

## PERFORMANCE SCRUTINY COMMITTEE

**Thursday, 1 October 2020**

**6.00 pm**

**Virtual Meeting**

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

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

Officers attending: Democratic Services, Simon Walters, Paul Carrick, Toby Forbes-Turner and Heather Grover

### VIRTUAL MEETING

To join this meeting please click on the link below:

<https://zoom.us/j/99368777885>

Or join via phone by calling:

**0330 088 5830**

And using the following ID: **993 6877 7885**

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## A G E N D A

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Please note that, in accordance with the Members' Code of Conduct, when declaring interests members must disclose the existence and nature of the interest, and whether it is a disclosable pecuniary interest (DPI) or personal and/or pecuniary.	
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- Present:** Councillors Councillor Gary Hewson (*in the Chair*), Liz Bushell, Christopher Reid, Edmund Strengiel, Pat Vaughan and Loraine Woolley
- Apologies for Absence:** Steven Bearder (Member of LTP) and Sheila Watkinson (Member of LTP)
- Also in Attendance:** Mick Barber (Chair of LTP) and Debbie Rousseau (Member of LTP)

**69. Confirmation of Minutes - 27 January 2020**

RESOLVED that the minutes of the meeting held on 27 January 2020 be confirmed.

**70. Matters Arising**

Notice Boards

The Chair referred to minute number 64 and asked if there had been any progress with the pilot notice boards in the Cannon Street area?

Mick Barber Chair of LTP advised that it had been currently put on hold due to COVID 19. It would be continued in the future.

**71. Declarations of Interest**

Councillor Strengiel declared a Personal Interest in the item entitled “Housing Department Update- COVID 19” as he was Director of YMCA Lincolnshire – incorporating the Nomad Trust.

Councillor Strengiel declared a Personal Interest in the item entitled “Housing Finance” as he was Chair of the Lincolnshire Pension Forum and a Lincolnshire County Councillor.

**72. LTP Matters**

Mick Barber, Chair of Lincoln Tenants Panel advised that working groups had been held via zoom, however, the Lincoln Tenants Panel had not met since lockdown. A zoom meeting would be held soon and an update would be provided at the next meeting.

**73. Housing Department Update - Covid 19**

Daren Turner, Strategic Director Housing and Investment provided an update report to Housing Scrutiny Sub Committee on the response from his Department to the COVID 19 epidemic and the future implications of that response.

The Housing Management Team gave a detailed presentation to the committee:

Daren Turner, Strategic Director of Housing and Investment gave an overview of the response by the Housing Department and provided details of:

- Initial Response
  - Protect Staff
  - Protect the Vulnerable
- Achievements
- Challenges Encountered
- Recovery Stage
- Impact

Andrew McNeil, Assistant Director of Housing Strategy gave an overview of the response and implications of COVID19 on his area of responsibility and provided details of:

- Initial Response
- Achievements
- Challenges Encountered
- Recovery Stage
- Impact
- Key Statistics

Yvonne Fox, Assistant Director of Housing gave an overview of the response and implications of COVID19 on her area of responsibility and provided details of:

- Initial Response
- Achievements
- Challenges Encountered
- Recovery Stage
- The New Business as Usual
- Key Statistics

Matt Hillman, Assistant Director of Investment and Maintenance gave an overview of the response and implications of COVID 19 on his area of responsibility and provided details of:

- Initial Response
- Achievements
- Challenges Encountered
- Recovery Stage
- Impact
- Key Statistics

Members expressed their thanks and appreciation to all members of staff for their work during this time.

Members of the Committee asked the following questions and received responses from the relevant Officer:

**Question:** How many people were homeless across the County?

**Response:** Clarified that the City Council had not dealt with all homelessness across the County, but had assisted the other districts to create a network with other bodies to help them to address this issue. The numbers of homeless had dropped considerably across the County.

**Question:** When would the changes to the Allocations Policy be implemented?

**Response:** Clarified that the Allocations Policy was due to be implemented on 1<sup>st</sup> June 2020, however, the timescale could not be met as the IT systems needed updating. The IT work was currently being undertaken and the policy would be implemented in September 2020.

**Question:** Where had the cost reductions come from?

**Response:** Clarified that there were some vacancies that would not be filled, there was a reduction in fleet costs, training had been put on hold and some staff had been furloughed.

**Question:** Was online resident engagement something that had been tried in the past or was it a new idea?

**Response:** Work that had been talked about previously had been accelerated. LTP meetings would be held via zoom and we were looking at undertaking online consultations. There were some issues around LTP members access to IT which needed addressing.

**Question:** What types of calls were received by the Community Helpline?

**Response:** A variety of different calls were received by the helpline. The helpline mainly helped with distributing food parcels.

**Question:** How well were the self-isolation units for rough sleepers used?

**Response:** There were 2 fully furnished isolation units that were used by a steady stream of people, generally those who had been released from prison or who had come out of hospital. We were not made aware of anyone that stayed in there testing positive for COVID19.

**Question:** How many people were still in accommodation following the Everyone In campaign?

**Response:** 10 people were still in accommodation, 5 had been evicted, several were moved to alternative accommodation and some people had left of their own accord.

**Question:** How was the service provided to rough sleepers paid for?

**Response:** Homelessness was a provision in the General Fund.

**Question:** Who bears the cost of taking people off the streets?

**Response:** Lincolnshire County Council had received government funding to cover 4 areas, one of which was homelessness. To date none of the Districts had received any of this funding for homelessness. The City Council did receive a small amount of funding for the Everyone In campaign.

**Question:** Were the District Councils expected to bid for the funding from the County Council?

**Response:** There was not a prescribed methodology to do this.

**Question:** How were the Rough Sleepers Team funded?

**Response:** We had received government grants, through the RSI programme for some of the homelessness costs.

**Question:** Would leaving vacancies open be detrimental to the services provided?

**Response:** The vacancies had been held over for some time and were unable to appoint due to the crisis. We would look at each position and would recruit if needed.

**Question:** Was the Council being successful at sustaining tenancies?

**Response:** The idea previously was to use reserves to pilot a Tenancy Sustainment Team who would specialise in providing advice on benefits etc to assist people with sustaining their tenancy. However, we have learnt through the epidemic that some of our staff already had these skills and we were looking to utilise them.

**Question:** The internal repairs would be started on 17<sup>th</sup> August 2020, would these be done by priority or district?

**Response:** The external repairs had already been started, the internal repairs would be done by area.

**Question:** What would be the timescale for the completion of the internal repairs?

**Response:** Staff would be back from furlough and would clear the back log. There were 4 areas, 2 north and 2 south of the city, it would take approximately 1 and half weeks per area to complete.

RESOLVED that the response to the COVID 19 crisis and the ongoing situation of Housing Services be noted.

#### 74. **Housing Finance**

Colleen Warren, Financial Services Manager

- a. presented the Council's Housing out-turn position for 2019/20
- b. advised that the report provided members with the provisional summary of actual income and expenditure compared to revised budget for HRA and HRS services and showed how any surpluses had been allocated to reserves.
- c. stated that the full out-turn report for the Authority had been presented to Performance Scrutiny on 9 July 2020.
- d. advised that for 2019/20 the Council's Housing Revenue Account (HRA) net revenue budget was set at £52,040, which resulted in an estimated level of general balances at year-end of £1078,609.
- e. explained that the financial performance quarterly monitoring report for 3<sup>rd</sup> quarter predicted an underspend of £79,582. The provisional outturn for 2019/20 now indicated an overspend of £71,514. This would result in HRA balances at 31 March 2020 of £1,007,095.
- f. advised that for 2019/20 the Council's Housing Repairs Service (HRS) net revenue budget was set at zero, reflecting its full cost recovery nature.
- g. explained that the financial performance quarterly monitoring report for 3<sup>rd</sup> quarter predicted a £117,075 surplus outturn for 2019/20. The provisional outturn for 2019/20 showed a trading surplus of £72,487 had been repatriated to the HRA, which was the major service user.

h. invited members questions and comments.

The Chair asked for the split between what was spent on the Housing Repairs service and the management?

Collen Warren, Financial Services Manager referred to the HRA Provisional Outturn 2019/20 table detailed at paragraph 3.3 of the report and highlighted the Repairs & Maintenance and Supervision & Management figures.

RESOLVED that the provisional out-turn position for HRA and HRS for 2019/20 be noted.

**75. Any other Business**

Daren Turner, Strategic Director of Housing and Investment suggested that a report on Performance Indicators be brought to the next meeting.

RESOLVED that a report on Performance Indicators be brought to the next meeting of Housing Scrutiny Sub Committee.

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**Present:** Councillor Gary Hewson (*in the Chair*),  
Councillor Thomas Dyer, Councillor  
Rebecca Longbottom, Councillor Bill Mara, Councillor  
Laura McWilliams, Councillor Pat Vaughan and Councillor  
Lorraine Woolley

**Apologies for Absence:** Councillor Helena Mair, Councillor Lucinda Preston and  
Jaclyn Gibson

## 8. Confirmation of Minutes - 9 July 2020

RESOLVED that the minutes of the meeting held on 9<sup>th</sup> July 2020 be confirmed.

## 9. Declarations of Interest

Councillor Pat Vaughan declared a Personal Interest with regard to the agenda item titled 'Revenues and Benefits Shared Service Update'. Reason: His daughter worked in the Welfare Advice Section of the City of Lincoln Council.

Councillor Pat Vaughan declared a Personal Interest with regard to the agenda item titled 'Income and Arrears Monitoring'. Reason: His daughter worked in the Welfare Advice Section of the City of Lincoln Council.

## 10. Portfolio Holder under Scrutiny - Our People and Resources

Councillor Richard Metcalfe, Portfolio Holder for Our People and Resources and Leader of the Council, presented a report to Performance Scrutiny Committee outlining the significant effects of the COVID19 virus on our services, the way the Council was working and the ongoing recovery process in the following areas:

- a) **Our People** – HR had developed significant support for all – available on City People. This Included:
- Plans for looking after our most vulnerable staff and members
  - Wellbeing action plans for staff, members and managers
  - Introduction of the new cycle to work scheme
  - Links to Every Mind Matters, 'One You' and MIND advice
  - Policy adaptations to allow staff to work effectively and safely
  - Tips on everything from yoga, fitness, working from home to preventing burnout

The IT team had provided, at very short notice the backbone of a new structure which had allowed the Council to function as a cohesive One Council unit:

- 630 full Team Licenses were in operation across the council
- 300 new mobile devices had been distributed to allow for home working
- Over a recent 90-day period there were 380 (unique) active users of 'Teams'
- IT had provided on-line training solutions, tips and hints for all

Members had been able to continue with decision making through the media of Zoom, with key committee meetings held remotely.

