

PERFORMANCE SCRUTINY COMMITTEE

Thursday, 4 August 2022

6.00 pm

**Committee Rooms 1-2, City
Hall**

- Membership: Councillors Gary Hewson (Chair), David Clarkson, Thomas Dyer, Rebecca Longbottom, Adrianna McNulty, Lucinda Preston, Clare Smalley, Loraine Woolley and Pat Vaughan (Vice-Chair)
- Substitute member(s): Councillors Liz Bushell, Martin Christopher and Joshua Wells
- Officers attending: Steve Bird, Democratic Services, Jaclyn Gibson, Simon Walters, Martin Walmsley, Tracey Parker and Rob Marshall

AGENDA

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2. Declarations of Interest	
Please note that, in accordance with the Members' Code of Conduct, when declaring interests members must disclose the existence and nature of the interest, and whether it is a disclosable pecuniary interest (DPI) or personal and/or pecuniary.	
3. Confirmation of Housing Scrutiny Sub-Committee Minutes - 24 January 2022 and 10 March 2022	11 - 28
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Present: Councillor Gary Hewson (*in the Chair*),
Councillor David Clarkson, Councillor
Rebecca Longbottom, Councillor Adrianna McNulty,
Councillor Lucinda Preston, Councillor Clare Smalley,
Councillor Rachel Storer, Councillor Pat Vaughan and
Councillor Loraine Woolley

Apologies for Absence: Councillor Thomas Dyer, Jaclyn Gibson and
Simon Walters

73. Confirmation of Minutes - 3 March 2022

RESOLVED that the minutes of the meeting held on 3 March 2022 be confirmed.

74. Declarations of Interest

Councillor Pat Vaughan declared a Personal Interest with regard to the agenda item titled 'Financial Performance - Outturn 2021/22'. Reason: His granddaughter worked in the Finance Department of the City of Lincoln Council.

75. Lincoln's GEO-Sense Footfall Data

Graham Rose, Strategic Senior Policy Officer:

- a) presented Performance Scrutiny Committee with an insight into the Geo-sense footfall data available to City of Lincoln Council and partners
- b) invited members comments and questions.

Question: Members asked whether the range of the sensors would reach the opposite side of the road if they were placed on the other for example.

Response: The sensors had a good range and could cover a large area. For example, the sensor located outside Boots would cover the area to the railway crossing on the High Street up to M&S.

Question: Members asked if the sensors could recognise if a person had left an area.

Response: The sensors did know when a person had left an area so data could be gathered on how long people were spending in certain areas.

Question: Members asked if the system would know if each person was a new visitor or a repeat visitor.

Response: The system has the functionality to determine whether an individual had been detected before or whether they were a new visitor.

Question: Members asked how repeat visitors could be checked as the only way to recognise repeat visitors was by their MAC address.

Response: Once the MAC address was received by the supplier's cloud servers it was logged into a database and the MAC address was instantly masked - masking means the address was converted into a new unique ID only known by the database. At 3:00 AM everyday all masked addresses were re-masked again using AI and a set of randomly generated alphanumeric characters meaning the MAC address could never be recovered. Officers would forward further information onto Committee Members as to how the system detected new and repeat visitors if their MAC address was not retained.

Question: Was it possible to see where people had travelled from to arrive in Lincoln?

Response: No, we were not able to tell anything about the person.

Question: Members asked the life expectancy of the sensors.

Response: The sensors were purchased with a maintenance agreement attached to them so if one of them failed then it would be replaced straight away. The cost of the system was low.

Question: Members asked if there was any chance of an income stream from this.

Response: No as the data was owned by Lincoln Big.

Question: Members asked whether the system would pick up multiple people if one person walked down the street with a smart phone, smart watch and a tablet.

Response: Yes, this would pick up three people as the system would pick up three MAC addresses from the different devices.

Question: Members asked if signs needed to be put up to say that visitors were entering an area which was monitored.

Response: No as it was no different than providing free WIFI within the City. It was very hard to track a MAC address back to an individual.

RESOLVED that:

1. Information be forwarded to the committee regarding how the system would know that a visitor was a repeat visitor.
2. The contents of the report be noted.

76. Operational Performance Report Q4 2021/22

Robert Marshall, Business Intelligence Analyst:

- a) presented a report to Performance Scrutiny Committee with an outturn summary of the council's performance in Quarter 4 of 2021/22
- b) explained that the full report was attached as Appendix A of the report, with the Strategic Measures Dashboard attached as Appendix B and the Annual Measures as Appendix C

c) invited members' comments and questions.

Question: Members asked whether customers arrived at City Hall without appointments booked.

Response: Yes, customers did turn up ADHOC, but we were able to accommodate these customers and there had been no incidences of customers being turned away.

Question: Members asked whether there was still a part-time officer that dealt with allotments to check that they were not overgrown and were being used. Members also asked if residents could apply for an allotment city-wide or just in their catchment area.

Response: Officers would forward this information onto Committee members.

Question: Members asked how the fixed-term post in the Communications team was being funded.

Response: The post was to be funded 50% from the Lincoln Town Deal Fund and 50% from the Western Growth Corridor budget. Lindum were having their own communications post put in place.

Question: Members noted that call waiting times had increased and asked if customers were told to call back or go online.

Response: Customers were pointed while waiting on the phone towards online communication. It was then the customer's choice to wait on the line until an officer became available to answer the call.

Question: Members asked if was recorded when staff left jobs where they moved onto to so that trends could be looked for.

Response: Everyone that left the authority had an exit interview, but they were not obliged to tell us where they were moving to. In the data that we had; trends were looked for.

Question: Members asked for the term 'house refusals' to be explained.

Response: Customers on the housing waiting list had three chances to refuse a property before they were removed from the property list. Our refusal level was quite high.

Question: Members commented that 1400 people were on the housing waiting list and that an incentive to downsize could release three-bedroom homes to be re-let.

Response: Lifetime Tenancies were offered by us which caused some difficulties. Incentives were offered and we were looking at an enhanced package to help tenants move more easily. Sheltered accommodation needed to be reviewed to establish what we could offer.

Question: Members asked if anything could be done to help improve recycling.

Response: Officers would forward this information onto Committee members.

Comment: Members commented that it would be interesting to see the uptake for green bins this year compared to the previous year due to the cost-of-living crisis.

RESOLVED that:

1. Information on whether allotments were checked to make sure they were not overgrown and being used/could residents apply for an allotment city-wide or just in their catchment area/incentives to improve recycling be forwarded to committee members under separate cover.
2. The report be noted and forwarded to Executive for approval.

77. Treasury Management Stewardship and Actual Prudential Indicators Report 2021/22 (Outturn)

Colleen Warren, Financial Services Manager:

- a) presented a report to Performance Scrutiny Committee on the Council's treasury management activity and the actual prudential indicators for 2021/22
- b) explained that the Council held £49.85million of investments which was £15.95million higher than at 31st March 2021 as detailed within the investment profile at Appendix A, and section 4.3.
- c) highlighted that the Council's total debt (including leases and lease-type arrangements) at 31st March 2022 was £125,177million as detailed within Appendix A, and section 4.4.
- d) invited members' questions and comments.

RESOLVED that the report be noted.

78. Financial Performance - Outturn 2021/22

Colleen Warren, Financial Services Manager:

- a) presented a report to Performance Scrutiny Committee with a summary of actual income and expenditure compared to the revised budget and how any surpluses had been allocated to reserves
- b) provided information on the Council's:
 - **General Fund Revenue Account** – for 2021/22 the Council's net General Fund Revenue Budget was set at £978,410, including a planned contribution from balances of £477,240, resulting in an estimated level of general balances at the year-end of £2,193,359 (Appendix A provided a provisional General Fund Summary. There were a significant number of provisional year-end variations in income and expenditure against the approved budget. Full details of the main variances were provided in Appendix B.

- **Housing Revenue Account** – the financial performance quarterly monitoring report for the 3rd quarter predicted an underspend of £31,226. The provisional outturn for 2021/22 now indicated an underspend of £19,339. This would result in HRA balances as at 31st March 2022 of £1,025,202. There were a number of forecast year-end variations in income and expenditure against the approved budget. Full details of the main variances were provided in Appendix D.
- **Housing Repairs Service** – the provisional outturn for 2021/22 showed a trading deficit of £427,757, a movement of £286,119. The movement was as a result of the delay in billing of void jobs as highlighted at Q3, which made forecasting the outturn position difficult. Appendix E provided a forecast summary, with full details of the main variances provided in Appendix F.

c) provided information in the following areas:

- **General Investment Programme** – the last quarterly report approved a General Fund Investment Programme for 2021/22 of £11,328,427. Movements in the programme since revised budget approval decreased actual capital expenditure in 2021/22 to £6,631,409. A summary of the budget changes were shown at paragraph 7.2.

The overall cumulative spending on the General Investment Programme excluding externally delivered schemes for 2021/22 was £6,399,908.43 which was 64.21% of the revised 2021/22 programme as per the MTFS 2022-27.

- **Housing Investment Programme** – the last quarterly report approved a Housing Investment Programme for 2021/22 of £19,667,939. Movements in the programme since approval of the revised budget decreased actual capital expenditure to £15,263,968 in 2021/22. A summary of the changes was shown in paragraph 7.9 with a detailed breakdown of the Programme being shown at Appendix L.

d) invited members' comments and questions.

Question: Members asked whether Yarborough Leisure Centre was insured and what the potential loss on income was from disruption during repairs.

Response: We had tried to claim off the insurance companies but were not successful as they didn't cover loss of income. We couldn't claim for leisure centres as they were not part of our income, they were managed by Active Nation. Every avenue that could be explored had been to help mitigate the cost to the Council. We did not pay a management fee to Yarborough Leisure Centre or Birchwood Leisure centre any more as agreed in the contract.

Question: Members asked what money was invested in the Hospitality and Tourism Institute from the Lincoln Town Deal Board money.

Response: This project known as HEAT (Hospitality, Events, Arts and Tourism) was to be developed in Lincoln City. This project was being run mainly through

Lincoln College. The City of Lincoln Council was an accountable body, so it was responsible for passporting the Lincoln Town Deal Fund to projects once the terms and conditions were met. Projects were monitored to make sure that funding was spent correctly.

RESOLVED that the report be noted and forwarded to Executive for approval.

79. Work Programme Update 2022/2023

Clare Stait, Democratic Services Officer:

- a) presented the draft work programme for 2022/23 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 2022/23.

RESOLVED that the work programme 2022/23 be noted.

80. Strategic Risk Register - Quarterly Review

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 fourth quarter 2021/22.
- b) reported that the strategic risk registers currently contained twelve 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 deliver key strategic projects.
- 10) Failure of the Council's key contractors and partners to remain sustainable and continue to deliver value for money
- 11) Failure to protect the vulnerable in relation to the Council's PREVENT and safeguarding duties.
- 12) Failure to mitigate against the risk of a successful cyber-attack against the council.

RESOLVED that the Strategic Risk Register as at the end of the fourth quarter 2021/22 be noted.

81. 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.

82. Strategic Risk Register - Quarterly Review

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.

RESOLVED that the Strategic Risk Register as at the end of the fourth quarter 2021/22 be noted.

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Present: Councillors Councillor Pat Vaughan (*in the Chair*), Liz Bushell, Jane Loffhagen, Christopher Reid, Edmund Strengiel and Loraine Woolley

Apologies for Absence: None.

Also in Attendance: Mick Barber (Chair of LTP), Caroline Coyle-Fox (Vice Chair of LTP), Mike Asher, Steven Bearder (Member of LTP) and Debbie Rousseau (Member of LTP)

32. Confirmation of Minutes - 1 November 2021

RESOLVED that the minutes of the meeting held on 1 November 2021 be confirmed.

33. Declarations of Interest

No declarations of interest were received.

34. LTP Review Update Report

Members of Lincoln Tenants Panel gave an update on the following areas:

- Contributed to work on fire safety engagement
- Agreed objectives and assisted in the development of the Tenant Involvement Strategy and revised Lincoln Tenant Panel constitution
- Involved with complaints monitoring and had worked with the regulator regarding the complaints procedure
- Completed a review on gardens
- Contributed to the schedule repairs pilot system
- Completed consultation on off street parking
- Had been involved with the recruitment of a new Resident Involvement Manager
- Pleased with the Annual Report to Tenants.

