed by the end of the financial year.

4 – Access control is being re-assessed presently. The area of most concern is one staircase on Broadgate car park. Officers are assessing options to gate this staircase off to remove the very localised Anti-social behaviour occurring in that stairwell. At the same time we need to still facilitate pedestrians exiting the car park at this staircase to comply with fire regulations for the car park.

5 – The discount-parking scheme with a local retailer is working very well with positive take up. We hope to encourage other retailers to adopt the scheme over the coming months.

3.3 Permit Parking

There has to be a careful balance between shopper, visitor and commuter parking, as filling our car parks with permit commuter parking removes the capacity for these other types of users to park their cars.

But there is potential to bring in some additional permit parking. Early discussions have taken place with a number of large employers in the city.

Actions:

1- Approach major employers in the city and ascertain if they have or are likely to have contract parking requirements

3.4 Progress under this strand has continued and permit parking has increased so far in 2019/20 by 12% *for the first quarter* over 2018/19.

We continue to balance the needs of permit parking with the needs of other city centre stakeholders who prefer to see a higher turnover of spaces during the day and so bringing more customers into the city centre.

3.5 Residents Parking

There is clear evidence that a number of commuters are parking in the Sincil Bank area of the city. This strand looks to introduce residents parking across a range of areas including 22 streets closest to the city centre in the lower high street area.

Clearly if successfully implemented, it will encourage commuters to ideally modal shift (to commuting by public transport, cycling or walking) or if they require their car, move into car parks nearer the city centre be they city council or competitors. Overall, the city council does anticipate an increase in city centre parking as a result and hence officers are planning for this.

Actions:

1. On street car parking survey completion for Sincil Bank area to determine the level of commuter parking
2. Resident surveys in Sincil Bank re Residents Parking Scheme
3. If yes vote, roll out residents parking in 2020/21

3.6 Progress under this strand has included:

1 – The kerbside survey of commuter parking in the Sincil Bank area has been completed and confirmed that the streets in the northern part of the area do experience significant commuter parking. If a residents parking scheme were implemented this will result in traffic volumes decreasing by up to 30% in peak times from cars circulating the area looking for spaces. This project therefore seeks to give those streets back to the local community by removing commuters. This will also have other benefits such as improved air quality and the potential for further environmental improvements moving forward such as redesigned traffic flows in the area and creating green corridors for pedestrians and cyclists.

2 & 3- The resident survey is due to close on 23rd August 2019 and once evaluated by the County Council then a decision can be taken on whether to progress or not. 50% or more of those voting need to be in favour for it to move to the next stage.

3.7 Promotion of the City as a Destination

Clearly there is a direct link between activity in the city centre and parking. People do not visit the city centre simply because the parking is great - it's a factor but not THE factor. The city centre needs to be vibrant which in turn attracts customers.

We therefore will explore a new relationship with businesses and event promoters in the city to maximise visitor numbers.

Actions:

1. Explore a different model with Business Improvement Group, Visit Lincoln (VL), and other event promoters, where additional income generated from events is put back into hosting further events
2. Support key events in the year: late night Christmas shopping evenings, Uphill “village in the city” promotional events, steampunk etc.
3. Support tourism related activity, particularly by VL, to attract new visitors to the city

3.8 Work on this strand will be a focus next year. With the capacity we have available, 2019/20 has been focussed on the other strands above.

1. Conversations have taken place to explore ways of funding further events in the city centre to generate footfall. These will be progressed over the year ahead
2. The City Council continues to support key events through the year by aligning car parking offers and encouraging people to come into the city to enjoy the events
3. When the City Council takes over the operation of the Tourist Information Service in April 2020, we will revisit the opportunities this presents to explore offers to the tourism sector

3.9 Asset Rationalisation

The strand looks to achieve the outcomes of the overarching strategy for car parking provision in the city. This strategy advocates concentrating parking on bigger city centre car parks and removing from the stock the much smaller flat surface car parks dotted around the city centre. The rationale is that customers will move to the larger car parks and the city council can then redevelop these smaller sites for a new purpose that further helps maintain the vibrancy of the city centre.

Actions:

1. Identify those car parks in council ownership that could be re modelled
2. Develop an options appraisal for each

3.10 Limited progress has been made on this strand yet. The County Council are developing a Transport Strategy for the city and this needs time for agreement to be reached on the outcomes with a range of stakeholders. This strategy will be vital in determining how people will access the city and city centre in the future.

Once this is published, we can reflect on how its findings affect our provision of car parks across the city. This is clearly a project for 2020/21 and beyond.

4. Strategic Priorities

4.1 Let's drive economic growth

Provision of parking is vital to the vibrancy of the city centre – offering a safe,

secure and accessible way for people to access the area using their car.

5. Organisational Impacts

5.1 Finance

Members will note the performance of this strategy within the Quarter One finance report, featured as a separate item on this agenda.

