

PERFORMANCE SCRUTINY COMMITTEE

Thursday, 20 February 2020

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: Steve Bird, Democratic Services, Jaclyn Gibson, Simon Walters, Heather Grover and Colleen Warren

A G E N D A

SECTION A	Page(s)
1. Confirmation of Minutes - 23 January 2020	3 - 12
2. Declarations of Interest	
Please note that, in accordance with the Members' Code of Conduct, when declaring interests members must disclose the existence and nature of the interest, and whether it is a disclosable pecuniary interest (DPI) or personal and/or pecuniary.	
3. Portfolio Holder under Scrutiny - Customer Experience and Review	13 - 24
4. Financial Performance - Quarterly Monitoring - Q3	25 - 54
5. Q3 2019-2020 Operational Performance Report	55 - 76
6. Budget Review Group Minutes - 5 February 2020	77 - 82
7. Strategic Risk Register - Quarterly Review	83 - 86
8. Exclusion of Press and Public	87 - 88

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

SECTION B

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

Apologies for Absence: None.

57. Housing Scrutiny Sub Committee Minutes - 4 November 2019

RESOLVED that the minutes of the Housing Scrutiny Sub Committee meeting held on 4 November 2019 be noted.

58. Declarations of Interest

No declarations of interest were received.

59. Portfolio Holder under Scrutiny - Quality Housing

CLlr Donald Nannestad, Portfolio Holder for Quality Housing, presented a report to Performance Scrutiny Committee and gave an update on the following areas:

- **Homelessness** - This continued to be a significant issue in Lincoln with a total of 356 people approaching the Council as homeless in the first six months of 2019/20.
- **Tenancy Management.** Rent arrears as of the end of Quarter Three were £107,000 above the same point last year. There had been an increase of 641 tenants claiming Universal Credit in the past 12 months which was having a significant impact on arrears. An Income Officer had been recruited until the end of March 2020 to assist specifically with income collection and mitigate the impact of Universal Credit.
- **New Build/Allocations.** The addition of 172 new Council homes during 2018/19 was the most significant increase in the number of Council houses in Lincoln in a 12 month period for over 40 years. Work was continuing to progress with work underway on building a 70 bed extra care unit on the site of the former De Wint Court sheltered housing scheme.
- **Health.** The annual health profile for Lincoln produced by Public Health England showed some challenging data. The life expectancy at birth for both men and women was worse than for the rest of England. Within Lincoln the figures showed inequalities of health with life expectancy being 12 years lower for men and 8.7 years lower for women in the most deprived area of the City than in the least deprived areas. Lincoln was one of the 20% most deprived districts/unitary authorities in England and 21.2% children lived in low income families.

He invited members' comments and questions.

Question: The Travelodge took people that needed emergency accommodation from other authorities that couldn't provide one bedroom accommodation. Members asked whether these were included in our figures?

Response: These were not included in our figures.

Question: There were 285 families placed in temporary accommodation which included 217 children. Members asked if data was available for the reasons why this was happening and what was being done to help prevent this?

Response: Data was available as to why people were being made homeless. There was a range of different reasons why which included the following:

- Evictions
- Fleeing domestic violence
- Evictions due to non-payment of rent
- Marital disputes

Question: Members asked what temporary accommodation was?

Response: Temporary accommodation was used for people who were waiting to be housed. B&B's were used as an emergency and were short term. There were three cases over the festive period where B&B's were used.

Comment: Members commented that they understood why other authorities would send residents to the city as there was a lot of support and charities

Question: Current legislation stated that if you were homeless you would get help at the point the application was made. Members asked how the customers that were housed in the Travelodge met the legislation as when they left after their stay they would remain within the city and put pressure on our services?

Response: Officers agreed that this did add pressure when customers were allocated to the city and this was a matter of demand and supply. The rough sleeper count had remained nearly the same for a few years.

Question: P3 took over some council properties to help with the rough sleeper project. Members asked whether these were included in our figures?

Response: The figures for the rough sleepers came from people that had been found on the street.

Comment: Members commented that they were aware of the mental and physical effect that moving people out of the city to be housed was having on them.

Response: There were people working with authorities to try and help these situations. Some other authorities could do more to help.

Question: Members asked how partnerships were managed and monitored to measure how effective they were?

Response: P3 previously ran active lincs which was now run by the council. There were provisions put in place after the three year project had ended to help the people that were part of the project. There were regular liaison meetings with P3 to help with monitoring. Feedback was received from people that had been rehoused with P3 and were monitored by Lincolnshire County Councils contracts process. Feedback received was that the project had been successful in Lincoln.

There were occasions where P3 and the council could have done more but generally speaking this had been good.

Question: Members asked for clarity on how many people had approached the council as homeless and how many had been prevented?

Response: Officers would clarify this and report back to members under separate cover.

Question: Members asked why many applicants that were on the housing waiting list had no connection with Lincoln?

Response: The council currently had an open waiting list with no criteria that stated that applicants needed to demonstrate connections to the city. This information would be hard to source.

Question: Members asked what had been happening with regard to health figures as the data in the appendix did not refer to anything for the last few years?

Response: The figures were produced by Public Health England and were the most up to date figures available. The report was produced in November rather than July. There was a county wide Housing and Wellbeing Strategy whereby housing was included. Some houses were how they used to be in 1950 as tenants wouldn't accept decent homes works. There was a Lincoln standard for our properties and this was set at 98%.

Question: Members asked whether performance figures for education could be brought up with Lincolnshire County Council as the GCSE figures were poor and the council didn't get an oversight of education?

Response: This request would need to be taken to Executive and a representative sent to Lincolnshire County Council to ask for more information on how these figures and life expectancy within the city could be improved.

Comment: Members commented that there were huge amounts of data available but it needed to be mapped and correlated so members could see where life expectancy was the lowest within the city.

RESOLVED that:

1. clarification on how many people approached the council as homeless and how many had been prevented was to be circulated to committee members
2. the content of the report be noted.

60. Delivering Quality Housing Vision 2020 Progress Report

Daren Turner, Director of Housing and Investment, presented Performance Scrutiny Committee:

- a) with an update on progress towards the Delivering Quality Housing strategic priority contained in Vision 2020 along with a Position Statement (Appendix A) and a Project Monitoring Table (Appendix B)

b) explained that there were 10 projects being monitored in the work programme for Quality Housing. A summary of the position of these projects was as follows:

- Completed projects:
 - Establish Supported Housing Forum and co-ordinate liaison with Lincolnshire County Council
 - Ensure compliance with the Homeless Reduction Act
 - Complete the Supported Housing review and implementation
- Projects flagged as green:
 - Bring empty properties back into use
 - Deliver De Wint Court plans
 - Improve energy efficiency to tackle fuel poverty
 - Deliver and facilitate at least 400 new homes by 2020
 - 5 year Housing Land Supply sites annual review
 - Deliver the Housing Health Assistance Policy
- Project flagged as amber:
 - Delivery of Queen Elizabeth Road development

c) invited members' questions and comments.

Question: Members asked how much land was within the city in the 5 year housing land supply?

Response: A lot of the land may be out of the city. Officers were to clarify this and circulate to members.

Question: Members asked whether a local authority company was still going to be created?

Response: The idea of creating a local authority company was due to the council coming close to the borrowing cap. The borrowing cap then got released by central government so the local authority company was not necessary at the given time but this may come through in the future.

Question: Members gave thanks to all of the hard work officers had put in to help deliver the projects for the Quality Housing Priority. Members asked if there was a process for a council tenant to have an electric car socket installed and whether the new build houses were electric car ready?

Response: There wasn't a process for existing premises but it was part of the planning policy for new builds. All new build properties were equipped to have electric car charging points. The council would be happy for tenants of older council properties to have a charging point installed as long as it was fitted by a reputable company and met all the necessary guidelines etc. Charging points were being looked at within the west end of the city.

RESOLVED that:

1. clarification on how much land that was included in the 5 year housing land supply and was within the city boundary was to be circulated to members
2. the content of the report be noted.

61. Performance Report Housing Repairs Service

Matt Hillman, Assistant Director of Housing and Investment, presented Performance Scrutiny Committee:

- a) with an update on the financial position of the Housing Repairs Service (HRS) at the end of the 2018/19 financial year
- b) highlighted that the HRS had a year of success during 2018/19 with the service maintaining their performance from previous years. A surplus of £271.534 for the year had been made as a result of a number of year-end variations in income and expenditure. The key variances were:
 - Transport – Fuel savings and change in CSS Fleet Allocation
 - Employees – reduction in costs of administration at Hamilton House, as well as vacancy savings on multiple posts during the year.
- c) explained the current situation:
 - Performance in the majority of all areas had improved in the financial year.
 - The Housing Repairs Service had various recruitment opportunities over the last year, which had given staff the opportunity to act up in roles for a short term period. This had led to upskilling and increased knowledge within the workforce and allowed more focus to be on learning and development within the service to further improve performance and enhance the service to the customer.
 - HRS had carried out a large amount of work around ensuring the service was compliant with current and upcoming regulations. Over the last year, HRS had become a FENSA accredited window installer and retained all other accreditations. 'Drone Surveys' were to be carried out shortly to reduce the reliance on scaffolding to carry out high-level inspections and HRS had achieved CAA registration to carry out this work.
 - Over the last year HRS had carried out several procurement exercises with contractors, and this would continue through 2020/21 with several small contracts coming to an end. Two significant procurement exercises were going to be worked on at the start of 2021 (Fleet and Materials).
 - HRS had been nominated for a Most Improved Performer in Building Maintenance by APSE Performance Networks.
- d) invited members' questions and comments.

Question: Members congratulated the HRS for their emergency repair work and asked whether the percentage of appointments kept included ones where access could not be sought for the property?

Response: The percentage of appointments kept represented the ones that were completed.

Question: Members asked what was meant by emergency repairs and reactive repairs?

Response: Emergency repairs were burst pipes etc and had a response time of 24hrs. Partial heating was classed as a reactive repair and had a response time of 3 days.

Question: Members asked how many vacancies there were and whether diesel was the most efficient fuel for trade vehicles?

Response: There were three supervisor vacancies which would remain vacant until officers were trained to have the chance to gain these posts. The fleet tender was being worked on and a range of fuel alternatives was being explored. There were currently 93 vehicles in the fleet. HRS were aware of the carbon footprint and were working on measures to re-use materials where possible from properties.

Comment: Members commented that the member development session they had on the HRS was good.

Question: Members asked if the drone used for surveys had been purchased?

Response: The drone had been purchased and was fully licensed. Operatives that couldn't return to their jobs through illness had been trained to operate the drone.

Question: Members asked if co2 emissions were monitored?

Response: Each van in the fleet had trackers which monitored co2 emissions and driving styles.

Comment: Members recognised the work that had taken place and commented that this was how council housing should be. Members commended the quality of the kitchens and bathrooms that were being upgraded and installed.

RESOLVED that the progress made on performance and efficiency by the Housing Repairs Service be noted.

62. Modern Slavery, Charter and Statement Review

Francesca Bell, PPASB and Licensing Service Manager, presented Performance Scrutiny Committee:

- a) with an update of the revised Modern Slavery statement, our compliance to the modern slavery charter and to appraise the committee of the achievements made
- b) provided Performance Scrutiny Committee with a copy of the revised Modern Slavery Statement 2020/21 (Appendix A), a copy of The Charter (Appendix B) and a Modern Slavery Guidance Note (Appendix C)
- c) explained the councils role in stopping Modern Slavery by:
 - Ensuring staff had a clear understanding of Modern Day Slavery and knew how to recognise and report signs.
 - Communicating and promoting materials highlighting Modern Day Slavery as an issue within Lincolnshire.

- Ensuring procurement procedures were in line with the Modern Day Slavery Charter.
- Ensuring that the council had a current Modern Day Slavery Statement.

d) invited members' questions and comments.

Question: Lincolnshire County Council was changing the way vulnerable people and safeguarding was dealt with. Members asked whether this would have an impact on the Council?

Response: Funding was being looked at for the future as the impact on resources also impacted on the vulnerable people. Housing related support came from Lincolnshire County Council and had been cut by £1m which had impacted on the Council.

Question: Members commented that there was a danger that the Council did more than they should be doing and asked if they were to see/hear anything where they should report it to?

Response: If members were unsure then they should speak to Francesca Bell or Paula Burton who would help them through the process.

RESOLVED that the content of the report be noted and the revised statement be formally adopted.

63. Fire Safety Update

Matt Hillman, Assistant Director of Housing and Investment, on behalf of Andrew McNeil, Assistant Director Housing, Investment and Strategy, presented Performance Scrutiny:

- a) with an update on the Councils actions/progress on fire safety in light of the Hackitt review following the tragic events at Grenfell Tower
- b) explained that the report covered the background to the consultations instigated following the Grenfell Tower fire (June 2017), it covered the main elements of the consultation process, some key finding/recommendations and the Councils current position relating to fire safety. This included clear improvements to the fire safety process and procedure across the city with:
 - Clearer timetable for fire risk assessment (FRA) implementation
 - Improved safety checks and tests
 - Improved auditing of those tests and checks
 - Fire compartmentation improvements
 - Fire alarm upgrades (sheltered schemes)
 - Correlation of all recommended actions (FRA's)
 - Timelines for remedial actions with on-going commentary of current position for improving training
 - Improved physical testing and checking of all sites (including low risk)
 - Recording of all required tests and checks (logbooks and tick sheets)

- Collaboration with Lincolnshire Fire and Rescue Service
- c) highlighted that there was no combustible cladding on any of our building and that the Council was in a safe and organised position at this point, with a clear vision of possible future directions relating to the wider implications of the building and fire regulation changes. The Council were proactive in terms of fire safety with a blue print to continue the drive to delivering a portfolio that was the safest it could possibly be.
- d) explained that within the Hackitt report a recommendation was made that all new build and major refurbishment projects relating to HRRB's, complex and high risk buildings should be subject to a set of "Gateway" points which, unless fully satisfied would preclude a developer of new property from moving to the next, in brief they were:
- **Gateway point 1** – initial plans relating to fire safety and access for emergency services
 - **Gateway point 2** – full plans submitted and the start of the "golden thread" (complete digital record of the building and its infrastructure to include life safety elements), the golden thread would then be required throughout the full lifecycle of the building with any changes/improvements made to be recorded as a matter of law
 - **Gateway point 3** – Occupation, at this stage the regulator would need to see the handover of all required H&S and life safety information (through the digital platform – possibly "building information modelling" BIM) before occupation could occur
- e) listed the following actions and improvements that had been completed by the City of Lincoln Council:
- Instructed and carried out (competent fire risk assessment contractors) new fire risk assessments (FRA's) to all 12 higher risk sites
 - These sites consisted of 3 HRRB'S, 7 sheltered schemes, 1 community hub and Hamilton House
 - Overall action log spreadsheet created which included all recommendations from the completed FRA's for all sites. The actions were categorised in order of risk red, amber and green. The action log had comments of the progress along with completion dates of all required actions
 - Carried out a number of compartmentation works to seal breaches in fire compartments
 - Carrying out fire alarm improvements and upgrades to voice connectivity within sheltered schemes, if the fire alarm activated within a flat the resident was connected directly and instantly to the control centre who would check if it was a false alarm or a real fire.
 - A revision of all sites fire safety checks implemented with new fire safety log books introduced covering daily, weekly and monthly tests and checks within the buildings which were then recorded with any actions required noted and notified
 - Implemented a monthly auditing regime (carried out by the Safety Assurance Team – SAT), site log books were inspected to ensure checks were being performed as required and where any remedial works were required that they had been completed. These audits were recorded and discussed at quarterly SAT team meetings

- Process to carry out annual full FRA (was performed by external competent contractor) to all 12 higher risk buildings implemented with the next assessments being carried out in July 2020
- Low risk low rise housing stock (approximately 800 buildings) had a full FRA conducted every five years (starting early 2020) along with monthly on-going inspections carried out by RO and ROSS's on a monthly basis at all other times
- New on-line training modules created relating to the required checks mentioned above with training scheduled for January 2020
- New building checklists created ready for implementation in line with the training provided
- New guidance "procedures for the control of fire incidents at City of Lincoln Council properties" completed and implemented
- Case studies and research conducted into the possibility of adding sprinkler systems to the 3 HRRB's had taken place with indicative costs produced and discussed. The financial impact on the HRA had been assessed
- Liaison with the Lincolnshire Fire and Rescue Service, regarding the sheltered schemes and HRRB's had taken place
- A strategic meeting held with the Lincolnshire Fire and Rescue Service had taken place to discuss emergency evacuation planning for a major incident within a HRRB/complex building and the possible pitfalls/outcomes
- Continued collaboration surrounding processes was ongoing with a possible desk top scenario to test plans and planning

f) invited members' comments and questions.

Question: Members asked if there was a plan to replace all fire doors in Jarvis House? Members commented that they were nervous putting an intermediate step in when a fire alarm was sounded by initially contacting the control centre to check whether it was a false alarm or not and asked whether there was any way that if the fire alarm was sounded the flat doors would open?

Response: There had been issues with the contractor for the fire doors which had led to delays. This had been recognised early and precautions were put in place to prevent this from continuing further. Work on intercom systems and access in and out of the building was being looked at. Installation at Shuttleworth House and St Botolphs Court had been completed, the rest of the fire doors were being picked up over the next few years.

Question: Members asked for residents to have a timeline of when fire doors were replaced as there was an expectation?

Response: Residents would receive a timeline. Operators have been trained to make them more knowledgeable.

Question: Members asked whether the fire doors on privately owned properties would be replaced and the resident billed?

Response: The fire doors in privately owned flats should be replaced but would be looked at from a legal point of view as we could not force this upon privately owned properties.

Question: Members asked for this report to be a yearly item so progress would be monitored?

Response: This was added to the work programme on a yearly basis.

RESOLVED that:

1. the Fire Safety Update be added to the work programme on an annual basis
2. the progress the council had made on addressing issues and proposals from the Hackitt review be noted.

64. Work Programme for 2019/20

Clare Stait, Democratic Services Officer:

- a) presented the draft work programme for 2019/20 as detailed at Appendix A of her report
- b) advised that the work programme for the Performance Scrutiny Committee was put forward annually for approval by Council; the work programme was then regularly updated throughout the year in consultation with the Performance Scrutiny Committee and its Chair
- c) reported that items had been scheduled in accordance with the existing work programme and officers' guidance regarding the meetings at which the most up-to-date information could be reported to the committee; the work programme also included the list of portfolio holders under scrutiny
- d) requested any relevant comments or changes to the proposed work programme for 2019/20.

