

PERFORMANCE SCRUTINY COMMITTEE

Thursday, 22 June 2023

6.00 pm

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

Membership:	Councillors Gary Hewson (Chair), Pat Vaughan (Vice-Chair), Martin Christopher, David Clarkson, Thomas Dyer, Lucinda Preston, Rachel Storer, Joshua Wells and Loraine Woolley
Substitute member(s):	Councillors Liz Bushell, Natasha Chapman, Adrianna McNulty, Clare Smalley and Aiden Wells
Officers attending:	Democratic Services, Emily Holmes, Michelle Hoyles, Graham Rose and Simon Walters

A G E N D A

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1. Confirmation of Minutes - 25 May 2023	3 - 18
2. Declarations of Interest	
Please note that, in accordance with the Members' Code of Conduct, when declaring interests members must disclose the existence and nature of the interest, and whether it is a disclosable pecuniary interest (DPI) or personal and/or pecuniary.	
3. Portfolio Holder under Scrutiny - Our People and Resources	19 - 44
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Present: Councillor Pat Vaughan (*in the Chair*),
Councillor Martin Christopher, Councillor David Clarkson,
Councillor Thomas Dyer, Councillor Lucinda Preston,
Councillor Rachel Storer, Councillor Joshua Wells,
Councillor Loraine Woolley and Councillor Liz Bushell

Apologies for Absence: Councillor Gary Hewson

1. Confirmation of Minutes

RESOLVED that the minutes of the meeting held on 16 February 2023 and 2 March 2023 be confirmed.

2. To Receive Minutes of Housing Scrutiny Sub-Committee

RESOLVED that the minutes from the previous Housing Scrutiny Sub Committee's held on 2 February 2023 and 9 March 2023 be received.

3. Declarations of Interest

Councillor Pat Vaughan declared a Personal Interest with regard to the agenda item titled 'Financial Performance - Outturn 2022/23'. His Granddaughter worked in the Finance Department of the City of Lincoln Council.

4. Financial Performance - Outturn 2022/23

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 2022/23 the Council's net General Fund Revenue Budget was set at £8,907,490, including a planned contribution from balances of £60,700 resulting in an estimated level of general balances at the year-end of £2,262,761 (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 £961. The provisional outturn for 2022/23 now indicated an improvement of £119,614, resulting in an overall budget underspend of £120,575 (including additional transfers to/from earmarked reserves). This would result in HRA balances as at 31st March 2023 of £1,184,447. 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 D.

- **Housing Repairs Service** – For 2022/23 the Council's Housing Repairs Service net budget was set at zero, which reflected its full cost recovery nature. The outturn for 2022/23 showed a trading deficit of £221,845, a movement of £198,439. 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 2022/23 of £17,860,202. Movements in the programme since revised budget approval decreased actual capital expenditure in 2022/23 to £10,871,844. 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 2022/23 was £8,602,314 which was 57.6% (including externally delivered schemes overall spending was £10,817,967, which was 60.57%) of the revised 2022/23 programme as per the MTFS 2023-28.

- **Housing Investment Programme** – the last quarterly report approved a Housing Investment Programme for 2022/23 of £20,498,524. Movements in the programme since approval of the revised budget decreased actual capital expenditure to £12,647,269 in 2022/23. A summary of the changes was shown in paragraph 7.9 with a detailed breakdown of the Programme being shown at Appendix J.

d) invited members' comments and questions.

Question: Referred to the reduction in income as a result in the decline of bin sales in relation to garden waste and asked if this would have a knock on effect on the Biffa contract and would a cost increase be passed on to the customer.

Response: There was less take up on green bins last year due to the dry summer. It was hoped that there would be more take up this year. Recent figures showed that we were ahead of budget. It was an additional charge which would be absorbed within the waste contract.

Question: Asked if visitors who used the electric charging point spaces and paid to charge their car also paid for the parking space – or did they park for free?

Response: An answer would be provided following the meeting.

Question: Asked if there had been any unexpected cleaning costs at the car park during 2022/23.

Response: The cleaning costs had been scheduled into the budget.

Question: Asked if the Tourist Information Centre was a cost neutral service.

Response: – The Tourist Information Centre was a subsidised service. It was currently over achieving on income, and was performing significantly better but was not a cost neutral service yet.

Question: Asked how much more it cost on average to pay agency staff compared to if they were employed by the City of Lincoln Council.

Response: It cost significantly more to pay agency staff but there were currently difficulties in recruiting staff and the resources were needed.

Question: Further asked if a percentage could be provided in relation to the above.

Response: An answer would be provided following the meeting.

Question: Referred to the increase in budget for the Western Growth Corridor 1b Bridges and asked if it would be funded.

Response: Confirmed that the bridges were funded.

Question: Referred to page 58 in relation to the vehicle fleet and commented that the cost was much lower than expected.

Response: Last quarters budget was based on a worst case scenario, we did not have details of how many vehicles were needed. We bought half the number of vehicles than expected and so the cost significantly reduced.