The Sub-Committee discussed in detail the issue of scooters being stored in communal areas and asked how the issue was being addressed.

The Director of Housing responded that an issue had been recognised and a dedicated social media campaign had taken place alongside a letter to every tenant who had a communal area. This exercise could be repeated to remind tenants not to block communal areas as they could cause a fire safety issue.

Members of LTP highlighted the issue of train wiring for scooters in the communal area and also the issue of storing scooters as tenants feared theft or vandalism if they were left on the street. It was stated that storage pods at Broomhill had been successful and asked whether these could be replicated in other areas.

The Director of Housing responded that the storage pods at Broomhill had been successful, however, it was difficult to replicate in all areas due to space, power points and also there would be a significant cost to the Council.

RESOLVED that the update be noted.

35. Resident Engagement, Building Safety

Andrew McNeil, Assistant Director, Housing Strategy:

- a. presented to Housing Scrutiny Sub Committee the draft Resident Engagement Strategy for building safety for comments prior to referral to Executive.
- b. gave the background to the Strategy as detailed at paragraph 2 of the report and advised that following the Grenfell tragedy in 2017 the government launched a review to improve building safety in Higher Risk Residential Buildings.
- c. advised that the Resident Engagement Strategy for Lincoln had been developed in consultation with elected members, staff and the Lincoln Tenants Panel. It was also in line with the best practise from the housing sector.
- d. explained that the strategy set out the Council's approach to engaging with residents and had three main strands:
 - Information and understanding
 - Resident and landlords' responsibilities
 - Action to take in the event of a fire
- e. referred to the Action Plan at Appendix 2 of the report and advised that to deliver the Engagement Strategy the Council would need to meet all of the actions contained within the action plan.
- f. invited committee's questions and comments:

Question: Asked if the fire certificates covered all council properties.

Response: The fire safety certificate was for higher risk properties such as high rise buildings and did not cover all individual properties owned by the council.

Question: Commented that the fire service could only reach to floor 10 and asked if this was an issue for the high rise buildings in the City.

Response: The high rise buildings were compartmentalised and had fire doors therefore access to higher areas was via the corridors. There was no flammable material on the outside of any of our buildings.

Question: Asked how residents felt regarding the stay put policy.

Response: Having spoken to residents there was some fear regarding the stay put policy. Residents had been reassured that the circumstances would be different to the Grenfell fire and it was explained to them that each flat was a safe fire zone and that it was the best place to stay should there be a fire.

Question: Asked if sprinkler systems had been fitted in all low lying sheltered accommodation.

Response: They had been fitted in the new Derek Miller Court but were not in all sheltered accommodation as these were compartmentalised buildings.

Question: Asked if the fire station was automatically alerted to a fire in Council properties.

Response: The alarms automatically alerted the fire service for high rise and sheltered accommodation but it was not standard in all Council properties.

RESOLVED that the Resident Engagement Strategy for building safety be supported and referred to Executive for approval.

36. Next Steps Accommodation Programme Delivery

Andrew McNeil, Assistant Director – Housing Investment & Strategy

- a. presented an update on the Next Steps Accommodation Programme (NSAP) including delivery costs.
- b. gave the background to the report as detailed at paragraph 2 and advised the key element of the programme was the provision of capital and revenue funding to facilitate move-on accommodation for rough sleepers who were being housed in emergency temporary accommodation following the 'Everyone In' Initiative in response to the Covid-19 pandemic.
- c. advised that the City of Lincoln Council successfully submitted a capital and revenue funding bid and had been under contract to deliver 15 units of dispersed accommodation using a purchase and repair model since 22 December 2020.
- d. referred to paragraph 3 of the report and gave an overview of the delivery of the NSAP Scheme advising that all 15 units had been delivered and were being used to accommodate previous rough sleepers or people at risk of rough sleeping.
- e. explained that the total capital scheme cost was £1.65m, which was £150k/ 10% over the original bid award from Ministry of Housing, Communities and Local Government (MHCLG) of £1.5m. The increase in cost had been funded by City of Lincoln Council and the key issues which led to the increase were detailed at paragraph 4.3 of the report.
- f. advised that although on average the Council received an average reduction in grant rate, this was still a 97.66% return rate across the project and it had not affected the financial viability of the scheme.
- g. referred to paragraph 9 of the report and gave an overview of the benefits and successes of NSAP including a case study.
- h. gave an overview of round two of RSAP and advised that work continued on the programme and a further 3 properties had been purchased.
- i. invited questions and comments:

Question: Referred to the Housing Waiting List and asked how people on the list would be affected by this accommodation.

Response: These properties were temporary accommodation for rough sleepers and were separate from the Housing Waiting List, they would not add anything to the waiting list or take away from it.

Question: Referred to paragraph 7 of the report and asked if the revenue that was still to be claimed from Homes England had been allocated.

Response: The revenue claim could be up to £51k and would be used to pay for support staff.

Question: Asked if the properties would be refurbished every time they were vacated.

Response: There would be some work that would need to be completed and this would be paid for by the scheme.

Question: Asked if residents in these properties would receive help with bedroom tax.

Response: The properties were for temporary accommodation therefore the rules were slightly different and they would not be affected by bedroom tax.

RESOLVED that

1. the implementation of the NSAP scheme and its delivery be noted.
2. the update on the NSAP two scheme be noted.

37. Performance Report -Homelessness and Rough Sleeping

Andrew McNeil, Assistant Director – Housing Investment & Strategy

- a. advised members on the current performance of the Homelessness and Rough Sleeping Teams
- b. reported on continued prioritisation of homeless households and former rough sleepers for accommodation in line with Government guidance as detailed at paragraph 2.4 of the report
- c. advised that the Annual Official Rough Sleeping Count (undertaken on 19 November 21) found 14 rough sleepers in the city; however the team had fully complied with the Government Initiative of 'Protect and Vaccinate' introduced the week before Christmas in response to the Omicron variant and had offered suitable temporary accommodation to every rough sleeper in Lincoln. An informal routine count on 5 January 2022 found zero rough sleepers in the city
- d. detailed the current position in respect of homelessness and rough sleeping at paragraph 3 of his report
- e. reported on anticipated challenging times ahead for the teams during quarter 4 as detailed at paragraph 4 of his report
- f. requested that members note the current position relating to homelessness and rough sleeping.

Question: Referred to paragraph 4.3 of the report and asked how people who were eligible for the homelessness prevention funding had been identified.

Response: The funding was for people that had been referred as at risk or likely to be homeless shortly. Each case was looked at on its own merits and would have to prove that the loss of tenancy was directly linked to Covid-19.

Question: Referred to the Government announcement to end plan B response to the pandemic and asked if it would have an effect on how the team would operate.

Response: No, everyone who had needed help during the pandemic had received it. Staff would continue with the current way of working.

Question: Asked if the figures contained within the report included sofa surfers.

Response: They would be included in the report if they were at risk of being homeless.

Question: Asked how long someone would be homeless before they were housed.

Response: The Council would never leave anybody whose only option was to sleep on the street. We had a duty to house them.

Question: Asked how the Council helped those people that would not engage.

Response: Officers built up trust with individuals over a period of time, it generally took longer to get them accommodated.

Question: Asked if sofa surfers could be included within the report.

Response: Officers would look to see if this data could be included in future reports.

RESOLVED that the current position in relation to Homelessness and Rough Sleeping in the City be noted.

38. Update on the Schedule Repairs Trial Extension

Matt Hillman, Assistant Director of Investment:

- a. presented an update on the Scheduled Repairs project delivered during the extended trial period
- b. advised that the extended Scheduled Repairs trial period began on 9th August 2021 and would be completed on 4th February 2022
- c. gave the background of the Housing Repairs Service as detailed at paragraph 3 of the report
- d. outlined the potential advantages and benefits to delivering Scheduled Repairs when compared to service delivery via the previous system. This included:
 - Tenant satisfaction
 - Operational efficiency and performance
 - Financial savings
 - Environmental impact
 - Housing stock standard
- e. referred to paragraph 4.2 of the report and explained why the trial had been extended and highlighted the factors that had influenced the data so that a like for like comparison of previous years was not possible.

- f. gave details of the issues encountered during the trial period extension in the following areas:
- Labour issues
 - Material issues related to follow on referrals
 - Booking in of repairs
- g. advised that the Scheduled Repairs trial had identified several improvements that could be introduced to further refine service delivery, these were detailed at paragraph 4.5 of the report.
- h. invited committees questions and comments:

Question: Commented that there were no contractors available for kitchens and asked when would those that need a new kitchen have it installed.

Response: New kitchens were still being referred and fitted if needed. There were the contractors in place to fit the kitchens.

Comment: Tenants were being given 1 weeks' notice for a repair, this was not enough time to rearrange time off from work.

Response: The current process was that Customer Services would log the repair and later on a Resource Planner would make the appointment.. This system was a priority to be looked at, the appointment for a repair would be booked by Customer Services which would give more notice for the tenant.

Comment: There was still an issue with duplicated appointments.

Response: The Resource planners had worked through the back log and closed any duplicates that were identified, this could be looked at again.

Comment: The red ring showers that were being installed were not fit for purpose.

Response: Occupational Therapists were advising that red ring showers should be fitted. The Council were trying to move away from electric showers altogether. If a red ring shower could not be repaired it would be under warranty.

Question: Asked if the kitchen and bathroom splash backs would be going ahead.

Response: Yes, the training had been completed and fitting could now go ahead.

RESOLVED that

1. the contents of the report be noted.
2. a further update be reported to Housing Scrutiny Sub Committee in March 2022 when the pilot process had been completed.

39. Voids and Sheltered Communal Areas Update

Matt Hillman, Assistant Director of Investment gave an update on voids:

- a. advised that at the end of quarter 3, the current rent lost through vacant dwellings stood at 1.37% against the target of 0.9%, an increase of 0.07% compared to last quarter. The current void turn-around time for void requiring minor works was 51.94 days against the target of 32 days. The

current void turnaround time for all properties was 59.98 days against the target of 38 days

- b. explained that the Voids Team had experienced significant pressure throughout the Covid-19 pandemic, with restrictions on the number of staff able to work within properties at any one time, shortages in labour and materials and limitations on completing pretermination inspections
- c. explained the difficulties in recruiting staff and updated that five additional contractors had been appointed and additional staff had been allocated to voids. Subsequently, an increase in the properties being completed and relet were on track to bring performance more in line with target next quarter
- d. noted that re-let times may increase initially as some of the long standing voids were returned, once these had been returned there would be a reduction in rent loss and relet times

Daren Turner, Director Housing gave an update the impact of Covid-19 on communal areas in Sheltered Housing Schemes. He gave an overview of the general measures put in place as well as the specific measures if there was a covid outbreak.

The committee discussed the contents of the report and asked the following questions:

Question: Asked if the contractors were local.

Response: Yes they were from Lincolnshire.

Question: Asked if private empty and derelict buildings could be utilised.

Response: This was an issue in the City. There were a number of tools that could be used to address this such as the Council's Empty Property Officer worked with owners to bring properties back into use, compulsory purchase orders and incentives such as Council tax charges on empty properties.

RESOLVED that the report be noted.

40. Work Programme Update 2021-22

The Chair:

- a. presented the work programme for Housing Scrutiny Sub Committee for 2021/22 as detailed at Appendix A of the officer's report
- b. advised that this was an opportunity for committee to suggest other items to be included on the work programme.

RESOLVED that the content of the work programme be noted

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- Present:** Councillors Councillor Pat Vaughan (*in the Chair*), Alan Briggs, Liz Bushell, Jane Loffhagen, Christopher Reid and Loraine Woolley
- Apologies for Absence:** Councillor Edmund Strengiel and Caroline Coyle-Fox
- Also in Attendance:** Mick Barber (Chair of LTP), Mike Asher (Member of LTP), Steven Bearder (Member of LTP) and Debbie Rousseau (Member of LTP)

41. Confirmation of Minutes - 24 January 2022

RESOLVED that the minutes of the meeting held on 24 January 2022 be confirmed.