RESOLVED that the work programme 2019/20 as detailed at Appendix A to the report be noted subject to the following amendment:

1. the Fire Safety Update be added to the work programme on an annual basis

Portfolio Holder Responsibilities

Corporate Management and Customer Services

1. Corporate Issues (Corporate Policy/Strategic Plan/ Financial Strategy/ Establishment Policy)
2. Community Strategy
3. Specific Major Projects
4. Local Strategic Partnership
5. Corporate Communications and media relations
6. Overall financial position of the Council
7. Human Resources
8. Improvements in the culture of the Council
9. Emergency planning;
10. Corporate Support Services Operational Work;
11. Asset Management;
12. Trade union relations
13. Democracy related services
14. Risk management and governance
15. Regional government
16. Performance Management
17. Corporate reviews
18. Annual report
19. Procurement;
20. Performance IT systems/ E- Government
21. Overall Corporate Performance Issues
22. Audit focus
23. Customer Services
24. Contact Centre
25. Customer Care (except customer services)
26. Corporate complaints handling
27. Benefit Advice and take up campaigns
28. Benefits processing

29. Housing Benefits and Revenues

30. Equality and Diversity for the Council as employer and service provider

Housing

1. Homelessness Prevention
2. Housing Repairs & Maintenance and Investment;
3. Tenants (including rent collection) / participation;
4. Estate Management
5. Housing Stock Options;
6. Housing Investment/ Decent Homes;
7. Lettings/ Allocations
8. Private sector housing enforcement, grants and improvements;
9. Housing enabling role with respect to registered social landlords;
10. Delivery of property related goods and services for Council's;
11. Supporting People

Recreational Services and Health

1. Parks and Recreation (including playgrounds and pavilions);
2. Public open space;
3. Leisure/Sports and facilities
4. Health and wellbeing
5. Cultural activities (including the Cultural Quarter)

Planning Policy and Economic Regeneration

1. Regional, Sub-Regional and Local Planning Policies and Strategies
2. Planning (excluding roles undertaken by Planning Committee)
3. Heritage (linked with Heritage Champion)
4. Local Development Framework
5. Design Champion
6. City Centre Master Plan
7. City Growth Strategy
8. Economic Development
9. Inward Investment
10. Business Support
11. Commercial Development
12. Building Control
13. Transport including car parks etc
14. Contaminated Land
15. Tourism development services and marketing

Social Inclusion and Community Cohesion

1. Neighbourhood Management
2. Community Cohesion
3. Social Inclusion
4. Asylum Seekers
5. Adult Learning
6. Domestic Violence
7. Young People
8. Older People
9. Safeguarding children

10. Vulnerable adults
11. Community Centres

Environmental Services and Public Protection

1. Fleet Management;
2. Environmental Contracts, including refuse, cleansing, highways and open space maintenance;
3. Recycling
4. Climate change
5. LA21
6. Air Pollution
7. Cemeteries/crematorium
8. Public Toilets
9. Crime and disorder reduction especially alcohol related crime
10. Anti social behaviour and noise nuisance
11. Community safety/safer streets agendas including CCTV and Rangers
12. Street scene liaison
13. Licensing
14. Public Protection such as:
 - (1) Environmental Health
 - (2) Food Safety
 - (3) External health and safety

Report by Councillor Chris Burke MBA, Portfolio Holder for Customer Experience and Review.

Introduction

Our guiding principle as a progressive local authority that seeks to serve all the communities of our City of Lincoln is one of effective but caring delivery. This report demonstrates that our teamwork has delivered the work needed to achieve a constantly improving City as it enters the third decade of the 21st Century. Every single member of staff can take personal credit for this work.

High Performing Services

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

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

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

During 2019/20 the council has been working on plans for the “One Council” approach, which will replace the current High Performing Services theme in the next phase of the Vision – Vision 2025. The four pillars developed will place the council in the best position to tackle challenges and maintain key services in the future.

Customer Services

I have been impressed by the Customer Service Team which provide the first port of call for many customer enquiries and service requests. They are also the front desk at City Hall and often have the most difficult direct encounters which they handle so well. The team aim to provide a friendly and welcoming service to residents and visitors to City Hall and over the telephone via our contact centre. Last year (January 2019 to December 2019) the team answered almost 133,000 phone calls from our residents.

Increasingly customers are choosing to contact us by email, social media or via on-line forms which we are developing with our Business Development and IT colleagues. These provide us with an opportunity to update accounts and claims electronically, which can provide a fast, economical and efficient way of updating records.

We are approaching the end of the 2017-2020 Customer Experience Strategy which set out our aims to provide high performing services that achieve value for money, while ensuring our residents are placed at the heart of service delivery. Much has been achieved over the lifespan of this Strategy and we have seen the following developments:

- A move to an estimated 60% of claims for Housing Benefit being made electronically directly by customers.
- An increase of the use of e-move forms for Council tax from 1,618 in 2016 to 3,300 last year
- Working with BDIT (Business Development and IT) to develop a customer focussed new website
- A self-service computer area shared with the DWP, encouraging and assisting customers who want to get on-line.
- City Hall is now cashless, removing the cost and risk of processing coins and banknotes and cheque payments have been replaced by cheaper alternatives.
- Easier Choice-based lettings, making it easier for customers to get new properties

We are currently working on a project funded by MHCLG's Local Digital Collaboration Fund, with Greenwich, Southwark and South Kesteven, which is looking at the development of a tool enabling tenants to report their repair requests on-line. The housing repairs line is one of our busiest service areas and was responsible for nearly 20,000 calls last year.

Customer Experience Strategy and Creating Value Processes

The Customer Experience Strategy has now become a work strand of the Creating Value Processes pillar of our Vision 2025. The key aims of the strategy are central to our success in delivering the vision:

- improving accessibility of services,
- maximising online delivery
- value for money and efficiency, and
- Improving engagement and innovation.

The Creating Value Processes team will continue to monitor our progress on modernising and improving our interaction with customers over all channels.

Business Development & Information Technology

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

Over the last year the team has:

- Implemented a new website, delivering enhanced services online, and providing opportunities to further extend self-service facilities for customers.
- Developed and agreed a new ICT Strategy, aligning the ICT Service with the Vision 2025 agenda and supporting four key themes:
 - Channel shift and improved online web presence
 - New ways of working enabling a more agile workforce
 - Providing Value for money
 - High Availability and High performance
- Procured a significant investment in the Council's ICT Infrastructure to support services over the next 5 years

- Implemented two mobile working pilots to enable employees to work more flexibly for the customers benefit
- Rolled out a pilot of new productivity software to enable staff to work more efficiently
- Supported process improvements in Housing, Community Services and other services

Over the next 12 months, key focus will be:

- Completing the implementation of the ICT Infrastructure upgrade, increasing speed and resilience of services
- Sourcing a network upgrade to ensure stability of services
- Support for One Council Pillars, particularly Technology and Creating Value Processes
- Rolling out improved and modern equipment and services to employees
- Supporting improvements and changes to corporate systems to ensure sustainable services for the housing repairs service and other corporate services.

Audit Arrangements

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

Internal Audit have provided assurance in some key areas during 2019/20 including financial systems, projects and other service areas. The team has continued to use its 'Combined Assurance' model to provide a broader level of assurance to management and members.

I am very pleased to report that the latest annual Internal Audit report (2018/19) provided substantial (green) assurance across areas of governance, risk and internal control.

External Audit is now undertaken by Mazars. Their most recent annual governance report/Annual audit letter provided an unqualified opinion on the statement of accounts 2018/19 including a positive Value for Money conclusion.

A full audit update is provided to my Portfolio holder meeting which links to the Audit Committee progress reports. This includes updates on all areas of activity including internal audit, counter fraud, finance and treasury, risk management and corporate governance.

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

Electoral Activity

2019 was an extremely busy year with the City Council elections held on 2 May 2019, the European Parliamentary Elections held on 23 May 2019 and the UK Parliamentary

General Election held on 12 December 2019. The 2019 annual canvass was also undertaken between July and December which, due to the timetable associated with the General Election, had to be completed one month earlier than usual. These significant projects usually take up to six months to plan for but due to national decisions on time line issues it meant that these national elections had to be compressed into an intensive 5 week period, placing a huge amount of pressure on the team. I would like to thank all of those involved, particularly with the General Election and including the many people working with us on the day on an ad hoc basis, very well done!

The team continues to promote and encourage electoral registration at any opportunity in addition to the annual canvass through social media, electronic advertising at the Transport Hub and Waterside Shopping Centre, Council Tax bills and other means such as through the Lincoln City Football Club foundation brochure. I am pleased that local councillors are beginning to include registration information on their surgery leaflets. The team continues to work with organisations such as care homes and Universities in the City. All promotional activity is complemented by national campaigns facilitated by the Electoral Commission in the lead up to the combined Police and Crime Commissioner Elections and City Council elections scheduled to be held on 7 May 2020. The preparatory work associated with these elections is already underway with the City of Lincoln's Returning Officer acting as the Police Area Returning Officer for the Police and Crime Commissioner Elections, meaning that the City of Lincoln will co-ordinate these elections for the whole county. The notice of election for both elections will be published on 27 March 2020, which will commence the pre-election period.

The introduction of canvass reform will mean some changes to the annual canvass this year, with a focus on local data matching rather than sending Household Enquiry Forms to every property in the city as part of the first stage of the canvass. It will still be necessary to send forms to some properties in the city, but these changes and a focus on data-matching at the first stage to confirm electors are still living at the same property will significantly reduce printing and delivery costs.

Performance Overview

General Performance

My portfolio has the responsibility for ensuring that there is a process for producing good quality key operational data that is available to those who need or want to see it, on a regular basis. In addition, there are a number of measures directly linked to the services in my portfolio, which are found at the end of this report.

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

Local Performance Management Framework (LPMF)

The council works within the LPMF recommendations ensuring appropriate measures are in place to monitor performance. This is fundamental to the council meeting its aspiration to maintain ‘Professional, high performing service delivery’ (HPS). The framework is to be reviewed in 2020 and this review will incorporate a move towards a more performance driven culture and will include appropriate performance aspects arising from One Council.

New performance & information management system (PIMS)

Following consultation with senior managers in mid-2018, a decision was taken to build a new in-house, target-based performance system to replace the ageing and unsupported TEN (IMPS) system. A key aim of the new system was to make it user friendly to ensure this is fully utilised by staff.

PIMS (phase 1) was successfully launched in test mode in Q4 2018/19 and as part of this, a new set of key operational measures was identified, given targets and agreed by Portfolio Holders and was implemented in the new PIMS from Q1 2019/20

There are plans for a second phase of the project to be developed in 2020/21, which will encourage a more performance driven culture across all services. It will consider:

- The changes coming from the development of the new Lincoln Performance Management Framework
- The needs that could be identified from within the Value Processing Board (one of the four pillars of One Council)
- Service Managers’ operational needs
- New abilities from the introduction of Office 365 – e.g. Power BI

Quarterly performance reporting

The council reports to members and the public through a quarterly performance report which covers around 70 strategic measures, some quarterly, and some annual. This dashboard allows a view of performance across the key services so that stakeholders such as Corporate Management Team, Performance Scrutiny Committee and Executive Committee can review and challenge any under performance and recognise high achievement. The latest figures for my own portfolio services are found at the back of this report

Lincoln City Profile (LCP)

The Lincoln City Profile’s purpose is to provide a breadth of information based on the key demographic and socioeconomic characteristics of the city. It is a valuable source of summary information contained in one document, which I recommend to all councillors. It draws and collates information from across a full range of measures and sources available publicly, presented in chapters to aid usage.

The profile paints a unique picture of what it is like to live and work in Lincoln. It has eight chapters containing key statistical data on the following subjects:

Population	Education
Economy	Housing

Welfare	Crime
Health	Environment (including climate change)

The LCP is reviewed annually having been last produced during Q3 2019 and is available for use within the council and also by our partners and voluntary organisations who find it useful in preparing funding bids.

Lincoln Project Management Model (LPMM)

Projects need to be planned and managed in a way that is appropriate to the size of the project (based on cost and anticipated duration), the complexity of the project and the level of risk it brings.

An LPMM guide already exists which has been designed to provide the practical advice, tools and techniques to those staff involved in managing projects at three levels:

- **Significant capital build ('Mega') projects**
- **Strategic Projects**
- **Service area projects**

A project implementation review Lincoln Project Management Model is currently under way and the recommendation will be reported in 2021.

Complaints against the Council

The number of complaints received over the year has yet again reduced. This year we had a total of 291 formal complaints. This compares to 361 and 368 respectively in the previous two years.

34% of complaints were upheld. In instances where a complaint is upheld the situation is put right and customers are offered an explanation and an apology. Additionally, the officer upholding the complaint completes a feedback form for the directorate complaint monitoring officer, outlining lessons learned, training needs and any changes that are required to procedures.

Corporately, the average response time for complaints is 7.6 days. Although this shows an increase in the time taken to respond it remains well within the Local Government and Social Care Ombudsman (LGSCO) guidelines. In their published best practice guidance for the public on how to complain, it indicates that local authorities should reply to customers within a reasonable time which should normally be within 12 weeks

In 2018/2019 the LGSCO received 11 new complaints and made decisions on 10 complaints about City of Lincoln Council Services. In common with internal complaint numbers, the number of complaints to the Ombudsman are also decreasing with a steady reduction from the peak in 2015-2016 which amounted to 27 complaints. Three complaints were deemed appropriate for the jurisdiction of the LGSCO and were investigated, of these complaints one was upheld.

Conclusion

My own direct team that includes Daren Turner, Matt Smith, Jo Crookes, Heather Grover, Pat Jukes, Graham Watts, Dave Wormald, Alison Hewson and all at Democratic Services have all enabled my work and contributed to this report. I am grateful too for the guidance and support that I have received from Angela Andrews our CX, her staff and Leader Cllr Ric Metcalfe along with my colleagues on the Executive. Claire Turner has played a major role in collating this report. It is our staff that produces the work we need, and I do appreciate their major contribution. I appreciate too the scrutiny process that all councillors participate in ensuring the democratic accountability and oversight central to our democratic system of local government.

Finally, this report covers a major period of investment across many of our departments but notably in ICT and data access crucial to our efficient and effective operation and the implementation of our strategic role. We should be rightly proud of this period and our decisions while preparing for the challenges ahead which as a Council I know we will embrace.

Councillor Chris Burke
Portfolio Holder for Customer Experience and Review

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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

▲ Performance has improved since last quarter
 ▬ Performance has stayed the same since last quarter
 ▼ Performance has deteriorated since last quarter

Service Area	Measure ID	Measure	High or Low	Low Target	High Target	Previous Data Period	Previous Value	Current Quarter	Current Value	Unit	Status
CX	Customer Services	CS 1	N/A	Volumetric	Volumetric	Q2 - 19/20	4,226	Q3 - 19/20	3,534	Number	V
	Customer Services	CS 2	N/A	Volumetric	Volumetric	Q2 - 19/20	28,477	Q3 - 19/20	26,989	Number	V
	Customer Services	CS 3	Low is good	120	90	Q2 - 19/20	197	Q3 - 19/20	159	Seconds	R ▲
	Customer Services	CS 4	High is good	8	10	Q2 - 19/20	10	Q3 - 19/20	10	Number	G ▲
	Customer Services	CS 5	High is good	80.00	95.00	Q2 - 19/20	98.00	Q3 - 19/20	96.05	%	G ▼
DHI	Business Development	BD 1	High is good	8,084	8,321	Q2 - 19/20	8,427	Q3 - 19/20	8,409	Number	G ▼
	IT	ICT 1	N/A	Volumetric	Volumetric	Q2 - 19/20	1,087	Q3 - 19/20	770	Number	V
	IT	ICT 2	High is good	Volumetric	Volumetric	Q2 - 19/20	52.50	Q3 - 19/20	51.60	%	V ▼

The table above shows excellent performance overall with only CS3 still showing as red. However, even on this measure we can see that times are improving steadily, and new staff have been recruited and trained and more expertise is built for those key area of support needed to help vulnerable customers.

ANNUAL MEASURES REPORTED IN Q3

Service Area	Measure ID	Measure	High Or Low	Low Target	High Target	Previous Data Period	Previous Value	Current Year	Current Value	Unit	Status
CX	Democratic Services	DEM 1	N/A	Volumetric	Volumetric	2018/19	60,138	2019/20	67,919	Number	V

The electorate for Lincoln is measured annually to reflect the electorate at 1 December following the annual canvass which is undertaken between July and December. The electorate is inflated for 2019 compared to previous years as a direct result of the UK Parliamentary General Election held on 12 December 2019.

The latest performance data available is for Q3 2019/20.

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PERFORMANCE SCRUTINY COMMITTEE**20 FEBRUARY 2020**

SUBJECT:	FINANCIAL PERFORMANCE – QUARTERLY MONITORING
REPORT BY:	CHIEF EXECUTIVE & TOWN CLERK
LEAD OFFICER:	COLLEEN WARREN, FINANCIAL SERVICES MANAGER

1. Purpose of Report

1.1 To present to PSC the third quarter's performance (up to 31 December) on the Council's:

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

1.2 Financial Procedure Rules require members to receive, on a quarterly basis, a report prepared jointly by the Chief Finance Officer and Corporate Management Team commenting on financial performance to date. This report is designed to meet this requirement.

2. Executive Summary

2.1 As at the end of the third quarter (up to 31 December) the forecast financial position of the Council for 2019/20 is:

	MTFS Budget £'000	2019/20 Forecast at Q3 £'000	Variance at Q3 £'000
Revenue Accounts			
General Fund –Contribution to/(from) balances	554	332	(222)
Housing Revenue Account (HRA) (Surplus)/Deficit in year	(52)	(131)	(79)
Housing Repairs Service	0	(117)	(117)
Capital Programmes			
General Fund Investment Programme	14,756	12,510	(2,246)
Housing Investment Programme	20,629	14,906	(5,723)
Capital Receipts			
General Fund	(1,650)	0	(1,650)
HRA	(845)	(862)	17
Reserves & Balances			

	MTFS Budget £'000	2019/20 Forecast at Q3 £'000	Variance at Q3 £'000
General Fund Balances	2,452	2,184	(268)*
HRA Balances	1,075	1,158	79*
HRS Balances	89	89	0
General Fund Earmarked Reserves	6,674	5,910	(764)
HRA Earmarked Reserves	1,321	1,195	(126)

* includes underspend on 2018/19 outturn

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 £2,452,134).

3.2 The General Fund Summary is currently projecting a forecast over spend of £222,080 (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:

- Homeless B&B – increased expenditure: £107,800
- Savings Target – shortfall in delivery: £201,750
- Housing Benefit Overpayment – reduced income: £318,000
- HIMO - reduced income: £74,260
- City Bus Station – reduced expenditure (£104,800)
- External Interest payable – reduced expenditure: (£225,945)
- City Hall, Industrial Estates & Lincoln Prop. – increased income: (£159,360)
- Car Parking - increased income: (£162,000)
- Car Parking – increased expenditure: £135,000
- Bereavement Services - increased income: (£124,150)
- Bereavement Services – increased expenditure: £88,020

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 as such the budget has been realigned as part of the 2020-25 MTFS process. In order to inform this

requirement an assessment of the implications, encompassing the impact of the reduction in overpayments along with the transition to universal credit and its impact on historic overpayment debt has been undertaken.