As a contribution towards balancing the books, a number of staff agreed to accept a furlough period.

- b) **Our Financial Resources** – it was evident that COVID19 had, and would continue to have, a significant and unprecedented effect on the Council's position. Income streams had plummeted, and it had been necessary to incur additional cost to ensure services continued to be provided throughout and to respond to the consequences of the pandemic.

To date the Council had received funding support of £1.255m? for COVID19 related pressures. In addition, the Government had recently announced an income compensation scheme which sought to reimburse Council's for every 75p in the £1 of lost sales, fees and charges income after allowing for a 5% deductible.

Despite the Government financial support, the Council was still forecasting a shortfall on the General Fund budget of £1.834m in 2020/21. The Housing Revenue Account was forecasting a £0.671m shortfall for which no government support had been provided.

- c) **Our Services** - key services continued with minimal negative effect on residents and businesses and the City of Lincoln Council had received significant recognition from the public.

Key points to note:

- All defined critical services remained functional throughout lockdown.
- Excellent communication had been given to all sectors of the community through a strong series of branded support and advice – pushed out on our website and social media.
- All street sleepers and those in hotels and B&B which closed were provided with accommodation at the start of the lockdown, 21 people having benefited from this.
- Supported Housing conducted between 200 and 300 welfare checks daily.
- Staff were trained as back up staff for critical services in case of need.
- Customer services dealt with emails within one working day maximum.
- Revenues and Benefits dealt with five times as many new claims as usual.
- Despite restriction, our Bereavement team provided sympathetic services.
- Waste and recycling collections continued throughout lockdown and bulky waste collections started again in May after a short close-down period. Green waste services had continued and relaunched for the new service year.
- CCTV had kept a close eye on our city centre, working closely with the police and other partners.
- The Food H&S team provided advice on the new government guidance.

- Emergency Housing repairs and work on void properties continued throughout.
- Lincare took over the Housing tenants befriending service in June.
- Two housing rent-free weeks were brought forward to April to ease financial difficulties.
- Tenancy Services set up a Tenancy Hardship fund to directly help those tenants impacted on financially.
- All public parks and commons, including Hartsholme Country Park, remained open for use throughout the lock down period, and provided vital opportunities for health and recreation.
- Street cleaning teams remained working, and modified work to take advantage of reduced footfall, tackling other troublesome issues such as graffiti.
- Although the general grounds maintenance functions reduced initially, they resumed quickly, keeping basic services running throughout.
- The allotments service never stopped, the annual renewals were undertaken, and now had numbers of tenants not seen for many years, including a new site.
- Scaled back parking services were maintained to ensure support for those who needed to park.
- The bus station, and its public toilets, had remained open to ensure travelling key workers were supported.
- Progress was maintained with the Boutham Park lake restoration project, recognising the increasing importance of good quality open spaces not just under COVID19, but on public health longer term.

In the community leadership role, new community support activities were instigated:

- Business support - a cross directorate working group of up to 20 people from ten services contacted Lincoln businesses to ensure they benefited from available support and achieved any business rate relief they were entitled to.
- Almost 500 residents signed up to our Befriending Service manned by staff and members, with vulnerable residents receiving weekly calls to help them through issues of isolation and maintain their mental health.
- We launched a Community Signposting Helpline to point residents towards all sorts of support from Foodbanks to a new map of local community groups.
- Working with partners, the Lincoln Community Foundation Crisis Fund was launched in early May to provide financial grants for charities and community groups delivering support to Lincoln residents.

Re-mobilisation plans had taken place covering the following areas:

- Working with our partners to enable the re-opening of the city centre safely.
- Agreement with the Unions guidance and risk assessments for staff to return to work safely.
- Opened Customer Services in City Hall on an appointment basis from July.

- Reduced City of Lincoln Council car parking fees to encourage people back into the city centre.
- Developed an exit plan for people still using the Befriending Service, so they could still access calls if they needed them.
- Decision taken to cancel all large volume events for the rest of 2020 – this included civic events including the Christmas lights switch on, mayoral activity - as well as our key sporting events and of course the Christmas Market.
- Reopened uphill toilets to ensure there were facilities available both uphill and downhill for shoppers return. Some facilities however did remain closed.
- Re-opened our play areas.
- Deep cleaned the city centre in preparation for retailer re-openings.
- Our housing building projects restarted and were all making good progress.
- We currently had 123 open homelessness applications and working hard to prevent homelessness or find alternative accommodation.
- Welcomed back and re-opened the Visitor Information Centre in uphill Lincoln.
- Helped develop a Local Outbreak Plan to deal with a possible second Covid19 wave in Lincolnshire.
- Reopened our camp site at Hartsholme Park to support the visitor economy.

d) **Performance Challenges for the coming year in Lincolnshire** – an increased workload had been seen or was expected in the following areas:

- Revenues and Benefits teams – expected to continue seeing higher new claims. For example: Business Rate Relief and Local Council Tax Support Scheme claims.
- Welfare Advice team.
- PPASB – especially instances of domestic abuse.
- Homelessness.

e) invited members' questions and comments.

Question: Members asked whether reducing the car parking fees and bringing the free two weeks rent for Council Tenants had resulted in a positive effect?

Response: An initiative in car parks had been in place which meant customers could park for £4 for a day and £1 for an hour. This had worked very well but the volumes were still not to the point that they were before Covid -19.

Question: Members asked whether there were some staff that were still furloughed?

Response: There were 64 staff that were on furlough. This was to be reviewed to see if it would continue into September.

Question: Members asked why there was such a shortfall on the General Fund budget?

Response: The shortfall was due to reduced income across many income generating services including rent loss, some of this would be made up and the rest was to be looked at.

Question: Members asked what the position was for car parking compared to this time last year?

Response: On average £500k was budgeted for each month through car parking pre covid. In July 2020 just £120k was made. Government had announced a scheme to reimburse 75p for every £1 in income that had been lost.

Question: The Christmas Market had been cancelled. Members asked what the update position was for the Remembrance and Battle of Britain services?

Response: The Battle of Britain Event had been cancelled and the Remembrance Service would consist of a simply low key wreath laying.

Question: Members asked whether we had been to court to remove the travellers on South Park and whether the barricades could be made more substantial so access would be more difficult?

Response: There was an increase in travellers at this time of the year. The law required us to carry out welfare assessments in advance of going to court for eviction which slowed down the process. The entrances were continually looked at to see if they could be made more secure but often perimeters re so long its difficult to secure all access points.

Question: Members asked whether there was any information regarding the customers who had visited the Visitor Information Centre, such as where they have travelled from and why they had come to Lincoln?

Response: There were signs that a lot more people were taking breaks in Cities such as Lincoln. The footfall counter on the Visitor Information Centre had unfortunately broken, but footfall is measured via our CCTV system, in the city. Periodic surveys were carried out to try and find out why people visited Lincoln. Footfall numbers were to be forwarded to the committee.

Question: Members asked whether the Communications Team was fully staffed?

Response: The Communications Team was now fully staffed after recruiting to the two full time vacant posts.

Question: Members commented that it was nice to see that we were working more with the University and asked how this partnership would be fed down to committees to show what had been achieved?

Response: Partnership working was shown through the Lincoln Town Board. The University had shown a willingness to their CIVIC roll and trying to get the 17000 students back into the City. The CIVIC University Agreement was to be circulated to the committee.

Question: Members asked how staff appraisals were going to be approached?

Response: Vision 2025 was due to be relaunched with a revised work programme which was due to be fed into appraisals. This had been delayed due to Covid-19. Things needed to get back on track and be re-instated.

Question: Members asked what the response was to Local Government proposals as a reply was wanted in September?

Response: There had been a couple of briefings with the Leader and Deputy Leader of the opposition. Everyone should be up to date as to where we stood and the options that were available to us. At present the future of Local Government was not known.

RESOLVED that:

1. Officers be tasked to look at the entrances to Malandry Closes at South Park Common to stop travellers entering the site.
2. Footfall details for the Visitor Information Centre be forwarded to the Committee
3. The CIVIC University Agreement be forwarded to the committee
4. The content of the report be noted.

## **11. Revenues and Benefits Shared Service Update**

Martin Walmsley, Head of Shared Revenues and Benefits;

- a) provided members with an update on performance in the Revenues and Benefits Shared Service
- b) highlighted that compared to 2018/19, Council Tax in-year collection had increased by 0.01%, which was considered a positive collection outturn in the current climate, considering the economic challenges and March 2020 due to the coronavirus outbreak, net collectable debit increased from 2018/19 by £2.57m
- c) explained that the number of outstanding revenues customers at the end of quarter 4 2019/20 showed a 15% increase compared to the same point in 2018/19, workload was up-to date going into new year billing, however an influx of documents during the billing period from early-mid March created the increased figure at the end of the financial year and an additional 150 properties had been added to the Council Tax base to administer
- d) advised that although the overall position was not as positive as in recent financial years, the impacts of COVID from mid-end March 2020 could not be underestimated – with a significant increase in benefit claims, in addition to the usual increase in workload prior to the start of a new financial year – relating to income and rent increases, as evidence of this, on 16<sup>th</sup> March there were 940 customer awaiting benefits assessments and by 31<sup>st</sup> March, the number outstanding had increased to 1,510
- e) highlighted that the Welfare and Benefits Advice Team in 2019/20 had:

- Provided benefits advice to 7,372 customers
- Helped customers to secure £1.4m in additional benefits on an annual basis
- Helped customers to secure a total of £210k in lump sum benefit payments
- Provided money advice to help customers manage debt totalling

f) invited members' questions and comments.

Question: Members asked how many additional Universal Credit Claims had been made since March?

Response: The figures would be circulated to the committee once they were available.

Question: Members asked whether there was an opportunity for another Council to join our partnership working?

Response: Our plan was always to expand partnership working.

Question: Members asked how Universal Credit claims had been working since it was transferred to the Citizens Advice Bureau? Members were conscious that a lot of claims would hit a lot of families and potentially cause them to become homeless.

Response: Universal Credit expertise among staff was being used to make referrals to Citizens Advice. If the claimant could not be helped by Citizens Advice they would be referred to ourselves to see if there was any way we could help them. There were Welfare Reform experts within the benefits team that would work with Housing to try and prevent evictions wherever possible.