42. Declarations of Interest

No declarations of interest were received.

43. Other Matters

Mike Asher, LTP Member, advised that he had recently called the Council Tax Team at the City Council acting in the capacity of an anonymous 'happy shopper' to enquire about the £150 Council Tax rebate.

He was pleased to report that he had been very well informed by the officer who spoke to him. He asked how to receive the payment and was told that those residents not on the internet or paying their Council Tax via direct debit would be contacted by post in the near future.

He gave praise to the Council Tax Team for their valuable help and assistance.

Daren Turner, Director of Housing and Investment agreed to pass these comments on to the Revenues and Benefits Team.

44. Annual Report from Portfolio Holder for Quality Housing- Councillor D Nannestad

Councillor D Nannestad, Portfolio Holder for Quality Housing:

- a) presented his report regarding activity and achievements within his portfolio
- b) added that his report which was similar to that presented to Performance Scrutiny Committee previously, without the information on health and private sector housing which was not within this Committee's remit
- c) reported that the last 12 months had continued to be a challenging time for housing with various levels of Covid restrictions affecting housing performance, issues experienced in the supply of materials, a shortage in the labour market, together with the performance of voids further affected by the sub-contractor concerned having gone into administration

d) advised that his report covered the following main areas:

- Homelessness
- Tenancy Services
- Housing Repairs
- Voids
- Housing Investment
- New Build/Allocations
- Decarbonisation

e) highlighted some excellent performance in areas such as rent collection and the imminent completion of De Wint Court extra care home as a flagship development for the Council, which members of LTP and Councillors would have the opportunity to inspect on Friday 23 March 2022

f) reported also on progress with a housing development on Rookery Lane to add 42 new homes to the Council's housing stock, together with work anticipated to start later this calendar year to remodel existing properties at Hermit Street to provide additional flats for 2/3 people and a number of new-build homes

g) praised housing staff for their tremendous support and the Lincoln Tenants Panel for their valuable work which continued to help improve the satisfaction of tenants

h) invited questions from Housing Scrutiny Sub-Committee on the content of his report.

Members discussed the content of the report in further detail. The following comments/questions emerged:

- Members highlighted that the date of inspection for De Wint Place conflicted with a special meeting of Council.
- Response: The dates and times of the De Wint inspection would be revisited to accommodate Member's availability.
- A request was made for actual figures on performance measures to be provided in future reports rather than percentages.
- Response: The Portfolio Holder for Quality Housing referred to several measures within his report already expressed as a figure although he would try to expand on this in future reports.
- Tenants were still encountering delays in the fitting of replacement kitchens.
- Response: The Decent Homes Standard was still in place. Kitchens requiring replacement or damaged beyond repair would be installed as part of a scheduled programme of works starting in July 2022. Adequate notice would be given to tenants of when the work would be commenced, which would be completed in tranches within areas of the city.

RESOLVED that the contents of the report be received and noted with thanks.

45. Tenancy Sustainment Update

Daren Turner, Director of Housing and Investment;

- a. presented a report to update Members on the current position regarding the sustainment of tenancies, as requested by the previous Chairman of this Committee
- b. advised that Tenancy sustainment continued to be a key priority within the Directorate of Housing and Investment (DHI), working towards the implementation of the Sustainment Team on 1 April 2022, although this was later than anticipated, due to delays with recruitment during Covid-19 and securing a job evaluation panel due to lack of Union representation
- c. highlighted that three offers of employment on two-year contracts had been made to two external and one internal individual with a wealth of experience across the support and voluntary sector
- d. reported that the initial plan was for a robust process to be put in place for pre-tenancy work, with a focus on vulnerable applicants, the aim to ensure that tenants were set up to thrive in their tenancy offering assistance with welfare benefits forms, signposting to necessary support and assistance with furniture through local charities
- e. added that the team would be an advocacy and signposting service for vulnerable tenants who required help with support in times of crisis
- f. presented figures on the current position regarding sustainment of tenancies and enforcement action; eviction used only as a last resort, as detailed at paragraph 3 of the officer's report
- g. requested that members note the actions taken to support tenants in order to improve levels of tenancy sustainment.

Members discussed the content of the report in further detail.

Councillor Nannestad commented that evictions were very costly for the authority, therefore it was advantageous to offer support to tenants rather than go through a lengthy court process.

Members welcomed the introduction of the Sustainment Team to assist residents in maintaining their tenancies.

The following discussions took place:

- Question: Would care leaders who were entitled to council tenancies get additional support?
- Response: Yes they would be particularly targeted.
- Comment: Concerns were raised regarding figures provided within the officer's report stating that the current amount of arrears was over £1million, and that 275 properties were affected by the under occupancy charge.
- Response: The amount of rent arrears was not high compared to the huge amount of rent collected per year. The Tenancy Sustainment initiative

should drive down this figure. As household costs such as energy bills increased it would get worse.

In terms of under-occupancy, the Revenues and Benefit Team worked with those tenants struggling to find smaller tenancies to obtain Discretionary Housing Payment (DHP) to help supplement their rent.

- Question: Could a further breakdown be provided on debt levels, for example, how customers in receipt of Universal Credit were affected? This could act as a pointer to where greatest support was needed.
- Response: 90% of debt increases currently related to Universal Credit. A further breakdown would be provided.

- Comment: There were tenants in under occupied properties on DHP who chose not to be on the Council waiting list as they did not wish to move, at the expense of those residents with special needs requiring larger properties and extra space.
- Response: A review of DHP payments was carried out each year. Those tenants in under occupied properties who were not actively seeking alternative accommodation were at risk of having DHP reduced.

- Question: Was it possible to provide a payment incentive to encourage people to down-size? Many elderly residents may need help to move.
- Response: There was a scheme currently in operation to offer support to tenant's to down-size. Officers were looking to see whether other incentives could be brought forward. The Housing Department also promoted good neighbour schemes in supported housing accommodation. Also, people's expectations had changed, some properties popular in the 70's were no longer suited.

Mick Barber, Chair of LTP requested that LTP members be involved in the remodelling of existing sheltered accommodation and good neighbour schemes. A lot of sheltered accommodation was labelled as bed-sits whereas it was indeed independent living. LTP wished to make their contribution.

Councillor Vaughan asked whether the six people evicted since October 2021 were aware at the time of the Housing Appeals Panel?

Daren Turner, Director of Housing and Investment confirmed the clients would have been made aware. He added that some people with complex needs were beyond the help of the Council as a housing landlord. In such circumstances it was kinder to take away the tenancy in order for the people to get the proper professional help they needed.

- Comment: The housing authority had a duty to house homeless people with these complex needs.
- Response: We did house vulnerable homeless people in temporary move-on accommodation with assistance from support workers, with the aim of them becoming re-engaged in the community.

RESOLVED that:

1. A further update on progress on Tenancy Sustainment be presented to the Sub-Committee towards the end of the calendar year.

2. A further breakdown on the source of debt levels be provided to Committee members.
3. The content of the report and members comments be noted with thanks.

46. Revised Tenant Involvement Strategy 2022-2025

Andrew McNeil, Assistant Director, Housing Strategy:

- a. presented the revised Tenant Involvement Strategy 2022 to 2025 for comments prior to referral to Executive, which replaced the 2018 to 2021 Strategy
- b. advised that the regulatory Framework for social housing and the social housing white paper required social housing landlords to have a transparent Tenant Involvement Strategy in place.
- c. highlighted achievements realised to improve the tenant involvement service over the last three years at paragraph 3 of the report
- d. highlighted the objectives for the Tenant Involvement Strategy:
 - Co-design services with residents
 - Facilitate community engagement
 - Communicate key messages to residents
 - Co-regulate with Lincoln Tenants' Panel
 - Expand the ways residents can get involved.
- e. advised that the involvement of tenants and leaseholders in these ways would help in the delivery of the top priorities identified
- f. explained how the action plan would be delivered and how the outcomes of the Strategy would be monitored as detailed at paragraph 5 of the report.

The committee considered the contents of the report.

Mick Barber, Chair of LTP referred to roadshows planned around the city to talk to tenants as a means of getting them involved in their communities.

Members asked what process the strategy flagging system would follow and how the Council would respond.

Andrew McNeil advised that the star ratings awarded by tenants together with suggestions for improvement coming forward would be looked at by officers and responses given direct to the tenant.

RESOLVED that the revised Tenant Involvement Strategy 2022 to 2025 be supported and referred to Executive for approval.

47. Performance Monitoring Report Quarter 3 2021/22

Andrew McNeil, Assistant Director of Housing Strategy:

- a. provided Housing Scrutiny Sub Committee with a quarter three report on Performance Indicators for the 2021/22 financial year (April 2021-December 2021), as detailed at Appendix A of the report provided, which combined all performance relevant to Housing Landlord issues
- b. advised that of the 21 measures, 8 were on or exceeding targets for the year (year-end), and 12 had not met the normal targets set
- c. highlighted that of the 12 measures that did not meet the target, 5 of these were within 5% tolerance of their respective targets (amber rating), 3 of the 5 were year-end targets (Decent Homes and 2 financial measures) and one measure did not have a target set (Complaints replied to in line with corporate policy)
- d. reported that over the last twelve years the Council had been working with the Lincoln Tenants Panel to improve external scrutiny and to meet the standards implemented by the Tenant Services Authority
- e. reported that from April 2010 all social landlords were required to have local offers in place alongside the national standards, as set out in the new Regulatory Framework for Social Housing, amended with effect from April 2012, although the principles remained the same
- f. referred to Appendix A which attempted to simplify the overall analysis of the data by listing performance on a service functional basis (rents, repairs, etc) and then showing the source of the indicator (reason)
- g. added that for comparison purposes each indicator showed last year's performance against the target for the current year (where applicable) and progress made in the current year
- h. referred to paragraph 4.3 of the report and highlighted areas of good performance:
 - % of Rent Collected as a % of Rent Due
 - Arrears as a % of Rent Debit
 - Complete Repairs Right on First Visit (Priority and Urgent)
- i. reported at paragraph 4.4 of the report on reasons where we were close to achieving our targets (amber rating) as follows:
 - % of Homes with Valid Gas Safety Certificate
 - % of Non-Decent Homes
- j. further highlighted a brief explanation of reasons where we had not achieved our targets as detailed at paragraph 4.5 of the report:
 - Average Re-Let Period- General Needs (Excluding Major Works) - (Days)
 - Average Re-Let Period- General Needs (Including Major Works) - (Days)
 - % of Urgent (3 Days) Repairs Carried out Within Time Limits (HRS)
- k. stated that although there were no direct financial implications arising from the report, there were several indicators that did affect the HRA including

the amount of rent collected and repairs and improvements; there had been an increase in material and labour costs, struggles with recruitment into vacant positions and an increase in voids due to the standard of returned property

l. added that our financial position with finance colleagues continued to be monitored

m. invited committees' questions and comments.

- Members discussed the content of the report in further detail, commenting and asking questions in the following main areas:
- Question: How long would it take before the two roofs requiring replacement to meet the non-decent homes standard would be actioned?
- Response: The officer would make investigations and report back to the member concerned.
- Comment: Could Performance Indicator 37 be shown numerically rather than as a percentage.
- Response: Yes this would be addressed.
- Question: Why were planners being asked to prioritise 3 day jobs over 100 day tickets?
- Response: This was down to operators' ways of working towards the end of a day, 100 day tickets already in the diary were currently being prioritised over 1-3 day jobs as they were less urgent. This needed to be addressed. A new repairs co-ordinator would be employed to reinforce best practice between the operatives and planners.
- Question: Were our contractors internal council staff?
- Response: Some of our contractors were in-house. Voids were completed by a specific contractor Capital work by Kier had ceased. A balanced approach aimed at using in-house contractors was taken.
- Comment: It would be beneficial to identify unoccupied properties through council tax/rent records to avoid operatives wasting time attending those homes for gas service inspections.
- Question: Could yellow stickers be put across doors at properties classed as unsafe in relation to gas safety inspection?
- Response: The operative would not always know there was an issue with the gas certificate until entry to the property was obtained.
- Question: Were customer satisfaction figures for repairs collected?
- Response: Yes this data was analysed.
- Question: Were the 58 replacement front doors required due to fire safety regulations?
- Response: They were part of the current door replacement programme.
- Question: Would the 82 properties failing to meet the decent homes standard be prioritised to bring them up to this standard?
- Response: Yes. They were at the highest risk for gas/electrical safety and first focus to get access to the properties.
- Question: Where did bathroom and kitchens fall in relation to non-decent homes? There were 4 replacements that were known to be outstanding.
- Response: They were completed on a programme of works. Some occupants refused installations. He would investigate further if supplied with the details of the four properties concerned.
- Comment: It was thought people telephoning to make a repair requests were not asked if they were elderly or vulnerable.