Question: Referred to the underspend in previous years in the disabled facilities grant budget and asked if the underspend was due to a reduced number of people or the contractors.

Response: Following the Covid 19 pandemic there had been an increase in the demand for disability grants due to occupants being happier for contractors to enter their properties. There was currently one member of staff working in the disabled facilities grants, and we were currently out to recruitment for another member of staff. The balance in the budget was reducing as more of the budget was being spent than received.

Question: Would the time frame in people receiving the grants reduce.

Response: Yes, once the extra staff were recruited.

Question: Asked how much it cost on average to house someone in temporary accommodation.

Response: It cost the Council significantly more to house someone in temporary accommodation.

RESOLVED that:

1. Relevant responses to questions raised by members be provided by officers following the meeting as requested.
2. The report be noted and forwarded to Executive for approval.

5. **Treasury Management Stewardship and Actual Prudential Indicators Report 2022/23 (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 2022/23

- b) explained that the Council held £49.85million of investments which was £13.165million lower than at 31st March 2022 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 2023 was £121.962 million as detailed within Appendix A, and section 4.4.
- d) invited members' questions and comments.

RESOLVED that the report be noted

6. **Quarter 4 2022/23 Operational Performance Report**

Graham Rose, Senior Strategic Policy Officer:

- a) presented a report to Performance Scrutiny Committee with an outturn summary of the council's performance in Quarter 4 of 2022/23
- b) explained that the full report was attached as Appendix A of the report, with the full list of performance measure outturns and supporting performance commentary provided at Appendix B of the report
- c) invited members' comments and questions.

The committee discussed the report in detail and asked the following questions, it was agreed that answers would be provided from the relevant officers following the meeting:

- Asked for further information on why the numbers of new apprentices starting on the Council's apprenticeship scheme were so low and if this was linked to staffing issues?
- Referred to staff vacancies and asked why were any vacant posts with less than 37 hours per week removed from the outturn figure?
- Asked that further information be provided as to why the number of appraisals completed at year end were so low? It was also noted that in 2023/24 the performance figures would look a little odd as the authority transitioned from an annual appraisal between April and Sept to a new approach where staff have an annual appraisal on the anniversary of starting with the council.
- Asked why the sickness levels within the Directorate of Housing and Investment were so high when compared to the other directorates. Further asked for more context to be provided around the short and long term levels of sickness within the Directorate of Housing and Investment?
- Asked if there were any particular reasons as to why apprentice sickness levels were so high?
- Asked that more detail be provided on what the issues were with the phone app system in relation to Birchwood and Yarborough Leisure Centres? Officers confirmed there were no penalties built into the contract, but noted the contract was written to incentivise Active Nation through the profit share element but also the loss share element – the latter heavily weighted to Active Nation underwriting the majority of any financial loss.
- Referred to Yarborough Leisure Centre and asked how much had the outturn of 18% been impacted by the closure of the swimming pool?

- Asked if it would be possible to provide information in the quarterly reports highlighting those directorates / service areas which were not raising purchase orders for invoices?
- Asked if the hybrid working approach was having an impact on staff not raising purchase orders / following procedures?
- Referred to the average time taken to answer a call to customer services and asked if the extremes of wait times could also be provided within the supporting commentary for each quarter?
- Asked what were the issues with the system preventing the PPASB data being collected and were these issues likely to arise again in the future? Officers confirmed how the data was collected and offered assurance the system was now up and running.
- Asked if it would be possible to send Councillor Christopher the text message which was sent to customers to gather satisfaction data on the PPASB service they had received.
- Referred to the percentage of first time fixes in relation to ICT and asked if the actual numbers could be provided in the supporting commentary alongside the percentage outturn?
- Referred to the percentage of first time fixes in relation to ICT and asked if the Citrix issues referenced in the supporting commentary related to more people working from home?
- Referred to the Number of users logged into the on-line self-service system this quarter and asked if the measure could be changed to show the number of logins into the online system rather than the number of users logging in?

The committee continued to discuss in detail the percentage of invoices that had a purchase order completed. Councillor Clarkson expressed concern that a purchase order was not being raised for every purchase. He referred to the report which stated that “staff were encouraged to ensure that all invoices had an associated purchase order raised” and asked if this could be changed so that it was mandatory to raise a purchase order for every purchase. He further commented that the target of 55% was low and suggested that this could be raised.

Colleen Warren, Financial Services Manager advised that a number of the invoices related to gas and electricity bills which did not require a purchase order, also some related to large capital projects. The team had been working with service managers to improve the number of purchase orders raised and this had improved compared to four years ago when only 40% of purchase orders were being raised. She explained that she did not have authority to mandate that all purchases required a purchase order and this would need support from Corporate Management Team.

Simon Walters, Director of Communities and Environment confirmed that he would raise this with Corporate Management Team.

The Chair suggested that the Committees comments and concerns be referred to Executive for consideration, this was supported by the committee.