RESOLVED that:

1. Details on the amount of additional Universal Credit applications that had been received since March be forwarded to the committee
2. The information in the report be noted.

## **12. Income and Arrears Monitoring**

Martin Walmsley, Head of Shared Revenues and Benefits;

- a) provided members with an update on the position regarding amounts of monies owed to the City Council as at 1<sup>st</sup> April 2020, (and Business Improvement District (BID) levy to the end of June 2020)
- b) highlighted that:
  - The net collectable debit for 2019/20 after Council Tax Support, discounts and exemptions had been granted was £44,334,821, amounting to an increase of £2,566,992 from 2018/19.
  - Total payments received in respect of 2019/20 were £42,900,788 amounting to an increase of £2,517,769 from 2018/19.

- Council Tax arrears brought forward from all previous years at 1<sup>st</sup> April 2019 totalled £5,175,548. By 31<sup>st</sup> March 2020 these arrears decreased to £3,474,427.

c) explained that

- The net Business Rates collectable debit for 2019/20 after empty voids, charity entitlements and other reliefs had been granted was £44,549,447, an increase of £90,439 from 2018/19.
- Total payments received in respect of 2019/20 were £44,308,107. This was a decrease of £66,868 from 2018/19.

d) advised that the City of Lincoln Council was responsible for the administration and collection of the BID Levy and the net collectable debit raised in respect of the levy was £413.321

e) explained that the net Housing Rent debit for 2019/20 (collectable rent) excluding Housing Benefits and other adjustments was £15,207,509 of which 97.77% was collected, amounting to an increase of 0.23% on 2018/19 collection of 97.54%

f) highlighted that a total of 11,563 new debtor accounts were raised in 2019/20 amounting to £18,025,866 in cash terms

g) explained that the balance of outstanding Housing Benefit Overpayments as at 1<sup>st</sup> April 2020 was £3,573,112 compared to £3,973,125 at 1<sup>st</sup> April 2019, a decrease of £400,013

h) Invited members' questions and comments.

Question: Members asked what action was being taken regarding the increase in Council Tax arrears and whether this was normal to have risen by half a million pounds a year?

Response: Debts got harder to recover the older they were. There were a lot of customers deferring council tax payments over the last few months due to Covid-19 and staff were starting to further collect these monies. Council Tax reminders were going to start being sent out again. Enforcement agent collections may be carried out but only for certain cases, - this is usually a last resort option. This would help bring arrears down, but it is important that customers are not being put further into debt and there is a focus on welfare.

RESOLVED that the contents of the report be noted.

### **13. Work Programme for 2020/21**

Clare Stait, Democratic Services Officer:

- a) presented the draft work programme for 2020/21 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 2020/21.

RESOLVED that the work programme 2020/21 be noted.

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

Pat Jukes, Business Manager – Corporate Policy, on behalf of Jaclyn Gibson, Chief Finance Officer:

- a) presented Performance Scrutiny Committee with a status report of the revised Strategic Risk Register as at the end of the first quarter 2020/21
- b) reported that the strategic risk registers currently contained thirteen 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 2025
  - 2) Failure to deliver a sustainable Medium-Term Financial Strategy (that supports delivery of Vision 2025).
  - 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 were in place.
  - 5) Failure to protect the local authority's vision 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.

- 11) Failure of the Council's key contractors and partners to remain sustainable and continue to deliver value for money
- 12) Failure to work in partnership to sustain support to vulnerable resident's post COVID19.
- 13) Failure to put in place safe working practices and social distancing measures to protect officers and service users.

RESOLVED that the Strategic Risk Register as at the end of the first quarter 2020/21 be noted.

**15. Exclusion of Press and Public**

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

**16. Strategic Risk Register - Quarterly Review**

Pat Jukes, Business Manager – Corporate Policy, on behalf of Jaclyn Gibson, Chief Finance Officer,

- a) provided members with the revised Strategic Risk Register as attached at Appendix A.
- b) invited members' questions and comments.

Members asked questions on the content of the Strategic Risk Register attached at Appendix A and received relevant responses from officers thereon.

RESOLVED that the Strategic Risk Register as at the end of the first quarter 2020/21 be noted.

**PERFORMANCE SCRUTINY COMMITTEE**

**1 OCTOBER 2020**

**REPORT UNDER RULE 2(vi) OF THE COUNCIL PROCEDURE RULES**

**Report by Councillor Neil Murray, Portfolio Holder for Economic Growth**

I was first elected to the council in 1983 and the current year has been the worst year I have experienced. As a council we have dealt with the government's Austerity policy to the best of our ability as we have been starved of income year on year. Austerity has meant that the public pay more for services year on year and get less for their money.

The covid 19 pandemic has made the situation much worse still and we have had to make yet more large cuts in our services and activities. This is a great shame because the cuts we are having to make undermine our attempts to support the local economy. It is particularly sad that we cannot financially support the Drill Hall as an arts venue any longer. I am proud of the way the City Council transformed a sad old military building into a modern centre for the arts. The arts are a part of the broader economy and it is a shame that central government are obsessed with councils spending less each year and doing less in the local economy.

The covid crisis overshadows everything and the government's "world beating" response to the crisis has turned out to be incompetence on a world beating scale. As I write this report we are looking at a potential second national lockdown.

I have been impressed at the response of our staff to the crisis. They have adapted and improvised to assist our communities in a number of areas including those in the Economic Growth part of the council. Our officers have administered two covid business support grants, the small business and retail grant scheme and the discretionary grant scheme. £ 22,474,500 has been claimed by Lincoln based businesses through these schemes.

**ECONOMIC RECOVERY**

City council officers are working with a wide range of partners on the Lincoln Towns Fund project and the Heritage Action Zone project which put together will make a substantial contribution to the recovery of the Lincoln economy. The Towns Fund project is around £25 million and will be invested in the city centre and support investment in the city by the private sector. Four areas of activity are addressed in the project. Digital connectivity, Transport connectivity, Skills and Urban Regeneration, Arts, Culture, Heritage and enterprise.

Digital connectivity is vitally important and Lincoln needs to be technologically equipped to compete with other local economies in existing and developing digital fields.

Transport connectivity needs to be improved in the Lincoln area to encourage modal shift and reduce congestion.

The range of skills available needs to be improved and better paid jobs more evident.

Urban Regeneration including Arts, culture, heritage and enterprise. The Towns Fund gives us the opportunity to promote arts and culture which has been shamefully neglected. It will also help us to improve the Central Market and the centre as a whole.

The Lincoln Heritage Action Zone project is worth £1.7 million and will be utilised to improve the historic Lower High Street area, St Mary's Street and Sincil Street working with Heritage England.

Aside from these projects the excellent reshaping of Sincil Street by the Co-op is near complete and together with our Transport Hub improvements the area has been transformed. We have started work on the Cornhill area with the removal of the kiosk and the opening up of the space.

## PLANNING POLICY

Our planning officers have an excellent record in processing planning applications. 95% are approved within the prescribed time limits and this is because of the professional methods officers use and key is the pre-application discussions which facilitate understanding of the parameters for development in Lincoln.

As a long standing councillor I am aware that planning issues are very important to residents and that they wish to be involved and consulted on all issues which affect their quality of life. As they stand the government's proposals to change planning law will change things for the worse. The changes could take away the right of the public to scrutinise planning applications. We have a planning system that works well in our city. I hope all members of council will agree with me that the government should leave planning well alone.

## HERITAGE

During the Austerity decade I have been consistent in calling out the government for the lack of support to all councils in conserving our heritage. Budget cuts year on year have reduced the service to skeleton proportions. Whilst there might be an ironic joke there in terms of archaeology this is not a funny situation. The historic environment is precious and needs constant, careful maintenance if it is to be conserved.

A small piece of good news is that a footbridge has been placed over the remains of the Roman wall which is located between the two wings of City Hall. This will protect the remaining historic fabric and will be safer to walk on.

## PARK WARD REGENERATION

In my report last year I discussed the progress being made in the Sincil Bank area of Park ward in our efforts to regenerate the area. As with most things covid has slowed this down. On a positive note residents in the area voted in favour of the introduction of residents parking. This will improve the environment for residents removing commuter parking which clogs up the narrow Victorian streets.

I hope the County Council will now move forward quickly to implement the residents' positive vote in the consultation process. It would also be beneficial to residents for the rat running issues to be addressed which should have been addressed by the County Council when the effects of the East West link were clear. The East West link is now well established and the problems of rat running are clear to see.

## THE VISITOR ECONOMY

It now appears that the covid crisis will not abate for some months and we have had to cancel the Christmas Market and Christmas lights switch on. Neither event is designed to make the council money but both are a popular part of Christmas and of massive benefit to the Lincoln economy.

On a positive note the Visitor Information Centre has been transferred back to the City Council from Lincoln BIG. Despite the difficult circumstances our staff have done a great job and were recently awarded a Trip Advisor Travellers' choice award for consistently good reviews.

## LOOKING AHEAD

Looking ahead there is much to look forward to. The council will get the opportunity to rule on the Western Growth Corridor planning application. If passed by the council the project will be a vital part in rejuvenating the Lincoln economy over a period of years alongside the other Sustainable Urban Extensions around the city. Good quality houses will be made available for Lincoln people and people new to the area. This is one of the few areas where government policy makes sense and they are supportive of the development.

Congratulations to the University of Lincoln on the award of the Times and Sunday Times Modern University of the year, a ranking of 45<sup>th</sup> out of 145 universities and 14<sup>th</sup> in the UK for student satisfaction. We tend to take the University for granted and it is important that we recognise the excellent progress made over the years and the huge contribution made to the economic and cultural life of the city and county by the University of Lincoln.

COUNCILLOR NEIL MURRAY - EXECUTIVE MEMBER FOR ECONOMIC GROWTH.