- 3.4 Although forecast outturn for the General Fund is a shortfall of £222,080 at this stage, the forecast outturn remains difficult to predict due to volatility, e.g. car parking income, and uncertainty.
- 3.5 Included in the forecast outturn position in para 3.2 are additional contributions (to)/from earmarked reserves that the Chief Finance Officer (in accordance with Financial Procedure Rules) has identified as being required:

Directorate Reserve		Amount £
Contributions to Reserves		
DMD	Townsfund Grant – expenditure to be incurred in 20/21	(173,030)
DCE	Transport Hub – maintenance underspend to be moved to a sinking fund for future repairs	(60,000)
Contributions from Reserves		
HSG	Controlling Migration – drawdown for grant expenditure	109,180
HSG	Homelessness Grants – drawdown for grant expenditure	84,950
HSG	Rough Sleeping Strategy – drawdown for grant expenditure	18,050
HSG	Pocket Parks Plus Scheme – drawdown of grant expenditure	25,500
Total additional reserve movements:		4,650

- 3.6 The Executive should be aware that the forecast over spend of £222,080 does not take into account any requested carry forwards. Assistant Directors have requested a number of items to be transferred to an earmarked reserve and spent in future years. Each approved carry forward will increase the forecast over spend. These requests are detailed below;

Directorate	Reason for Carry Forward	£
CX Human Resources	Training Budget earmarked but expenditure likely to be in 2020/21	30,000
CX Twinning	To support 50 th Anniversary Twinning with Neaustadt in 2020/21	9,210
Total		39,210

- 3.7 The forecast outturn for the General Fund therefore would be £261,290 overspent if the above carry forwards and the earmarked reserve request were to be agreed.

3.8 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.

3.9 **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 3 performance shows that secured and confident projections total £4,448,250. This results in a current forecast under achievement of the target in 2019/20 of £201,750. Although there are still a number of reviews in progress these are not expected to deliver savings in this financial year. The current year target is therefore unlikely to be achieved in full. 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)	2,863,370
Total Savings – Secured	<u>4,448,250</u>
<u>Subject to Review/Business Case</u>	
One Council	0
Asset Acquisition	0
Commercialisation	0
Managing Demand (Withdrawal/Service Reduction)	0
Total Savings - Subject to Review/Business Case	<u>0</u>
Overall Savings	<u><u>4,448,250</u></u>
MTFS savings target	(4,650,000)
(Under)/ over achievement	(201,750)

3.10 **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 actual variance to the third quarter of the financial year to date is provided below:

	<u>Budget Q3</u> <u>£'000</u>	<u>Actual Q3</u> <u>£'000</u>	<u>Variance</u> <u>£'000</u>
Car Parks	(4,230)	(4,403)	(173)
Crematorium	(1,007)	(1,087)	(80)
HIMO	(183)	(136)	47
Development Management	(465)	(442)	23
Building Regulations	(154)	(128)	26
Total	(6,039)	(6,196)	(157)

4. **Housing Revenue Account**

4.1 For 2019/20 the Council’s Housing Revenue Account (HRA) net revenue budget was set at £52,040, resulting in an estimated level of general balances at the year-end of £1,078,609.

4.2 The HRA is currently projecting an in-year forecast underspend of £79,582 (appendix C provides a forecast HRA 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 D while the key variances are summarised below:

- Staff Vacancies – reduced expenditure: (£177,000)
- Repairs Costs – increased expenditure (Offset from HRS Surplus): £62,400
- Council Tax – increased expenditure: £67,000
- Depreciation: increased expenditure: £375,000
- Interest Payable – increased expenditure: £129,000
- DRF Contribution – reduced expenditure: (£429,000)
- HRS Surplus – increased income: (£117,000)

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 3 HRS are forecasting a surplus of £117,075 in 2019/20 (appendix E provides a forecast HRS Summary), with full details of the main variances provided.

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 F. In summary:

	Opening Balance	Contributions	Actuals Q3	Forecast Q4	Forecast Balance
	01/04/19				31/03/20
	£'000	£'000	£'000	£'000	£'000
General Fund	6,674	156	(954)	34	5,910
HRA	1,321	0	(62)	(64)	1,195
Capital Resources	10,701	16,220	0	(14,127)	12,794

7. Capital Programme

7.1 General Investment Programme

7.2 The last quarterly report approved a General Fund Investment Programme for 2019/20 of £14,755,906. Movements in the programme during the third quarter have decreased overall planned expenditure in 2019/20 to £12,509,748. 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 following budget changes at Q2	14,756	8,586	2,839	695	500
Budget changes for Executive approval at Q3	(2,246)	7,000	8	8	8
Revised Budget	12,510	15,586	2,847	703	508

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 amendments approved by the Chief Finance Officer during the third quarter are detailed at Appendix H under the heading of "Approved by Chief Finance Officer".

- Planned capital works - allocation of £5,257 to the following 19/20 schemes for additional expenditure requirements;
 - £4,637 into Grandstand Fire Exit Improvements,
 - £620 into Guildhall Works.
- Planned capital works – allocation back into 19/20 unallocated works of £10,341 relating to:
 - £5,117 High Bridge Café,
 - £1,855 Temple Gardens Roman Wall,
 - £238 Stamp End Demolition,
 - £3,131 Birchwood Leisure Centre Roof.

- Re-profile of expenditure relating to 19/20 planned capital works into 20/21 future years:
 - £5,000 Stamp End Demolition,
 - £42,550 Yarborough Leisure Centre Diving Boards,
 - £3,267 Birchwood Leisure Centre Roof.
- Additional funding from revenue towards existing schemes:
 - £2,420 Birchwood Leisure Centre Roof,
 - £379 Car Park Improvement ticket machines.
- Boutham Tennis Court Fencing Improvements - £798 contribution from S106 funding for scheme delivery.
- Re-profiled 19/20 budgets into future years:
 - New telephony system £32,132 profiled over next 4 years,
 - Compulsory Purchase Orders £234,954 into 20/21,
 - Housing Renewal Areas £370,152 into 20/21,
 - Western Growth Corridor £1,561,700 into 20/21.

7.4 There are no changes that require Executive approval for quarter 3.

7.5 New projects agreed at Capital Programme Group are then subject to Executive approval, there is one new project that requires Executive approval for the third quarter.

- Stamp End Depot demolition works: £134,440 funded from the unallocated capital contingency budget, relating to 50% recharge of capital works undertaken in agreement with a third party.

The following projects have been previously been approved at Executive and added to the GIP in quarter 3:

- Crematorium remodelling - £4.7m towards crematorium enhancements at Washingborough Road commencing in 20/21 approved by Exec 25th November 2019.
- Swift Gardens Play Area – £74,200 for new play area scheme approved by executive 30th August 2017. £14,000 from grant funding in relation to the MUGA refurbishment, and £60,200 funded by S106.

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

	MTFS 2019-20 Budget following Qtr2 Report	Revised Budget	Forecast Outturn	Variance
	£'000	£'000	£'000	£'000

Active Programme				
Housing & Regeneration	389	19	19	0
Communities & Environment	3,795	3,561	3,561	0
Chief Executives Department	7,754	7,809	7,809	0
Major Developments	1,902	340	340	0
Total Active Schemes	13,840	11,728	11,728	0
Schemes On Hold/Contingencies	916	782	782	0
Total Capital Programme	14,756	12,510	12,510	0

7.7 The overall spending on the General Fund Investment Programme for the third quarter is £8.847m, which is 70.7% of the 2019/20 programme and 75.4% of the active programme. This is detailed further at Appendix I.

7.8 Housing Investment Programme

7.9 The last quarterly report approved a Housing Investment Programme for 19/20 of £20,629,324. Movements in the programme since have decreased overall planned expenditure in 2019/20 to £14,906,247. 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 2019/20 Qtr2 Report	20,629	23,707	17,421	15,866	10,823
Budget changes for Executive approval at Q3	(5,723)	1,933	(813)	(2,105)	(376)
Revised Budget	14,906	25,640	16,608	13,761	10,447

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 third quarter are shown in Appendix J and K summarised below:

- Within the new build programme Property Acquisitions have been agreed under delegated authority utilising £70,975 1-4-1 receipts and £675,579 borrowing totalling additional budget of £1,238,482 relating to 11 new acquisitions, 1 withdrawn offer, and 3 initial capital repairs not previously allocated.
- Re-profiling:

- £194,171 from the 20/21 New build programme re-profiled into 19/20.
 - £297,757 from the 20/21 New Build programme 141 eligible re-profiled into 19/20.
 - New build scheme re-profile 19/20 into 20/21 budgets in relation to:
 - £1,600,000 for the De Wint Court scheme, and;
 - £691,985 in relation to the Western Growth Corridor scheme.
 - Re-profile budgets from 19/20 into 20/21 in relation to:
 - £109,796 Garages,
 - £235,682 Door replacement programme,
 - £44,397 Structural Defects,
 - £45,501 Re-roofing.
 - Re-profile budgets from 19/20 split over future 4 years.
 - £386,093 Environmental New Works,
 - £23,550 Renew Stair Structure,
 - £221,120 Lincoln Standard Windows Replacement,
 - £268,772 Bathrooms & WC's,
 - Re-profile £27,055 from 20/21 and £3,013 from 21/22 into the 19/20 Operation ROSE programme.
- Re-allocation of £238,680 from 19/20 Kitchen improvements into the 20/21 fire door project.
 - Reallocation into a larger Environmental work budget going forward from:
 - Communal Hardstanding Areas 19/20 £596,878, 20/21 £587,595, 21/22 £391,970, 22/23 £390,750, 23/24 £145,114 and;
 - Landscaping & Boundaries budgets 19/20 £464,215, 20/21 £353,555, 21/22 £364,370, 22/23 £350,000, 23/24 £350,000.
 - Re-allocation from the contingency reserve into unallocated resources for future scheme developments 19/20 £2,327,516, 20/21 £738,537, 21/22 £1,034,829, 22/23 £2,330,360, 23/24 £601,049
 - Movements back to available resources from:
 - Hermit Street regeneration 19/20 £18,725.
 - New Services 19/20 £51,828,
 - Over bath showers 19/20 £300,000
 - Safety Flooring 19/20 £10,169
 - Movements from available resources into
 - Fire Compartment Works 19/20 £40,000

7.11 There are no changes that require Executive approval for quarter 3.

7.12 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 third quarter.

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

	MTFS 19/20 Budget following Qtr2 Report	Revised Budget	Forecast Outturn	Variance
	£'000	£'000	£'000	£'000
Decent Homes/ Lincoln Standard	7,206	5,830	5,830	0
Health and Safety	370	347	347	0
Contingent Major Repairs/ Works	2,809	770	770	0
New Build Programme	8,126	6,326	6,326	0
Land Acquisition Fund	95	95	95	0
Other Schemes	1,824	1,339	1,339	0
Computer Fund	199	199	199	0
Total Capital Programme	20,629	14,906	14,906	0

7.14 Expenditure against the HIP budget during the first three quarters was £8.025m, which is 53.84% of the programme. The expenditure is detailed further at Appendix K.

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 and Markham House, construction of which is yet to commence.
- 11 Property acquisitions are yet to complete.

8. Organisational Impacts

8.1 Finance

The financial implications are contained throughout the report.

8.2 Legal including Procurement Rules

There are no legal implications arising from this report.

8.3 Equality, Diversity and Human Rights

There are no equality and diversity implications as a direct result of this report.

9.0 Risk Implications

9.1 A full financial risk assessment is included in the Medium Financial Strategy 2019-24.

10. Recommendations

Executive are recommended to:

- 10.1 Note the progress on the financial performance for the period 1st April to 31st December 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), 4.2 (and appendix D), and 5.2 (and appendix F).
- 10.3 Review the proposed contributions to and from reserves in paragraph 3.5 and the carry forward requests detailed in paragraph 3.6.
- 10.4 Review the changes to the General Investment Programme and Housing Investment Programme as approved by the Chief Finance Officer and detailed in paragraphs 7.3 and 7.10
- 10.5 Review the changes to the General Investment Programme as detailed in paragraph 7.5

Key Decision Yes

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 2019-24

Lead Officer: Collen Warren, Financial Services Manager
Telephone 873361

APPENDIX A

GENERAL FUND SUMMARY - AS AT 31 DECEMBER 2019

Service Area	Ref	Revised Budget £'000	Projected Outturn £'000	Variance £'000
Strategic Development	A	1,908	1,883	(25)
Chief Finance Officer (S. 151)	B	(537)	(384)	153
City Solicitor	C	1,517	1,465	(52)
Housing	D	796	825	29
Director of Major Developments	E	282	281	(1)
Communities and Street Scene	F	2,207	2,244	37
Health & Environmental Services	G	2,311	2,314	3
Planning	H	802	783	(19)
		9,287	9,411	124
Corporate Expenditure	I	1,756	1,751	(4)
TOTAL SERVICE EXPENDITURE		11,043	11,162	120
Capital Accounting Adjustment	J	3,547	3,486	(61)
Specific Grants	K	(778)	(721)	58
Contingencies	L	158	28	(130)
Savings Targets	M	(202)	0	(202)
Earmarked Reserves	N	(798)	(765)	34
Insurance Reserve	O	131	131	0
TOTAL EXPENDITURE		13,101	13,323	222
CONTRIBUTION FROM BALANCES		554	332	(222)
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
Council Tax Surplus	S	42	42	0
TOTAL RESOURCES		13,655	13,655	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.

APPENDIX B

General Fund Forecast Variances - Quarter 3

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 under spend of expenditure or additional income.

Ref	£	Reason for variance	
<u>Additional Expenditure</u>			
B	City Hall	36,000	Overspend on staffing and security, offset by additional income from tenants.
B	City Square & Cornhill Markets	47,570	Business Rates on unoccupied Kiosk and loss of rental income. (awaiting demolition)
B	Banking	30,870	Increased transactional costs due to increased fees and volumes.
D	Homeless Bed & Breakfast	107,800	Net cost of increased B&B requirements, based on ineligible for HB and under-recovered costs.
F	Car Parking	92,000	Additional NNDR charges following assessment by the Valuation office
F	Car Parking	43,000	Overspend on specialist equipment
F	Street Cleansing & Waste	31,120	Contractual Inflationary pressures.
G	Bereavement Services	88,020	Business case, preparation costs, Plotbox purchase & Overtime/Agency
M	Savings Targets	201,750	Shortfall in delivery against target.
<u>Reduced Income</u>			
B	Housing Benefits	318,000	Expected reduction in the level of Housing Benefits Overpayments raised compared to the budgeted amount £450k, offset by a contribution from reserves of £132K.
C	CX Workbased Learning & CoLC Apprentices	18,700	Net overspend after loss of contractual income less staff vacancies and savings on the apprentice levy payable.
G	HIMO	74,260	HIMO Licensable premises applications have not been as forecast in the business case in year (now expected in future years).
K	Specific Grants	57,000	Government grant announced and budgeted for in 19/20, however was received in 18/19 and not carried forward.

Ref		£	Reason for variance
<u>Reduced Expenditure</u>			
B	City Hall	(26,000)	Gas & Electricity underspends/efficiencies
B	CX Business Management	(29,570)	Vacancy Savings
B	Revs & Bens Shared Services	(27,560)	Staffing savings and additional New Burdens Grant
B	Insurance	(30,905)	Underspend on planned premiums
F	City Bus Station	(104,800)	Savings on Staffing, Repairs & Maintenance, Cleaning Services & Utilities
F	Garden Waste	(35,000)	Underspend on Supplies & Services
G	Housing Regeneration	(38,030)	Vacancy savings and use of DFG admin fee to finance staffing costs incurred.
L	External Interest	(225,945)	Contingency for additional borrowing costs not required and lower than average cost of new borrowing taken in year.
L	Vacancy Savings	(107,660)	1% vacancy savings target assumed, offset by actual vacancies achieved.
L	Loss of GF rent through asset sales	(37,500)	Provision not expected to be utilised.
<u>Additional Income</u>			
B	Interest Receivable	(37,280)	Additional interest received due to increased average cash balances
B	City Hall	(95,000)	Income budgets not reflective of current lease arrangements and additional income in respect of weekend working.
B	Industrial Estates & Lincoln Properties	(64,360)	Increase in rental income following rent reviews.
C	Legal Services	(45,550)	Increased income from property acquisitions and increase in fees & charges in year.
F	Car Parking Income	(162,000)	Additional car parking income.
G	Bereavement Services	(124,150)	Over achievement of income due to increased number of Cremations & Burials.

APPENDIX C**HOUSING REVENUE ACCOUNT FUND SUMMARY - AS AT 31 DECEMBER 2019**

	Ref	Budget	Forecast Outturn	Variance
		£'000	£'000	£'000
Gross Rental Income	A	(28,221)	(28,208)	12
Charges for Services & Facilities	B	(322)	(292)	30
Contribn towards Expenditure	C	(50)	(56)	(6)
Repairs & Maintenance	D	8,660	8,722	62
Supervision & Management:	E	7,148	6,935	(213)
Rents, Rates and Other Premises	F	95	162	67
Increase in Bad Debt Provisions	G	288	288	0
Insurance Claims Contingency	H	339	339	0
Contingencies	I	(84)	0	84
Depreciation	J	6,262	6,637	375
Debt Management Expenses	K	12	12	0
HRS Trading (Surplus) / Deficit	L	0	(117)	(117)
Net Cost of Service	M	(5,873)	(5,577)	295
Loan Charges Interest	N	2,352	2,425	73
Investment/Mortgage Interest	O	(37)	(55)	(18)
Net Operating Inc/Exp		(3,557)	(3,207)	350
Major Repairs Reserve Adjustment	P	4,077	3,713	(364)
Transfers to/from reserves	Q	(572)	(637)	(65)
(Surplus)/Deficit in Year		(52)	(131)	(79)

APPENDIX D

Housing Revenue Account Variances - Quarter 3

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	(213,121)	Supervision & Management vacancies & General Savings.
	<u>Reduced Income</u>		
B	Charges for Services & Facilities	30,041	Lifeline Alarms income moved from the HRA to General Fund Control Centre
	<u>Increased Expenditure</u>		
D	Repairs & Maintenance	62,400	Increased expenditure (offset from HRS Surplus)
G	Council Tax	67,000	Council Tax on Voids & De-Wint Court @ 150%
K	Depreciation	375,000	Revaluation of Dwellings
P	Loan Charges Interest	73,000	Increased Interest on borrowings due to asset acquisition programme
	<u>Increased Income</u>		
L	HRS Trading Surplus	(117,000)	Forecast HRS Repatriation
Q	Transfers to/from Reserves	(65,000)	DRF Contribution from Reserves
T	Major Repairs Reserve	(364,000)	DRF Contribution Reduced re Revaluations of Dwelling

APPENDIX E

HOUSING REPAIRS SERVICE SUMMARY - AS AT 31 DECEMBER 2019

	Forecast Outturn		
	Budget	Forecast Outturn	Variance
	£'000	£'000	£'000
Employees	2,928	2,974	46
Premises	40	48	8
Transport	501	462	(39)
Materials	1,356	1,173	(183)
Sub-Contractors	2,273	2,002	(270)
Supplies & Services	134	169	35
Central Support Charges	320	320	0
Capital Charges	0	0	0
Total Expenditure	7,552	7,148	(404)
Income	(7,552)	(7,265)	287
(Surplus)/Deficit	0	(117)	(117)

Housing Repairs Service Variances - Quarter 3

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
<u>Reduced Spending</u>		
Sub-Contractors	(270,464)	Continual reduction of sub-contractor works. Plus in year reduction with Meddo.
Materials	(183,085)	Continual reduction of sub-contractor works. Plus in year reduction with Meddo.
<u>Reduced Income</u>		
Income (Billing)	286,616	Continual reduction of sub-contractor works. Plus in year reduction with Meddo has resulted in lower forecast billing in year to the HRA.