- Response: They were indeed trained to ask this question.
- Question: Could property inspections be carried out more often than every five years in the interests of health and safety?
- Response: Best practice was for gas inspections to be conducted once a year and 5 years for electrical safety. To bring them down below that level would incur financial resources.

Mick Barber, Chair of LTP agreed to act as an anonymous 'happy shopper' to obtain confirmation that staff asked tenants if they were elderly or vulnerable.

RESOLVED that:

1. The current performance outcomes during the financial year 2021/22 be noted.
2. A commitment to continued reporting on a quarterly basis and to determine a programme to have more interim in-depth reviews of service specific performance be noted.

48. Target Setting 2022/23

(Councillors Loffhagen and L Bushell left the meeting at this stage in proceedings)

Andrew McNeil, Assistant Director, Housing Strategy:

- a. provided a report to advise Members of the proposed performance indicator targets normally reported to Scrutiny for 2022/23, to agree the targets and consider how performance information could be monitored and reported throughout the year, together with ensuring that Housing targets were aligned to higher level strategic corporate targets for the authority as a whole
- b. stated that performance information was reported to Housing Scrutiny Sub-Committee on a quarterly basis, and targets reviewed on an annual basis with both tenants and the Committee at the March meeting
- c. highlighted that throughout Covid-19 normal management information had been collated as well as performance against targets; management information was provided wherever practically possible, and members made aware of reasons for any changes to service and performance during this challenging period
- d. reported that throughout 2020/21 there had been delays in repairing and allocating empty properties due to the pandemic and Government instructions on non-essential moves and holding properties for homeless households, therefore the council was currently reviewing voids performance and procedure considering these measures against external restrictions on performance
- e. highlighted that there was now an increase in properties being completed and re-let so performance for the remainder of the current financial year would likely increase, however this was due to numerous longer-term voids now being released

- f. reported on a few properties each month which had not allowed access for annual gas inspections and referred to legal services to seek an injunction from the County Court to obtain entry
- g. referred to continued challenges in respect of rent collection due to changes to legislation for landlords in place until October 2022; Universal Credit claims had increase by 1,028 compared to the previous year, therefore, Tenancy had placed significant emphasis on contact through calls and visits with new targets in place for staff
- h. reported that realistic targets were proposed for 2022/23 based on current performance, national guidance, and benchmarking with similar authorities, as detailed at Appendix 1
- i. advised that LTP members and the Portfolio Holder for Quality Housing had also been consulted on the proposed indicators, and some amendments had been made
- j. summarised that a lower target was proposed for rent loss due to non-payment of rent in order to maximise income and for the non-decent target to reflect that due to the number of properties managed it was not possible to achieve a zero return, all other targets remained unchanged
- k. requested members' feedback on the content of the report.

Members discussed the content of the report in further detail. The following questions and comments emerged:

- Comment: Performance Indicator 50, in relation to the percentage of non-decent homes seemed a little high at a target of 1%. It was unlikely to be met as it hadn't reached that figure before.
- Response: It could perhaps be realistically reduced to 0.8%.
- Comment: Performance in respect of rent arrears was likely to be affected by fuel price rises announced from April 1, 2022.
- Response: Fuel price increases only came through three weeks ago. Officers would wait and see what affect this had on rent arrears.

Daren Turner, Director of Housing and Investment advised that the Tenant Sustainability Team would be available to offer assistance to help tenants sustain their tenancy, giving support with welfare benefits forms and signposting customers to other available support. Housing officers would be out and about offering face to face interaction with residents.

RESOLVED that the proposed performance targets for 2022/23 be approved subject to a revised target of 0.8% for PI 50: Percentage of Decent Homes.

49. Work Programme Update - Looking Forward to 2022/23

The Democratic Services Officer:

- a. advised members that a draft work programme for 2022/23 would shortly be circulated to officers for comments and would be forwarded to the Chair of Housing Scrutiny Sub-Committee and the Chair/Vice Chair of Lincoln Tenant's Panel today for individual input/comments ready for use as a working document at the first meeting of the new Municipal Year

- b. reported that the work programme 2022/23 would be regularly updated in consultation with the Chair of Housing Scrutiny Sub-Committee and Chair/Vice Chair of Lincoln Tenants Panel
- c. highlighted that the work programme included those areas for scrutiny linked to the strategic priorities of the Council and housing matters, to ensure that the work of this committee remained relevant and proportionate.

Daren Turner, Director of Housing and Investment advised that it was for the Chair and Members of LTP to determine the agenda for Housing Scrutiny Sub-Committee and encouraged them to add items to the work programme as they felt appropriate. He highlighted that it was advantageous to plan ahead with requests for discussion topics to allow officers time to investigate in full and prepare more detailed responses to Committee

RESOLVED that the work programme for 2022/23 be circulated to officers, Chair of Housing Scrutiny Sub-Committee and the Chair/Vice Chair of Lincoln Tenant's Panel for individual input/comments ready for use as a working document at the first meeting of the new Municipal Year.

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

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

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1. INTRODUCTION

This report provides an update on the Council's current progress towards our Vision 2025 strategic plan, together with updates on each of the service areas under my portfolio focusing on the past twelve months.

It is reassuring to see the city continue to recover from the impacts of the pandemic, and we are once again starting to see Lincoln thrive following a difficult period. However, we must not lose sight of the challenges which lie ahead and ensure these remain a key focus for the Council to ensure our residents continue to receive the best service possible.

Financial sustainability also continues to be challenging and there remains a current savings target of £1.5m on the General Fund, which the Council must deliver to ensure its sustainability.

2. THE COUNCIL'S PRIORITIES

In this section I have outlined the key activities the Council has undertaken to support our people and our services during the past twelve months. Also provided is an update on the Council's strategic plan Vision 2025 and our progress so far towards meeting the Council's priorities.

2.1 Our People

Both Council staff and elected members have continued to rise to the challenges that have come along. The key to effective service delivery is a committed highly motivated workforce so ensuring our staff are well supported remains a key priority.

Throughout the past year Council staff have spent a large amount of time working from home. This approach has ensured our staff have been kept safe and has helped ensure service continuity. Following all restrictions being removed in early 2022, the council is now working on an integrated return to the office for staff.

A wide range of training & support measures have been implemented and these are detailed in paragraph 3.9 of this report.

Good customer care depends on good staff care

2.2 Our Services

We have seen our services continue to be delivered and the council have worked extremely hard to minimise the impact on our residents and businesses. Some key points to note include:

- Clear communication on how residents and businesses could access help and support has continued to be delivered on our website and social media. We have also continued to use video messaging to keep the information being communicated fresh and interesting
- Our Revenues and Benefits Team has continued to experience unprecedented levels of demand, which has been further impacted through the delivery of several additional schemes to assist residents and businesses through Covid-19 and beyond. However, the

team has continued to provide a significant level of support to our service users. Details of these additional schemes has been included in section 3.2 below.

- The hard work of our Welfare Support teams has ensured our residents have continued to receive essential welfare and benefits advice
- Our housing teams have continued to work hard throughout the year repairing void properties, dealing with maintenance issues, and collecting rent
- Customer Services has continued to maintain a safe way of working with those in most need of face-to-face help, whilst managing even more telephone calls than usual
- Following securing EU Welcome Back Funding, the Council and partners successfully delivered a programme of activity aimed at encouraging visitors and residents back into the city centre. Activities have included environmental improvements, initiatives to improve safety and the delivery of city centre events.
- To assist and support Lincoln's businesses in their recovery following the impacts of the pandemic, the Council's Corporate Health & Safety Team has continued to assist businesses to ensure they provide a safe environment for their employees and service users. This work has included providing advice on producing risk assessments, safe working practices and the determination of suitable Personal Protective Equipment
- The Council has continued to be a provider of apprenticeships in the city across the areas of Business Administration, Customer Service and Management. In addition, the Council continues to provide a successful craft apprenticeship scheme within HRS based at Hamilton House
- Events organised by the Civic Office have continued to take place throughout 2021/22.

2.3 Vision 2025

The Council's Vision 2025 strategic plan was adopted by Executive on 24th February 2020 just before the start of the pandemic. This new strategic plan built on the Council's Vision 2020 strategic plan and included a range of new projects, together the addition of one new priority focused on addressing the challenge of climate change.

Unfortunately, due to the pandemic many Vision 2025 projects had to be put on hold as we changed our focus to addressing the direct impacts of the pandemic and ensuring our residents and businesses received the support they needed during such a difficult time.

Within the past twelve months we have started to see services resume once again as we began to learn to live with the ongoing impacts of the pandemic. With the recommencement of services and the return to more normal working conditions, this provided us with the opportunity to turn our attention to restarting the process of delivering our strategic priorities.

Whilst delivery has been challenging, listed below are some of our key achievements under the Vision 2025 work programme delivered during the past 12 months -

- The Boultham Park and Boultham Park lake restoration projects have been completed, revitalising this great open space facility for all to enjoy, and importantly promoting and encourage our residents to get active and live healthy.
- Work to develop a new extra facility at De Wint Court has been completed, providing a great new facility to meet the changing care needs of individuals through the provision of on-site care support.

- Completed a range refurbishment work to Lincoln's Crematorium, including the construction of a new car park, road resurfacing outside the chapel and associated drainage works, together with the installation of two new cremators. In addition, a second chapel has now been built, which doubles the crematorium's capacity, enabling more tailored services of varying sizes to be offered on site. Improvement work to the roof of the Crematorium will commence shortly.
- Plans for the development of the Western Growth Corridor in the west of the city have been approved. The development will supply the city with 3,200 much needed new homes, a leisure village, industrial park and transport infrastructure.
- Working with partners we have made excellent progress in the Sincil Bank / Cornhill area with much improved public realm.
- We have commenced work on the renovation and repurposing of Lincoln Central Market, which will further support the public realm improvements already delivered in the Cornhill area.
- We have continued to raise awareness of Lincoln Community Lottery as a fund-raising tool and have so far raised over £150k for good causes located in and around the city.
- We now have over 100 local organisations signed up and accredited to the Council's Lincoln Social Responsibility Charter, each going above and beyond to support their employees and the local community.
- The Council has celebrated its successful second year of the High Street Heritage Action Zones programme, which has so far seen several key projects delivered aimed at preserving the heritage of the city centre and the surrounding area. Activity being delivered as part of this programme includes:
 - An ambitious cultural programme aimed at bringing culture to the high street and celebrating the unique and rich history and diversity of the area through vibrant and engaging open-air activities and events
 - Grants to repair and convert key historic buildings in the area
 - A community programme of events and activities for people to get involved in their local heritage, work together and learn new skills
 - Property improvement grants to restore and reinstate historic shopfronts and other architectural elements to enhance the unique character and appearance of the area
- Development of a residential scheme on land off Rookery Lane, which will deliver a mix of affordable two, three, and four-bedroom houses, two-bedroom bungalows and one-bedroom flats has now commenced.

In addition, details of service specific achievements contributing to Vision 2025 have been provided in section three of my report commencing on page 5.

The Council should be rightly proud with what we have collectively delivered under Vision 2025 to date, however, due to the financial and resource impacts of the pandemic, in early 2022 it was clear we would need to review our strategic plan to ensure the priorities and supporting projects continued to meet the needs, aims and ambitions for our great city.

As part of this process the Council launched a public consultation in January 2022 to understand which activities resident and businesses felt were of the greatest priority to them. 229 responses were received to the consultation.