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## Portfolio Holder Responsibilities

### **Economic Growth**

1. Building Control
2. Car Parks
3. Climate Change (linkage to Local Plan)
4. Commercial Development
5. Contaminated Land
6. Cultural Activities Including:
  - Christmas Market
  - Christmas Lights
7. Economic Development and Growth, including:
  - Western Growth Corridor
  - Sustainable Urban Extensions
8. Heritage
9. Innovation and Inward Investment including:
  - Lincoln Science and Innovation Park
  - Smart City initiatives
10. Markets
11. Planning, including:
  - Central Lincolnshire Local Plan
  - Regional and National Planning Policies
12. Public Realm including:
  - City Centre Masterplan
  - Cornhill Area Redevelopment
13. Regeneration Including:
  - Neighbourhood Revitalisation
  - Community Planning
14. Small Business Support
15. Tourism and Marketing
16. Transport including:
  - Transport Hub
  - Connectivity
  - Infrastructure

### **Reducing Inequality**

1. Anti-Poverty Strategy
2. Asylum Seekers
3. Benefits Advice and take-up, including:
  - Housing Benefit
  - Council Tax Support
4. Community Cohesion Strategy
5. Community Strategies and Policies
6. Corporate Social Responsibility including:
  - Hate Crime
  - Lincolnshire Safer Communities
7. Discretionary Rate Relief Policy
8. Equality and Diversity:
  - Employer perspective
  - Service user perspective
9. Financial Inclusion, including:
  - Adult Learning;
  - Young People.
10. Prevent
11. Public Protection including:
  - Antisocial Behavior
  - Noise Nuisance
  - CCTV
  - Domestic Violence
11. Skills and Training, including The Network;
12. Social Value Policy
13. Universal Credit
14. Welfare Advice
15. Welfare Reform

## Portfolio Holder Responsibilities

### Quality Housing

1. Affordable Housing
2. Discretionary Housing Payments
3. Estate Management
4. Fleet Management
5. Health and Wellbeing, particularly its links to good quality housing
  - Physical and Mental Health
  - Suicide
6. Homelessness Prevention
7. House Building
8. Housing Investment and Decent Homes
9. Housing Repairs and Maintenance
10. Housing Revenue Account and Landlord Services including:
  - Tenant Engagement
  - Housing Stock Options
11. Lettings and Allocations including:
  - Rogue Landlords
  - Trusted Landlord Accreditation Scheme
12. Rough Sleepers
13. Strategic Housing
14. Supported Housing

### Remarkable Place

1. Allotments
2. Cemeteries and Crematorium
3. Community Centres
4. Environmental Contracts including:
  - Refuse Collection and Recycling

- Highways
  - Open Space and Grounds Maintenance
  - Public Conveniences
  - Cleansing
5. Food Health and Safety
  6. Licensing
  7. Low Carbon Agenda
  8. Parks and Recreation
  9. Pollution Control
  10. Sport and Leisure facilities to promote physical activity

### Our People and Resources

1. Asset Management
2. Civic and Twinning
3. Corporate Communications and Media Relations
4. Corporate Strategy including
  - Strategic Plan (Vision 2020)
  - Annual Report
  - Strategic Partnerships
5. Corporate Health and Safety
6. Emergency Planning
7. Finance including:
  - Financial Strategy
  - Financial Position
8. Human Resources including:
  - People Strategy
  - Apprenticeships
  - Trade Union Liaison
  - Organisational Culture and Core Values
9. Legal Services (excluding Electoral and Democratic Services)
10. Procurement (excluding social value)



## Portfolio Holder Responsibilities

11. Regional and Sub-Regional Governance Arrangements including Devolution
12. Revenues
13. Risk Management and Governance including
  - Insurance
14. Specific Major Projects (Excluding Major Developments)
15. Towards Financial Sustainability including Commercialisation

## **Customer Experience and Review**

1. Audit
  2. Central Support Services
  3. Complaints Handling
  4. Corporate Reviews
  5. Customer Engagement including:
    - Customer Services
    - Contact Centre
  6. Democratic and Electoral Services including
    - Voter Registration
    - Democratic Engagement
  7. ICT
  8. Performance including Systems and Process
  9. Strategic Information including:
    - Corporate Evidence Bases
- Lincoln City Profile

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**SUBJECT: CENTRAL LINCOLNSHIRE JOINT STRATEGIC PLANNING COMMITTEE/LOCAL PLAN ANNUAL REPORT 2019/20**

**DIRECTORATE: COMMUNITIES AND ENVIRONMENT**

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

## **1. Purpose of Report**

- 1.1 To provide members with an annual report detailing work undertaken by the Central Lincolnshire Joint Strategic Planning Committee (CLJSPC) over the period April 1st 2019 through to 31st March 2020.

## **2. Executive Summary**

- 2.1 The Joint Planning Committee reached its tenth year over the course of 2019/20. This year saw substantial progress being made with the production of the new local plan. It also saw the arrival of COVID-19 which has significantly impacted on the local plan process, but more importantly on the planning and development sector, introducing significant uncertainty over what will be deliverable in the short term and what measures may be necessary to address COVID-19 in local plans.

## **3. Background**

- 3.1 The Local Plan (adopted in April 2017) sets out the planning policies for Central Lincolnshire (including the City) and this involves allocating parcels of land for development as well as identifying land which should be protected from development. The Plan includes a set of 57 policies which guide decision makers i.e. planning committee on future planning applications for the City
- 3.2 As reported in last year's report to committee, 2018/19 saw significant changes at a national level with the introduction of the new National Planning Policy Framework (NPPF2) and substantive changes to the Planning Practice Guidance (PPG). This new policy and changes to the guidance had significant implications for Central Lincolnshire and was the primary trigger for the decision to review the Local Plan which started in January 2019.

## **4. Summary of Progress**

- 4.1 The AGM meeting took place on 17 June 2019, with Cllr Metcalfe voted as Chair for the year. At the meeting the following items were considered:
- the Local Plans Team Annual Report;
  - the proposed Local Plan Issues and Options Consultation;
  - the Central Lincolnshire Local Plan Budget Update.
- 4.2 The subsequent meeting took place on 23 September 2019. At this meeting the Committee considered items on:

- the five year land supply;
  - the Issues and Options Consultation findings;
  - the Local Plan timetable; and
  - the Lincoln Transport Strategy
- 4.3 The next meeting took place on 13 January 2020. At this the Committee received a Local Plan Budget report and an update on the Local Plan progress
- 4.4 The final Committee meeting of 2019-20 took place on 16 March 2020. At this meeting the Committee received a report on the progress of the Local Plan and a policy on the options for addressing climate change through the Local Plan. This meeting took place one week prior to the COVID-19 lockdown and at a time when there was great uncertainty about its likely impacts on local government and the local plan process. It was noted that future meetings may not be held in person and that the situation would be monitored by democratic services.
- 4.5 **Forward Look**
- 4.6 In the coming year, it is anticipated that the impacts of COVID-19 on society, the economy and plan-making will start to be understood. The plan will need to adapt to these impacts as they emerge. However, as officers working on the plan are able to work remotely from their homes, progress will continue on developing the evidence for the plan and on the drafting of the plan. This ongoing work will help reduce any impacts on the Local Plan timetable.
- 4.7 The focus of activity for the Local Plans Team over the coming year will be to continue to progress the Local Plan review in a timely and efficient manner, and to continue other statutory functions and reporting, such as the Five Year Land Supply, reviewing any changes to national policy and responding to neighbouring council's plans. This will include developing a better understanding of the implications of the recent mandate from CLJSPC around embedding climate change initiatives within the Local Plan, as well as maintaining a watching brief on the impacts of COVID-19 on national planning policy and likely implications of both on the contents of the plan and the time table for adoption.
- 4.8 The work of the Local Plan Team will include:
- Progressing and finalising key evidence for the Local Plan;
  - Drafting the Local Plan;
  - Undertaking the Regulation 18 'Further Draft' consultation on the Local Plan;
  - Carrying out statutory plan-making functions such as fulfilling the Duty to Cooperate and undertaking a Sustainability Appraisal and a Habitats Regulations Assessment; and
  - Maintaining existing functions such as responding to neighbouring plan consultations, producing and publishing the five year land supply report, providing planning application and appeals support where requested, and dealing with queries from the public
- 4.9 Of particular note is the evidence base work on climate change where specialist consultants were appointed in July to assess the extent to which the new Local

Plan should address the issue. This includes establishing a position statement to set out the role the Local Plan could play in delivering climate change objectives; identifying what the Plan can and cannot influence in respect of carbon reductions and defining what net zero carbon means for the Plan and what needs to be done to achieve it.

4.10 The Local Plans Team will report back to the Joint Committee at its next meeting to update on progress of the plan and the proposed timetable for taking the plan through consultation to submission for examination.

#### 4.11 **Budget Position**

4.12 The budget for 2019/20 is set out in Appendix 1. This represented the first year of a three year budget approved by Members of the Joint Planning Committee on the 13th January 2020, and which is designed to ensure that the Joint Partnership is adequately supported to facilitate the Local Plan making process.

4.13 Overall, the Local Plans budget is in a healthy position, with only the following material variances to note;

- There was a saving on employee costs arising from a vacancy within the Local Plans Team. The Team are now fully resourced following a successful appointment of a Planning Policy Officer.
- There was additional consultancy costs associated with the commissioning of evidence base to support the plan making process, but which reflects the scope of the issues that the revised Local Plan is seeking to address.

## 5. **Strategic Priorities**

### 5.1 Let's drive economic growth

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

### 5.2 Let's reduce inequality

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

### 5.3 Let's deliver quality housing

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

### 5.4 Let's enhance our remarkable place

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

## **6. Organisational Impacts**

### **6.1 Finance (including whole life costs where applicable)**

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

### **6.2 Legal Implications including Procurement Rules**

None arising from this report

### **6.3 Equality, Diversity and Human Rights**

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

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

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

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

## **7. Risk Implications**

### **7.1 (i) Options Explored**

Not applicable

### **7.2 (ii) Key risks associated with the preferred approach**

## **8. Recommendation**

### **8.1 That this Annual Report be noted by members as a fair summary of activity of the CLJSPC during 2019/20**

<b>Is this a key decision?</b>	No
<b>Do the exempt information categories apply?</b>	No
<b>Does Rule 15 of the Scrutiny Procedure Rules (call-in and urgency) apply?</b>	No
<b>How many appendices does the report contain?</b>	1
<b>List of Background Papers:</b>	None

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

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**Central Lincolnshire - Local Plans Unit Budget to 31st March 2020**