RESOLVED that:

1. Relevant responses to questions raised by members be provided by officers following the meeting as requested.

2. The report be noted and forwarded to Executive for approval.
3. The format of the performance report continued to meet the committee's requirements.
4. The committee's comments and concerns in relation to purchase orders be referred to Executive for consideration.

7. Work Programme 2023/24

Claire Turner, Democratic Services Officer:

- a) presented the draft work programme for 2023/24 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 2023/24.

RESOLVED that the work programme 2023/24 be noted.

8. Strategic Risk Register - Quarterly Review

Colleen Warren, Finance Manager:

- a) presented Performance Scrutiny Committee with a status report of the Strategic Risk Register as at the end of the fourth quarter 2022/23.
- 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 2022/23 be noted.

9. 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.

10. Strategic Risk Register - Quarterly Review

Colleen Warren, Financial Services Manager:

- 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 2022/23 be noted.

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Performance Scrutiny Committee – Member request monitoring table

Date of committee – 25th May 2023

Action No.	Name of committee report	Information requested / question asked	Member name	Officer(s) responsible for providing response	Date response provided	Response
1	Quarter 4 2022/23 Operational Performance Report Page - 98	Further information on why the numbers of new apprentices starting on the Council's apprenticeship scheme are so low? Is this linked to staffing issues? <i>(WBL 2 – Number of new starters on the apprenticeship scheme) -</i>	Cllr Thomas Dyer	Claire Burroughs – HR & WBL Manager	08/06/2023	This isn't linked to staffing issues. Nationally apprentice numbers have reduced post COVID. The Councils new ways of working have impacted on the reduction in numbers in relation to the provision of suitable placements
2	Quarter 4 2022/23 Operational Performance Report Page - 119	Staff vacancies – why are any vacant posts with less than 37 hours per week removed from the outturn figure? <i>(Corporate measure – Resources)</i>	Cllr David Clarkson	Claire Burroughs – HR & WBL Manager	08/06/2023	The reason for this is that posts with less than 37 hours vacant could be a result of employees working reduced hours within the post, and therefore these vacant hours are not deemed to be true vacancies. In addition, service areas may be holding these hours vacant on a temporary basis, and/or may in the future allow a post holder(s) to increase their hours or recruit to the post full time should the substantive post holder leave the role.

Action No.	Name of committee report	Information requested / question asked	Member name	Officer(s) responsible for providing response	Date response provided	Response
3	Quarter 4 2022/23 Operational Performance Report Page - 119	Please can further information be provided as to why the number of appraisals completed at year end is so low? (Corporate measure – Appraisal monitoring)	Cllr Thomas Dyer	Claire Burroughs – HR & WBL Manager	08/06/2023	This is because not all appraisals have been recorded on iTrent.
4 12	Quarter 4 2022/23 Operational Performance Report Page - 120	Why are sickness levels within DHI so high when compared to the other directorates? Please can more context be provided around the short and long term levels of sickness within DHI? (Corporate measure – Sickness monitoring)	Cllr Thomas Dyer	Daren Turner – Director for Housing & Investment	07/06/2023	DHI response - DHI is by far the largest dept in the council and therefore you would expect to see the total numbers significantly higher than other Dept's. Additionally, we have our own DLO, short term sickness levels tend to be higher in this area due to the nature of the work undertaken, in the dept the DLO's short term absence was 2 days per FTE higher than the dept as a whole. LT absence in quarter 4 was driven by 14 members of staff however the majority of the lost days were resulting from three individual sicknesses. One relating to stress, another related to muscular skeletal issues and the third related to blood pressure and heart issues. One member of staff on LT sick left the council during the quarter and another left at the end of the quarter. The LT absence levels should hopefully

Action No.	Name of committee report	Information requested / question asked	Member name	Officer(s) responsible for providing response	Date response provided	Response
				Claire Burroughs – HR & WBL Manager	08/06/2023	<p>drop going forward. In comparison the AV days per FTE lost across the two categories were lower in 22/23 when compared to the same period in 21/22 when the numbers were 1.54 ST per FTE and 2.41 LT per FTE respectfully.</p> <p>The sickness rate of 1.7% is considered low given the size of the directorate and the nature of services provided.</p>
5 13	Quarter 4 2022/23 Operational Performance Report Page - 120	Are there any particular reasons as to why apprentice sickness levels are so high? <i>(Corporate measure – Sickness monitoring)</i>	Cllr David Clarkson	Claire Burroughs – HR & WBL Manager	08/06/2023	There are no particular reasons other than several apprentices were absent during this quarter for a variety of different reasons
6	Quarter 4 2022/23 Operational Performance Report Pages 108 & 109	Please can more detail be provided on what the issues were with the phone app system? <i>(SP 3a & 3b – Customers who would recommend Birchwood / Yarborough Leisure Centres)</i>	Cllr Thomas Dyer	Steve Lockwood – Recreation, Sport, Leisure & Bereavement Services Manager	09/06/2023	The app is used for booking classes and gym spaces etc on a mobile phone. Customers were not affected by the software issue, as they were still able to book their sessions, what was affected by the issues was the accurate reporting on usage numbers. The issue is now rectified and figures going forward will be correctly reported, and any affected Q4 figures will be