6. Recommendation

6.1 Members are recommended to :

- i) Note the contents of the report and progress in delivering the strategy
- ii) Offer any further comments and observations as appropriate

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? None

List of Background Papers: None

Lead Officer: Simon Walters, Director of Communities and Environment
Telephone (01522) 873470

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PEFORMANCE SCRUTINY COMMITTEE

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

22 August 2019 (Monitoring Overview)

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Confirmation of Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2019-20	Democratic Services	Regular Report
Monitoring Items		
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	Jaclyn Gibson	Quarterly Report Professional High Performing Services
Revenues and Benefits Shared Service Update	Martin Walmsley	Annual Report Professional High Performing Services
Income/Arrears Monitoring report	Martin Walmsley	Annual Report Professional High Performing Services
Christmas Market Outturn Report 2018 (deferred from 11 July)	Simon Colburn	Annual Report Lets Drive Economic Growth
Car Parking Income Generation Strategy	Simon Walters	

3 October 2019 (*Thematic Reviews*)

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

21 November 2019 (Monitoring Overview)

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2019-20 – Update	Democratic Services	Regular Report
Portfolio Performance Overview	Pat Jukes	Regular Report Lets Reduce Inequality
Portfolio Under Scrutiny Session – Reducing Inequality	Portfolio Holder	Annual Session Lets Reduce Inequality
Reduce Inequality Vision 2020 Progress Report	Angela Andrews	Regular Report Lets Reduce Inequality
City of Lincoln Council Annual Report 2019 (moved from August)	Angela Andrews	Regular Report
Monitoring Items		
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	Jaclyn Gibson	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
Other Items:		
Budget Theme Group – Nominees	Jaclyn Gibson	Annual Appointment Professional High Performing Services
The Lincoln City Profile	Pat Jukes	

23 January 2020

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2019-20 - Update	Democratic Services	Regular Report
Portfolio Performance Overview	Pat Jukes	Regular Report Lets Deliver Quality Housing
Portfolio Under Scrutiny Session – Quality Housing	Portfolio Holder	Annual Session Lets Deliver Quality Housing
Quality Housing Vision 2020 Progress Report	Kate Ellis/Daren Turner	Lets Deliver Quality Housing
Monitoring Item(s)		
Christmas Market Outturn 2019- Verbal Update	Simon Colburn	Pre Annual Report Lets Drive Economic Growth
Performance Report-HRS	Gareth Griffiths	Annual Report Lets Deliver Quality Housing
Introduction of a new Homelessness Act	Alison Timmins	Annual Progress Report Quality Housing

20 February 2020 (Monitoring Overview)

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2019-20 - Update	Democratic Services	Regular Report
Portfolio Performance Overview	Pat Jukes	Regular Report Lets Enhance Our Remarkable Place
Portfolio Under Scrutiny Session – Remarkable Place	Portfolio Holder	Annual Session Lets Enhance Our Remarkable Place
Remarkable Place Vision 2020 Progress Report	Simon Walters	Regular Report Lets Enhance Our Remarkable Place
Monitoring Items		
Financial Performance (Detailed) – Quarterly Monitoring: Quarter 3	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
Standard Items		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Draft Work Programme for 2020/21	Democratic Services	Regular Report
Portfolio Performance Overview	Pat Jukes	Regular Report Vision 2020 (Mixed)
Portfolio Under Scrutiny Session – Customer Experience and Review	Portfolio Holder	Annual Session Vision 2020 (Mixed)
High Performing Services Vision 2020 Progress Report	Angela Andrews	Annual Progress Report Professional High Performing Services
Other item(s)		
Christmas Market 2019 Outturn Report	Simon Colburn	Annual Report Lets Drive Economic Growth
Section 106 Contributions Update	Nicola Collins	Annual Report Lets Drive Economic Growth

Portfolio Under Scrutiny Sessions

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

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PERFORMANCE SCRUTINY COMMITTEE

22 AUGUST 2019

SUBJECT:	STRATEGIC RISK REGISTER - QUARTERLY REVIEW
DIRECTORATE:	CHIEF EXECUTIVE AND TOWN CLERK
LEAD OFFICER:	JACLYN GIBSON, CHIEF FINANCE OFFICER

1. Purpose of Report

- 1.1 To provide Members with a status report of the revised Strategic Risk Register as at the end of the first quarter 2019-20.

2. Executive Summary

- 2.1 An update of the Strategic Risk Register, developed under the risk management approach of 'risk appetite', was last presented to this Committee in June 2019 and contained ten strategic risks.
- 2.2 Since reporting to Members in June 2019, the Strategic Risk Register has been reviewed and updated by the relevant Directors and Assistant Directors as part of an annual review of all strategic risks and horizon scanning. This review has identified that there have been some positive movement in the Risk Register.
- 2.3 The updated Register is contained with Part B of this Agenda, it contains ten strategic risks which are listed below, along with details of relevant mitigations.