APPENDIX F**EARMARKED RESERVES – Q3 MONITORING 2019/20**

	Opening Balance 01/04/2019 £'000	Contributions £'000	Actuals Q3 £'000	Forecast Q4 £'000	Forecast Balance 31/03/2020 £'000
General Fund					
Budget Carry Forwards	172	0	(53)	(20)	99
Air Quality Initiatives	10	5	0	0	15
Asset Improvement	55	0	(46)	0	9
Backdated rent review	220	0	(50)	0	170
Birchwood Leisure Centre	0	0	26	0	26
Boston Audit Contract	14	0	0	0	14
Business Rates Volatility	1,456	745	0	0	2,201
Christmas Decorations	14	0	0	2	16
City Hall Sinking Fund	60	0	0	0	60
Commons Parking	25	0	0	9	34
Crematorium Income	100	0	(100)	0	0
DRF Unused	203	(133)	87	38	195
Electric Van replacement	11	4	0	0	15
Funding for Strategic Priorities	1,219	(310)	(279)	0	630
Grants & Contributions	1,465	(77)	(303)	(33)	1,052
Income Volatility	0	0	0	0	0
Invest to Save (GF)	427	32	(125)	(10)	324
IT Reserve	0	65	0	0	65
Managed Workspace	0	0	0	0	0
Mayoral car	47	0	0	0	47
Mercury Abatement	414	(42)	0	0	371
MSCP and Bus Station SF	0	0	0	60	60
Organisational Development	85	(76)	(8)	0	0
Private Sector Stock Condition Survey	45	(48)	48	0	45
Property Searches	4	0	0	0	4
Revenues & Benefits shared service	163	(30)	(132)	0	0
Section 106 interest	32	0	0	0	32
Strategic Growth Reserve	14	0	0	0	14
Strategic Projects - Revenue Costs	303	0	(168)	0	135
Tank Memorial	10	0	0	0	10
Tree Risk Assessment	108	20	0	(13)	115
WGC Planning	0	0	150	0	150
Yarborough Leisure Centre	2	0	0	0	2
	6,674	156	(954)	34	5,910
HRA Repairs Account	579	0	0	0	579
Capital Fees Equalisation Reserve	182	0	(41)	0	140
HRA Strategic Priority Reserve	240	0	0	(64)	176
Invest to Save (HRA)	140	0	(15)	0	125
Western Growth Corridor	25	0	0	0	25
De Wint Court Reserve	73	0	0	0	73
HRA Survey Works	60	0	(6)	0	54
Stock Retention Strategy	22	0	0	0	22
	1,321	0	(62)	(64)	1,195
Total Earmarked Reserves	7,995	156	(1,016)	(30)	7,105

APPENDIX G

CAPITAL RESOURCES – Q3 MONITORING 2019/20

	Opening balance	Contributions	Used in financing	Forecast balance 31/03/2020
	£'000	£'000	£'000	£'000
Capital Grants/Contributions GF	482	2,070	(2,539)	13
Capital receipts GF	1,166	0	(542)	624
Capital receipts HRA	0	862	(233)	629
Capital Grants/Contributions HRA	82	3,010	(968)	2,124
Capital receipts 1-4-1	3,296	0	(1,261)	2,035
Major Repairs Reserve	5,675	6,640	(6,761)	5,554
HRA DRF	0	3,638	(1,823)	1,815
Total Capital Resources	10,701	16,220	(14,127)	12,794

As the contributions for 1:4:1 receipts depend upon levels of RTB sales no budget is set for these receipts. The opening capital receipts 1-4-1 figure has been adjusted following completion of the pooling audit. 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 3 there was sufficient anticipated eligible spend to avoid repayment of 1:4:1 receipts.

APPENDIX H

General Investment Programme – Summary of Financial Changes

	2019/20	2020/21	2021/22	2022/23	2023/24	Notes
	£'000	£'000	£'000	£'000	£'000	
2019/20 MTFs Budget as at Q2	14,756	8,586	2,839	695	500	
Budget for approval	12,510	15,586	2,847	703	508	
Total changes for Q3	(2,246)	7,000	8	8	8	
Approved by Chief Finance Officer	£	£	£	£	£	
Planned Capitalised Works	5,084	(4,068)				Re-profile to below schemes
High Bridge Cafe Improvements	(5,117)					Re-profiled from planned works
Grandstand fire exit Improvements	4,637					Re-profiled from planned works
Temple Gardens Roman Wall	(1,855)					Re-profiled from planned works
Stamp End Demolition	(5,238)	5,000				Spend re-profiled
YLC Diving Boards	(42,550)	42,550				Spend re-profiled
BLC Roof	(3,978)	3,267				Spend re-profiled
Guildhall	620					Re-profiled from planned works
Boultham Tennis Courts	798					Re-profiled from planned works
Car Park Improvements	379					Re-profiled from planned works
Lucy Tower Lifts		4,068				Re-profiled from planned works
New Telephony System	(32,132)	8,033	8,033	8,033	8,033	Spend re-profiled
Housing Renewal Area	(370,152)	370,152				Spend re-profiled
Compulsory Purchase Orders	(234,954)	234,954				Spend re-profiled
Western Growth Corridor	(1,561,700)	1,561,700				Spend re-profiled
Approved by Executive	£	£	£	£	£	
Crem - remodelling		4,700,000				Approved Exec
Swift Gardens Play Area		74,200				Approved Exec
Stamp End Demolition	134,400					New Scheme
Capital Contingency	(134,400)					New Scheme
Total of changes	(2,246,158)	6,999,856	8,033	8,033	8,033	

APPENDIX I

General Investment Programme – Summary of Expenditure as at 31st December 2019

Scheme	2019/20 MTFS Budget as at Qtr2 Report	Budget to be Approved	Actuals as at Q3	Variance	Spend	
ACTIVE SCHEMES	£	£	£	£	%	
DCE - Communities & Environment						
Skate Park	0	0	0	0	0.00%	Budget in 20/21
Compulsory Purchase Orders	234,954	0	0	0	0.00%	Budget in 20/21
Disabled Facilities Grant	1,218,568	1,218,568	201,720	1,016,848	17%	
Transformation of Birchwood Leisure Centre	30,000	30,000	0	30,000	0.00%	
Artificial Grass Pitches (AGP)	1,856,964	1,856,964	1,648,263	208,701	88.76%	
New Software- Crem	20,000	20,000	8,625	11,375	43.13%	
	3,360,486	3,125,532	1,858,608	1,266,924		
DCE - Community Services						
Flood alleviation scheme - Hartsholme Park	28,130	28,130	13,880	14,250	49.34%	
Boultham Park Masterplan	84,460	84,460	34,760	49,700	41.16%	
Boultham Park Lake	0	0	0	0	0.00%	Budget in 20/21
CCTV Upgrade	0	0	0	0	0.00%	
Allotment Capital Improvement Programme	102,158	102,158	30,206	71,952	29.57%	
Car Park Improvements - ticket machines	120,000	120,379	115,441	4,938	95.90%	
Car Park Improvements - CCTV in MSCPs	100,000	100,000	31,797	68,203	31.80%	
	434,748	435,127	226,084	209,043		
General Fund Housing						
Housing Renewal Area Unallocated	388,877	18,725	0	18,725	0.00%	Re-profiled to 20/21
	388,877	18,725	0	18,725		

Major Developments						
Lincoln Transport HUB	0	0	(110,361)	110,361	0.00%	
Central Markets	300,000	300,000	24,271	275,729	8.09%	
Western Growth Corridor (Phase 1 Devt)	1,601,700	40,000	16,339	23,661	40.85%	
	1,901,700	340,000	(69,751)	409,751		
Chief Executives - Corporate Policy						
New Telephony System	40,165	8,033	0	8,033	0.00%	
New Website	49,200	49,200	45,160	4,040	91.79%	
Infrastructure Upgrade	195,118	195,118	0	195,118	0.00%	
	284,483	252,351	45,160	207,191		
Chief Executives - Chief Finance Officer						
Planned Capitalised Works	19,318	24,402	0	24,402	0.00%	
Allotments Asbestos Sheds	33,795	33,795	0	33,795	0.00%	
City Hall Improvements	13,788	13,788	7,926	5,862	57.48%	
Guildhall Works	17,630	17,630	0	17,630	0.00%	
Stamp End Demolition	5,238	134,400	0	134,400	0.00%	
Fire Stopping Works	0	0	(12,544)	12,544	0.00%	
Grandstand CC Stairs Improvements	2,119	2,119	2,119	0	100.00%	
Greyfriars Roof Improvements	5,000	5,000	0	5,000	0.00%	
City Hall 3rd Floor Fire Works	5,001	5,001	0	5,001	0.00%	
YLC Pipework/Water Quality	0	0	0	0	0.00%	
High Bridge Cafe Improvements	5,117	0	0	0	0.00%	
Guildhall	15,000	15,620	3,424	12,196	21.92%	
Play Area Surfacing Works	22,859	22,859	22,859	0	100.00%	
Long Leys Road Drainage	10,438	10,438	0	10,438	0.00%	
High Bridge Canopy's	0	0	0	0	0.00%	
Broadgate Dist. Board/Emergency Lighting	10,487	10,487	4,824	5,663	46.00%	
Lucy Tower Lifts	4,215	4,215	0	4,215	0.00%	
YLC Diving Boards	42,550	0	0	0	0.00%	Budget in 2021
Hartsholme Country Park Play Area Imps	2,018	2,018	2,018	0	100.00%	

Boultham Tennis Court Fencing Improvements	16,234	17,032	0	17,032	0.00%	
BLC Roof	131,554	127,576	20,521	107,055	16.09%	
City Hall Toilets	10,838	10,838	5,043	5,795	46.53%	
Michaelgate Boundary Wall	5,140	5,140	5,140	0	100.00%	
Central Market Heating	15,441	15,441	15,440	1	99.99%	
YLC Fire Escape Stairs	8,750	8,750	8,750	0	100.00%	
Hartsholme Fire Escape Stairs	3,850	3,850	3,850	0	100.00%	
Temple Gardens Roman Wall	4,000	2,145	2,145	0	100.00%	
Broadgate Carpark asbestos /Dryriser	20,000	20,000	10,521	9,479	52.61%	
Bridge in West Common	8,000	8,000	0	8,000	0.00%	
Michaelgate Structural works	10,000	10,000	0	10,000	0.00%	
YLC Teaching Pool Pipework	17,300	17,300	17,300	0	100.00%	
Hartsholme Park Drainage Improvements	10,000	10,000	0	10,000	0.00%	
Grandstand Fire Exit Improvements	0	4,637	0	4,637	0.00%	
Land and Property Acquisition	96,063	96,063	(165,287)	261,350	-172.06%	
The Terrace	0	0	(2,712)	2,712	0.00%	
The Terrace Heat Mitigation Works	0	0	0	0	0.00%	Moved into 20/21
Deacon Road	6,897,950	6,897,950	6,835,663	62,287	99.10%	
	7,469,693	7,556,494	6,787,000	769,494		
TOTAL BUDGET FOR ACTIVE SCHEMES	13,839,987	11,728,229	8,847,101	2,881,128		
Schemes Currently Under Review						
Capital Contingencies	845,357	710,957	0	710,957	0.00%	
IT Reserve	70,562	70,562	0	70,562	0.00%	
	915,919	781,519	0	781,519		
TOTAL GENERAL INVESTMENT PROGRAMME	14,755,906	12,509,748	8,847,100	3,662,648		

APPENDIX J

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

Project Name	2019/20 MTFS Budget as at Qtr2Report	Budget increase/ (reduction)	Budget to be Approved	Reprofile (to) from future years	Notes
New Build Programme	675,579	(675,579)	0	194,171	Increased budget for 70% requirement on housing programme
New Build Programme (141 eligible)	70,975	(70,975)	0	297,757	Budget reallocated to approved schemes
New Build Capital Salaries	38,760		38,760		
New Build- De Wint Court	2,568,250	(1,600,000)	968,250	(1,600,000)	Re-profiled in 20/21
New Build - Markham House	683,318	0	683,318	0	New Scheme 70% New Build, 30% 141 New Build
New Build – Searby Road	62,497		62,497		
Western Growth Corridor	691,985	(691,985)	0	(691,985)	Re-profiled in 20/21
Westleigh	10,000		10,000		
Rookery Lane	78,237		78,237		
Property Acquisitions	3,246,306	1,218,593	4,464,899	0	Allocation to property acquisitions
New Build Programme	8,125,907	(1,819,946)	6,305,961	(1,800,057)	
Land Acquisition					
Lillicrap Court	0	19,889	19,889	0	Budget reallocation
Land Acquisition fund	94,689				
Land Acquisition	94,689	19,889	19,889	0	
Total New Build/Acquisitions	8,220,596	(1,800,057)	6,325,850	(1,800,057)	

Housing Investment Programme - Summary of Financial Changes

Project Name	2019/20 MTFS Budget as at Qtr2 Report	Budget increase/ (reduction)	Budget to be Approved	Reprofile (to) from future years	Notes
	£	£	£	£	
<u>Decent Homes</u>					
Bathrooms & WC's	518,772	(268,772)	250,000	(268,772)	Re-profiled across future years
DH Central Heating Upgrades	1,470,470	0	1,470,470	0	
49 Thermal Comfort Works	150,000	0	150,000	0	
Kitchen Improvements	658,680	(238,680)	420,000	(238,680)	Re-profiled to 20/21
Rewiring	20,826	0	20,826	0	
Re-roofing	695,501	(45,501)	650,000	(45,501)	Re-profiled to 20/21
Lincoln Standard Windows Replacement	841,120	(221,120)	620,000	(221,120)	Re-profiled across future years
Structural Defects	54,397	(44,397)	10,000	(44,397)	Re-profiled to 20/21
Wall Structure Repairs	0	0	0	0	
Door Replacement	905,682	(235,682)	670,000	(235,682)	Re-profiled to 20/21
Decent Homes Decoration Allowance	0	0	0	0	
Canopy & Porches	0	0	0	0	
New services	56,828	(51,828)	5,000	0	Moved to contingency reserve
Void Capitalised Works	1,308,455	0	1,308,455	0	
Fire compartment works	0	40,000	40,000	0	Moved to contingency reserve
Decent Homes	6,680,731	(1,065,980)	5,614,751	(1,054,152)	

Lincoln Standard					
Over bath showers (10 year programme)	500,000	(300,000)	200,000	0	Moved to contingency reserve
Safety flooring - Supported Housing	25,342	(10,170)	15,172	0	Moved to contingency reserve
Lincoln Standard	525,342	(310,170)	215,172	0	
Health & Safety					
Asbestos Removal	151,407	0	151,407	0	
Asbestos Surveys	145,479	0	145,479	0	
Replacement Door Entry Systems	10,060	0	10,060	0	
Renew stair structure	23,550	(23,550)	0	(23,550)	Re-profiled across future years
Fire Alarms	40,000	0	40,000	0	
Health & Safety	370,496	(23,550)	346,946	(23,550)	
Other					
Environmental new works	250,000	675,000	925,000	(386,093)*	*Re-profiled across future years
Landscaping and Boundaries	464,215	(464,215)	0	0	Re-allocated to Environmental new works
2 Gunby Avenue	56,928	0	56,928	0	
Communal Hardstanding Areas	596,878	(596,878)	0	0	Re-allocated to Environmental new works
Communal Electrics	149,559	0	149,559	0	
Garages	109,796	(109,796)	0	(109,796)	Re-profiled to 20/21
HRA Assets - Shops/Buildings	109,319	0	109,319	0	
Hermit Street Regeneration	18,725	(18,725)	0	0	To contingency reserve - GIP scheme
Communal TV Aerials	2,919	0	2,919	0	
Other	1,758,339	(514,614)	1,243,725	(495,889)	
Contingency Schemes					
Contingency Reserve	2,808,791	(2,038,774)	770,017	0	Re-allocated to available resources
Contingency Schemes	2,808,791	(2,038,774)	770,017	0	

Other Schemes					
Housing Support Services Computer Fund	115,740	0	115,740	0	
Infrastructure Upgrade	83,622	0	83,622	0	
Operation Rose	65,667	30,068	95,735	30,068	Re-profile to 19/20
Other Schemes	265,029	30,068	295,097	30,068	
Total Housing Investment	12,408,728	(3,923,030)	8,846,209	(1,543,523)	

APPENDIX K

Housing Investment Programme – Summary of Expenditure as at 31st December 2019

Project Name	2019/20 MTFS Budget at Qtr2 report	Budget to be Approved	Budget Change	Actuals as at Q3	Variance	Spend
	£	£	£	£	£	%
Decent Homes						
Bathrooms & WC's	518,772	250,000	(268,772)	49,872	(200,128)	19.95%
DH Central Heating Upgrades	1,470,470	1,470,470	0	851,730	(618,740)	57.92%
Thermal Comfort Works	150,000	150,000	0	136,472	(13,528)	90.98%
Kitchen Improvements	658,680	420,000	(238,680)	70,420	(349,580)	16.77%
Rewiring	20,826	20,826	0	2,289	(18,537)	10.99%
Re-roofing	695,501	650,000	(45,501)	504,452	(146,049)	77.55%
Lincoln Standard Windows Replacement	841,120	620,000	(221,120)	503,770	(116,230)	81.25%
Structural Defects	54,397	10,000	(44,397)	1,004	(8,996)	10.04%
Door Replacement	905,682	670,000	(235,682)	463,090	(206,910)	69.12%
New services	56,828	5,000	(51,828)	883	(4,117)	17.66%
Void Capitalised Works	1,308,455	1,308,455	0	962,420	(346,035)	73.55%
Fire compartment works	0	40,000	40,000		(40,000)	0.00%
Prelim Costs & Exceptionals to be allocated			0	86,170	86,170	0.00%
Total Decent Homes	6,680,731	5,614,751	(1,065,980)	3,632,572	(1,982,179)	
Lincoln Standard						
Over bath showers (10 year programme)	500,000	200,000	(300,000)	143,498	(56,502)	71.75%
Safety flooring - Supported Housing	25,342	15,172	(10,170)	15,172	0	100%
Total Lincoln Standard	525,342	215,172	(310,170)	158,670	(56,502)	
Health & Safety						
Asbestos Removal	151,407	151,407	0	74,693	-76,714	49.33%

Asbestos Surveys	145,479	145,479	0	78,076	-67,403	53.67%
Replacement Door Entry Systems	10,060	10,060	0	1,212	-8,848	12.05%
Renew stair structure	23,550	0	(23,550)	0	0	0.00%
Fire Alarms	40,000	40,000	0	0	-40,000	0.00%
Total Health & Safety	370,496	346,946	(23,550)	153,981	(192,965)	
Other						
Environmental new works	250,000	925,000	675,000	565,169	-359,831	61.10%
Landscaping and Boundaries	464,215	0	(464,215)	0	0	0
Gunby Avenue	56,928	56,928	0	53,595	-3,333	94.15%
Communal Hardstanding Areas	596,878	0	(596,878)	0	0	0
Communal Electrics	149,559	149,559	0	75,785	-73,774	50.67%
Garages	109,796	0	(109,796)	0	0	0.00%
HRA Assets - Shops/Buildings	109,319	109,319	0	0	-109,319	0.00%
Hermit Street Regeneration	18,725	0	(18,725)	0	0	0.00%
Communal TV Aerials	2,919	2,919	0	0	-2,919	0.00%
Total Other	1,758,339	1,243,725	(514,614)	694,549	(549,176)	23.66%
Contingency Schemes						
Contingency Reserve	2,808,791	770,017	(2,038,774)	0	(770,017)	0.00%
Total Contingency Schemes	2,808,791	770,017	(2,038,774)	0	(770,017)	
Other Schemes						
Housing Support Services Computer Fund	115,740	115,740	0	512	(115,228)	0.44%
Infrastructure Upgrade	83,622	83,622	0	0	(83,622)	0.00%
Operation Rose	65,667	95,735	30,068	47,475	(48,260)	49.59%
Total Other Schemes	265,029	295,097	30,068	47,987	(247,110)	
Total Housing Investment	12,408,728	8,485,708	(3,923,020)	4,687,756	(3,797,949)	55.25%