Description	Original Budget 2019/20 £	Approved Budget 2019/20 £	Actual Expenditure 2019/20 £	Projected Outturn 2019/20 £
<b>Expenditure</b>				
Employees	109,100	109,100	76,699	76,900
Premises	1,500	1,500	370	1,500
Transport	5,600	5,600	5,481	5,600
Supplies & Services	22,000	22,000	8,255	10,500
Support Services	-	-	675	-
	<b>138,200</b>	<b>138,200</b>	<b>91,481</b>	<b>94,500</b>
<b>Project Costs</b>				
Projects Expenditure	30,000	30,000	17,560	30,000
Peterborough CC Project Support	150,000	150,000	164,289	150,000
Consultancy	100,000	100,000	59,245	130,000
Community Engagement	-	-	-	-
Local Plan	-	-	-	-
	<b>280,000</b>	<b>280,000</b>	<b>241,094</b>	<b>310,000</b>
<b>Total Expenditure</b>	<b>418,200</b>	<b>418,200</b>	<b>332,575</b>	<b>404,500</b>
<b>Income</b>				
Funding from Partners	(296,700)	(296,700)	(296,700)	(296,700)
Miscellaneous Income	-	-	(57)	(100)
Transfer to/(from) reserve	(121,500)	(121,500)	35,818	(107,700)
<b>Total Income</b>	<b>(418,200)</b>	<b>(418,200)</b>	<b>(332,575)</b>	<b>(404,500)</b>
<b>Net Expenditure</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Reserve</b>				
Brought Forward	550,900	550,900	550,900	550,900
In year Contribution	(121,500)	(121,500)	35,818	(107,700)
<b>Carried Forward</b>	<b>429,400</b>	<b>429,400</b>	<b>515,082</b>	<b>443,200</b>
<b>Contributions</b>				
City of Lincoln	98,900	98,900	98,900	98,900
North Kesteven	98,900	98,900	98,900	98,900
West Lindsey	98,900	98,900	98,900	98,900
Lincolnshire CC	-	-	-	-
	<b>296,700</b>	<b>296,700</b>	<b>296,700</b>	<b>296,700</b>

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# Our Befriending Service

during COVID-19



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Feedback and compliments -  
Pages 11 and 12

The future of the service - Page 13

Pre COVID-19, loneliness amongst the UK's elderly and vulnerable population was already a problem. When lockdown was announced, many people who already had little social connection, were plunged further into a state of physical and mental isolation.

In a 2010 and 2015 study, Holt-Lunstad found that chronic loneliness and isolation would on average increase your risk of death by 29%, and were found to have similar effects on the body as morbid obesity.

From the above, and from our own work to tackle isolation in the community, we knew it was vital that we not only had to respond quickly, but with a robust plan that would effectively support people who were facing extreme loneliness and vulnerability.

We also learned quickly that it wouldn't just be people who have existing isolation needs, but it would also be people who hadn't faced isolation before, and consequently had no coping mechanism.

In the final days leading up to the COVID-19 lockdown on 23rd March 2020, we drafted plans to create a befriending service designed to cover any potential gaps in the existing befriending services offered by the voluntary sector.

Creating and running our befriending service wasn't about being strategic or innovative. It was an impassioned response to what was for some, a difficult and frightening time. The service we implemented was an excellent example of bringing staff together from across all skill backgrounds and departments, to design and run a service that would maintain or even improve residents' lives.

Our befriending service positively impacted almost every person who was involved. Our residents and staff were more connected, had support when they wanted and needed it, and above all - were listened to when they felt had no one to talk to. Whilst our intention was for light hearted conversation to ease the potential loneliness of lockdown, we could never have anticipated the friendships and meaningful conversations that were created as a result of the befriending service.

Our staff felt supported, enjoyed undertaking the role and the majority felt they had learnt something new that they could use later on in life, either at home or in work. For our residents, almost every user enjoyed receiving the calls, liked and got on well with their befriender and above all, felt that their mental wellbeing was supported.

This report is our way of saying thank you. Thank you to every single member of staff, for designing and managing the service, for every call made that has put a smile on our residents' face. Its a thank you to our residents.

# An introduction to our Befriending service

- Designed the respond to the short term gap in befriending services in the voluntary sector
- An impassioned response to help our residents as best we could
- Excellent example of bringing staff together to utilise our best skills

# The issue our lonely, vulnerable and elderly population faced



Lockdown placed many vulnerable people into a state of isolation

Studies have proven that loneliness can lead to many mental health conditions such as depression and anxiety

People who deal with other mental health conditions such as anxiety could have their conditions heightened by the stress of lockdown.

People of all ages and backgrounds, were instantly affected by the UK's decision to go into a country wide lockdown. Because of the speed and severity of this decision and how it was implemented, we knew that those in our community would need the support of the council, and quickly.

Many people suddenly found it difficult to buy and collect food, medication, see friends and family, as well as exercise. For many, their social connection to the outside world was severely impaired.

Whilst it isn't true that if you are of an older age, you must be vulnerable, there is a strong correlation between age and needing more support later on in life.

We knew for that very reason, many people might be reluctant to accept the help. With that reluctance in mind, it was then even more important that we approached our residents with dignity and sensitivity. We knew that our communication would have to indicate that this was a choice. It wasn't something we said people needed, or should want, but was rather an option for people who might feel that having a light hearted conversation would improve or at least maintain their mental wellbeing.

It was also vitally important to recognise, that it wasn't just people who were physically alone who were affected, but also people who were dealing with mental health conditions, such as anxiety and depression, which can be heightened in a time of unpredictability.

This was something we wanted to directly address, because we knew that lockdown would only worsen vulnerable people's positions. We also knew that for many, it would create positions they had not been in before, which can be frightening and damaging when people don't know how to cope with how they are feeling.

This is something central government recognised with their "Lift your mood by lifting the phone" campaign.



# What we wanted to achieve

A trusted service to support those who are most isolated in our communities

A service that would provide mutual benefits for our customers and our staff

Effective working with our signposting service, created to aid and support organisations to deliver vital help to those most in need

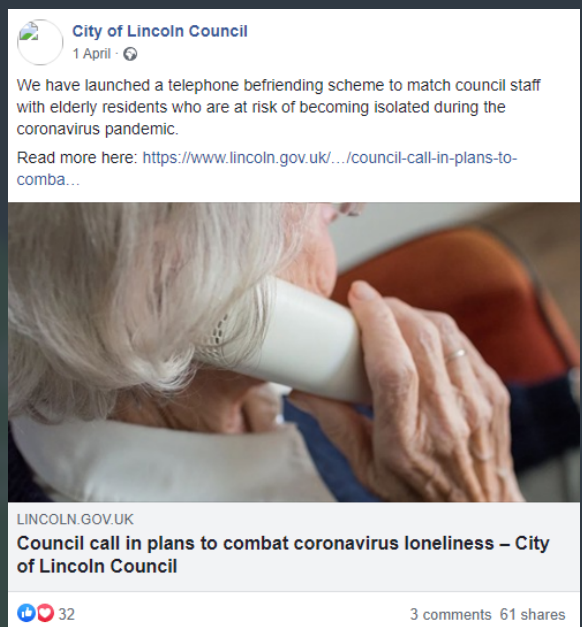
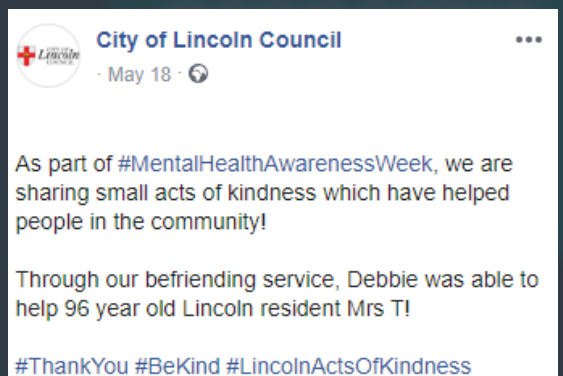
From the outset, the team wanted to identify as robustly as possible, those that were suffering most from the impact of losing social connections as well as those who would be less likely to be aware of the available community support.

We wanted to design and manage a service, that people could trust wholeheartedly. We wanted a service that would act as that friendly 'over the phone' face, in a time where many people were thrown into an unavoidable lonely and isolated situation.

We aspired for the service to also provide an opportunity for staff at the council to be able to make a difference to people's lives. Some of our staff could not carry out their day jobs so this provided a meaningful role that staff could deliver whilst working from home.

The irony of our Befriending Service, which looks to alleviate loneliness and isolation with friendly conversations for our residents, is that some of our members of staff live by themselves.

We knew from that moment, that it was as much about our staff feeling connected, as it was our residents. With that in mind, we utilised staff who couldn't deliver their usual day to day job due to lockdown in a way where it also helped some of them feel connected. We know from our survey results that this service provided an immensely positive impact, not just in alleviating short term loneliness whilst the country was in lockdown, but also in character development.



# What we achieved

— A peak of over 500 people using the service during May

— 54 befrienders from across the council's workforce deployed to make calls

— Over 18,000 people across the city contacted to see if they wanted calls

While the Befriending Service wasn't about performance or statistics, it would be underplaying its incredible success to ignore the simply amazing facts and figures that came out of its four month life.

By the end of the service, over 18,000 people across the city had been contacted. A feat which took over 3 days of pulling together various registers and lists of residents deemed at risk of loneliness and isolation.

The average time spent on the befriending calls made (excluding initial filter calls), was 18 minutes - which is evidence that these calls were not just drop ins, but heartfelt conversations, as we intended them to be from the beginning.

54 members of staff across 10 different service areas, were making calls. This is an incredible example of true One Council, cross directorate working. Especially considering that this style of work is completely out of the remit of work the majority of our befrienders usually deal with in their normal day job. In addition to staff members, we also received the support of Ward Councillors who agreed to support the befriending service, again this highlights the passion and desire to support our communities in the city.

The complexity of the initial set up included merging thousands of rows of data into one easy to read system to ensure accuracy and robustness, as well as designing a reporting system for our befrienders and large amounts of time being spent on filtering multiple spreadsheets down into one list of possible users.

This success was backed up by over 205 likes relating to the Befriending Service through social media. That's on top of over 15 compliments as a result of befriending calls, 8 compliments as a result of receiving a letter, 7 via social media, 12 general feedback comments. These are in addition to the positive comments received through our surveys and through actual befriending calls

Through receiving contact from our befriending service, we uncovered that many people were lonely and vulnerable, who hadn't previously disclosed this to any support agency, pre COVID-19. Following the Befriending Service approaching them, many felt more comfortable to accept help, and take the opportunity to have support.