Action No.	Name of committee report	Information requested / question asked	Member name	Officer(s) responsible for providing response	Date response provided	Response
						revisited for any necessary updates.
7	Quarter 4 2022/23 Operational Performance Report Pages 108 & 109	If Active Nation are not performing on the Birchwood / Yarborough Leisure Centre contract does this have subsequent penalties? <i>(SP 3a & 3b – Customers who would recommend Birchwood / Yarborough Leisure Centres)</i>	Cllr Rachel Storer	Steve Lockwood – Recreation, Sport, Leisure & Bereavement Services Manager	09/06/2023	The app is used for booking classes and gyms etc on a mobile phone. Customers were not affected by the software issue, as they were still able to book sessions, what was affected by the issues was the full and accurate reporting of usage numbers. The app was impacted by technical issues but this did not create a loss of services to the customer and therefore is not covered by the contract penalties, Notwithstanding the above, Active Nation have taken positive steps to have the issues resolved and continue to provide all the information that the Council requests.
8	Quarter 4 2022/23 Operational Performance Report Page - 109	For Yarborough Leisure Centre how much has the outturn of 18% been impacted by the closure of the swimming pool? <i>(SP 3b – Customers who would recommend Yarborough Leisure Centre)</i>	Cllr Thomas Dyer	Steve Lockwood – Recreation, Sport, Leisure & Bereavement Services Manager	09/06/2023	Positives – General Swimming, Swimming Pool refurbishment, Swimming Lessons, Staff service and Value for Money Negatives – Expensive, Pool very busy, Primary school swimming times take up a large amount of the day-time use, amount of time the pool was closed.

Action No.	Name of committee report	Information requested / question asked	Member name	Officer(s) responsible for providing response	Date response provided	Response
9	Quarter 4 2022/23 Operational Performance Report Page - 97	Would it be possible to provide information in the quarterly reports highlighting those directorates / service areas which are not raising purchase orders for invoices? <i>(DCT 2 – Percentage of invoices that have a purchase order completed)</i>	Cllr Thomas Dyer & Cllr David Clarkson	Colleen Warren – Financial Services Manager	06/06/2023	Simon Walters has raised this at Corporate Management Team and I am currently doing a briefing note for them to explain why the number is so low and to highlight areas that PO numbers are low. A workplan will then be developed to increase the use of POs going forward including working with suppliers to encourage them to ask for a PO when order is placed
10 15	Quarter 4 2022/23 Operational Performance Report Page - 97	Is the hybrid working approach having an impact on staff not raising purchase orders / following procedures? <i>(DCT 2 – Percentage of invoices that have a purchase order completed)</i>	Cllr Lucinda Preston	Colleen Warren – Financial Services Manager	06/06/2023	Not that I am aware of – all forms are accessible online so shouldn't make any difference.
11	Quarter 4 2022/23 Operational Performance Report Page - 99	Please can the extremes of wait times also be provided within the supporting commentary each quarter? <i>(CS 3 – Average time taken to answer a call to customer services)</i>	Cllr Martin Christopher	Joanne Crookes – Customer Services Manager	08/06/2023	Yes, we can certainly report on the longest waiting times as well as the average. Some of the longer waits will be call-back requests. This is where a customer asks that we call them back, rather than waiting in the queue. It might be clearer to report on the longest wait for a call back as well as the longest physical wait.

Action No.	Name of committee report	Information requested / question asked	Member name	Officer(s) responsible for providing response	Date response provided	Response
						There will be isolated occasions, for example when staff are dealing with a crisis call – such as a person threatening self-harm - when another caller is kept waiting for a very long time. I will endeavour to include commentary where this is the case.
12 16	Quarter 4 2022/23 Operational Performance Report Page - 108	What were the issues with the system preventing the PPASB data being collected? Are these likely to arise again in the future? <i>(PPSAB 4 – Satisfaction of complainants relating to how the complaint was handled (across full PPASB service)).</i>	Cllr Martin Christopher	Ben Jackson – PPASB & Licensing Manager	13/06/2023	A new system has been put in place that automatically generates the surveys to customers email addresses. The old system had back office issues that the new systems doesn't have. The new system has been tested and no issues have been noted or reported.
13	Quarter 4 2022/23 Operational Performance Report Page - 108	Would it be possible to send Cllr Christopher the text message which is sent to customers to gather satisfaction data on the PPASB service they received? <i>(PPSAB 4 – Satisfaction of complainants relating to how the complaint was handled (across full PPASB service)).</i>	Cllr Martin Christopher	Ben Jackson – PPASB & Licensing Manager	13/06/2023	Completed – Cllr Christopher has received a survey.