New Build Programme						
New Build Programme	675,579	0	(675,579)	0	0	0.00%
New Build Programme (141 eligible)	70,975	0	(70,975)	0	0	0.00%
New Build Partnership - Westleigh	10,000	10,000	0	10,000	0	100.00%
New Build Partnership - Lytton Street	0	0	0	0	0	0.00%
New Build Site - Searby Road	62,497	62,497	0	0	(62,497)	0.00%
New Build Site - Allotment Site	0	0	0	0	0	0.00%
New Build Site - Rookery Lane	78,237	78,237	0	0	(78,237)	0.00%
Blankney Crescent New Build Scheme			0	20	20	0.00%
New Build Site - Queen Elizabeth Road	0	0	0	72,478	72,478	0.00%
New Build Capital Salaries	38,760	38,760	0	0	(38,760)	0.00%
New Build- De Wint Court	2,568,250	968,250	(1,600,000)	163,394	(804,856)	16.88%
New Build - Trelawney Crescent	0	0	0	0	0	0.00%
New Build - Markham House	683,318	683,318	0	48,353	(634,965)	7.08%
Western Growth Corridor	691,985	0	(691,985)	0	0	0.00%
Property Acquisitions	3,246,306	4,464,899	1,218,593	3,023,575	(1,441,324)	67.72%
New Build Programme	8,125,907	6,305,961	(1,819,946)	3,317,820	(2,988,141)	
Land Acquisition						
Land Acquisition Fund	94,689	94,689	0	0	(94,689)	0.00%
Lillicrap Court	0	19,889	19,889	19,889	0	100.00%
Land Acquisition	94,689	114,578	19,889	19,889	(94,689)	
Total Housing Strategy & Investment	8,220,596	6,420,539	(1,800,057)	3,337,709	(3,082,830)	51.98%
GRAND TOTALS	20,629,324	14,906,247	5,723,077	8,025,464	(6,880,779)	53.84%

SUBJECT:	Q3 2019-2020 OPERATIONAL PERFORMANCE REPORT
DIRECTORATE:	CHIEF EXECUTIVE'S
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 three of the financial year 2019/20 (from September 2019 to January 2020)

2. Executive Summary

- 2.1 As part of the development of the new performance system (PIMS), all strategic measures were reviewed, with new targets allocated at the start of 2019/20. Some measures are marked as “V” for volumetric – these are contextual measures which support targeted measures.
- 2.2 Quarter three's performance shows significant improvement in a number of service areas, particularly in Housing Benefit Administration, 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.

3. Main body of report

- 3.1 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.
- 3.2 The main body of the report is now found as two appendices:
 - **APPENDIX A** – Detailed report of the council's strategic performance, broken down by authority, directorate and service area.
 - **APPENDIX B** – Strategic quarterly measures table (all directorates)

4 Strategic Priorities

- 4.1 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.

5. Organisational Impacts

- 5.1 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.
- 5.2 Legal Implications including Procurement Rules – There are no direct legal implications
- 5.3 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.

6. Risk Implications

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

7. Members are asked to:

- 7.1 a) Comment on the achievements, issues and future concerns noted this quarter
- 7.2 b) Highlight any area for which they want to look at performance in more detail at a future meeting
- 7.3 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



**Q3 2019/2020
OPERATIONAL
PERFORMANCE REPORT**

Heather Grover - Principal Policy Officer

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 separately.

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

Q3 2019/2020

Below shows a summary of the performance measures status for each directorate and as an authority. The information is presented as a count of the measures, broken down by the directorates, status and direction, as well as a total.

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

Strategic measure performance by status					
Directorate	Below Target	Acceptable	Above Target	Volumetric	Total
CX	5	1	11	3	20
DCE	2	7	12	8	29
DHI	3	4	7	5	19
Total	10	12	30	16	68

Strategic measure performance by direction				
Directorate	Deteriorating	Improving	Maintaining	Total
CX	7	8	5	20
DCE	13	9	7	29
DHI	7	9	3	19
Total	27	26	15	68

Directorate	Total number of FTE employees	Total sickness days per FTE	Average time in working days to respond to complaints
Authority Wide	562.18	2.85	6.9

CHIEF EXECUTIVE'S DIRECTORATE



Quarter three sees a long list of really positive results, with 11 measures above their target. Five measures were below target in CX, and whilst some measures' negatively changed in direction (seven), the majority of measures still remain above or within target.

Service Area	Measure	Current Value	Status	Direction
Communications	Percentage of media enquiries responded to within four working hours	54.00	R	▼
Communications	Number of proactive communications issued that help maintain or enhance our reputation	21	R	▼
Work Based Learning	Percentage of apprentices completing their qualification on time	100.00	G	▬
Work Based Learning	Number of new starters on the apprenticeship scheme	19	G	▲
Work Based Learning	Percentage of apprentices moving into Education, Employment or Training	100.00	G	▬
Customer Services	Number of face to face enquiries in customer services	3,534	V	▬
Customer Services	Number of telephone enquiries answered in Channel Shift Areas (Rev & Bens, Housing & Env. Services)	26,989	V	▬
Customer Services	Average time taken to answer a call to customer services	159	R	▲
Customer Services	Average customer feedback score (face to face enquiries - score out of 10)	10	G	▲
Customer Services	Customer satisfaction with their phone call to Customer Services	96.05	G	▼
Accountancy	Average return on investment portfolio	0.85	G	▼
Accountancy	Average interest rate on external borrowing	3.60	G	▼
Revenues Administration	Council Tax - in year collection rate for Lincoln	79.03	A	▲
Revenues Administration	Business Rates - in year collection rate for Lincoln	83.39	R	▲
Revenues Administration	Number of outstanding customer changes in the Revenues team	550	R	▲
Housing Benefit Administration	Average (YTD) days to process new housing benefit claims from date received	21.73	G	▲
Housing Benefit Administration	Average (YTD) days to process housing benefit claim changes of circumstances from date received	5.84	G	▼
Housing Benefit Administration	Number of Housing Benefits / Council Tax support customers awaiting assessment	1,025	G	▼
Housing Benefit Administration	Percentage of risk-based quality checks made where Benefit entitlement is correct	95.72	G	▲
Housing Benefit Administration	The number of new benefit claims year to date (Housing Benefits/Council Tax Support)	2,290	V	▬

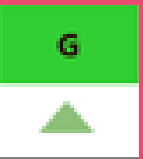
Service Area	Measure ID	Measure	High Or Low	Low Target	High Target	Previous Data Period	Previous Value	Current Year	Current Value	Unit	Status
CX	Democratic Services	DEM 1				2018/19	60,138	2019/20	67,919	Number	V



COMMUNICATIONS

The Communications team has operated with a significantly reduced capacity during quarter three, with two staff (out of a small team of four) leaving in the same quarter. This reduction in capacity, as well as resource heavy, high profile events such as the Lincoln Christmas Light Switch On and the Lincoln Christmas Market has impacted the teams ability to respond to media enquiries and promote the council with positive media releases. The percentage of media enquiries responded to within four working hours is below its lower target of 70 with a figure of 54, while the number of proactive communications issued that help maintain or enhance our reputation is also just below its lower target of 25 with a figure of 21.

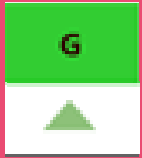
Two new members of staff are joining the team in quarter four, which should help bring the team's performance back to acceptable/above target levels.



HOUSING BENEFIT ADMINISTRATION

For the second consecutive quarter, all targeted measures have surpassed their targets. The average time to process new housing benefit claims in quarter three is above target with a figure of 21.73 days (compared to 23.42 last quarter). Throughout quarter three, staff have monitored new claims weekly to ensure prompt decision making, hence the further improvement in the time taken to process claims. The average (YTD) days to process housing benefit claim 'changes of circumstances' from date received continues to be above target but has decreased from the quarter two figure of 4.88, reporting at 5.84 days in quarter three.

In quarter three, the number of Housing Benefits/Council Tax support customers awaiting assessment has increased slightly compared to the quarter two figure of 939 with a figure of 1,025, of which 670 are awaiting first contact from us. This builds on the significant improvement in quarter two and is a marked improvement over the quarter three 2018/19 figure of 1,235. Benefit Officers are now more familiar with the Universal Credit processes and legislation. They have reviewed processes within the team and are managing workloads on a day to day basis, with weekly reviews of performance being undertaken with management. As a result, the percentage of risk based quality checks where benefit entitlement is correct, has reported above target, improving from 95.57% to 95.72%.

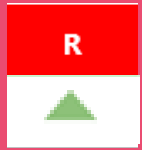


CUSTOMER SERVICES

In quarter three, Customer Services experienced the lowest number of face to face enquiries in reception since data collection began in 2014, with a figure of 3,534. There has also been a decrease in the number of calls answered, reporting at 26,989 in quarter three compared to 28,477 in quarter two. There is naturally a lower number of calls during quarter three as this period includes Christmas and New Year.

Whilst still below the target of 120 seconds, it is pleasing to see the average time taken to answer a call in customer services has decreased from last quarter by 38 seconds. As explained in the quarter two version of this report, five new members of staff were recruited into the team, and their presence has certainly had an effect on the waiting time, as previously predicted.

It is also encouraging to report however that whilst the time taken to answer these calls is still below target, customer satisfaction with their phone calls was (despite being 1.95% lower than last quarter) above target with a figure of 96.05%. The team will always review the feedback from the customers who were unhappy with the service delivered, and implement changes where realistic and appropriate. Also, for the third consecutive quarter, our average customer feedback score for face to face customers has maintained an unbeatable score of 10/10.



REVENUES ADMINISTRATION

Two of the three targeted measures within Revenues Administration have again reported as below target. The collection rate for council tax has however reported as acceptable (the boundary between its lower target of 78.56% and target 79.47%), with a figure of 79.03% (compared to 79.47% in quarter three last year). Collection is below 2018/19 by 0.44%, equating to £196,266. The net collectable debit (the total amount of money to collect from our tax base) has increased by £2.82m, of which £2,054,522 has been collected.

The collection rate for Lincoln Business Rates is still reporting below its lower target of 85% with a figure of 83.39%. Collection is below 2018/19 by 2.84% equating to a £1,276,089 reduction. A key reason for the reduction compared to 2018/19 performance is due to a business which overpaid their account by more than £450k in quarter three last year, which was refunded in quarter four 2018/19. Therefore, until the end of quarter four 2019/2020, it is difficult to compare 'like with like'. Officers have undertaken an analysis of the number of businesses that are anticipated to fully pay their business rates in 2019/20, which also currently have a level of arrears. Officers will continue to seek collection and recovery within the current financial year, wherever possible.

The number of outstanding customer changes in the revenues team has decreased by 627 from the quarter two figure of 1,177, now reporting at 550. This is the result of four new starters within the team being recruited and trained. Student review work has also been completed four months ahead of schedule, due to the introduction of the new e-verification process and as a result has allowed the team to catch up on outstanding work earlier than possible in previous years.

COMMUNITIES AND ENVIRONMENT



Quarter three sees a long list of really positive results, with 12 measures above their target. Just two measures were below target in DCE, and whilst 13 measures negatively changed in direction, most of these measures still remain above or within target.

Service Area	Measure	Current Value	Status	Direction
Food and Health & Safety Enforcement	Percentage of premises fully or broadly compliant with Food Health & Safety inspection	98.40	G	▲
Food and Health & Safety Enforcement	Average time from actual date of inspection to achieving compliance	17.50	R	▼
Food and Health & Safety Enforcement	Percentage of food inspections that should have been completed and have been in that time period	93.80	A	▲
Development Management (Planning)	Number of applications in the quarter	209	V	▬
Development Management (Planning)	End to end time to determine a planning application (Days)	67.25	A	▼
Development Management (Planning)	Number of live planning applications open	95	G	▼
Development Management (Planning)	Percentage of applications approved	95.00	A	▼
Development Management (Planning)	Percentage of decisions on planning applications that are subsequently overturned on appeal	1.85	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	93.67	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	93.02	G	▼
Private Housing	Average time in weeks from occupational therapy notification to completion of works on site for a DFG grant (all DFG's exc. extensions)	28.00	R	▼
Private Housing	Average time from date of inspection of accommodation to removing a severe hazard to an acceptable level	6.00	V	▬
Private Housing	Number of empty homes brought back into use	37	G	▲
Public Protection and Anti-Social Behaviour Team	Number of cases received in the quarter (ASB)	51	V	▬
Public Protection and Anti-Social Behaviour Team	Number of cases closed in the quarter	592	V	▼
Public Protection and Anti-Social Behaviour Team	Number of live cases open at the end of the quarter	610	G	▲
Public Protection and Anti-Social Behaviour Team	Satisfaction of complainants relating to how the complaint was handled	98.00	G	▲
Sport & Leisure	Quarterly visitor numbers to Birchwood and Yarborough Leisure Centres	231,576	G	▼
Sport & Leisure	Artificial Grass Pitch usage at Yarborough Leisure Centre (exp. to open July 19) & Birchwood Leisure Centre (exp. to open June 19)	612.00	A	▲
CCTV	Total number of incidents handled by CCTV operators	3,797	V	▬
Waste & Recycling	Percentage of waste recycled or composted	37.75	A	▲
Waste & Recycling	Contractor points achieved against target standards specified in contract - Waste Management	120	A	▼
Street Cleansing	Contractor points achieved against target standards specified in contract - Street Cleansing	50	G	▲
Grounds Maintenance	Contractor points achieved against target standards specified in contract - Grounds Maintenance	15	G	▼
Allotments	Percentage occupancy of allotment plots	87.00	A	▼
Parking Services	Overall percentage utilisation of all car parks	51.00	G	▲
Parking Services	Number of off street charged parking spaces	3,750	V	▬
Licensing	Total number of committee referrals (for all licensing functions)	2	V	▬
Licensing	Total number of enforcement actions (revocations, suspensions and prosecutions)	5	V	▬

Three annual measures were due in quarter three and these were three satisfaction figures for waste collection. However, due to the election the Citizens Panel survey went out later than usual and therefore this data will be available in quarter four.



FOOD HEALTH AND SAFETY

The percentage of premises fully or broadly compliant with Food Health & Safety inspection is again above its target of 97% with a figure of 98.40% (which is also another increase on last quarters figure of 98.20%). The total number of registered food businesses is 1,043. 17 of those businesses are considered to be non compliant of which four are new businesses. These are the businesses that we continue to work with to improve food hygiene and safety standards. Although the time taken from date of inspection to achieving compliance has deteriorated (17.50 days in quarter three compared to 15.90 achieved in quarter two), this is due to the complex nature of some cases. There was a significant increase in the percentage of food inspections should have been completed and have been, increasing from 88% in quarter two to 93.80% in quarter three, with this being the first quarter where the team had been fully staffed for approximately two years. There were 33 businesses not inspected, of which 15 were evening economy businesses and four were new businesses. The remaining business were fully compliant except for one business that was broadly compliant.



PARKING SERVICES

During quarter three, the utilisation of all council car parks across the city reported at 51%. This is above target by 1%, and is an increase of 5% from last quarter. Naturally, during quarter three, with Christmas and New Year festivities across the city, more people rely on our parking offering. Car parking income at the end of quarter three is £204,139 above budget and 14% up on the previous year. Investment in broadband and new ticket machines has dramatically improved card payments and the overall customer customer experience across other sites such as Broadgate and Lucy Tower. CCTV improvements have also reduced the level of anti-social behaviour.



DEVELOPMENT MANAGEMENT

Quarter three saw 209 planning applications submitted, a decrease on last quarters figure of 249. One application originally made in 2016 has only just been determined this quarter for a number of reasons including the S.106 legal agreement process. This has increased the average time taken to determine applications, increasing from 55.01 in quarter two to 67.25 in quarter three. The number of planning applications still open has risen from 84 in quarter two to 95 in quarter three, caused by a temporary reduction in resource within the team.

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 both only slightly decreased since last quarter, and are still above target of 90%, at 93.67% and 93.02% 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% (previously 98% in quarter two) of planning applications were approved, with a 98.15% success rate at appeals.

G

SPORT AND LEISURE

In comparison to quarter three last year, the total number of users across all of our health and recreation facilities has risen by 19,704, reaching an impressive 231,576 as of quarter three. 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 improved facilities at Birchwood Leisure Centre (as part of its renovation in 2018) have undoubtedly increased the number of users, showing a 15% increase on last year. However, Yarborough has also increased by nearly 7% compared with the same quarter last year.

Artificial Grass Pitch usage at Yarborough Leisure Centre & Birchwood Leisure Centre has reported at 612 hours, the second quarter of data collection. The target of 520 is based on an hour booking of either the full sized pitch, two halves or four quarters, which takes up the full playing surface. In following fiscal quarters, the average usage to date is 584 hours.

G

PRIVATE SECTOR HOUSING

In quarter three the average time in weeks from occupational therapy notification to completion of works on site for a DFG grant (all DFG's exc. extensions), has reported below its lower target of 26 with a figure of 28. This figure has worsened by seven weeks in comparison to last quarters figure of 21 weeks. During quarter three we introduced a new processing system, which meant that a number of adaptations had to be held back until the Procurement Framework for that system was in place and active, thus we expect performance to improve by year end..

The average time from receiving a complaint about disrepair in a private rented property to the property being declared free of any serious hazards stood at 16 weeks in both quarter one and two, but there has been a considerable improvement in performance in quarter three largely due to the team being fully resources, bringing the time taken down to six weeks.

The cumulative number of empty properties brought back into use has increased by 20 since last quarter's figure of 17, with a figure of 37. At 37, this measure has now reached its annual target of 37. Current long term empty property figures are as below:

- Properties empty for more than 6 months - 426
- Properties empty for over 2 years and up to 4 years - 48
- Properties empty for more than 4 years - 57
- 2nd homes and furnished empty homes empty for more than 6 months (Please note these homes are exempt from Empty Homes legislation, but we still report them to help paint the bigger picture)

HOUSING AND INVESTMENT



Quarter three sees a long list of really positive results, with seven measures above their target and just three measures below target in DHI. Whilst six targeted measures negatively changed in direction, eight saw a move in a positive direction.