We knew that creating a trusted service at this unpredictable time was of paramount importance

- We publicised the service widely through social media and radio, as well as providing regular updates through our website and press releases to the media
- Provided the Community Signposting service number for people to verify the service
- Provided the names of all befrienders to our trusted LinCare service, so residents could check that it was their befriender calling them
- We explained where we acquired residents details from, so they could verify themselves that their caller was genuine

Our staff were provided with support to ensure they were comfortable with dealing with what could be potentially complex and emotionally demanding calls. Staff were also kept up to date with the progress of the service including feedback from service users, reflecting the value of the service they were providing. We also shared weekly statistics, which included a number of measures around how many users were on the service, the average call length and how many people in total that had been contacted. Many staff also commented on their personal development, noting that their ability to listen, understand and not to prejudge had improved.



# Who was involved and why it was effective

Small but wide ranging skill set

Daily progress meetings boosted morale

Effective management of the service ensured the right roles were with the right people

## Befriending Service Management

Due to the speed at which the project needed to progress, the team was pulled together in a slightly different way to usual. A range of officers from different teams were asked to temporarily stop their day jobs and attend idea generating sessions within a very concentrated period of time. The key difference was that other than the overall manager - none of the officers had worked in this field before, but that brought a fresh perspective and importantly the existing skills to make things happen very quickly once the aim was agreed. By having that small but concentrated range of skill sets, the ideas bounced off each other quickly and creatively, to the point where the daily progress meetings boosted the morale because of the way the team was working.

This in turn allowed less experienced members of the team, to develop their skills. In fact, the effective management that was in place right from the beginning of the service allowed key roles that would be a part of the befriending service to be with the right people from day one.

GDPR and strict security practices were also considered and implemented at every stage, ensuring service users knew where their data had come from and how it was obtained, as well also completing a Health and Safety risk assessment to ensure the safety of our residents and staff

Our communications team strongly engaged with the community throughout, with regular updates to our website, social media and through press releases.

## The Befrienders

Due to the nature of the befriending role, it was important that the staff delivering this service were confident and comfortable with potentially upsetting conversations, whilst at the same time being able to keep conversation flowing.

As previously mentioned, we also wanted this to be an opportunity for our staff to develop, so we mentored staff who were less confident in the befriending role, in order to help them build their confidence. By doing this, many members of staff by the end of the service's life, were able to pick up emergency calls when other members of staff were unavailable, many were able to refer to third party organisations (where they didn't have the confidence to do so before) and maintain more meaningful conversations with their service users.

The cohort of befrienders that were brought together, were a brilliant mixture of people who could talk but also listen. It was ultimately effective because, our befrienders grew to know the people on the end of each and every call, and even when a problem did arise, they had such an extensive background knowledge of our services (as well as the voluntary sector) that most problems could be solved promptly. Where they couldn't be solved easily, befrienders were able to contact a member of staff managing the service at anytime for support with difficult situations. As much as realistically and as practically as possible, befrienders and their service users maintained a close one on one relationship, ensuring that the best possible rapport could be built.

## The Befriended

We concentrated the focus on known vulnerable residents over 80, then over 70, then over 60 before finally taking the step of mailing out to everyone over 60 to ensure that we hadn't missed anyone. We identified vulnerability through a number of ways including using our Assisted bin collections list, Housing Benefit recipient list, Council Tax support list, Disabled Facilities Grant list as well as referrals through our Community Signposting Helpline.

# Community Signposting Helpline

Alongside the development of our Befriending Service, a small team mobilised themselves to create a community helpline. The helpline provided an independent source to verify the service, and also signposted where to go to get support in acquiring food and medication deliveries for those who needed it.

Staff on the helpline also supported Befriending service staff, and other voluntary sector organisations reach the people who needed the services that they were providing. The helpline facilitated a multi-agency approach, helping to connect customers with the right organisations for their needs.

The helpline and befriending service were extremely complimentary of each other, alongside the function of providing advice and guidance, the helpline was the first point of contact for those seeking service. This led to a number of referrals to the Befriending service coming directly from staff working on the helpline.

The helpline provided an independent source to verify the service, and also signposted where to go to get support in acquiring food and medication deliveries for those who needed it. They also supported Befriending Service staff, and other voluntary sector organisations reach the people who needed the services they were providing. The helpline facilitated a multi agency approach, helping to put service users with the right organisation for their needs.

# 16TH MARCH - AVOID UNECESSARY CONTACT

## 18TH MARCH

A team identified to work on the council's response to supporting communities. The concept of a dedicated helpline and Befriending Service was created

## 19TH MARCH

Daily steering group meetings were convened. We contacted existing services to see if we could add value/agree that further support was required where gaps might exist. We then agreed to set up our Befriending service

## 20TH MARCH

We began to explore how best to reach the most vulnerable residents in our city

## 23RD MARCH - FULL LOCKDOWN

## 30TH MARCH

A process was agreed for staff to follow, including Councillors and those staff who do not have access to IT. We also agreed list of contacts held by the council to make contact with.

## 2ND APRIL

Letters were sent to our identified potentially vulnerable residents

## 8TH JUNE

Major change to the service as a result of some befrienders being removed due to changes in service demand and the supported housing team coming on board. This involved 1) in advance of 1st June, staff contacting all people on the service to see if they continue to require calls (this was done in 2 days) 2) New befrienders joining the service 3) Significant reallocation of befriendees to fill gaps.

## 20TH JULY

Our support was less needed as restrictions began to be lifted, staff began to identify if customers would like to continue to receive support and discuss various Befriending options.

## 31ST JULY

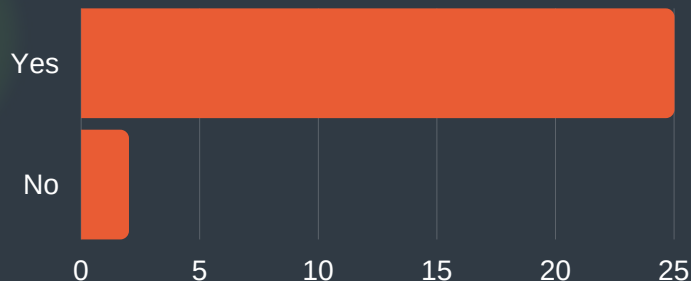
Our council staff cease making calls to their customers. Those customers that wanted to transfer to alternative providers were transferred.

# HOW OUR STAFF FELT

Both our resident and staff surveys were run for 2 weeks during August. The following results summarise those responses to the surveys. The vast majority of responses received were positive and highlight the impact the service had on both staff and residents.

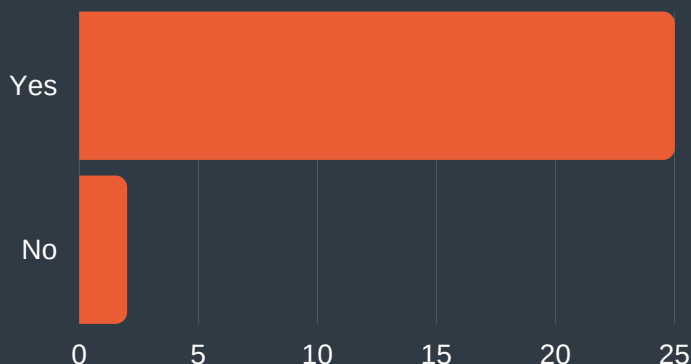
## Did you enjoy being a befriender for the City of Lincoln Council?

Out of the 27 respondents, 25 members of staff enjoyed being a befriender. Just 2 members of staff didn't enjoy their time being a befriender. Both of those members of staff had found it difficult to complete the calls as they had competing workload.



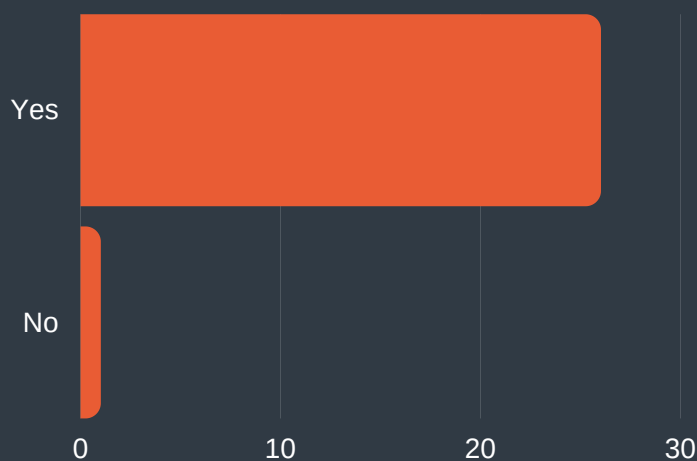
## Did you feel supported to undertake befriending calls?

Out of the 27 respondents, 25 members of staff felt supported to undertake their befriending calls. Just 2 members of staff didn't feel supported to make their calls.



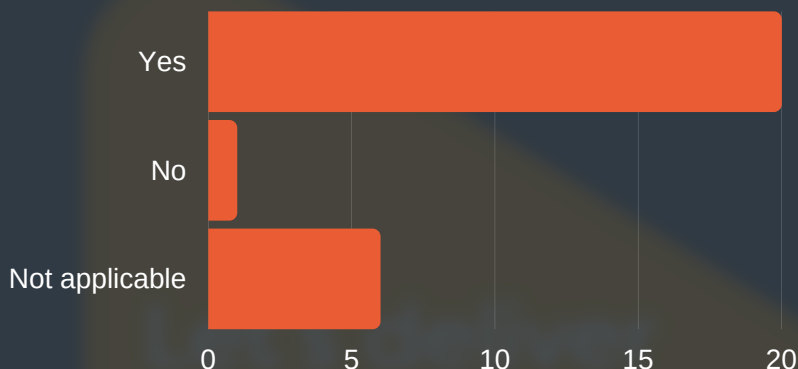
## Do you feel your calls have made a difference to those receiving the service?

Out of the 27 respondents, 26 members of staff felt that their regular calls made a difference to those receiving them. Many staff commented that befrienders felt less lonely and isolated due to their calls. Just 1 member of staff felt that their calls weren't making a difference.



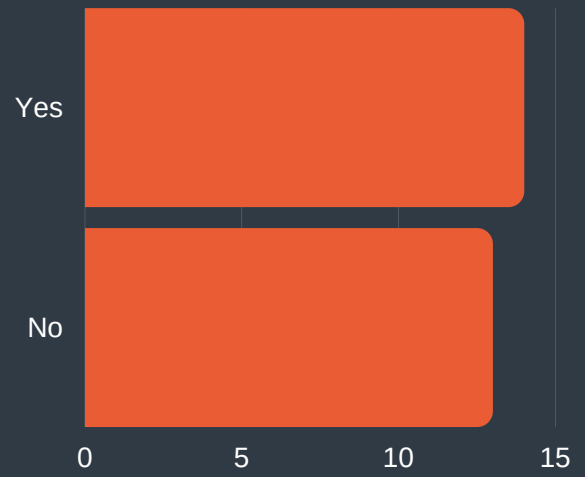
## If you referred an individual to the Community Support team for support, was this provided?