3. Movements in the Strategic Risk Register

- 3.1 A number of control actions have now been progressed or completed and the key movements are outlined as follows:
- Risk 2. Failure to deliver a sustainable Medium Term Financial Strategy – the MTFFS 2019-24 was in approved March 2019, based on revised assumptions and with increased savings targets.
 - Risk 3. Failure to deliver the Towards Financial Sustainability Programme whilst ensuring the resilience of the Council - Investment Strategy for property acquisition developed approved March 2019. Draft project plans developed and programme mapping complete for Phase 6. Key messages communicated in staff briefings and through presentations to CLT and SMTF. The Transformational Change lead has been appointed and in post, focusing on 'One Council' approach.
 - Risk 4. To ensure compliance with statutory duties and appropriate governance arrangements are in place – a procurement exercise has taken place to replace the Council's core IT infrastructure including

disaster recovery functionality, with implementation during the Autumn.

- Risk 5 – Failure to protect the local authority's vision 2020 due to changing structures and relationships in local government and impact on size, scale and scope of the Council – Further work is planned to maintain dialogue with partners at officer level and to assess the overall impact and consider alternative options for delivery.
- Risk 6. Unable to meet the emerging changes required in the Council's culture, behavior and skills to support the delivery of the council's Vision 2020 and the transformational journey to one Council approach – Project Boards have now been set up to focus on key areas of delivery underpinning One Council approach with a managers briefing to be held mid-August 19 to finalise the four pillars to support One Council approach. Research/visits are scheduled with relevant organisations to provide expertise/guidance in progressing the transformational journey linking in organisational development and future news ways of working.
- Risk 7 – Insufficient levels of resilience and capacity exist in order to deliver key strategic projects & services within the Council - A review to be undertaken by CLT to agree timelines for existing Vision 2020 and legacy projects in order to plan for Vision 2025.
- Risk 8. Decline in the economic prosperity within the City Centre – a continuous review pending a “no deal brexit” outcome. Proposals for Cornhill/Market and City Centre Vibrancy and renewal of Service Level Agreement with Lincoln BIG scheduled for quarter 2.

3.2 The above movement in control actions, and annual review of the register, has resulted in five changes to the assessed levels of likelihood and impact of risks identified on the risk register:

- Risk 5 has been increased from Amber: possible/major to Amber: probable/major.
- Risk 7 has increased from Amber: probable/major to Red: Almost certain/Major
- Risk 8 has increased from Amber: possible/major to Amber: probable/major
- Risk 9 has decreased from Amber: almost probable/major to Amber: possible/major.
- Risk 10 has been decreased from Amber: probable/major to Amber: possible/major.

Control actions continue to be implemented and risks managed accordingly.

3.3 The levels of assessed risks are summarised as follows:

Risk No.	Risk Rating	Likelihood	Impact
2	Red/High	Probable	Critical
7	Red/High	Almost Certain	Major
3, 6 & 5, 8 & 10	Amber/Medium	Probable	Major
1, 4, & 9	Amber/Medium	Possible	Major

3.4 A revised Strategic Risk Register is attached at Appendix A.

4. Strategic Priorities

4.1 Sound risk management is one way in which the Council ensures that it discharges its functions in accordance with its expressed priorities, as set out in the Vision 2020, and that it does so in accordance with statutory requirements.

5. Organisational Impacts

5.1 Finance – There are no direct financial implications arising as a result of this report. The Council's Strategic Risk Register contains two specific risks in relation to the Medium Term Financial Strategy and the Towards Financial Sustainability Programme.

5.2 Legal Implications including Procurement Rules – The Council is required under the Accounts and Audit Regulations 2011 to have a sound system of Internal Control which facilitates the effective exercise of the Council's functions and which includes arrangements for the management of risk. The maintenance of a Strategic Risk Register and the control actions which the Council undertakes are part of the way in which the Council fulfils this duty.

6. Risk Implications

6.1 The Strategic Risk Register contains the key strategic risks to the delivery of the Council's medium and longer term priorities. A failure to monitor the action that is being taken to manage these risks would undermine the Council's governance arrangements.

7. Recommendations

7.1 Prior to presenting the Strategic Risk Register to the Executive Performance Scrutiny Committee are asked to:

- a) agree that all current risk challenges have been identified; and,
- b) ensure that any gaps in respect of controls and ownership are addressed.

Key Decision No

Do the Exempt Information Categories Apply? No

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

How many appendices does the report contain? Strategic Risk Register – Appendix A

List of Background Papers: N/A

Lead Officer: Jaclyn Gibson
Chief Finance Officer

SUBJECT:	EXCLUSION OF THE PRESS & PUBLIC
DIRECTORATE:	CHIEF EXECUTIVE & TOWN CLERK
REPORT AUTHOR:	CAROLYN WHEATER, MONITORING OFFICER

1. Purpose of Report

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

2. Recommendation

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

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