Service Area	Measure	Current Value	Status	Direction
Housing Investment	Percentage of council properties that are not at the 'Decent Homes' standard (excluding refusals)	0.55	R	▲
Housing Investment	Number of properties 'not decent' as a result of tenants refusal to allow work (excluding referrals)	184	V	▲
Housing Investment	Percentage of dwellings with a valid gas safety certificate	99.86	A	▼
Control Centre	Percentage of Lincare Housing Assistance calls answered within 60 seconds	98.63	A	▼
Rent Collection	Rent collected as a proportion of rent owed	100.30	G	▲
Rent Collection	Current tenant arrears as a percentage of the annual rent debit	2.82	G	▲
Housing Solutions	The number of people currently on the housing list	1,477	V	▬
Housing Solutions	The number of people approaching the council as homeless	457	V	▬
Housing Solutions	Successful preventions against total number of homeslessness approaches	338.00	G	▲
Housing Voids	Percentage of rent lost through dwelling being vacant	0.89	A	▲
Housing Voids	Average re-let time calendar days for all dwellings - standard re-lets	31.52	R	▲
Housing Voids	Average re-let time calendar days for all dwellings (including major works)	39.65	R	▲
Housing Maintenance	Percentage of reactive repairs completed within target time	97.67	A	▼
Housing Maintenance	Percentage of repairs fixed first time	94.67	G	▼
Housing Maintenance	Percentage of tenants satisfied with repairs and maintenance	97.41	G	▼
Housing Maintenance	Appointments kept as a percentage of appointments made	97.82	G	▲
Business Development	Number of users logged into the on-line self service system this quarter	8,409	G	▼
IT	Number of calls logged to IT helpdesk	770	V	▬
IT	Percentage of first time fixes	51.60	V	▼

RENT COLLECTION

At quarter three, the rent collection has increased to 103.3%. This represents a significant 2.26% increase on the quarter two figure of 98.04% and is also well above the target of 98%. During December, we had the two rent free weeks in which we were able to collect £195,281 in rent. The team have been set targets for rent visits and calls, and management are continually monitoring performance in this area in order to further increase our income collection and reduce tenant arrears. There are also a range of additional indicators that the service area uses, all of which are currently performing above target.

As explained above, the two rent free weeks in December means the current tenant arrears are 2.82% (£789,473). This is 0.9% lower than quarter two, and with a target of 3% this measure is above target.

HOUSING VOIDS

The average re-let time in calendar days for all dwellings (both standard re-lets and major works) are both again below target in quarter three, but have both slightly improved since quarter two. With respective figures of 31.52 days and 39.65 days, they continue to be below their lower targets of 26 but have improved by 4.19 days and 4.41 days from 35.71 and 39.65 in quarter two. Consequently, the void rent loss percentage is now at 0.89%, compared to 1.06% in quarter two. An investigation during quarter four will be taking place, focusing on more ways to improve performance across the service.

HOUSING INVESTMENT

Although below target again, the percentage of council properties that are not at the 'Decent Homes' standard (excluding refusals) has decreased from 0.84% in quarter two to 0.55% in quarter three, just 41 properties excluding refusals. This decrease in the percentage of homes failing to reach our strict standard follows on from the upgrade to our system which means additional work is now easier to identify and log. Although not targeted there has also been a decrease in the number of properties not decent as a result of tenants refusals to allow work (decreasing for the second quarter running from 206 in quarter two to 184 in quarter three). In addition, the percentage of dwellings with a valid gas safety certificate continues to be just above the target of 99.8% now standing at 99.86%.

HOUSING SOLUTIONS

The number of homeless approaches received in quarter three shows that 457 people approached the council as homeless. We have successfully prevented 338 homelessness situations against the total number of homeless approaches. These figures continue to be above target, increasing slightly above that reported in quarter two.



HOUSING MAINTENANCE

Housing maintenance continues to see excellent performance, with all but one measure increasing since quarter one and all but one measure remaining above their recently revised targets.

The percentage of reactive repairs completed within the target time has decreased very slightly since last quarter, maintaining very strong performance, with a figure of 97.67% which is slightly below the 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 repairs to be completed in a more efficient time frame. The contracts team within HRS (Housing Repairs Service) are also concentrating on longer/planned repairs, allowing the reactive side of the service to solely focus on common short term repairs. This consistently strong performance is evidence of the new system and way of processing repairs being the most effective for our customers.

At the same time as seeing this excellent performance in time taken to complete repairs, we are also continuing to see a good performance in both the percentage of repairs fixed first time – moving from 95.04% in quarter two to 94.67% in quarter three - along with appointments being kept as a percentage of appointments being made increasing from 97.73% to 97.82%. Satisfaction with the repairs that have been carried out has seen a slight decrease since last quarter's figure of 98.72% with a figure of 97.41%, against a Service Level Agreement which requires at least 60 satisfaction surveys completed.

This area of performance has significantly improved from previous years. With better intelligence on the repairs before the visit and improved material/repair stock on the fleet has allowed us to complete repairs at the first visit without the need to return at a later date in order to mark a repair as complete.

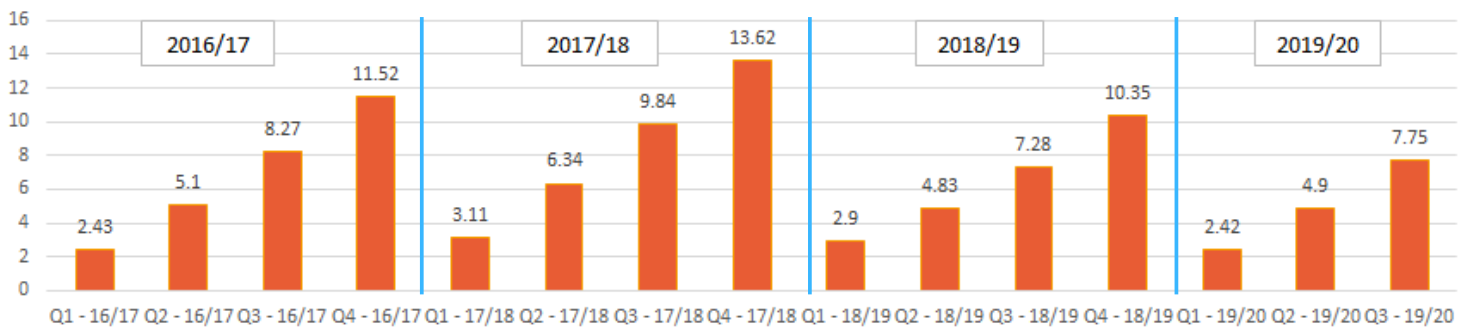
SICKNESS PERFORMANCE

The cumulative sickness data at the end of quarter three is 7.75 days per FTE (excl. apprentices), which is only slightly higher than the 7.28 days per FTE quarter three 2018/19. During quarter three, the long term sickness (sickness over 14 days) per FTE stood at 4.29 days, slightly higher than the 4.14 days in quarter three last year. Short term sickness stood at 3.45 days.

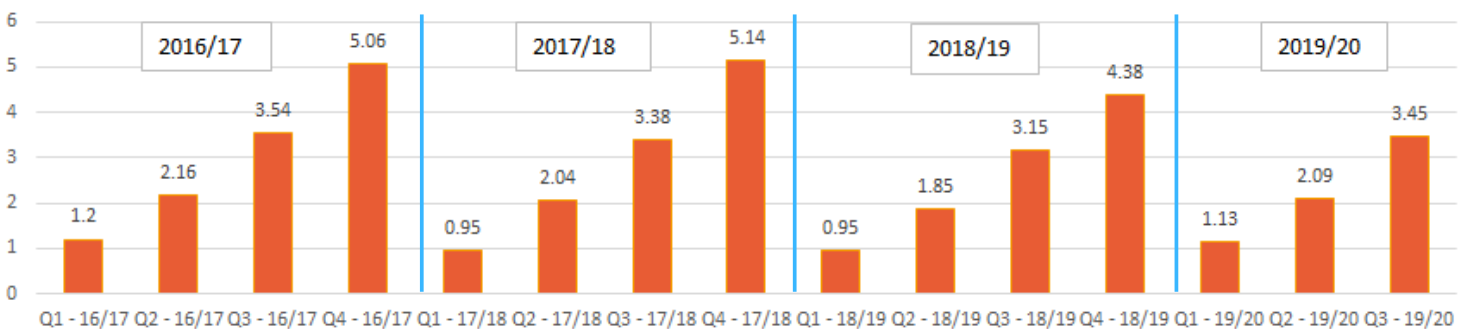
Q3 2019/20 ONLY

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)	272	328	600	186.93	1.46	1.75	3.21
DCE	177	124	301	140.82	1.26	0.88	2.14
DMD	0	0	0	8.4	0.00	0.00	0.00
DHI	317.5	381.5	699	226.03	1.40	1.69	3.09
TOTAL (Excluding Apprentices)	766.5	833.5	1600	562.18	1.36	1.48	2.85
Apprentice Sickness	39.5	73	112.5	15.5	2.55	4.71	7.26

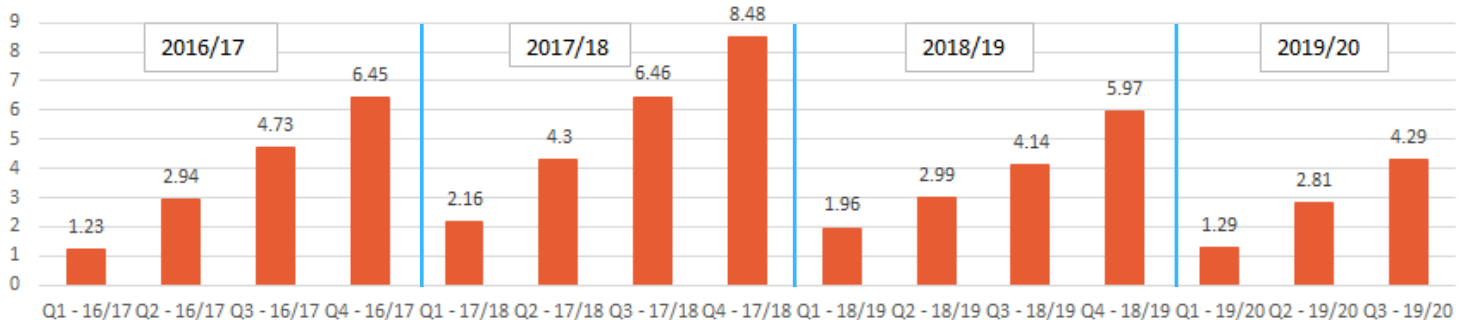
Cumulative Total Sickness Per FTE



Cumulative Short Term Sickness Per FTE



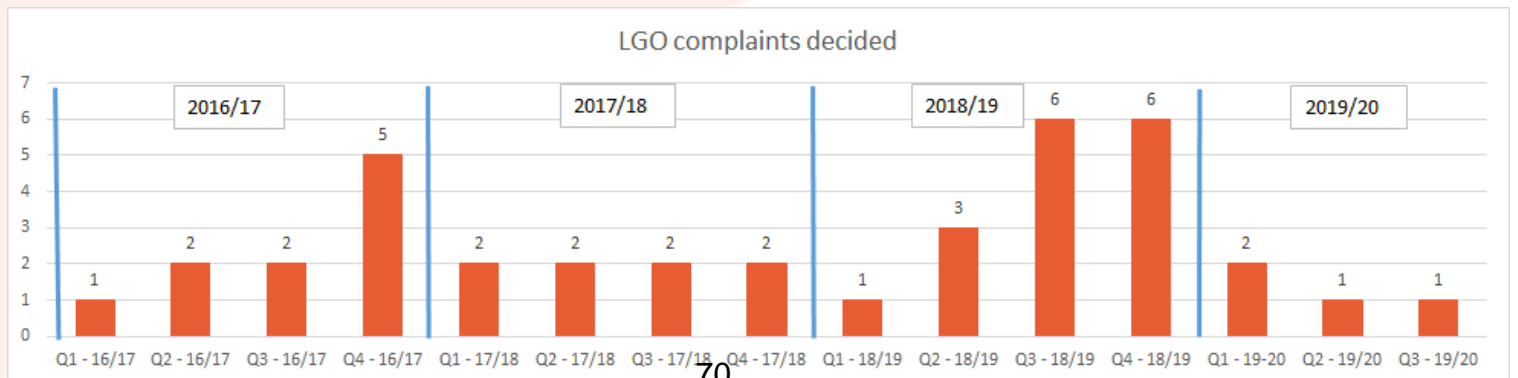
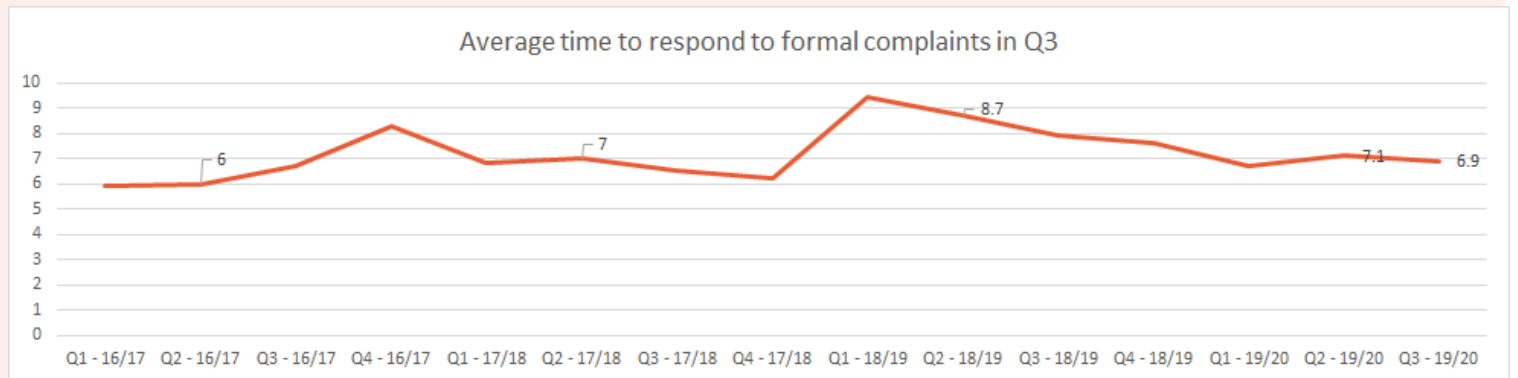
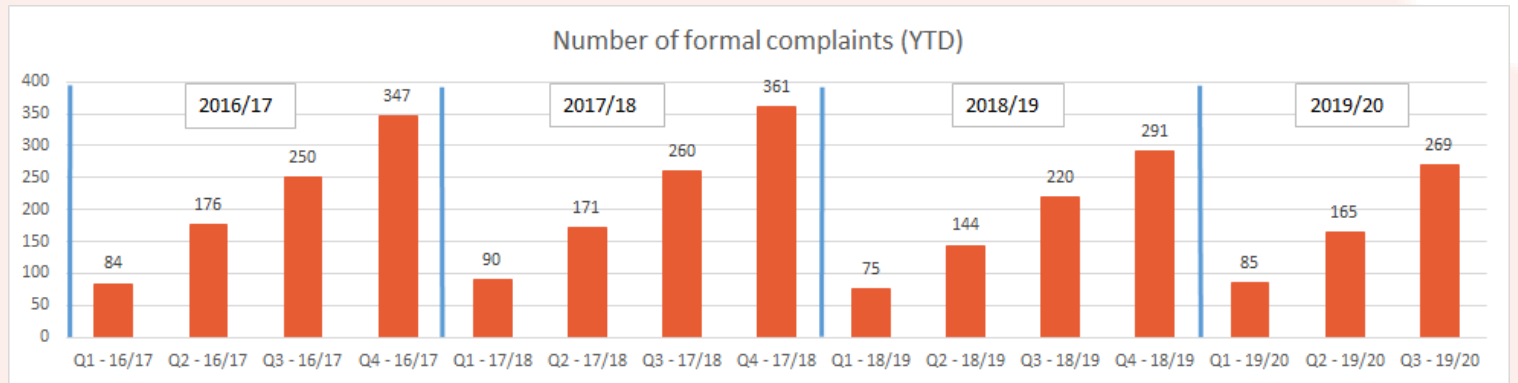
Cumulative Long Term Sickness Per FTE in Days



COMPLAINTS PERFORMANCE

In quarter three there were 104 complaints. The cumulative average time year to date across all directorates to respond to formal complaints was 6.9 days (6.8 in quarter three alone). In quarter three, we had one LGO complaint decided - which wasn't upheld.

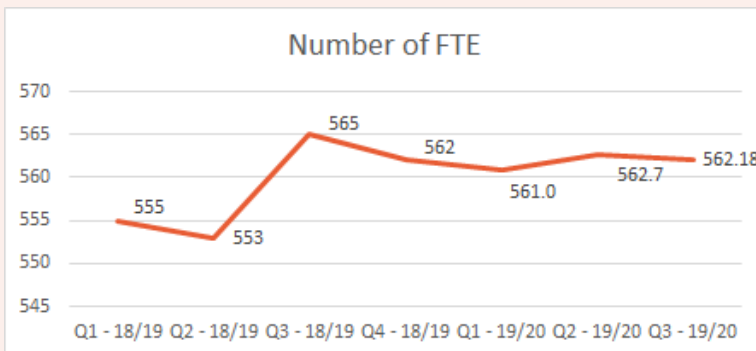
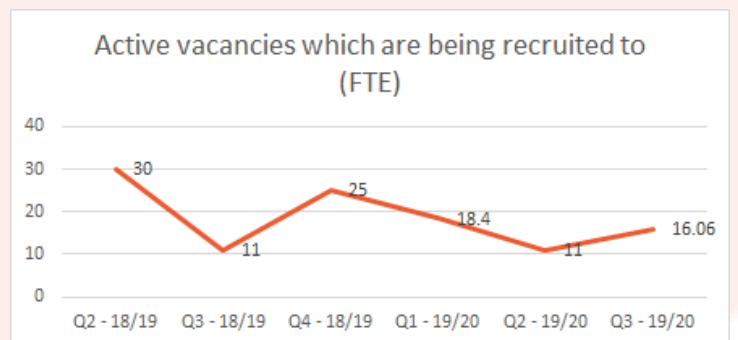
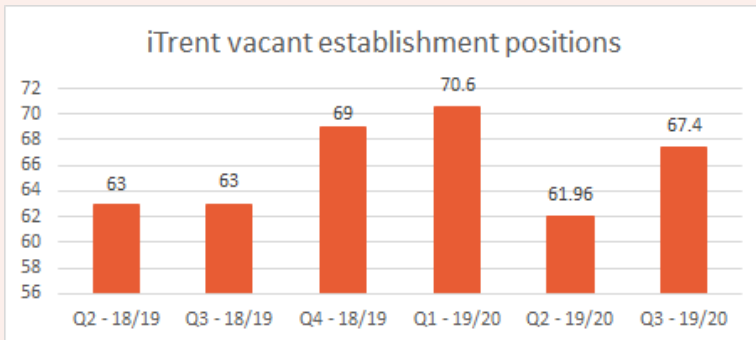
Q3 2019/20								
Directorate	Number of Formal complaints dealt with this quarter	Number of Formal complaints Upheld this quarter	YTD total number of complaints investigated Cumulative (Q1+2+3)	Average response time in days this quarter	LGO complaints decided	Number of ombudsman decisions upheld	YTD Number of Formal complaints Upheld	YTD average response time
CX	20	6	42	11.40	1	0	16	11.10
DCE	20	10	58	4.90	0	0	17	5.50
DMD	0	0	2	0.00	0	0	0	7.50
DHI	64	30	167	6.00	0	0	70	6.30
TOTAL	104	46	269	6.80	1	0	103	6.90



RESOURCE INFORMATION

The total number of FTE employees (excluding apprentices) at the end of quarter three was 562.18 with an average of 15.5 apprentices over the period. In terms of the level of vacancies at quarter three - budgeted establishment unfilled positions (FTE) stood at 67.42. This figure has increased from that reported at quarter two. It should be noted that the Council are actively recruiting 16.06 FTE. The percentage of staff turnover at the end of quarter three was 2.90% (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.