Out of the 27 respondents, 20 members of staff felt that when referring one of their users to the Community Support team, the relevant support was provided. From the comments received, support having food and medication delivered was the most commonly requested support.



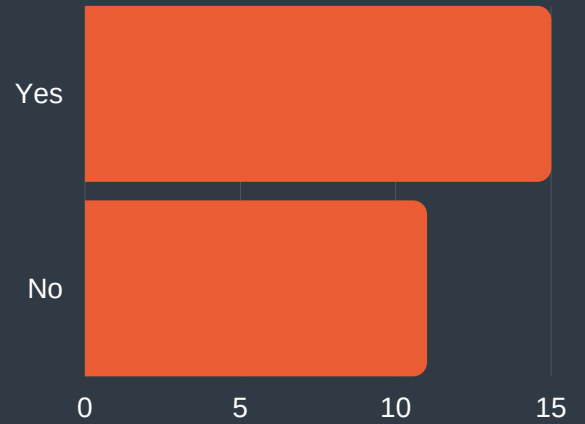
## Have you learned anything from your time on the befriending service that could help you with your 'normal' service work?

Out of the 27 respondents, 14 people felt that they had learnt something that could help with their 'normal' workload, with many commenting an improvement in listening skills as well as being less judgmental. 13 people felt that they hadn't learnt anything that could help them with their 'normal' workload.



## Would you like to undertake befriending calls in the future as part of staff volunteering?

Out of the 27 respondents, 15 people indicated that they would take up making befriending calls as part of our Staff Volunteering scheme. 11 people indicated that they would not take up making befriending calls as a volunteer - from the comments, this seems to be mostly because many people have existing volunteering commitments.



"I WAS UNSURE AT FIRST WHETHER I HAD THE ABILITY TO ASSIST WITH MAKING CALLS, BUT THANKS TO THE SUPPORT OF MY TEAM AND EVERYONE ELSE INVOLVED, I FEEL I HAVE MADE A REAL DIFFERENCE TO PEOPLE'S LIVES"

"I AM REALLY GLAD MY EMPLOYER NOT ONLY RECOGNISED THE NEED FOR THIS SUPPORT, BUT ALSO I AM GRATEFUL THAT THEY RELEASED THE RESOURCES AND STAFF TO CARRY THIS OUT"

"IT WAS SET UP VERY WELL BY THE ORGANISERS, AND I THINK THEY DESERVE A GREAT DEAL OF CREDIT FOR DOING SO IN SUCH A SHORT SPACE OF TIME"

"BEFRIENDING AT TIMES WAS HARD WORK AND COULD BE VERY UPSETTING, BUT WAS ULTIMATELY A VERY REWARDING EXPERIENCE, WITH SHARED LAUGHTER AND FRIENDSHIP ALONG THE WAY"

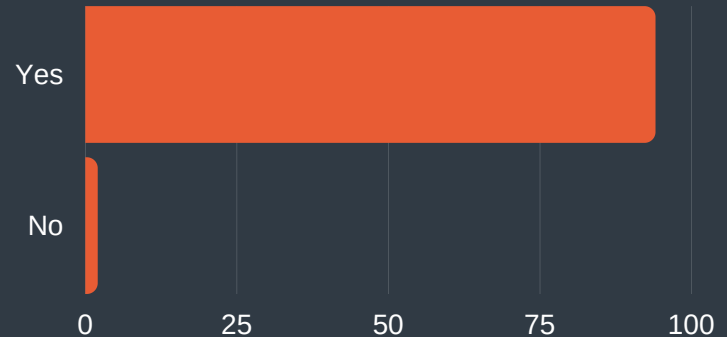
"THE COUNCIL DID THE RIGHT THING IN PROVIDING THIS SERVICE, ALONG WITH THE COMMUNITY SUPPORT HELPLINE, IT WORKED EXCELLENTLY"

"THIS WAS A GODSEND TO A LOT OF THE PEOPLE I RANG, AS MANY DIDN'T HAVE ANY SUPPORT, BUT IN OTHER WAYS, IT ALSO KEPT ME FEELING SOCIALLY CONNECTED AS WELL, IT WAS A WIN WIN"

# HOW OUR RESIDENTS FELT

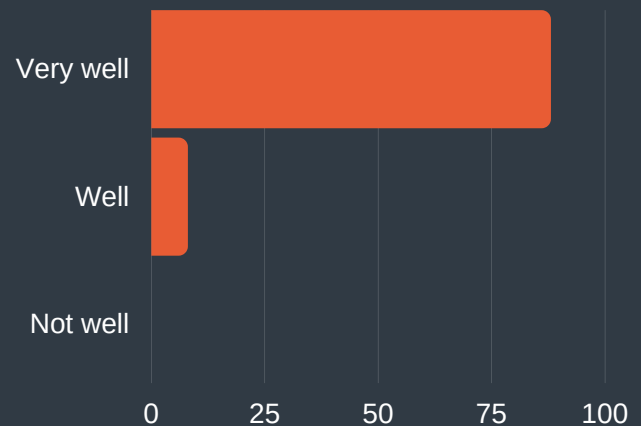
## Did you enjoy receiving befriending calls from the City of Lincoln Council?

Out of the 96 respondents, 94 residents enjoyed receiving their regular befriending calls. Many commented that it was refreshing to talk to someone different and also felt that the calls were very attentive to their complex needs, such as receiving food deliveries and medication deliveries.



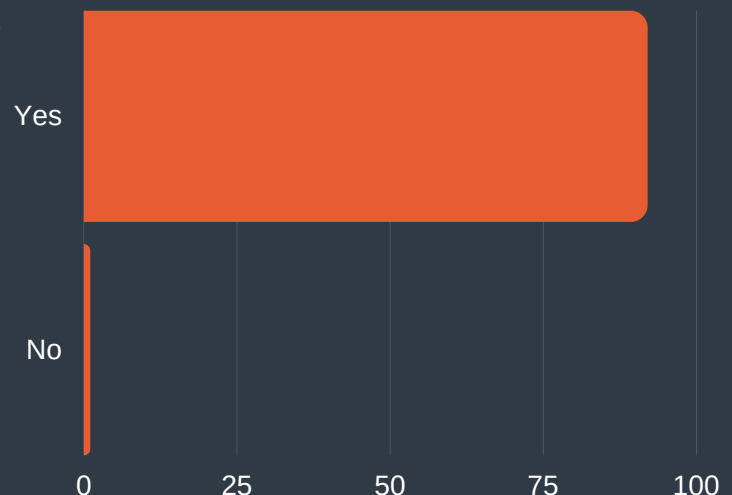
## How well did you get on with your befriender?

Out of the 96 respondents, 88 residents got on very well with their befriender. Many commented that they were listened to, not judged and were understood well by our befrienders. Just 8 people said they got on "well" with their befriender. Pleasingly, no one who answered the survey said they didn't get on well with their befriender. This is testament to our kind, warm and genuine staff.



## Did the calls help with your wellbeing?

Out of the 93 respondents, 92 residents felt that their wellbeing was either maintained or improved by receiving calls from the Befriending Service. Many felt that their mental health either maintained or improved as a result of having someone to talk to during what for many could have been a lonely and isolated time. 1 resident felt their wellbeing wasn't helped as a result of the calls.



"IT WAS A WONDERFUL SERVICE THAT HAS MEANT A GREAT DEAL TO ME. MY MENTAL WELLBEING WOULD DEFINITELY HAVE DETERIORATED WITHOUT THIS SERVICE"

"I WAS VERY COMPATIBLE WITH MY BEFRIENDER, AND IT HAS BEEN A GREAT HELP. I ALSO FELT THAT MY BEFRIENDER WAS VERY COMPASSIONATE AND FUNNY, AND WOULD DEFINITELY RECOMMEND TO OTHER PEOPLE"

"RECEIVING MY CALLS TOOK AWAY ALOT OF THE LONELINESS AT A FRIGHTENING TIME, IT WAS AN EXTREMELY VALUABLE SERVICE WHICH KEPT ME SANE"

# FEEDBACK AND COMPLIMENTS

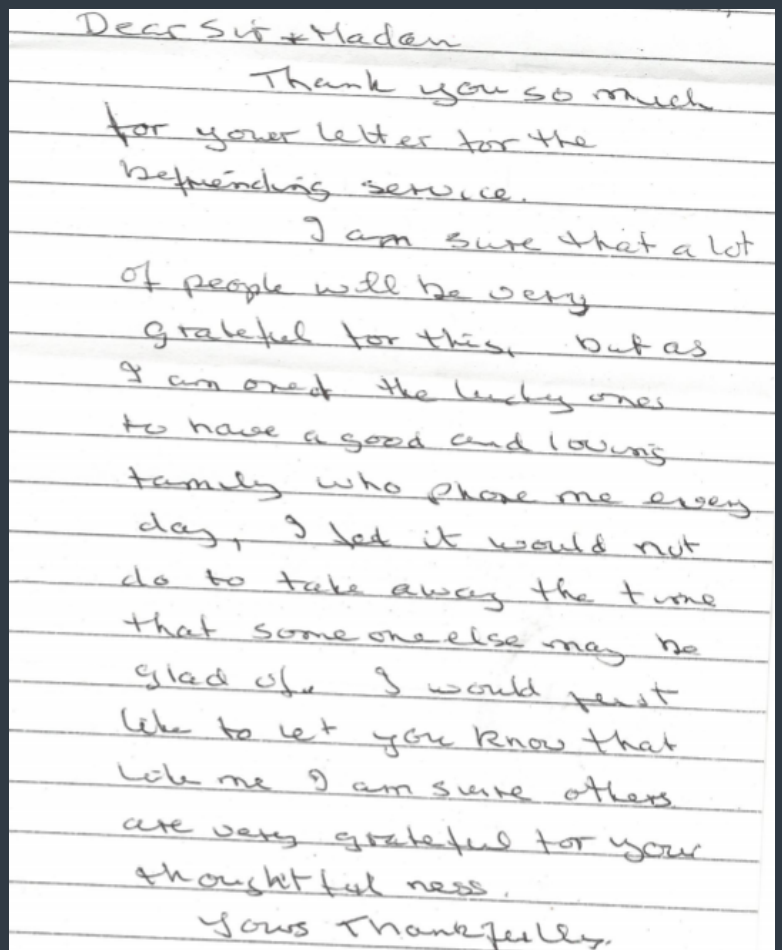
She also said your calls are really helping her and you are such a lovely lady.