Action No.	Name of committee report	Information requested / question asked	Member name	Officer(s) responsible for providing response	Date response provided	Response
14	Quarter 4 2022/23 Operational Performance Report Page - 94	Please can the actual numbers be provided in the supporting commentary alongside the percentage outturn? <i>(ICT 2 - Percentage of first time fixes)</i>	Cllr David Clarkson	Matt Smith – IT Manager	09/06/2023	These will be included in future. For Q4 the figures were: 653 first time fixes/1084 Tickets = 60.2%
15	Quarter 4 2022/23 Operational Performance Report Page - 94	Do the Citrix issues referenced in the supporting commentary relate to more people working from home? <i>(ICT 2 - Percentage of first time fixes)</i>	Cllr David Clarkson	Matt Smith –IT Manager	09/06/2023	The Citrix issues relate to changes to Citrix which is regularly upgraded. In this period a new telephony system was introduced, and to get most benefit new versions of Citrix have also been installed. This impacts regardless of the location of staff.
16	Quarter 4 2022/23 Operational Performance Report Page - 94	Please can this measure be changed to show number of logins into online system rather than number of users logging in? <i>(BD 1 – Number of users logged into the on-line self-service system this quarter)</i>	Cllr David Clarkson	Matt Smith – IT Manager	09/06/2023	Due to a change in system, which has significantly improved the service, this indicator will need to be reviewed as it is not clear which figures will be available. Officers will try to provide appropriate information if possible.
17	Financial Performance – Outturn 2022/23	Do Visitors who use the electric charging point spaces and pay to charge their car also pay for the parking space – or do they park for free?	Councillor Tom Dyer	Simon Walters – Director for Communities and Environment	26/05/2023	People also have to pay for parking, unless they are residents and use car park during the time they are allowed with their residence permits

Action No.	Name of committee report	Information requested / question asked	Member name	Officer(s) responsible for providing response	Date response provided	Response
18	Financial Performance – Outturn 2022/23	Please can you provide as a percentage how much more it costs on average to pay agency staff compared to if they were employed by the City of Lincoln Council.	Councillor Tom Dyer	Claire Burroughs – HR & WBL Manager	08/06/2023	It costs 50% more on average to pay agency staff.

Link to PSC papers - [\(Public Pack\)Agenda Document for Performance Scrutiny Committee, 25/05/2023 18:00](#)

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.

Over the past year it has been reassuring to see the city has continued to recover from the impacts of the pandemic. However, whilst this is extremely encouraging after a difficult time for all, we must not lose sight of the current challenges the city is now facing, such as those linked to the

cost of living crisis, and ensure these challenges remain a key focus for the Council. This will ensure our residents continue to receive the support they need and the best possible service from us.

These challenges and the need to provide additional support for our residents come at a time when the financial sustainability of the Council also continues to be challenging - the Medium Term Financial Strategy 2023-2028 sets out a need to deliver total annual revenue savings of £1.75m by 2026/27.

2 - The Council's priorities

In this section I have outlined the key activities the Council has undertaken to support our staff and Lincoln's residents during the past twelve months. Also provided is an update on the Council's strategic plan, Vision 2025.

Our people

Throughout the past year both Council staff and elected members have continued to go the extra mile to support Lincoln's residents. This has been at a time when demands on the Council have continued to rise, driven largely by the current cost of living challenges and the ongoing recovery of the city following the Covid-19 pandemic.

We have seen staff return to the office on a more routine basis, however, many continue to have the option to work in a hybrid style being based both at home and in the office, which has demonstrated the Council's flexibility towards meeting the needs of the business and our employees and has helped to further improve staff morale.

The key to effective service delivery has always been and will continue to be a highly committed and motivated workforce. It has also therefore been paramount that our staff have been well supported during this time. To ensure this has been the case a wide range of training & support measures have been implemented over the past 12 months. Details of these measures are provided in the Human Resources update of my report commencing on page 11.

Our services

In direct response to the challenges our residents have faced over the past year and continue to face, we have worked hard to ensure our services and the support we can offer has reached those in need. Some examples of this work are provided below:

- Our Revenues and Benefits Team has continued to experience significant levels of demand, which has further continued to be impacted through the delivery of several additional schemes to assist residents and businesses through Covid-19 and then into the cost of living challenges. However, the team has continued to provide a significant level of proactive and holistic support to our service users. Details of these additional schemes have been included in the Revenues and Benefits Shared Service update on pages 6 & 7 of my report.
- The hard work of our Welfare Support teams has ensured our residents have continued to receive prompt, essential welfare and benefits advice
- Across the Directorate for Housing and Investment, our housing teams have worked extremely hard maintaining Council homes to ensure they meet the decent homes standard, returning void properties back into use and collecting rent
- The Housing Solutions Team has continued to provide invaluable support to our residents who are homeless or who are at risk of becoming homeless

- Our Housing and Planning teams have worked to deliver much needed new affordable homes in the city on Rookery Lane
- The Customer Services Team has managed an increasing number of telephone calls and e-mail enquiries as residents seek advice and support from the Council
- The Council's Communication Team has provided clear guidance to residents and businesses on how they can access help and support. This communication has primarily been via our website and social media channels and has included the use of videos and a range of other media types to help effectively engage with our customers.
- The Council has continued to be a provider of apprenticeships. These apprenticeships have been across the areas of Business Administration, Customer Service, Team Leading and Management delivered by the Work Based Learning Team, together with Craft apprenticeships delivered by the Housing Repairs Service.