Following this review, it was agreed there were no changes required to the Vision, the five priorities or the aspirations under each priority. However, the programmes have been reviewed to include more activity around residents' health.

The Vision 2025 Interim Review document can be accessed using the following link - <https://www.lincoln.gov.uk/downloads/file/1213/vision-2025-3-year-addendum>.

As a reminder the Council's five strategic priorities in Vision 2025 remain:

- Let's drive inclusive economic growth
- Let's reduce all kinds of inequality
- Let's deliver quality housing
- Let's enhance our remarkable place
- Let's address the challenge of climate change

I have provided further details on the projects we will look to commence in 2022/23 within the Future Challenges section of my report starting on page 19.

3. KEY ACHIEVEMENTS IN 2021/22 – Our People & Resources

3.1 Financial Sustainability

The financial landscape for local government continues to pose an unprecedented challenge to the Council.

This is set in the context of significant, inherent uncertainty with the ongoing impact of the Covid-19 pandemic on income and expenditure assumptions and a lack of any form of clarity on future funding settlements from Government.

It is a long time since the Council had any medium-term certainty during budget setting, which makes financial planning in this climate extremely challenging.

The Covid-19 pandemic continues to cast a shadow on the Council's finances with budget pressures arising from demand for services, the availability of goods and services, escalating costs and ongoing, permanent, reductions in income. Coupled with the state of flux in the economy with soaring inflation, labour shortages, and supply chain issues the level of uncertainty has never been so high.

Alongside these service pressures, there continues to be a lack of clarity over whether and when each of the planned local government finance reforms will be implemented. These reforms, together, have the ability to fundamentally alter the course of the Council's Medium Term Financial Strategy. Providing certainty on these issues would make a significant difference to the Council's financial planning and therefore the services it delivers.

In this current exceptionally difficult financial situation, faced with volatility, complexity and uncertainty, the Council's overriding financial strategy has been, and will continue to be, to drive down its net cost base to ensure it maintains a sound and sustainable financial position. The key mechanism for carrying out this strategy is through the Towards Financial Sustainability (TFS) Programme, which seeks to bring service costs in line with available funding.

Although there is a significant level of uncertainty about future funding, based on what is currently known, or can be reasonably assumed, there still remains a current savings target of £1.5m on the General Fund, which the Council must deliver to ensure its financial sustainability. Whilst this is a significant target for the Council to achieve, particularly in light of the annual revenue reductions of nearly £10m that have already been delivered over the last decade, considerable

progress has already been made with over 50% of the target already achieved. In the longer term the Council is seeking to deliver transformational changes as well as using its influence and direct investment, through Vision 2025, to create the right conditions for the City's economy to recover and once again grow, thus increasing tax bases and ensuring its financial sustainability. However, due to the short term need to close the budget gap the Council is left with little option but to revert to more traditional cost cutting measures in order to deliver the reductions required, this is an approach that will continue through 2022/23.

The Council will continue to build on its successful financial planning to date and will seek to protect the core services for the people of Lincoln, whilst at the same time allowing for significant investment in the City, and its economy, and driving forward Vision 2025. Adopting this approach will ensure that it carefully balances the allocation of resources to its vision and strategic priorities, whilst ensuring it maintains a sustainable financial position.

3.2 Revenues and Benefits Shared Service

Our Revenues and Benefits shared service with North Kesteven District Council continues to perform successfully and has now been in operation for over a decade, having formed in June 2011.

The last twelve months have presented several notable challenges to this service, which are outlined in more detail below.

As with many other Council services, the impacts of Covid-19 have been significant. Work undertaken by the Revenues Service has included:

- Collection and recovery of monies due to the Council
- Increased levels of Benefit and Council Tax Support claims
- Delivery of Test and Trace Support Payments
- Winter Grants Scheme payments
- Household Support Fund
- Discretionary Housing Payments
- Council Tax energy scheme

The above is in addition to being central to the assessment and delivery of grants and reliefs to qualifying businesses.

Service Performance

For the financial year 2021/22, the in-year collection was down by 0.78% compared to 2020/21. The impacts of Covid-19 on residents' income have continued, making collection of Council Tax a balance of the importance of collecting monies due in promptly whilst making repayment arrangement appropriate, so that undue financial hardship to taxpayers is avoided.

In terms of Business Rates, for the financial year 2021/22 the in-year collection for Lincoln was down by 0.52%. 2021/22 is not wholly comparable to 2020/21 due to a reduction in Expanded Retail Discount available to qualifying business - this relief reducing from £28m in 2020/21 to £9.5m in 2021/22, leaving more rates to be collected by the service.

As at the end of the financial year 2021/22, outstanding revenues documents stood at a total of 2,046. Although this figure is higher than the total figure at the end of 2020/21 (1,650), this is

because of significant demand on the Council Tax Team, with house moves increasing sharply, the ongoing impacts from Covid-19 during 2021/22 and unforeseen reductions in staffing resources at points during the year. At the end of October 2021, there were 3,367 outstanding Revenues documents awaiting to be processed, which demonstrates progress made in the second half of 2021/22.

The BID Levy year does not end until 30th June 2022 – an update can be provided after this date, although all indications are another extremely positive year of collection performance in this area.

Fraud

The team continues to deliver initiatives aimed at reducing fraud and error in the system through new and existing cross-departmental and national data-match exercises, and initiatives through the Lincolnshire Counter Fraud Partnership. Discussions are ongoing in respect of the possibility of a Council Tax Single Person Discount 'rolling review.'

A review of empty domestic properties has taken place in 2021/22, with 199 properties being identified as occupied through this review. The team is also part of the national Housing Benefit Award Accuracy Scheme, as well as the Verify Earnings and Pension Scheme, both of which result in correcting amendments to incomes used in assessment of Housing Benefit and Council Tax Support. Identifying and remedying Business Rates potential 'avoidance' also continues to be a key aim for our shared service.

The team also continues to be actively involved in the national 'Friends Against Scams' scheme.

Welfare

Both the Welfare Reform Support Team and Welfare Teams within the shared service continued to receive extremely high levels of demand in 2021/22, with residents understandably needing support and advice more than ever. 6,848 (2020/21 was 5,806) Lincoln residents were given welfare/benefits advice and 134 (2020/21 was 102) money advice referrals were dealt with. Advice provided enabled £22,752 additional benefits entitlement per week, and lump sum awards totalling £299,193. Discretionary Housing Payments of £195,454 were awarded, also £1,045,500 was paid in Test and Trace Support Payments and through the Winter Grant Scheme, as well as £427,542 to residents through the Household Support Fund.

The shared service continues to deliver significant savings across the partnership, whilst continuing to provide vital and customer-focussed services to our residents and businesses.

3.3 Procurement

Whilst in previous years the financial situation meant that procurement was one of the areas where there is potential to generate savings, the impact of the pandemic, war in eastern Europe and Brexit have meant that we are now being faced with significant inflation increases which we cannot control. However, the Procurement Manager in conjunction with operational leads and finance colleagues will endeavour to help mitigate some of these increases by looking at various options in relation to procurement.

Significant procurement support has been provided within the last year to a number of the key strategic priorities including the regeneration of De Wint Court Extra Care facility, the Western Growth Corridor scheme, the Grey Friars Regeneration project, as well as a number of the priorities of Vision 2025.

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

3.4 Property Services

The Facilities Management team, which includes the maintenance of City Hall, have continued throughout the last year to ensure that the building has been managed and operated in accordance with Covid-19 secure guidelines. This has of course lessened in recent months, however, there still remains some measures in place. Moving forward work is now commencing on how we can best utilise City Hall, with our changing working patterns reducing the demand for space. Part of this work will involve the co-location of other public services in City Hall. We already have a number of partner organisations in the City Hall, which was further boosted in March 2022 when the Citizens Advice Bureau relocated from Beaumont Manor.

The Facilities Management Team also cover the maintenance of the Council's corporate assets. This has now returned to pre Covid-19 levels with operational buildings back in use and repairs and maintenance requirements re-emerging. Some specific works undertaken in the last 12 months include: Lucy Tower multi-storey car park works, Hartsholme County Park Visitor Centre improvements, roof works at the Guildhall and rebuilding of the wall at St Nicholas Church. Work is now focussing on Yarborough Leisure Centre, the completion of works at the crematorium and High Bridge shops roof repairs.

The Estates and Surveying team's work continues to be impacted by the economic impact of Covid-19 with some leases not renewed, rent reductions sought and lease terms being re-negotiated. In addition, the team continues to provide professional and technical advice / support to many of the Council's key projects / developments including, Western Growth Corridor, housing sites (Rookery Lane, Queen Elizabeth Road) and Towns Fund schemes.

The team is also leading on two Vision 2025 schemes, the Re-Imaging Greyfriars project, which has just submitted its round two funding bid to the National Heritage Lottery Fund, and the options for 20/21 High Street and 404/42 Michaelgate (known as the Harlequin Project). Both of these schemes are being progressed in partnership with Heritage Trust Lincolnshire. Whilst significant progress has been made with Greyfriars, the Harlequin Project is still in its initial development phase, although Heritage Trust Lincolnshire has secured funding from the Architectural Heritage Fund to undertake improvement works to the Michaelgate properties to bring these back into use.

3.5 Emergency Planning

The Emergency Plan provides a framework for the control and co-ordination of a response to an emergency affecting the council and is usually refreshed annually. Our plan supports our duty under the Civil Contingencies Act 2004 to be prepared and work in partnership in the event of an emergency.

We work on an ongoing basis with the Lincolnshire Resilience Forum (LRF). The LRF is a multi-agency partnership made up of representatives from local public services, including the emergency services, local authorities, the NHS, and others. These agencies are known as Category 1 Responders.

Whilst the LRF is not a statutory body, but it is a statutory process made up of many different statutory bodies. This partnership is supported by Category 2 responders. They have a responsibility to co-operate and to share relevant information with the LRF. These responders include the Highways Agency, Public Utilities, British Red Cross, the MoD and the two Drainage Boards.

In an incident, everyone comes together to help the people of wherever the incident is by responding in a way that minimises the impact on the public, property, and environment of Lincolnshire.

For much of 2020 and 2021 we were in 'emergency response' mode due to the Covid 19 pandemic and officers have been part of the Lincolnshire Resilience Forum response to the pandemic. Response mode effectively means regular (daily or two or three times a week) multi-agency calls with the LRF at least at strategic and tactical level to respond to the emergency.

After coming out of the Covid 19 response in the middle of 2021 we then entered response mode again at the end of 2021 and over winter with the overlapping issues of the Omicron spike and the NHS winter pressures. Like many hospital trusts, United Lincolnshire Hospitals Trust was in its highest state of alert for an extended period of time in December 2021.

We have a full out of hours rota for strategic (gold) and tactical (silver) commanders for emergency planning purposes. Gold is staffed by the Chief Executive, Directors and Assistant Directors and silver predominantly by Service Managers. Training is ongoing for all new members of that rota.

During the last year, the City Centre Evacuation Plan has had a significant review. As the 2018 evacuation of the central bus station demonstrated, the complexities of having the bus and rail stations adjacent to a main arterial route and significant parking provision in a busy city centre with large retail, business, public sector and educational establishments, presented particular problems.

This plan is not prescriptive but provides a common framework for responders and relevant organisations to facilitate a co-ordinated and flexible multi-agency response in the event of any incident that requires the partial or full evacuation of Lincoln City Centre.

3.6 Business Continuity

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

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

The Council's overarching business continuity plan is reviewed each year, although due to the Covid-19 pandemic this was not undertaken during 2020/21, however has been refreshed early in 2021/22. We also have 21 critical service area plans all of which undergo an annual review, led by the service area and supported by the Council's Emergency Planning Officer who is from the Joint Emergency Management Service at Lincolnshire County Council.

Again, due to the impact of the pandemic these annual reviews have not been undertaken during 2021/22. A full, comprehensive review of the overarching business continuity plan and all service plans will be undertaken later in 2022/23 to fully reflect any changes in how Council services operate, e.g., the additional resilience provided by the ability for staff to now work from home more easily.