I rang twice a week and her son rang me today (he's from Leeds) wanting to thank us for the service that we are providing and he really appreciates the calls that his mum gets. He said it's a great service.

My Goodness!!! I have just done some quality control checks on the calls that are being made and guys we are really making a difference to people's lives

Am continually amazed at the positive reaction the service gets whenever I ring up and speak to people, even those that say they don't require the service. Everyone has said what a great idea it is, and how it makes them feel connected and valued within the community. My phone calls can range from a three minute check up on someone, to an hour discussion on anything and everything. I always felt that I wouldn't be very good doing this sort of thing, but every day I look forward to the phone calls and learning something new about the people I speak to

Please do pass on our appreciation to the operative for doing the Safe and Well Check



A handwritten letter on lined paper, written in black ink. The letter is addressed to 'Dear Sir + Madam' and expresses gratitude for a befriending service. The writer mentions that many people are grateful for the service, especially those who are lonely. They state that they are sure others are also grateful for the thoughtful service. The letter concludes with 'Yours Thankfully'.

Dear Sir + Madam

Thank you so much for your letter for the befriending service.

I am sure that a lot of people will be very grateful for this, but as I am ~~not~~ the lucky ones to have a good and loving family who phone me every day, I feel it would not do to take away the time that someone else may be glad of. I would just like to let you know that like me I am sure others are very grateful for your thoughtful ness.

Yours Thankfully.

I have to say aswell I was really apprehensive about the befriending service when it first started because it was totally out of my comfort zone but I have loved making friendships with some of these ladies. I will really miss them.

I was talking to a lady this morning, who said CoLC were a credit during the lockdown because they had continued to collect bins, cut grass, etc. throughout the period. She said she'd made a point of going out and thanking the bin men, but also wanted to tell me what a good job everyone has done to keep things going.

Thanks again for calling my mum, she does appreciate it, and if I can obtain more people to refer, I certainly will.

Deborah is fantastic, she might think her calls are not doing any good but she is a massive help to me. I lived through the war as I'm 93 and the war didn't feel as bad as this, in the war we meet up and had dances and socialised. Now I'm stuck in but Deborah makes the day a little bit easier for me. She's Lovely.

Olga was thrilled to have a call and thought the befriended service was a wonderful idea. Olga was very happy to chat and it was a pleasure talking to her

Claire has been a lifeline for me I feel so alone and she makes me feel better. You people are so lovely and kind.

She mentioned during our conversation that her late husband had been in the RAF and was posted to St Mawgan in Cornwall in the 1960s, as was my dad. I mentioned our next door neighbours, the Dugdales (I am still in regular contact with one of the daughters), and she asked if they had a son. Yes I replied, Mark. It turns out he was best friend with her eldest son. We were both quite excited about this, it made my day and hers.

Rachel has been very pleasant and has given me information I didn't know about, I know where to go if I get stuck, Thank you

I must admit it was out of my comfort zone at first but the nice, positive comments I've had at the end of some of the phone calls make it easier. Knowing I might of made a tiny difference at these worrying times is very rewarding.

Brenda said she really appreciates this and it's lovely to have somebody to talk to. She feels as though she really knows me. I have had some lovely chats with some lovely people yesterday and today and managed to book them all in again for next week.

I have to say the people that I have managed to contact have been some of the most cheerful people I have ever spoken to and even where they say they don't need any help they are very appreciative that someone has called to check

She wanted us to know the service was brilliant and Jamie a lovely chap.

Just completed my first day and I really enjoyed befriending, I've done just over 30 calls and now have got 3 people to call up beginning Monday, although it was extremely heart-warming however that many people that did not want the service were extremely keen to share how genuinely wowed by the befriending service and how as a council we work. In addition it was so positive to hear those good news stories about neighbours checking in on others.



# THE FUTURE OF THE SERVICE

As restrictions started to ease towards the end of June, we naturally started to see less people requiring our support.

As previously mentioned in this report, we were also noticing that many people were lonely and isolated before the outbreak of the pandemic, therefore understanding that closing the service with no contingency plan was simply not an option.

With this in mind, conversations were held with third sector partners across the city to see if they had capacity in providing ongoing support to our customers. In addition to our own Lincare service, we were extremely grateful to receive the support of:

- Age UK
- YMCA/Community Lincs
- Assist

Once we were able to identify customers who required ongoing support, our team then discussed the services that these organisations deliver.

At the end of our service, there was a total of 79 customers who were transferred over to these providers. Three of our befrienders built up such a strong rapport with the person they were befriending, that they agreed to continue delivering the service by volunteering for Age UK with those same people.

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## PEFORMANCE SCRUTINY COMMITTEE

1 OCTOBER 2020

**SUBJECT: WORK PROGRAMME FOR 2020/21**

**DIRECTORATE: CHIEF EXECUTIVE AND TOWN CLERK**

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

**1. Purpose of Report**

- 1.1 To present members with the Performance Scrutiny Committee work programme for 2020/21 (Appendix A).

**2. Background**

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

**3. Recommendation**

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

**Key Decision** No

**Do the Exempt Information Categories Apply** No

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

**Does the report contain Appendices?** Yes

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

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

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9 July 2020

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
<b>Standard Items</b>		
Work Programme for 2019-20 – Update	Democratic Services	Regular Report
Quarter 4 Performance Report	Pat Jukes	Quarterly Report
Financial Performance (Detailed): Outturn 2018/19 Quarter 4	Jaclyn Gibson/ Colleen Warren	Quarterly Report Professional High Performing Services
Treasury Management Stewardship and Actual Prudential Indicators Report 2019/20 (Outturn)	Jaclyn Gibson/Colleen Warren	Six Monthly Report Professional High Performing Services
Strategic Risk Register – Quarterly Report	Jaclyn Gibson/Colleen Warren	Quarterly Report Professional High Performing Services

**20 August 2020 (Monitoring Overview)**

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
<b>Standard Items</b>		
Confirmation of Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2019-20	Democratic Services	Regular Report
Portfolio under Scrutiny Session: Our People and Resources	Cllr R Metcalfe	
<b>Monitoring Items</b>		
Quarterly Strategic Risk Register Report-Quarter1	Jaclyn Gibson	Quarterly Report Professional High Performing Services
Revenues and Benefits Shared Service Update	Martin Walmsley	Annual Report Professional High Performing Services
Income/Arrears Monitoring report	Martin Walmsley	Annual Report Professional High Performing Services

**16<sup>th</sup> September 2020 – additional meeting**

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
<b>Standard Items</b>		
Financial Performance (Detailed) – Quarterly Monitoring: Quarter 1	Colleen Warren	Quarterly Report Professional High Performing Services

**1 October 2020 (Thematic Reviews)**

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
<b>Standard Items</b>		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2019-20 – Update	Democratic Services	Regular Report
Portfolio Under Scrutiny Session – Economic Growth (To include recovery plans for the City and businesses)	Portfolio Holder	Annual Session Lets Drive Economic Growth
<b>Other Item(s)</b>		
Central Lincolnshire Local Plan Annual Report 2019/20 including Financial Update	Toby Forbes-Turner	Annual Report Lets Drive Economic Growth
Befriending Service	Paul Carrick	

**19 November 2019 (Monitoring Overview)**

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
<b>Standard Items</b>		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2019-20 – Update	Democratic Services	Regular Report
<b>Monitoring Items</b>		
Financial Performance (Detailed) – Quarterly Monitoring: Quarter 2	Colleen Warren	Quarterly Report Professional High Performing Services
Performance Quarterly Monitoring: Q1 & Q2 (including an update on service Covid recovery plans)	Heather Grover/Nathan Walker	Quarterly Report Professional High Performing Services
Strategic Risk Register – Quarterly Report Quarter 2	Jaclyn Gibson	Quarterly Report Professional High Performing Services Services
Treasury Management and Prudential Code Update Report – Half Yearly Report	Colleen Warren	Half Yearly Report Professional High Performing Services
<b>Other Items:</b>		
Budget Theme Group – Nominees	Jaclyn Gibson	Annual Appointment Professional High Performing Services
The Lincoln City Profile	Pat Jukes/Nathan Walker	



21 January 2021

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
<b>Standard Items</b>		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2019-20 - Update	Democratic Services	Regular Report
Portfolio Under Scrutiny Session – Quality Housing	Portfolio Holder	Annual Session Lets Deliver Quality Housing
<b>Monitoring Item(s)</b>		
Performance Report-HRS	Gareth Griffiths	Annual Report Lets Deliver Quality Housing
Fire Safety Update	Andrew McNeil/Matt Hillman	Annual Report
Scrutiny Annual Report	Democratic Services	Annual Report Professional High Performing Services

**18 February 2021 (Monitoring Overview)**

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
<b>Standard Items</b>		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2019-20 - Update	Democratic Services	Regular Report
Portfolio Under Scrutiny Session – Reducing Inequality	Portfolio Holder	Annual Session Lets Reduce Inequality
<b>Monitoring Items</b>		
Financial Performance (Detailed) – Quarterly Monitoring: Quarter 3	Colleen Warren	Quarterly Report Professional High Performing Services
Performance Quarterly Monitoring: Quarter 3	Pat Jukes	Quarterly Report Professional High Performing Services
Strategic Risk Register – Quarterly Report Quarter 3	Colleen Warren	Quarterly Report Professional High Performing Services
Feedback from Budget Review Group	Colleen Warren	Annual Report Professional High Performing Services

25 March 2021

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
<b>Standard Items</b>		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Draft Work Programme for 2021/22	Democratic Services	Regular Report
Portfolio Under Scrutiny Session – Customer Experience and Review	Portfolio Holder	Annual Session Vision 2020 (Mixed)
Portfolio Under Scrutiny Session – Remarkable Place	Portfolio Holder	Annual Session Lets Enhance our Remarkable Place
<b>Other item(s)</b>		
Section 106 Contributions Update	Nicola Collins	Annual Report Lets Drive Economic Growth

## Portfolio Under Scrutiny Sessions

Date	Portfolio
20 August 2020	Our People and Resources
1 October 2020	Economic Growth
	Reducing Inequality
21 January 2021	Housing
	Remarkable Place
25 March 2021	Customer Experience and Review