Q3 2019/20					
Directorate	Number of FTE employees	Average number of apprentices across the board	Percentage of staff turnover	I-Trent budgeted establishment positions (FTE)	Active vacancies which are being recruited (FTE)
CX (Excluding Apprentices)	186.93	Authority Wide	Authority Wide	Authority Wide	Authority Wide
DCE	140.82				
DMD	8.4				
DHI	226.03				
TOTAL (Excluding Apprentices)	562.18	15.5	2.90%	67.42	16.06



Directorate	% of appraisals completed*
CX (Excluding Apprentices)	66%
DCE	88%
DMD	25%
DHI	83%
OVERALL	77%

*See commentary above re completion of appraisals

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)	14.9	1.98	5.54	22.42
DCE	5.2	2.7	3.67	11.57
DMD	0.4	0	0	0.4
DHI	25.5	0.68	6.85	33.03
TOTAL (Excluding Apprentices)	46	5.36	16.06	67.42

OUR ACHIEVEMENTS DURING QUARTER THREE

We believe our success is down to our staff – below explores some of the compliments received and achievements over the last three months.

Lincolnshire Public Service Apprentice of the Year Awards 2019

The Lincolnshire Public Service Apprentice of the Year Awards 2019 took place on Friday 6th December at Bishop Grosseteste University. Following invitation to nominate, a number of City of Lincoln Council apprentices were put forward by their department managers for shortlisting. We are extremely proud to announce that one of our shortlisted apprentices was shortlisted, and attended the event.

It is a great achievement to be nominated, and although not shortlisted on this occasion, our other apprentices deserve every recognition for their outstanding achievements and for their contributions within our organisation. Their successes have been recognised by the Chair of the Compact Steering Group and each have received a certificate of nomination.

Some of the compliments we have received this quarter

I want to thank X for her help with my complex benefits issue. She was very helpful.

I would just like to put on record what a pleasure it is to deal with X on your Customer Service team. I have, by coincidence, spoken with her 3 or 4 times recently on two different matters. She is clear, courteous, extremely pleasant and genuinely helpful. All in all, she is everything that any customer would hope that they are going to get when ringing a helpline number.

Best Innovative Environmental Health Solution

In November 2019, the Chartered Institute of Environmental Health awarded the City of Lincoln Council the Best Innovative Environmental Health Solution for its multi agency approach to tackling Anti-Social Behavior holistically, focusing on the root cause rather than just dealing with the symptoms.

H&V News Awards Collaboration of the Year

Aaron Services and City of Lincoln Council have been shortlisted for the Collaboration of the Year Award at the H&V News Awards (Heating and Ventilation), for their work as true collaborative partnership.

Having had a long and complicated discussion with X, she was very helpful and was very professional and compassionate and I wanted to thank her for listening and being so understanding. She is a credit to the Council.

QUARTERLY MEASURES

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

▲ Performance has improved since last quarter ■ Performance has stayed the same since last quarter ▼ Performance has deteriorated since last quarter

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	Communications	COM 1	Percentage of media enquiries responded to within four working hours	High is good	70.00	85.00	Q2 - 19/20	72.00	Q3 - 19/20	54.00	%	R ▼ Times have been impacted due to the team working at a significantly reduced capacity during quarter three due to two staff having left the organisation. New staff are joining the team in Q4 so this 'below target' should be viewed as a 'blip' and is not an ongoing concern.
	Communications	COM 2	Number of proactive communications issued that help maintain or enhance our reputation	High is good	25	40	Q2 - 19/20	38	Q3 - 19/20	21	Number	R ▼ With a similar explanation, the team's ability to issue proactive communications was impacted on due to the team working at a significantly reduced capacity throughout quarter three. New staff are joining the team in Q4 so this should be viewed as a 'blip' and not an ongoing concern.
	Work Based Learning	WBL 1	Percentage of apprentices completing their qualification on time	High is good	92.00	95.00	Q2 - 19/20	100.00	Q3 - 19/20	100.00	%	G ■ 9/9 apprentices within Q3 completed their framework on time
	Work Based Learning	WBL 2	Number of new starters on the apprenticeship scheme	High is good	13	15	Q2 - 19/20	13	Q3 - 19/20	19	Number	G ▲ We had 6 new starts within Q3 - a combination of progressions and new apprentices. The cumulative figure up to Q3 is 19
	Work Based Learning	WBL 3	Percentage of apprentices moving into Education, Employment or Training	High is good	92.00	95.00	Q2 - 19/20	100.00	Q3 - 19/20	100.00	%	G ■ Within Q3 100% of apprentices on programme moved into EET
	Customer Services	CS 1	Number of face to face enquiries in customer services	N/A	Volumetric	Volumetric	Q2 - 19/20	4,226	Q3 - 19/20	3,534	Number	V The number of face to face visits has dropped again, more customers are providing their information via email
	Customer Services	CS 2	Number of telephone enquiries answered in Channel Shift Areas (Rev & Bens, Housing & Env. Services)	N/A	Volumetric	Volumetric	Q2 - 19/20	28,477	Q3 - 19/20	26,989	Number	V Lower than the two previous quarters but Q3 often shows a drop in calls. The number of calls in each core area has dropped with the exception of repair calls which has increased
	Customer Services	CS 3	Average time taken to answer a call to customer services	Low is good	120	90	Q2 - 19/20	197	Q3 - 19/20	159	Seconds	R ▲ Lower than previous quarter this has shown an improvement, we are continuing to cross train staff to add resilience
	Customer Services	CS 4	Average customer feedback score (face to face enquiries - score out of 10)	High is good	8	10	Q2 - 19/20	10	Q3 - 19/20	10	Number	G ▲ The average customer feedback score for face to face contact remains positively consistent, improving by 0.1 from Q2.
	Customer Services	CS 5	Customer satisfaction with their phone call to Customer Services	High is good	80.00	95.00	Q2 - 19/20	98.00	Q3 - 19/20	96.05	%	G ▼ This is slightly lower than previous scores but is still a very high mark. We will as always review the feedback from the customers who were unhappy with our service delivery and make changes where we see fit.
	Accountancy	ACC 1	Average return on investment portfolio	High is good	0.75	0.85	Q2 - 19/20	0.86	Q3 - 19/20	0.85	%	G ▼ The amount shown is the weighted average rate of return across the period April to December - for the period October to December the return was 0.85% also.
	Accountancy	ACC 2	Average interest rate on external borrowing	Low is good	4.75	3.75	Q2 - 19/20	3.38	Q3 - 19/20	3.60	%	G ▼ New long term borrowing taken replacing short term borrowing
	Revenues Administration	REV 1	Council Tax - in year collection rate for Lincoln	High is good	78.56	79.47	Q2 - 19/20	52.87	Q3 - 19/20	79.03	%	A ▲ Collection is below 18/19 by 0.44% - this equates to £196,266. The net collectable debit (amount of money to collect) has increased by £2.82m, of which £2,054.522 has been collected.
	Revenues Administration	REV 2	Business Rates - in year collection rate for Lincoln	High is good	85.00	86.23	Q2 - 19/20	59.58	Q3 - 19/20	83.39	%	R ▲ As at the end of Quarter 3 2019/20, in-year collection of Business Rates is 2.84% lower than at the end of Quarter 3 2018/19. A reduction in 2.84% equates to £1,276,089. A key reason for the reduction compared to 2018/19 performance is due to a business who overpaid their account by more than £450k last year, which was refunded in February 2019. Therefore, until the end of February 2020, it is difficult to compare 'like with like'. Officers have undertaken an analysis of a number of businesses whom it would be anticipated will fully pay their business rates in 2019/20, who currently have a level of arrears. Officers will continue to seek collection and recovery within the current financial year, wherever possible.
	Revenues Administration	REV 3	Number of outstanding customer changes in the Revenues team	Low is good	500	350	Q2 - 19/20	1,177	Q3 - 19/20	550	Number	R ▲ This is a reduction of 627 since Q2. This is as a result of 4 new starters within the team - being recruited and trained. Student review work has been completed 4 months earlier due to the introduction of the new e-verification process and as a result has allowed the team to 'catch up' on outstanding work earlier than in previous years
	Housing Benefit Administration	BE 1	Average (YTD) days to process new housing benefit claims from date received	Low is good	28.00	25.00	Q2 - 19/20	23.42	Q3 - 19/20	21.73	Days	G ▲ Weekly monitoring of new claims continues to ensure prompt processing
	Housing Benefit Administration	BE 2	Average (YTD) days to process housing benefit claim changes of circumstances from date received	Low is good	8.00	6.50	Q2 - 19/20	4.88	Q3 - 19/20	5.84	Days	G ▼ Ongoing weekly monitoring of performance to ensure prompt decision making
	Housing Benefit Administration	BE 3	Number of Housing Benefits / Council Tax support customers awaiting assessment	Low is good	1,250	1,050	Q2 - 19/20	939	Q3 - 19/20	1,025	Number	G ▼ of the 1025 customers, 670 are waiting a first contact from us.
	Housing Benefit Administration	BE 4	Percentage of risk-based quality checks made where Benefit entitlement is correct	High is good	86.00	89.00	Q2 - 19/20	95.57	Q3 - 19/20	95.72	%	G ▲ There has been a slight increase in financial accuracy. The 100% checking has ended for 2 of our new starters & 2 new starter Benefit officers, continue to be 100% checked.
	Housing Benefit Administration	BE 5	The number of new benefit claims year to date (Housing Benefits/Council Tax Support)	N/A	Volumetric	Volumetric	Q2 - 19/20	96	Q3 - 19/20	2,290	Number	V 586 for HB and 1,704 for CTS
DCE	Food and Health & Safety Enforcement	FHS 1	Percentage of premises fully or broadly compliant with Food Health & Safety inspection	High is good	95.00	97.00	Q2 - 19/20	98.20	Q3 - 19/20	98.40	%	G ▲ There are 1043 registered food business, 17 are non compliant of which 4 are new businesses.
	Food and Health & Safety Enforcement	FHS 2	Average time from actual date of inspection to achieving compliance	Low is good	13.00	8.00	Q2 - 19/20	15.90	Q3 - 19/20	17.50	Days	R ▼ This measure has increased due to the completion of some complex cases and evening economy businesses.

DCE	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	Q2 - 19/20	88.00	Q3 - 19/20	93.80	%	A	▲	There was a significant increase in this measure and this was the first quarter where the team had been fully staffed for approximately 2 years. There were 33 businesses not inspected of which 15 were evening economy businesses, 4 were new businesses. The remaining business were fully compliant except for 1 business that was broadly compliant.
	Development Management (Planning)	DM 1	Number of applications in the quarter	N/A	Volumetric	Volumetric	Q2 - 19/20	249	Q3 - 19/20	209	Number	V	▲	This number reflects the Christmas period generally being slower for the construction industry.
	Development Management (Planning)	DM 2	End to end time to determine a planning application (Days)	Low is good	85.00	65.00	Q2 - 19/20	55.01	Q3 - 19/20	67.25	Days	A	▼	This average has gone up due to a historic application from 2016 being determined in this quarter which has bumped up the average.
	Development Management (Planning)	DM 3	Number of live planning applications open	Low is good	180	120	Q2 - 19/20	84	Q3 - 19/20	95	Number	G	▼	This change reflects a temporary reduction in resource within the team but is currently not causing undue concern
	Development Management (Planning)	DM 4	Percentage of applications approved	High is good	85.00	97.00	Q2 - 19/20	98.00	Q3 - 19/20	95.00	%	A	▼	This remains high to reflect the approach of the service
	Development Management (Planning)	DM 5	Percentage of decisions on planning applications that are subsequently overturned on appeal	Low is good	10.00	5.00	Q2 - 19/20	0.00	Q3 - 19/20	1.85	%	G	▼	This figure remains very low indicating the quality of decisions made
	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	Q2 - 19/20	94.65	Q3 - 19/20	93.67	%	G	▼	We maintain this high level performance consistently which is key to ensure our national performance measures are met.
	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	Q2 - 19/20	95.45	Q3 - 19/20	93.02	%	G	▼	This figures remains high but has dipped due to the determination of a historic application from 2016 which has reduced the average.
	Private Housing	PH 1	Average time in weeks from occupational therapy notification to completion of works on site for a DFG grant (all DFG's exc. extensions)	Low is good	26.00	19.00	Q2 - 19/20	21.00	Q3 - 19/20	28.00	Weeks	R	▼	During the 3rd Quarter we introduced a new processing system which meant that a number of adaptations had to be held back until the Procurement Framework was in place and active.
	Private Housing	PH 2	Average time from date of inspection of accommodation to removing a severe hazard to an acceptable level	N/A	Volumetric	Volumetric	Q2 - 19/20	16.00	Q3 - 19/20	6.00	Weeks	V	▲	There has been a considerable improvement in performance in Quarter 3 and this is largely down to the Private Sector Housing Team being fully staffed and trained to undertake the complaint investigations.
	Private Housing	PH 3	Number of empty homes brought back into use	High is good	18	37	Q2 - 19/20	17	Q3 - 19/20	37	Number	G	▲	<ul style="list-style-type: none"> • LTE Properties (more than 6 months empty) - 426 • LTE Properties over 2 years up to 4 years empty - 48 • LTE Properties empty for more than 4 years - 57 • 2nd Homes/furnished empties more than 6 months (exempt from Empty Homes legislation but we still report them) -315
	Public Protection and Anti-Social Behaviour Team	ASB 1	Number of cases received in the quarter (ASB)	N/A	Volumetric	Volumetric	Q2 - 19/20	89	Q3 - 19/20	51	Number	V	▲	We often see a decrease in ASB reports over the autumn and winter months however some of this drop may be due to reduced staffing levels, we also see all of the on street ASB being picked up by the intervention team so that is not reflected in these figures.
	Public Protection and Anti-Social Behaviour Team	ASB 2	Number of cases closed in the quarter	High is good	Volumetric	Volumetric	Q2 - 19/20	676	Q3 - 19/20	592	Number	V	▼	this is reflective of the lower service requests received within the quarter
	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	Q2 - 19/20	778	Q3 - 19/20	610	Number	G	▲	we often see a reduction in service requests over the autumn and winter months however staffing levels may have also contributed to less service requests being recorded
	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	Q2 - 19/20	83.30	Q3 - 19/20	98.00	%	G	▲	this is a really high customer satisfaction rate for the service area which demonstrates the teams determination to continue to deliver excellent service despite low staffing levels
	Sport & Leisure	SP 1	Quarterly visitor numbers to Birchwood and Yarborough Leisure Centres	High is good	213,355	213,991	Q2 - 19/20	247,189	Q3 - 19/20	231,576	Number	G	▼	Q3 Yarborough 174,255 Up nearly 7% or 12,053 visits on 2018 Q3. Q3 Birchwood 57,321 is up over 15% or 7,651 visits on 2018 Q3. The growth at Birchwood is continuing to rise following the refurbishment.
	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	Q2 - 19/20	555.00	Q3 - 19/20	612.00	Hours	A	▲	Yarborough 321 up 27 slots on Q2, Birchwood 291 up 30 slots on Q2
	CCTV	CCTV 1	Total number of incidents handled by CCTV operators	N/A	Volumetric	Volumetric	Q2 - 19/20	3,373	Q3 - 19/20	3,797	Number	V	▲	Total for QTR 3 2019/20 is 3797 incidents. This compares to 3327 incidents for the same period last year. Year to date total incident figure is 10,721 compared to 10,585 for the same period last year
	Waste & Recycling	WM 1	Percentage of waste recycled or composted	High is good	35.00	38.00	Q2 - 19/20	37.13	Q3 - 19/20	37.75	%	A	▲	This figure relates to data from quarter 2. 20.97% of waste was composted, and 16.78% of waste was recycled, equating to 37.75% of waste being composted or recycled.
	Waste & Recycling	WM 2	Contractor points achieved against target standards specified in contract - Waste Management	Low is good	150	50	Q2 - 19/20	55	Q3 - 19/20	120	Number	A	▼	Contractor points have been recorded as 120 collectively. This has broken down to 50 in October, 35 in November, and 35 in December.
	Street Cleansing	SC 1	Contractor points achieved against target standards specified in contract - Street Cleansing	Low is good	150	50	Q2 - 19/20	85	Q3 - 19/20	50	Number	G	▲	The contractor has collected 50 points collectively overall in quarter 3. It has broken down to 20 points in October, 30 in November, and no points in December.
	Grounds Maintenance	GM 1	Contractor points achieved against target standards specified in contract - Grounds Maintenance	Low is good	150	50	Q2 - 19/20	5	Q3 - 19/20	15	Number	G	▼	Contractor points have been recorded as 15 collectively. 5 points were recorded in each month of the quarter.
	Allotments	AM 1	Percentage occupancy of allotment plots	High is good	80.00	88.00	Q2 - 19/20	89.00	Q3 - 19/20	87.00	%	A	▼	As at the end of December 2019, 909 plots of a total of 1096 plots were let (82.8%). Of the 1096 total plots, 1048 of the plots are currently lettable. 909 occupied plots equates to 86.7%.
	Parking Services	PS 1	Overall percentage utilisation of all car parks	High is good	45.00	50.00	Q2 - 19/20	46.00	Q3 - 19/20	51.00	%	G	▲	As expected an increase on previous quarter due to Christmas shoppers