The linkages between the Council's IT Disaster Recovery Plan and critical service area plans has resulted in this area being raised as an area of significant concern in the Annual Governance Statement. An action plan is however in place to address this with investment in the secondary ICT location at Hamilton House nearing completion, following which a new IT Disaster Recovery Plan will be developed and reflected in the critical service area plans.

The Council's Business Continuity Co-ordinator is the Chief Finance Officer who meets regularly with the Council's Emergency Planning Officer who sits on relevant internal meetings such as Safety Advisory Group and the Christmas Market Safety Advisory Group to provide necessary support and guidance.

3.7 Risk Management

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

The Strategic Risk Register for 2021/22 was initially formulated by the Corporate Leadership Team in May 2021, and as part of the reporting protocol within the current Risk Management Strategy, both the Executive Committee and Performance Scrutiny Committee receive reports on the Strategic Risk Register to consider the status and movement of all strategic risks at that particular point in time. The initial Strategic Risk Register for 2021/22 contained 15 strategic risks. Since then, risks have been mitigated against with adequate controls put in place resulting in the current risk register now having 12 strategic risks.

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

An Internal Audit was undertaken during 2020/21 of the Council's risk management arrangements. The purpose of the audit was to determine how all aspects of the risk management framework were operating. It was concluded that there was substantial assurance that the Council had effective risk management arrangements in place.

3.8 Corporate Health & Safety

An ongoing Health & Safety Development Plan is in place and is prioritised according to risk. It is fully resourced and is approved and monitored by Health & Safety Champions Group.

Once again, the main focus last year has been to assist and support services during the pandemic, producing risk assessments, safe working practices and the determination of suitable PPE.

The review and improvement of the health and safety risk assessment register has been completed and a programme of rolling this new process out across all Directorates has already commenced and should be fully in place and internally audited by the end of Quarter 3.

Safety Assurance Team

The management of asbestos continues. Communal areas including tower blocks are being undertaken in house with external contractors being utilised for removals and surveys. All data relating to asbestos is uploaded to Asbestos Pro where it is securely stored. There have been no reported asbestos incidents.

The Building Safety Bill received Royal Assent on 28th April 22 and is likely to come into force this year. This will have an impact across City of Lincoln Council in areas such as resident engagement, increased check / inspections and producing a building safety case for each of the tower blocks.

All three high rise buildings have had intrusive fire risk assessments conducted to provide assurance and support further work relating to the Building Safety Act. Fire risk assessments continue across all communal areas in low rise purpose-built blocks of flats with reviews being undertaken annually.

Lincolnshire Fire and Rescue asked us to conduct an exercise at Trent View. This is designed to test readiness in the event of any threat to the building & our tenants.

The Safety Advisory Team continue to work jointly with Lincolnshire Fire and Rescue to provide and produce updated information on high rise and sheltered schemes.

3.9 Human Resources (HR)

The Human Resources team continue to focus on employee mental and physical health and wellbeing.

“Looking after your teams mental health” training has been delivered to line managers. The training explores the concept of mental health and provides practical guidance to managers who are dealing with an employee who may be struggling with mental health issues.

Between July and September 2021, 129 employees participated in the Virgin Pulse Go Challenge, which focused on a range of health and wellbeing initiatives beyond physical activity including – weight management, reducing stress, mindfulness, improving sleep, managing finances and acting sustainably. The 2022 Virgin Pulse Go challenge is currently taking place.

In December 2021, the Council was successfully re-assessed by Employers for Carers for the Carers Charter Quality Award. The focus is that as an employer we are well placed to support and manage employees with (unpaid) caring responsibilities. The feedback was positive and particularly referenced that the policies and practices we had in place before the pandemic had been sufficiently robust to ensure that we were able to continue and adapt as an organisation to:

-
- support unpaid carers in our workplace during lockdowns, restrictions and migrating to new ways of working (hybrid/agile)

- signpost and raise awareness to service users in our communities who have caring responsibilities of the various avenues of support they can access

Employee benefits have been reviewed, with a focus on a way to help with household expenses/cost of living crisis. This is ongoing with awareness/online seminar sessions set up as part of 'Our Financial Health Matters.' Pension awareness and Budget Management sessions are also being scoped for the rest of the year as part of 'Our Financial Health Matters.'

The Council has signed the national Workplace Menopause Pledge, which gives us access to a range of resources to raise awareness. This recognises and complements existing initiatives such as the successful Menopause Café.

The Council has recently commenced the roll out of a three-day leadership development programme, which has been tailored to support Team Leader development in leading and managing people as individuals and teams. The tailored workshops will help Team Leaders understand, apply, and embed relevant leadership and management skills. This will help increase self-awareness in relation to leadership attitudes, mind-sets and beliefs to enhance their leadership capabilities.

The sessions have been built around our new ways of working, managing remote teams and to support our delivery of Vision 2025. The course objectives include: -

- Performance management and feedback (including talent management)
- Increased confidence in people management
- Difficult conversations
- Building resilience
- Brilliant leadership (personal responsibility)
- Leading change
- Effective delegation
- Motivation and how to motivate and inspire others
- Positive team atmospheres
- Leadership styles and remote working

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

The Human Resources team also continue to review and monitor all workforce data in accordance with the Equality and Diversity Action Plan.

3.10 Work Based Learning (WBL) - Apprenticeships

During October 2021, the Council was invited to re-apply on the Register of Apprenticeship Training Providers. The Work Based Learning team submitted a new application and during March 22 received confirmation that our application had been successful. This enables the Council to continue to support the delivery of apprenticeships.

The Work Based Learning team has continued to deliver apprenticeships as a supporting provider in partnership alongside main providers First College and LAGAT College. The team is proactive in support of the learners and is continually developing new ways of working to align with the post Covid-19 working landscape.

Our contribution to First College' Self-Assessment and Performance report was extremely positive in relation to supporting success rates.

The Work Based Learning team continue to deliver to all learners on programme across Business Administration, Customer Service and Management apprenticeships. The new apprenticeship standards continue to be delivered and our apprentices on the new final tests on End Point Assessment were successful and all achieved a distinction.

In December 2021 confirmation was received that we successfully continue to meet the criteria in relation to the Matrix Standard. This standard is the Department for Education's standard for ensuring the quality of the delivery of high-quality information, advice, and guidance (IAG). We continue to display the matrix quality mark as an accredited organisation to demonstrate that we offer high quality IAG services.

Our ethos remains to 'grow our own' and despite a decline in numbers on programme for the past academic year, several of our apprentices have secured permanent positions at the Council.

3.11 Craft Apprenticeship Scheme

Recently we have conditionally offered two apprenticeships, one in plumbing and one in electrical. They are due to start in late August 2022.

Working with the Unions we have also agreed a traineeship where once the apprentice has finished their apprenticeship, they can potentially move on to a 12-month traineeship, which aims to give the apprentice the experience of a full trades' person with the safety net of having supportive people around. For example, they could start doing jobs by themselves, have their own van, complete van checks and managing workload.

We will have three people on the trainee program and those trades are electrical, plumbing and plastering.

In addition, we have accepted several work experience requests which is a positive sign, with individuals hopefully feeding into the apprenticeship program.

3.12 Corporate Communications and Media Relations

Our communications team continues working hard to ensure our reputation is maintained and enhanced wherever possible. The past year has been spent working with partners to ensure community testing and vaccination communications are supported, key council projects and events are celebrated, and that the council's priorities are promoted.

Some of the major successes this year include:

- On Facebook, the number of people following the Council has risen by 27 per cent from mid-2021 with more than 9,800 people now following our corporate account.

- On twitter, there are almost 16,500 followers to our corporate account. A figure which puts us at seventh in the UK for councils with the greatest number of twitter followers per head of population.
- The reach of all our social media posts during the week of the Christmas Market was more than 2.5million. Twenty-three media interviews were arranged and conducted during the four-day market.
- The team led on communications in the De Wint Court development and ensured considerable coverage throughout its development through to completion.
- Positive promotion of the launch of the second chapel and significant investment into Lincoln crematorium was delivered by the team
- Helping form the Town Deal communications working group to give ongoing support for the city's Town Deal Board and its projects
- The recent appointment of two new members of staff to add significant skillset to the team, which includes event management, videography and broadcasting
- Supporting the Western Growth Corridor Planning application decision to ensure residents had a full understanding of why it was approved and the benefits the scheme will bring to the city
- Our two videos on Freedom of the City parades were shared around the country, reaching more than 40,000 people
- The team played a significant part in the Lincolnshire Resilience Forum's Warning and Informing group throughout the pandemic and beyond
- A selection of very well-received posters for City Hall, thanking staff for playing their part in helping the city through the pandemic have been produced
- The 2022 city elections, ensuring polling station changes were communicated well and the use of a large projection screen in the counting hall to provide live updates to count attendees
- The team played a major part in helping agree where the Welcome Back Fund is best used and promoting all events taking place in the city
- The team has launched a video In Brief bulletin for staff, to be issued fortnightly to all staff to keep them up to date with Council matters

3.13 Civic and International Partnerships

Guildhall:

The Council continues to work closely with Heritage Lincolnshire to develop tourism in the lower part of the city. As part of this work is progressing regarding the Posterngate and the possibility of combined tours with the Guildhall taking place.

Recently the Guildhall was recognised as the 'the best place to visit in Lincoln' by Travellers' ranking on Facebook. This is a great achievement and a further boost towards developing tourism in the lower part of the city.

The project with the University regarding the Charters is still on-going, and the first set of treated parchments have been returned to the Guildhall and put into a display.

Mayoralty:

2021 saw a 'unique' Mayor Making Ceremony in the Chapter House at the Cathedral in May. The Mayor and Civic party then successfully attended many events throughout their Mayoral Year following a period of attending very few events due to the pandemic. For 2022, the traditional Mayor Making Ceremony returned to the Guildhall in May.

Civic Events:

Civic events organised by the Civic Office continued to take place throughout 2021/22. Some of these events included the visit of the Lord Mayor of Bradford, Remembrance Service at the War Memorial and Christmas Lights Switch on.

International Partnerships:

Owing to the ongoing pandemic situation no visits have taken place, but the link with our five twin towns is still continuing.

3.14 Legal Services

The Legal Services team has continued to support the Council's Vision 2025 and strategic priorities by providing advice and representation to all service areas as well as members. The team's role in enforcement is ongoing, with some individuals exhibiting some very challenging behaviors necessitating liaising with the police and other third parties to try to find solutions, as well as instigating legal proceedings. The conveyancing work on the Rough Sleepers project, involvement in the provision of temporary accommodation and providing private housing advice means the team has been able to contribute further to the alleviation of homelessness in the city and improvements to housing generally.

There have been numerous cross department procurement exercises recently to ensure we can deliver both services and works / projects. The team continues to work on the regeneration of the city through the major projects and planning work, including the Western Growth Corridor and in the city centre, and supporting other areas helping the city's residents to recover after the pandemic, including the licensing regime and the provision of financial benefits.

4. KEY PERFORMANCE SUMMARY

4.1 Sickness Levels

Following decreasing levels of sickness in the Council during 2020/21, sickness levels throughout 2021/22 unfortunately saw an increase. This was primarily due high levels of Council staff being off work during the year due to Covid-19 related illnesses. With the majority of staff members continuing to work a mix of at home and in the office, with health and wellbeing initiatives aimed at supporting staff remaining available, and with the national Covid-19 picture improving, we are hopeful we will see a decreased level of sickness during 2022/23.

Cumulative sickness per FTE trends (excluding apprentices)

Year	Q1	Q2	Q3	Q4
2012/13	1.71	3.63	6.46	9.7
2013/14	2.68	5.18	7.69	10.78
2014/15	2.99	6.68	9.93	13.43
2015/16	3.01	5.7	8.6	11.63
2016/17	2.43	5.1	8.27	11.52
2017/18	3.11	6.34	9.84	13.62
2018/19	2.9	4.83	7.28	10.35
2019/20	2.42	5.07	7.75	10.49
2020/21	1.13	2.83	5.82	9.10
2021/22	2.92	6.32	10.51	13.80

The table below provides a breakdown of the top three reasons for sickness absence in the final quarter of 2021/22:

Directorate	Top Reasons Short Term absence	Top Reasons Long Term absence
CX	Covid-19 Operation Headache/Migraine. Stress / Depression (Personal)	Musculo Skeletal Nausea Cancer
DCE	Covid-19 Cold Eye; Ear; Nose; Mouth; Dental	Stress; Depression (Personal) Stomach; Liver; Kidney; Digestion Musculo Skeletal
DHI	Covid-19 Stress; Depression (Work Related) Stomach; Liver; Kidney; Digestion	Stress; Depression (Work Related) Chest Infection / Heart * Respiratory issue Heart; Blood Pressure; Circulation
DMD	None	None

4.2 Quarterly Performance Measures – Our People and Resources

The tables below are taken from the Performance Information Management System (PIMS) and show performance up to the end of Q4 2021/22 for my portfolio.