Vision 2025

The Council's Vision 2025 strategic plan was adopted by Executive on 24th February 2020. Due to the pandemic the delivery of this plan was put on hold as the duties of many of our employees were reprioritised to provide emergency support to our residents and businesses. Work on the delivery of this plan recommenced in 2022 in line with the recommencement of services and the return to more normal working conditions.

Whilst delivery of this plan has continued to be challenging as a result of the financial and resource pressures being faced by the Council, listed below are some of the key Vision 2025 projects progressed over the past 12 months -

- Plans for the development of the Western Growth Corridor in the west of the city have continued to be progressed following receiving formal planning approval in 2022. The development will supply the city with 3,200 much needed new homes, a leisure village, industrial park, and transport infrastructure. Development work is expected to commence on site in 2023.
- The renovation and repurposing of Lincoln Central Market has continued. When complete this facility will provide a strong, sustainable indoor and outdoor market offer in Lincoln.
- Development of a residential scheme on land off Rookery Lane has been completed. The successful completion of the development has delivered a mix of affordable two, three, and four-bedroom houses, two-bedroom bungalows and one-bedroom flats.
- The Heritage Action Zone regeneration work has continued. The programme aims to maintain, protect and restore city centre shop fronts, historical buildings and heritage sites at risk, together with a public engagement strand based around cultural activity
- Delivered the Lincoln Good Design awards, celebrating great architectural design in planning applications received over the last two years
- Significant progress has been made with the re-imaging of Greyfriars, which was successful in securing its round two funding bid from the National Heritage Lottery Fund of £1.952m in October 2022
- Working in partnership with the Council, Heritage Trust Lincolnshire has secured funding for the Harlequin Project from the Architectural Heritage Fund, which will bring the Michaelgate properties, as the first part of this project back into use, with works anticipated to start later in 2023.
- Progress has continued on the Digital City agenda, which aims to see Lincoln becoming a smart place that is truly digitally enabled - having smart digital networks will support business innovation as well as access to transport, healthcare and a range of other services.
- Development of our workspaces and business premises offer has progressed helping to ensure businesses of all sizes and types can make Lincoln their home.

- Projects being delivered under the Town Deals work programme have continued to be progressed, such as improved transport schemes in the Sincil Bank area of the city.
- We have continued to deliver the Sincil Bank revitalisation project with the aim of making the area a better place for people to live and work.
- A review of the Central Lincolnshire Local Plan has been undertaken, which sets out where and how the city is going to develop over the next 20 years
- Work to promote our green spaces and leisure areas has continued with the aim of inspiring residents to lead a healthy lifestyle.
- The Council has commenced work on the creation of Hope Wood on Council-owned land. The aim of the project is to enhance the existing biodiversity of the area through thoughtful planting of thousands of trees and shrubs. Upon completion of the works, the area will be an accessible space for residents and visitors to enjoy for years to come.
- Completed works on the regeneration of Boultham Park lake followed by an extensive community involvement scheme to encourage local people to become actively involved in the park
- Completed major construction work to the dam wall in Hartsholme Country park
- Undertaken further work to develop a cultural partnership for the city, which will lead to a new events and festivals strategy for Lincoln
- Supported work to create Bio havens on the Brayford, and have since commenced a project assessing how more greenery can be introduced into the city centre
- Work has commenced on the development of a District Health and Wellbeing Strategy focused on improving the health of residents across the district.
- Grant funding has been made available to address issues of poor insulation and heating within the private sector.
- Following securing Safer Street funding the Council has upgraded its CCTV server room and installed a total of 34 CCTV cameras in Abbey, Carholme, Castle and Park wards. This has help provide safer routes for visitors, residents and students who choose to walk home after a night out in the city centre.
- Following completion of the De Wint Court supported housing development, a review of our other supported housing stock within the city has commenced. The review aims to assess the ongoing needs of our tenants alongside our Council housing stock
- We have continued to deliver a campaign which encourages Private Sector landlords in the city to sign up to the Trusted Landlord Scheme
- We have worked with partners on the Lincoln Climate Commission to develop a Climate Action Plan. This follows City of Lincoln Council being the second council in Lincolnshire to declare a climate emergency
- The Council has achieved 'Green' level Environmental Management Accreditation by 'Investors in the Environment'.

In addition to the key achievements above, details of other service specific achievements contributing to Vision 2025 and linked to my portfolio are provided in the next section of my report titled Key achievements in 2022/23 – Our People & Resources.