DCE	Parking Services	PS 2	Number of off street charged parking spaces	N/A	Volumetric	Volumetric	Q2 - 19/20	3,750	Q3 - 19/20	3,750	Number	V	As expected figure is up on last quarter due to Christmas shoppers.
	Licensing	LIC 1	Total number of committee referrals (for all licensing functions)	N/A	Volumetric	Volumetric	Q2 - 19/20	4	Q3 - 19/20	2	Number	V	1 licence suspension for non payment of fee 1 PH driver suspension
	Licensing	LIC 2	Total number of enforcement actions (revocations, suspensions and prosecutions)	N/A	Volumetric	Volumetric	Q2 - 19/20	2	Q3 - 19/20	5	Number	V	1 premises licence review 4 Private Hire drivers committees
DHI	Housing Investment	HI 1	Percentage of council properties that are not at the 'Decent Homes' standard (excluding refusals)	Low is good	0.20	0.00	Q2 - 19/20	0.84	Q3 - 19/20	0.55	%	R	The percentage of properties not at the decent homes standard has decreased by 0.29% since last quarter, resulting in 0.55% of our housing stock being below our standards as a Council in Q3. Replacement doors continue to be the primary cause of outstanding non-decency. The programme in place should address this position once complete. In November Kier employed a qualified labourer to complete the programme of outstanding fire doors from December onward. Limited progress was made in December as progress slowed on door and window installations. Recent stock condition surveys have identified further DH failures.
	Housing Investment	HI 2	Number of properties 'not decent' as a result of tenants refusal to allow work (excluding referrals)	N/A	Volumetric	Volumetric	Q2 - 19/20	206	Q3 - 19/20	184	Number	V	This figure has dropped since last quarter by 22 properties, showing that during Q3 more tenants were making sure they were available for works to their home. A number of factors contributed to the change in the number of tenant refusals, these include changes of tenancy, engagement of tenants to deliver works and data reviews.
	Housing Investment	HI 3	Percentage of dwellings with a valid gas safety certificate	High is good	99.80	99.96	Q2 - 19/20	99.89	Q3 - 19/20	99.86	%	A	98.6% of properties have a valid gas certificate
	Control Centre	CC 2	Percentage of Lincare Housing Assistance calls answered within 60 seconds	High is good	97.50	98.75	Q2 - 19/20	98.71	Q3 - 19/20	98.63	%	A	Although the % has dropped slightly since last quarter, this measure continues to be above the target of 97.5%. Every month the Service manager displays the Control Centre's performance, this is to ensure key TSA targets are met which the team are accredited to.
	Rent Collection	RC 1	Rent collected as a proportion of rent owed	High is good	96.50	98.00	Q2 - 19/20	98.04	Q3 - 19/20	100.30	%	G	Current rent collection is 100.3%. This is a significantly increase from the previous quarter. During December we had the two rent free weeks in which we were able to collect £195,281 in rent. The team have been set targets for rent visits and calls, and management are continually monitoring performance in this area in order to further increase our income collection and reduce tenant arrears.
	Rent Collection	RC 2	Current tenant arrears as a percentage of the annual rent debit	Low is good	4.00	3.00	Q2 - 19/20	3.72	Q3 - 19/20	2.82	%	G	Current tenant arrears are 2.82% or £789,473. This is a significantly reduction from the previous quarter. During December we had the two rent free weeks in which we were able to collect £195,281 in rent. The team have been set targets for rent visits and calls, and management are continually monitoring performance in this area in order to further increase our income collection and reduce tenant arrears.
	Housing Solutions	HS 1	The number of people currently on the housing list	N/A	Volumetric	Volumetric	Q2 - 19/20	1,342	Q3 - 19/20	1,477	Number	V	This figure has increased by 135 since last quarter. The changes in figures relating to this measure cannot be predicted as it varies month by month, which is why there is no target in place.
	Housing Solutions	HS 2	The number of people approaching the council as homeless	N/A	Volumetric	Volumetric	Q2 - 19/20	356	Q3 - 19/20	457	Number	V	This number has increased by 99 since Q2. This is due to the continued work from the Rough Sleeper Team and also Housing Solutions to find those on the streets accommodation. Also when the harsher weather conditions begin, more homeless people are willing to accept help due to the additional risks that come with being street homeless during winter.
	Housing Solutions	HS 3	Successful preventions against total number of homelessness approaches	High is good	150.00	300.00	Q2 - 19/20	290.00	Q3 - 19/20	338.00	%	G	The number of homeless approaches received includes everything from triage, advice, under prevention, under relief, successfully prevented and successfully relieved. Q3 shows that 191 people approached the council as homeless. We have successfully prevented 87 homelessness situations in Q3. These figures continue to be above target. 11.5% of homelessness applications in the quarter have been successfully prevented, however that figure is just based on those applications that have been recorded through Abritas.
	Housing Voids	HV 1	Percentage of rent lost through dwelling being vacant	Low is good	0.90	0.80	Q2 - 19/20	1.06	Q3 - 19/20	0.89	%	A	Void times have decreased on a monthly basis so this has in turn reduced void loss, the status of this measure also shows that its performance is being maintained at an acceptable level within the target boundary.
	Housing Voids	HV 2	Average re-let time calendar days for all dwellings - standard re-lets	Low is good	26.00	23.00	Q2 - 19/20	35.71	Q3 - 19/20	31.52	Days	R	Void times continue to remain above target, however there has been a vast improvement in average re-let time in standard re-lets since last quarter. Ready to let to sign up was over target due to there only being one Void Support Officer from November - January meaning we were only able to offer 5 appointments a day rather than the usual 10. We have employed the previous Officer on a part time temporary basis 3 days a week until a decision has been made to replace with another full time officer.
	Housing Voids	HV 3	Average re-let time calendar days for all dwellings (including major works)	Low is good	31.00	28.00	Q2 - 19/20	44.06	Q3 - 19/20	39.65	Days	R	Void times continue to remain above target, however there has been a vast improvement in average re-let time for all dwellings since last quarter. Asbestos was over target for major works by 1.67 days which was down to 3 properties needing notifiable asbestos removed and the contractors experiencing staffing issues causing a delay. Arrangements have been for the contractors to attend the weekly update meetings to hopefully prevent further delays.
	Housing Maintenance	HM 1	Percentage of reactive repairs completed within target time	High is good	96.00	98.00	Q2 - 19/20	98.26	Q3 - 19/20	97.67	%	A	Although performance has had a slight dip in the last few months we are still performing above target. We continue to analyse all areas of our repairs service in order to find ways to further improve our performance.
	Housing Maintenance	HM 2	Percentage of repairs fixed first time	High is good	90.00	93.00	Q2 - 19/20	95.04	Q3 - 19/20	94.67	%	G	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 repairs to be completed in a more efficient time frame. The contracts team within HRS (Housing Repairs Service) are also concentrating on longer/planned repairs, allowing the reactive side of the service to solely focus on common short term repairs.
	Housing Maintenance	HM 3	Percentage of tenants satisfied with repairs and maintenance	High is good	94.00	96.00	Q2 - 19/20	98.72	Q3 - 19/20	97.41	%	G	Similar to HM2, 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 repairs to be completed in a more efficient time frame. The contracts team within HRS (Housing Repairs Service) are also concentrating on longer/planned repairs, allowing the reactive side of the service to solely focus on common short term repairs.
	Housing Maintenance	HM 4	Appointments kept as a percentage of appointments made	High is good	94.00	96.00	Q2 - 19/20	97.73	Q3 - 19/20	97.82	%	G	Similar to HM2 and HM3, 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 repairs to be completed in a more efficient time frame. The contracts team within HRS (Housing Repairs Service) are also concentrating on longer/planned repairs, allowing the reactive side of the service to solely focus on common short term repairs.

DHI	Business Development	BD 1	Number of users logged into the on-line self service system this quarter	High is good	8,084	8,321	Q2 - 19/20	8,427	Q3 - 19/20	8,409	Number	G	Small fluctuation in quarter 3 due to customers moving
	IT	ICT 1	Number of calls logged to IT helpdesk	N/A	Volumetric	Volumetric	Q2 - 19/20	1,087	Q3 - 19/20	770	Number	V	Decrease for quarter - potentially due to less issues with services reported in quarter
	IT	ICT 2	Percentage of first time fixes	High is good	Volumetric	Volumetric	Q2 - 19/20	52.50	Q3 - 19/20	51.60	%	V	No significant change on previous quarters, reflecting consistency in service requests

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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Present: Councillor Gary Hewson (*in the Chair*),
Councillor Ric Metcalfe, Councillor Geoff Ellis, Councillor
Rebecca Longbottom, Councillor Jane Loffhagen,
Councillor Helena Mair, Councillor Laura McWilliams,
Councillor Hilton Spratt and Councillor Pat Vaughan

Apologies for Absence: Councillor Thomas Dyer and Councillor Loraine Woolley

1. Declarations of Interest

No declarations of interest were received.

2. Draft Medium Term Financial Strategy 2020-2025

The Budget Review Group considered the draft Medium Term Financial Strategy 2020-2025 and provisional 2020/21 budget and Council Tax proposals. A copy of the Medium Term Financial Strategy was appended to the report.

Jaclyn Gibson, Chief Finance Officer, presented the report and:

(a) Reported that the main objectives of this meeting were to:

- examine the principles and planning process that underlay the proposed budget 2020/21 and Council Tax, and the Medium Term Financial Strategy 2020-25;
- ensure that at each stage the budget was clear, focused, achievable, realistic and based on sound financial practices;
- ensure that at each stage the budget had clear linkages with corporate plans that formed the Council's Policy Framework, establishing that they were identifiable and designed to support the Council's Vision 2025.

(b) Reported that the Medium Term Financial Strategy 2020-25 had been developed on the following income assumptions:

- Lincoln would be a business rates pool in 2020/21;
- no growth in business rates in 2020/21, reduction of approximately £2 million due to empty properties and demolitions, with growth of 1% in 2021/22 and 2% per annum thereafter;
- 75% business rates retention from 2021/22 with a full reset of the system. An assessment of the impacts had been factored in but full details were not yet clear;
- business rates increase linked to CPI and/or the Uniform Business Rate;
- phasing out of Revenue Support Grant by 2021/22, in line with grant allocations;
- New Homes Bonus assumed last year of allocations in 2020/21 with legacy payments through to 2022/23, with no further funding beyond this point;
- investment returns approximately 1% across the Medium Term Financial Strategy;

- fees and charges average increase of 3.1% in 2020/21, with 3% per annum assumed thereafter.
- (c) Reported that the Medium Term Financial Strategy 2020-25 had been developed on the following expenditure assumptions:
- inflation based on 3% per annum for contractual commitments, based upon RPI, 2% per annum for general inflation, based upon CPI, no inflation on the supplies and services budgets and 2% per annum provision for a staff pay award;
 - staff turnover targets of 1% per annum;
 - capped increased of 1% per annum in 2020/21 to 2022/23 for employer pension contributions, with future increases subject to triennial review.
- (d) Reported the following in respect of Council Tax:
- referendum limits were increased to higher of 2% or £5 for 2020/21;
 - the Medium Term Financial Strategy assumed an increase of 1.9% in 2020/21 and 1.9% per annum thereafter. This was an increase of 7.5p per week for 80% of residents;
 - growth in the Council Tax base of 1.25% per annum with no reduction in Localised Council Tax Support Scheme caseload in 2020/21.

A number of questions or comments had been submitted in advance of the meeting, as follows:

Question

Over the two year period 2020/21 to 2021/22 the Medium Term Financial Strategy showed all risks remaining the same or deteriorating. How could the Council justify using the £1 million business rate windfall monies on the new Vision 2025 programme until it was sure that risk factors, such as the competition to income generators like the Crematorium, would not be forthcoming?

Response

There were a significant number of financial risks that the Council faced from 2021/22 onwards and where possible prudent allowance had been made in the Medium Term Financial Strategy based on the assumptions highlighted above. Until these were known for certain, there would remain an element of risk.

Councillor Ric Metcalfe was of the opinion that using the £1 million to support implementation of the Council's Vision 2025 would be a sensible approach.

Councillor Hilton Spratt made the point that the authority had been in a position of needing to make savings since 2007 and that it was getting more difficult each year. He asked what would happen if interest rates were set at a minus amount, noting that some countries had undertaken such an approach in the past. It was noted that, in such circumstances, all fixed investments already in place would be unaffected, however, for liquid monies the Council would effectively have to pay to retain any monies held in bank accounts.

Councillor Gary Hewson reflected on the risk assessments included as part of the Medium Term Financial Strategy and was concerned that every factor had stayed the same or had deteriorated since the previous year. He highlighted that the

Performance Scrutiny Committee would be closely monitoring this over the coming year. It was reported that this had been due to delays in national reform, which was outside of the authority's control, meaning that the risks had not changed. Officers were hopeful that this time next year there would be more known factors associated with these reforms so that they could be more accurately reflected in the budget and address some of these risks.

Comment

In response to some of these assumptions the level of savings required had to increase. An example of this was the Crematorium and the fact that the Medium Term Financial Strategy stated that through either investment required to maintain market share or due to loss of income to competitors the savings target would need to increase further.

Response

The £1 million business rate income was a one off surplus and could not be used to fund ongoing expenditure or replace ongoing income. The Council needed to strike a balance between maintaining a sustainable financial position as well as investing in its priorities.

Question

Corporate and Corporate Support accounted for 25% of the Council's expenditure but only generated 3% income from fees and charges. In monetary terms, what would the breakdown be on expenditure on the none-income generators on the General Account compared to 2017/18, 2018/19 and quarter three for 2019/20?

Response

Corporate Support Services included all the professional support teams within the Council, such as Human Resources, Financial Services, Property Services, Legal Services, Customer Services, Democratic Services, Insurance Services and Procurement for example. These were internal services supporting other services within the Council and as such did not have the opportunity to generate an income. The Corporate expenditure was in relation to pension contributions, members' allowances, land drainage rates, elections, council tax services and licensing. With the exception of licensing, these were not income generating services therefore only accounting for 3% of fees and charges income. An analysis of all service's income and expenditure budgets for 2018/19, 2019/20 and 2020/21 was circulated at the meeting.

Councillor Ric Metcalfe made the point that the Council had driven down costs enormously over the years, stating that the City Council used to employ 950 people whereas its establishment now equated to approximately 600 people. A lot of this reduction had been through central and support services and he emphasised that without these key central and support services, the Council's frontline services would simply not be able to function.

Councillor Pat Vaughan asked whether the Council received anything back from the Government regarding levies from Drainage Boards. It was noted that, due to the removal of the Revenue Support Grant, the Council no longer received anything back directly in respect of levies from Drainage Boards.

Councillor Gary Hewson referred to non-statutory fees and charges and the overall yield assumed at 3% per annum and asked whether this meant that the Council expected some revenue income to reduce. It was noted that in the majority of cases the Medium Term Financial Strategy was based on income

budgets either in line with a 3% increase or in some cases had forecasted increased levels. Some fees and charges, such as those associated with planning, were statutory and outside of the authority's control.

Question

What were the figures for Council Tax and Business Rates income for 2019/20 compared to 2018/19?

Response

The figures below were noted, however, it was reported that in 2018/19 the Council was in a Business Rate Pilot and retained 60% of income rather than 40%:

	2018/19	2019/20	2020/21
Council Tax	£6,393,490	£6,678,820	£6,915,030
Business Rates	£7,420,960	£5,366,070	£5,755,110

Question

The Medium Term Financial Strategy indicated that savings of £1,250,000 needed to be made by 2022/23 and a programme of reviews were already in progress. What were these savings in expenditure and how did the Council intend to make the savings not yet accounted for in the reviews of £475,000 by 2022/23?

Response

A programme of reviews was currently in progress and would be brought forward for scrutiny and subsequent approval at an appropriate time, which included areas such as asset acquisition, the One Council initiative, supplies and services reductions. A further range of options for consideration were currently under development.

Councillor Pat Vaughan, in respect of business rates, asked whether the County Council still received a share of the actual amount collected. It was noted that a rate level for business rates was set at the beginning of the year and the amount collected would be split between the City Council, County Council and Government. A surplus or deficit would be announced at the end of the year and this would be shared between the City Council, County Council and Government.

Councillor Rebecca Longbottom asked where the assumption in relation to interest rates came from. It was reported that the Council took advice from independent treasury management advisors who provided their latest advice which they sought from a range of projections based upon performance of the country's economy.

RESOLVED

That the Budget Review Group:

- (1) Agrees that at each stage the budget was clear, focused, achievable, realistic and based on sound financial practices and had clear linkages with corporate and other plans that formed the Policy Framework to

establish that they are identifiable and designed to improve services in the Council's strategic priority areas.

- (2) Agrees to provide its comments to the Performance Scrutiny Committee and Executive on the draft Medium Term Financial Strategy 2020-25 and 2020/21 budget and Council Tax proposals to the Performance Scrutiny Committee and Executive prior to formal consideration by Council at its meeting on 3 March 2020.

Councillor Hilton Spratt requested that his abstention from voting be noted.

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PERFORMANCE SCRUTINY COMMITTEE

20TH FEBRUARY 2020

SUBJECT:	STRATEGIC RISK REGISTER - QUARTERLY REVIEW
REPORT BY:	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 third 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 November 2019 and contained ten strategic risks.

2.2 Since reporting in November 2019, the Strategic Risk Register has been reviewed and updated by the Corporate Leadership Team and has identified that there have been some positive movement in the Risk Register, as well as changes in the assessed level of x of the risks.

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 The Strategic Risk Register currently contains 10 risks, as follows:

- 1) Failure to engage & influence effectively the Council's strategic partners, council staff and all stakeholders to deliver against e.g. Council's Vision 2020/2025.
- 2) Failure to deliver a sustainable Medium term Financial Strategy (that supports delivery of Vision 2020).
- 3) Failure to deliver the Towards Financial Sustainability Programme whilst ensuring the resilience of the Council.
- 4) Failure to ensure compliance with statutory duties/functions and appropriate governance arrangements are in place,
- 5) Failure to protect the local authority's vision 2020/2025 due to changing structures and relationships in local government and impact on size, scale and scope of the Council.

- 6) Unable to meet the emerging changes required in the Council's culture, behaviour and skills to support the delivery of the council's Vision 2020/2025 and the transformational journey to one Council approach.
- 7) Insufficient levels of resilience and capacity exist in order to deliver key strategic projects & services within the Council.
- 8) Decline in the economic prosperity within the City Centre.
- 9) Failure to mitigate against the implications for the Council following the outcome of Brexit.
- 10) Failure to deliver key strategic projects.

3.2 A number of control actions have now been progressed or completed and the key movements are outlined as follows:

- Risk 1 - Failure to engage & influence effectively the Council's strategic partners, council staff and all stakeholders to deliver against e.g. Council's Vision 2020/2025. The Council's draft Vision 2025 has been developed, with a new 5th strategic priority, and has been subject to both internal and external consultation. The final document will be presented to Council for approval on 3rd March 2020.
- Risk 2 - Failure to deliver a sustainable Medium Term Financial Strategy (that supports delivery of Vision 2020 (Council plan)). The draft MTFS has prepared, based on revised financial planning assumptions (and with a new savings target) and is subject to public consultation and Member scrutiny during February. The MTFS will be approved in March 2020.
- 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 future Vision and the transformational journey to one Council approach. Staff Charter "The Lincoln Way" has been developed with staff consultation to commence in February 2020.
- Risk 7 – Insufficient levels of resilience and capacity exist in order to deliver key strategic projects and services. As part of the development of Vision 2025 timelines for existing, legacy projects have been undertaken along with scheduling of new projects to allow capacity to deliver.

3.3 Whilst positive progress has been made in relation to control actions, and these continue to be implemented and risks managed accordingly, there is one risk were the assessed levels of likelihood and impact has increased, that being:

- Risk 5 – has been increased from Amber: Probable/Major to Red: Almost Certain/Major.

3.4 The levels of assessed risks are summarised as follows:

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

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 the new Vision 2025, 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 Performance Scrutiny Committee are asked to note and comment on the key strategic risks and control actions, as at the end of the third quarter 19/20.

[
Key Decision	No
Do the Exempt Information Categories Apply?	No
Call in and Urgency: Is the decision one to	No

**which Rule 15 of the
Scrutiny Procedure
Rules apply?**

**How many appendices
does the report contain?**

None

**List of Background
Papers:**

N/A

Lead Officer:

Jaclyn Gibson, Chief Finance Officer
Telephone 01522 873258

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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