Within the latest data provided there are four performance statuses showing as below target. In all cases this is due to the ongoing impacts of the pandemic, and the impact this has had on our ability to maintain performance in these areas. An overview of these below target outturns, together with those outturns performing above target at year end have been provided below.

Below Target –

Work Based Learning – It has proven very difficult to maintain the same number of apprentices as a result of many services continuing to work from home or adopting a hybrid working approach. As a result, the number of apprentices due to complete their apprenticeships in 2021/22 was just six. Subsequently, just one delayed completion has had a much larger impact on the overall completion rate as can be seen in the latest performance outturn for measure WBL1. Looking ahead the focus within the team is on recruitment into the apprenticeship, and the team continues to work with service areas to identify opportunities. The cumulative number of apprentices year to date is 14.

Revenues and Benefits Shared Service – performance of this service has continued to be impacted significantly largely due to the volume of support schemes introduced, which have been administered by this service. A further insight into the work of this service and the ongoing impact of the pandemic has been provided above under the Revenues and Benefits Shared Service section of my report (page 6).

Above Target –

Accountancy – The average return rate on investment has seen three consecutive quarters of improvement, with the yearend 2021/22 outturn reaching 0.3%. The Bank of England base rate has increased driving this performance and we expect this trend to continue in future quarters. In addition, we also continue to outperform on measure ACC 2 – Average Interest rate on external borrowing for the 9th consecutive period.

Debtors and Creditors – At yearend, the average number of days taken by the Council to pay invoices was just 13 days, significantly outperforming the target of 30 days.

In addition to the key outturns above, we have also seen both Communications performance measures (COM 1 & 2) and Debtor and Creditor measures (DCT 1 & 2) perform with the target boundaries at year end, presenting acceptable performance.

For all measures the key is: Green = At or above target; Blue = Acceptable performance – results are within target boundaries; Red = Below target

Our People and Resources – quarterly performance measures as of Q4 2020/21

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Service Area	Measure ID	Measure	High Or Low	Low Target	High Target	Previous Data Period	Previous Value	Current Quarter	Current Value	Unit	Status
Communications	COM 1	Percentage of media enquiries responded to within four working hours	High is good	70.00	85.00	Q3 - 21/22	76.00	Q4 - 21/22	73.00	%	A
Communications	COM 2	Number of proactive communications issued that help maintain or enhance our reputation	High is good	25	40	Q3 - 21/22	27	Q4 - 21/22	27	Number	A
Work Based Learning	WBL 1	Percentage of apprentices completing their qualification on time	High is good	92.00	95.00	Q3 - 21/22	0.00	Q4 - 21/22	83.00	%	R
Work Based Learning	WBL 2	Number of new starters on the apprenticeship scheme	N/A	Volumetric	Volumetric	Q3 - 21/22	3	Q4 - 21/22	5	Number	V
Work Based Learning	WBL 3	Percentage of apprentices moving into Education, Employment or Training	N/A	Volumetric	Volumetric	Q3 - 21/22	0.00	Q4 - 21/22	83.00	%	V
Accountancy	ACC 1	Average return on investment portfolio	High is good	0.12	0.18	Q3 - 21/22	0.14	Q4 - 21/22	0.30	%	G
Accountancy	ACC 2	Average interest rate on external borrowing	Low is good	4.75	3.75	Q3 - 21/22	3.10	Q4 - 21/22	3.02	%	G
Revenues Administration	REV 1	Council Tax - in year collection rate for Lincoln	High is good	95.00	96.75	Q3 - 21/22	75.82	Q4 - 21/22	94.00	%	R
Revenues Administration	REV 2	Business Rates - in year collection rate for Lincoln	High is good	98.50	98.89	Q3 - 21/22	84.11	Q4 - 21/22	98.45	%	R
Revenues Administration	REV 3	Number of outstanding customer changes in the Revenues team	Low is good	650	450	Q3 - 21/22	1,738	Q4 - 21/22	2,046	Number	R

Our people and resources – annual measures

Service Area	Measure ID	Measure	High Or Low	Low Target	High Target	Previous Data Period	Previous Value	Current Year	Current Value	Unit	Status
Debtors & Creditors	DCT 1	Percentage of invoices paid within 30 days	High is good	95.00	97.00	2020/21	98.92	2021/22	95.84	%	A
Debtors & Creditors	DCT 2	Percentage of invoices that have a Purchase Order completed	High is good	55.00	65.00	2020/21	45.40	2021/22	55.00	%	A
Debtors & Creditors	DCT 3	Average number of days to pay invoices	Low is good	27.00	30.00	2020/21	8.00	2021/22	13.00	Days	G

5. FUTURE CHALLENGES

Following the refresh of our Vision 2025 strategic plan, we will focus on progressing a wide range of projects over the year ahead. The key projects will include:

- Continuing to lead on the Western Growth Corridor site to provide 3,200 homes, with a range of neighbourhood service provision including a new primary school and a new Leisure Village with a range of commercial opportunities.
- We will seek to deliver key schemes identified within the Lincoln Transport Strategy. In addition, the Transport Taskforce will review all forms of movement in and around the city seeking to improve rail connectivity, increase rail passenger numbers, increase bus service frequency, and improve the cycle and walking paths across the city.
- We will develop an inclusive Growth Strategy to set out how we will address the economic inequalities within the city (e.g., low household income) as part of tackling the wider determinants of health.
- We will deliver a comprehensive parking strategy for Council operated car parks in the city, addressing numerous objectives for the work.
- Through the restoration of the grade II Lincoln Central Market and City Square, we will create a strong, sustainable indoor and outdoor market offer in Lincoln. This will create an anchor destination within the Cornhill Quarter, which will support high quality independent trading, promoting local produce and start-up retail and creative businesses.
- We will look to install further changing places toilets in the city.
- We will seek to progress the proposed development of Tentercroft Street, with the aim of connecting the emerging green corridor in Sincil Bank, along Tentercroft Street and right into the heart of the city.
- We will strive to become a Digital City through work with partners to implement smart digital networks, which will support business innovation as well as access to transport, healthcare and a range of other services.
- Building upon the support we already provide to start up and small businesses, we will continue to develop our workspaces and business premises offer so that businesses of all sizes and types can make Lincoln their home. Lincoln Science and Innovation Park, alongside BG Futures, Mosaic and Spark house will continue to drive partner collaboration in support of small businesses.
- We will develop a masterplan that will regenerate the Waterside East area of the city by maximising the waterside location and the easy cycle and walking routes.
- We will progress the Be Lincoln marketing campaign that promotes Lincoln as a visitor, business and educational destination.
- Work will continue to progress those projects we will undertake under the Towns Deal umbrella.
- We will finish a review of the Central Lincolnshire Local Plan and ensure the guidance is updated so that ambitions of the city can be delivered.
- We will continue to deliver the Heritage Asset Programme which aims to maintain, protect and restore city centre shop fronts, historical buildings and heritage sites at risk.
- We will further promote our green spaces and leisure areas, the facilities available and the events taking place, with the aim of inspiring residents to lead a healthy lifestyle.

- We will endeavour to improve health outcomes for our residents through building strong partnerships with health, third sector and others with shared goals and ambitions.
- Working in partnership with our health colleagues we will seek to explore different models of health delivery relevant to our diverse population and demographics.
- We will promote the District Health and Wellbeing Strategy and the District contribution to improve health outcomes.
- We will look to reduce anti-social behaviour incidents in the city centre and thus improve the presentation of the city centre for residents and visitors alike.
- Following completion of our new extra care accommodation at De Wint Court, we will review our other supported housing stock to assess the ongoing needs of our tenants.
- To ensure the Council maximises the availability of affordable housing across the city and to meet our customers housing needs, we will work closely with the private sector to maximise the opportunities for access to private rented accommodation for those who have previously been unable to access this.
- Grant funding to be made available to address issues of poor insulation and heating within the private sector.
- We will introduce a new tier of licensing scheme to capture those properties falling below the HMO threshold.
- We are committed to plant even more trees than we had before in a range of suitable environments across the city over the next five years – not just to help tackle climate change but also to enhance our natural environment.
- Within Sincil Bank we will seek to:
 - create green spaces in the area,
 - create green corridors through the area,
 - introduce resident's parking (where supported by residents)
 - implement traffic re-modelling
- Working with partners, we will maximise the impact of current green spaces in the city centre through creative thinking. We will develop new ideas e.g., Green Walls, vertical gardens, re design of current spaces.
- Working with the Lincolnshire River Trust we will seek to create new wildlife sites in the city.
- We will work with our contracted partner to improve cleanliness and action innovative solutions whenever possible to improve effectiveness and efficiency. To achieve this we will:
 - seek to improve recycling rates
 - respond to government legislation affecting recycling waste, food waste, green waste
 - deliver the Lincoln element of the county waste management strategy in partnership with Lincolnshire County Council
- Produce in conjunction with Sport England and Active Lincolnshire an all-encompassing Leisure Strategy for the City.
- Implement the ten-year vision for Lincoln Christmas Market, which will involve introducing live cultural performances as we enhance the event to create a new ambience and atmosphere.
- We will develop a new model for supporting our cultural assets.
- We will develop a programme that builds creative talent in the city that underpins the economic vitality of the city centre and prepares the way for a cultural bid. This will ensure the city becomes recognised for a variety of high-quality festivals throughout the year, bringing trade to the local economy for residents and tourists alike.

- The Central Lincolnshire Sport and Leisure Strategy identifies a need for more leisure provision in the city. Working with partners we will identify how we can deliver a new Leisure Village of regional significance over the next five to ten years.
- We will work with partners on the Lincoln Climate Commission and deliver our Climate Action Plan.
- We will work with single use plastic free community leaders to ensure the Council stops using single-use plastics and will encourage our partners to do the same.
- We will run a strong communications campaign that seeks to better inform residents, visitors and businesses on how they can reduce their own carbon footprint.
- We will work to achieve 'Green' level Environmental Management Accreditation by 'Investors in the Environment.'
- We will work towards an Electric Vehicle fleet as part of the Council's contractor and asset programmes, which will include exploring options for the refuse fleet as part of the next contract renewal.
- We will identify key transformational projects and programmes which will include initiatives that directly and indirectly contribute to the climate change agenda.

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

Jaclyn Gibson, Martin Walmsley, Heather Carmichael, Simon Colburn, Simon Walters, Lara Trickett, Sara Boothright, Matt Gorfin, Claire Burroughs, Sam Temple-Baxter, Steve Welsby, Kate Fenn, Becky Scott, Steve Welsby, Graham Rose and Carly Young.

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

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SUBJECT:	CENTRAL LINCOLNSHIRE JOINT STRATEGIC PLANNING COMMITTEE/LOCAL PLAN ANNUAL REPORT 2021/22
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 2021 through to 31st March 2022.

2. Executive Summary

- 2.1 The Joint Planning Committee reached its twelfth year over the course of 2020/21. This year has been framed by the ongoing uncertainty of the pandemic and high rates of inflation more recently, but from the Local Plan perspective it has seen significant progress made on the plan.
- 2.2 Substantial progress has been made with the development of the plan which has included the Local Plan and all supporting documents being prepared for submission to the Planning Inspectorate in readiness for the examination in public which is expected in November 2022.

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.