With the Council continuing to face increasing demands and pressures to mitigate the challenges our residents, businesses and the Council itself is facing, our staff and elected members should be extremely proud of the progress that has been made on Vision 2025 to date and the high standard of services and support which has continued to be provided to our residents during such a challenging time.

3 - Key achievements in 2022/23 – Our People & Resources

Financial Sustainability

Much has changed over the last twelve months, with spiralling inflation pushing up the cost of delivering services, soaring energy prices and the rising costs of pay for our own staff, adding significant cost pressures to the Council's budgets. These are in the main caused by national issues, which are beyond our control and that are impacting all councils.

In addition, we are facing growing demands for some of our key services as those more vulnerable in the city look to the Council for support as the cost of living crisis makes it harder for local people to make ends meet.

These new financial challenges come at a time when the Council is still recovering from the lasting impacts of the Covid-19 pandemic and after facing a decade of reductions in central government funding.

These unforeseen and unavoidable new financial pressures are not temporary spikes that will fall away as the economy improves, they represent ongoing increases in Council's net cost base and will only widen the gap between our income and expenditure.

There also remains continued uncertainty around future levels of government funding, with some key changes to how the overall pot of funding for local government is apportioned to each council still to be implemented, and with no clear date of when this will happen. It is anticipated that these changes will have a damaging impact on our resources reducing the amount of business rates we keep and the levels of government grants we receive.

We also know that there is a large national budget deficit that has arisen as a result of the financial measures the Government implemented during the pandemic and more recently in response to the cost-of-living crisis. This deficit will need to be addressed and will likely further impact on the funding available to councils in future years.

In response to the financial challenges that all councils are facing, the government has provided some short-term increases in funding to help deal with inflationary and other cost pressures they face. This comes along with an expectation that council tax will also need to increase in order to help fund the pressures. This leaves councils with a difficult choice between increasing council tax on hard-pressed households during a cost-of-living crisis and potentially having to reduce vital front-line services.

As a result of this time-limited increase in funding and due to a delay in the implementation of key changes in the distribution of funding to councils, we were able to approve a budget for 2023/24 without needing to increase the existing level of savings. However, there still remains underlying and existing financial pressures, with the Council continuing to face significant challenges in balancing future years budgets. The Medium Term Financial Strategy 2023-2028 sets out a need to deliver total annual revenue savings of £1.75m by 2026/27.

In this current difficult financial situation, our financial strategy has been, and will continue to be, to ensure we maintain a sound and sustainable financial position. The key way to do this is by bringing our service costs in line with available funding, through changing the way in which we deliver services, and ultimately the range and scale of services we can continue to deliver. Alongside this, we will continue to use our influence and direct investment to create the right

conditions for Lincoln's economy to recover and grow, leading to increased revenue streams in the longer term.

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 prioritising resources for investment in the City, and its economy, and driving forward Vision 2025.

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 twelve years, having formed in June 2011.

The last twelve months have presented a number of resource-intensive 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, which has then been compounded by the well-documented national and local cost of living challenges. Work undertaken by the Revenues and Benefits Service has included:

- Collection and recovery of monies due to the Council
- High levels of Benefit and Council Tax Support claims and correspondence
- Household Support Fund (several rounds of this fund)
- Discretionary Housing Payments
- Council Tax energy Rebate scheme
- Covid Additional Relief Fund (to businesses)
- Expanded Retail Discount (to businesses)

Service performance

For the financial year 2022/23, the in-year collection was up by 0.15% compared to 2021/22. Although performance has not yet returned to pre-pandemic levels of collection, to increase both in-year collection rates is a positive achievement in light of the significant impacts of the cost of living challenges. Collection of Council Tax is a fine balance of collecting vital monies due promptly whilst making repayment arrangements as appropriate, so that undue financial hardship to taxpayers is avoided.

In terms of Business Rates, for the financial year 2022/23 the in-year collection for Lincoln is up by 0.74%. It should be noted that performance in financial years since the start of the Covid-19 pandemic is not wholly comparable 'like for like' due to differing levels of discounts / reliefs available, however, the high level of in-year collection is positive particularly in light of the economic climate and significant challenges for businesses over the last three years.

As at the end of the financial year 2022/23, outstanding Revenues documents stood at a total of 637. This figure is significantly lower than at the end of 2021/22 (total 2,045), with progress being made in the latter half of 2022/23 due to a number of reasons, including recruiting to vacant positions and the reallocation of resources to 'core' Revenues work following delivery of the Council Tax energy Rebate scheme. However, there are again currently vacant positions on this team – it is hoped these are recruited to as soon as possible to help curb the rising level of outstanding work in 2023/24 so far. To give some context as to the workload of the Revenues Team, for the Council Tax Administration Team alone (covering Lincoln and North Kesteven); in 2022/23 21,473 items of Council Tax post were received, as well as 44,846 telephone calls taken.