4. Summary of Progress

Note: clicking on the dates below will take you to the relevant CLJSPC meeting minutes, or alternatively go to:

<https://democracy.n-kesteven.gov.uk/ieListMeetings.aspx?CId=729&Year=0>

- 4.1 The following progress occurred in 2021/22:
- 4.2 The AGM meeting took place in two parts, both on 21 June 2021 with Cllr Bierley (West Lindsey) being voted in as Chair for the year. This was the first meeting held in person since the start of the pandemic. At the meeting the following items were considered:
- the Local Plans Team Annual Report;
 - the Local Plan Budget Update; and

- the Local Plan Draft for Consultation
- 4.3 At this meeting the Committee approved the consultation draft of the Local Plan – this was the first time that the proposed new Local Plan was published for comments and this 8 week consultation took place shortly after the meeting.
- 4.4 The subsequent meeting took place on 18 October 2021. At this meeting the Committee considered an item on:
- The Regulation 18 Consultation Update
- 4.5 This update provided details of the number of respondents and responses received during the consultation and picked up on some of the key issues being raised. It also highlighted the next steps for progressing the plan.
- 4.6 The next meeting took place on 10 January 2022. At this meeting the Committee considered an item on:
- Update on Local Plan Progress
- 4.7 This report highlighted what had been done since the Regulation 18 Consultation Draft Local Plan Consultation and highlighted some of the key areas of change being proposed for the plan since it was last published.
- 4.8 The next and final meeting took place on 28 February 2022.. At this meeting, the Committee considered an item on:
- Proposed submission Local Plan
- 4.9 This item set out the next stages of the process for the Local Plan, including a statutory consultation and submission of the document for examination. It was accompanied by the Proposed Submission Local Plan for approval from the Committee.
- 4.10 **Forward Look**
- 4.11 In the coming year, it is anticipated that the local plan will enter the final stages before it is hopefully adopted. This will include:
- Submitting the Local Plan to the Secretary of State;
 - Examination in Public;
 - Potentially consulting on Main Modifications to the plan;
 - Receiving the Examiner’s Report; and
 - Adopting the plan.
- 4.12 The focus of activity for the Local Plans Team over the coming year will be to progress the Local Plan through its examination and hopefully to bring the plan to the Committee for adoption. Alongside this the team will 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.

4.13 **Budget Position**

4.14 Details of the Local Plan budget outturn for 2021/22 are summarised in Appendix 1. Overall, the Local Plans budget is in a healthy position, with the additional costs generated by the need to commission detailed viability assessments and reports to support the policy framework being met from the reserve.

4.15 This represents the final 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.

4.16 Based on the future work programme and resource requirements a new 3-year budget covering the period 2023/24 to 2025/26 has been profiled with the key features of the draft budget profile as follows:

- The budget takes a medium/long term view to the funding of the Partnership, as per previous approaches to budget setting.
- The budget retains the value of Partner contributions at their current level of £98,900.
- The budget seeks to reduce the overall level of reserve down to deficit position by 2028/29. The next budget review cycle in three years' time will then need consider the role of establishing and maintaining a reserve fund for future years.
- The budget contains provision to fund the commissioning of new (and updates of existing) evidence reports to support the plan making process, on a rolling basis

4.17 As part of the budget review process, a review of the future work programme of the Joint Committee and the structure of the Local Plans Team required to support it has also been undertaken.

4.18 Overall, since the creation of the Central Lincolnshire Partnership in 2010, the Partner Authorities have secured a 42% reduction in the budget costs associated with Local Plan making, as per the following summary of contribution costs:

- 2010: Partner Authority contribution: £171,400
- 2014: Partner Authority contribution: £146,000
- 2017: Partner Authority contribution: £98,900
- 2022: Partner Authority contribution: £98,900

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 will be incorporated into the Medium Term Financial Strategy as the Local Plan is applied.

The Council's MTFS provides for an annual contribution to the Joint Planning Committee of £98,900.

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

None.

8. Recommendation

8.1 That this Annual Report be noted by members as a fair summary of activity of the CLJSPC during 2021/22

Is this a key decision? No

Do the exempt information categories apply? No

Does Rule 15 of the Scrutiny Procedure Rules (call-in and urgency) apply? No

How many appendices does the report contain? 1

List of Background Papers: None

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

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Code	Description	2021/22 Approved	2021/22 Projected
q096 /1000	q096/1000 Salaries	68,700	69,700
q096 /1001	q096/1001 National Insurance	7,100	7,400
q096 /1002	q096/1002 Superannuation	12,100	12,300
q096 /1500	q096/1500 Staff Advertising	0	0
q096 /1600	q096/1600 Training Expenses	600	0
q096 /1601	q096/1601 Health Care Plan	400	800
q096 /1602	q096/1602 Professional Subscriptions	600	500
q096 /1603	q096/1603 Cost of Homeworking	0	600
q096 /1604	q096/1604 Health Shield (Cash Plan)	0	0
q096 /1700	q096/1700 Employee Related Insurance	200	0
q096 /1701	q096/1701 Miscellaneous Employee Exp	100	0
q096 /1704	q096/1704 Employee - NI P11D	0	100
q096 /1730	q096/1730 Occupational Health Costs	100	0
q096 /1735	q096/1735 CRB Checks	100	0
		<hr/>	<hr/>
		90,000	91,400
		<hr/>	<hr/>
	q096/2203 Premises	1,500	0
		<hr/>	<hr/>
q096 /3000	q096/3000 Car Allowances	4,000	2,600
q096 /3001	q096/3001 Car Allowances - N I P11D	100	0
q096 /3002	q096/3002 Public Transport	500	0
q096 /3003	q096/3003 Car Parking	1,000	100
		<hr/>	<hr/>
		5,600	2,700
		<hr/>	<hr/>
q096 /4000	q096/4000 Equipment,Furniture & Mats	500	0
q096 /4012	q096/4012 Onsite catering provision	100	0
q096 /4013	q096/4013 Subsistence & Conference	500	900
q096 /4014	q096/4014 Subscription	1,500	2,700
q096 /4100	q096/4100 Printing	1,500	2,500
q096 /4102	q096/4102 Postages	500	0
q096 /4103	q096/4103 Telephones	200	500
q096 /4104	q096/4104 Books & Publications	100	0
q096 /4202	q096/4202 Software Licences	13,000	7,000
q096 /4300	q096/4300 Miscellaneous Insurances	700	0
		<hr/>	<hr/>
		18,600	13,600
		<hr/>	<hr/>
q096 /5301	q096/5301 Consultancy	30,000	0
q096 /5302	q096/5302 Legal Advice		
q096 /5556	q096/5556 Infrastructure Delivery Plan/Viability Plan	0	66,600
q096 /5592	q096/5592 Peterborough City Council Project Suppor	159,100	166,100
		<hr/>	<hr/>
		189,100	232,700
		<hr/>	<hr/>
q096 /7007	q096/7007 Legal Services	0	100
q096 /7009	q096/7009 Graphics	0	100
q096 /7052	q096/7052 Reprographics	0	900
		<hr/>	<hr/>
		0	1,100
		<hr/>	<hr/>
Gross Cost			
q096 /9200	q096/9200 Third Party Grants & Income	(296,400)	(296,700)
q096 /9998	q096/9998 Balance Transfer from Balance Sheet	- 8,400	- 44,800
		<hr/>	<hr/>
		- 304,800	- 341,500
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		-	-
		<hr/>	<hr/>

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PEFORMANCE SCRUTINY COMMITTEE**4 AUGUST 2022**

SUBJECT: WORK PROGRAMME FOR 2022/23

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 2022/23 (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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16 June 2022

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Financial Performance (Detailed): Outturn 2020/21 Quarter 4	Jaclyn Gibson/ Colleen Warren	Quarterly Report Professional High Performing Services
Treasury Management Stewardship and Actual Prudential Indicators Report 2020/21 (Outturn)	Jaclyn Gibson/Colleen Warren	Six Monthly Report Professional High Performing Services
Performance Monitoring Outturn 2020/21 Quarter 3&4	Rob Marshall	Quarterly Report-Professional High Performing Services
Strategic Risk Register – Quarterly Report Q3&4	Jaclyn Gibson/Colleen Warren	Quarterly Report Professional High Performing Services
Lincoln’s GEO – Sense Footfall Data	Graham Rose	Requested Report

4 August (moved from 14 July 2022)

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Confirmation of Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2021-22 - Update	Democratic Services	Regular Report
Portfolio Under Scrutiny Session – Our People and Resources	Portfolio Holder	Annual Session Professional High Performing Services
Monitoring Item(s)		
Central Lincolnshire Local Plan Annual Report 2020/21 including Financial Update	Toby Forbes-Turner	Annual Report Lets Drive Economic Growth

18 August 2022 (Monitoring Overview)

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Confirmation of Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2021-22 - Update	Democratic Services	Regular Report
Portfolio Under Scrutiny Session – Customer Experience and Review	Portfolio Holder	Annual Session Vision 2020 (Mixed)
Monitoring Items		
Financial Performance (Detailed) – Quarterly Monitoring: Quarter 1	Colleen Warren	Quarterly Report Professional High Performing Services
Performance Quarterly Monitoring: Quarter 1	Rob Marshall	Quarterly Report Professional High Performing Services
Quarterly Strategic Risk Register Report-Quarter1	Jaclyn Gibson	Quarterly Report Professional High Performing Services
Income/Arrears Monitoring report	Martin Walmsley	Annual Report Professional High Performing Services
Council Tax Rebate Payments	Martin Walmsley	Requested Report

29 September 2022 (Thematic Reviews)

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2021-22 - Update	Democratic Services	Regular Report
Portfolio Under Scrutiny Session – Economic Growth	Portfolio Holder	Annual Session Lets Drive Economic Growth
Other Item(s)		
Pre-Christmas Market 2021 verbal event report	Simon Colburn	Requested Lets Drive Economic Growth
Climate Change	Kate Bell	Annual Report
Investment Portfolio (Section B)	Jaclyn Gibson	Requested – Annual Report

17 November 2022

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2021-22 - Update	Democratic Services	Regular Report
Portfolio Under Scrutiny Session – Reducing Inequality	Portfolio Holder	Annual Session Reducing Inequality
Monitoring Items		
Financial Performance (Detailed) – Quarterly Monitoring: Quarter 2	Colleen Warren	Quarterly Report Professional High Performing Services
Performance Quarterly Monitoring: Quarter 2	Rob Marshall	Quarterly Report Professional High Performing Services
Strategic Risk Register – Quarterly Report Quarter 2	Jaclyn Gibson	Quarterly Report Professional High Performing Services Services
Treasury Management and Prudential Code Update Report – Half Yearly Report	Colleen Warren	Half Yearly Report Professional High Performing Services
Other Items:		
Budget Theme Group – Nominees	Jaclyn Gibson	Annual Appointment Professional High Performing Services

8 December 2022

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2021-22 - Update	Democratic Services	Regular Report
Portfolio Under Scrutiny Session – Remarkable Place	Portfolio Holder	Annual Session Lets Enhance Our Remarkable Place
Climate Change update Vision 2025	Kate Bell	Annual Report

19 January 2023

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2021-22 - Update	Democratic Services	Regular Report
Portfolio Under Scrutiny Session – Quality Housing	Portfolio Holder	Annual Session Lets Deliver Quality Housing
Monitoring Item(s)		
Fire Safety Update	Andrew McNeil/Matt Hillman	Annual Report

15 February 2023 (Monitoring Overview)

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Draft Work Programme for 2023-24	Democratic Services	Regular Report
Monitoring Items		
Financial Performance (Detailed) – Quarterly Monitoring: Quarter 3	Colleen Warren	Quarterly Report Professional High Performing Services
Performance Quarterly Monitoring: Quarter 3	Rob Marshall	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
Christmas Market 2021 Outturn Report	Simon Colburn	Annual Report Lets Drive Economic Growth
Section 106 Contributions Update	Nicola Collins	Annual Report Lets Drive Economic Growth
Scrutiny Annual Report	Democratic Services	Annual Report Professional High Performing Services

Portfolio Under Scrutiny Sessions

Date	Portfolio
4 August 2022	Our People and Resources
18 Aug 2022	Customer Experience and Review
29 September 2021	Economic Growth
17 November 2021	Reducing Inequality
8 December 2022	Remarkable Place
19 January 2023	Quality Housing

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