In-year collection for the Lincoln BID Levy for the year ended 30th June 2022 was 97.37%, which was 5.68% higher than for the year ended 30th June 2021. This signifies another positive collection, particularly bearing in mind 2021/22 was another tough year for businesses due to the national economic climate and impacts of Covid-19.

Welfare

Both the Welfare Reform Support Team and Welfare Teams within the shared service continued to receive extremely high levels of demand in 2022/23, with residents understandably needing support and advice more than ever – particularly in light of increased living costs. 7,637 (2021/22 was 6,848) Lincoln residents were given welfare / benefits advice and 127 (2021/22 was 134) money advice referrals were dealt with. Advice provided enabled £28,257 additional benefits entitlement per week, and lump sum awards totalling £299,598. Discretionary Housing Payments of £140,608 were awarded, over £6 million in Council Tax energy Rebate, as well as £619,820 to residents through the Household Support Fund.

The shared service continues to deliver significant savings across the partnership, whilst continuing to provide vital, tailored customer-focussed services to our residents and businesses, working closely with partners, such as foodbanks, Community Grocery, Department for Work and Pensions, Citizens Advice and Age UK.

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 Housing IT provision and procurement of the Grounds Maintenance, Street Cleaning & Waste Collection provision, 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.

Property Services

The Property Services Team comprise of the Facilities Management Team and the Estates and Surveying Team, which cover all of the Council's corporate assets.

In terms of the maintenance of the Council's corporate assets, the Facilities Management Team has continued to deliver a programme of responsive and cyclical repairs and maintenance to the Council's assets of over £550k. In addition to this, capital investment works have also been undertaken during the year, the most significant of which was the refurbishment of the Yarborough Leisure Centre pool hall ceiling and associated mechanical and electrical installations, allowing the pool to be reopened to the public in January 2023. Other capital works have also taken place

in completing the refurbishment of the crematorium, repairs to multi-storey car parks, internal redecoration of the Guildhall and terracing works at the Grandstand.

The Estates and Surveying Team have continued to provide a strategic and operational property and land management service, including lettings of investment properties, property reviews, valuations and disposals.

The team is also leading on two Vision 2025 schemes: the Re-Imaging Greyfriars project, which was successful in securing its round two funding bid from the National Heritage Lottery Fund of £1.952m in October 2022. This funding forms part of the overall project to invest £3m to bring this unique heritage asset back into use. Work is now underway in procuring a contractor with an anticipated start on site in early 2024. The second scheme is in relation to developing 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, with works anticipated to start later in 2023.

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, 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.

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. Refresher training is under way for all of those staff on those rotas.

During the last year officers have been involved in two large emergency planning exercises – FloodEX and Exercise Mighty Oak. FloodEX was an exercise for 20 Local Resilience Forums along the East Coast and the River Trent focussed on a significant flooding event. Mighty oak was a Lincolnshire event based around a national power outage. Learning from both of these will feed into our emergency and business continuity plans.

Over the last year the LRF have rebranded and have commenced a number of projects that we are involved with to make their work more visible and accessible to the general public and businesses in the county.

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 on annual basis, with the last significant refresh undertaken in 2021 to reflect the new operating arrangements post Covid-19. The annual review in 2022 was not undertaken, however, this is scheduled for 2023. We also have 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. The services which form this critical service list have been reviewed during 2022/23, with the removal of some services from the list and the addition of others.

Now that the Council's IT Disaster Recovery Plan has been drafted, the focus of the review of critical service area plans in 2023/24 will be to ensure that these align with the IT Disaster Recovery Plan and to develop a programme for desktop exercises to test the plans. In addition the reviews will take into consideration any learning from the recent national exercise, Operation Mighty Oak, which focussed on power outages.

Risk Management

The Council continues to develop and monitor key risks, which are 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 City of Lincoln Council through the Corporate Management Team and Directorate Management Teams.

The Strategic Risk Register for 2022/23 was initially formulated by the Corporate Leadership Team in April 2022, 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 2022/23 contained 12 strategic risks. Since then, risks have been mitigated against with adequate controls put in place resulting in some positive movements in the risk scores. In addition there has been 1 new risk that has emerged during the year, and as at the end of quarter 4 there are now 13 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. A review of the Risk Management strategy and toolkit is scheduled for 2023/24 followed by a training programme for both officers and members.

Corporate Health & Safety

A comprehensive two year rolling Health & Safety Development Plan is in place and is prioritised according to risk. It is fully resourced and is approved and monitored by the Health & Safety Champions Group.

The main focus for the Corporate Health & Safety Team over the last year has been on launching the online risk assessment system, which has been rolled out across all Departments and now holds over 300 risk assessments on a central register with automatic reminders to the risk owners to manage the risk assessments relevant to the work activities of each service area. This is a significant improvement to the council's health and safety management system and provides increased assurance that that health and safety risks are being managed.

The Health & Safety Hub is now fully functional on the intranet and provides health, safety and welfare information to managers and employees. Health & Safety E Learning courses have also been developed and there are more than 20 different topics available for staff to be trained inhouse.

Personal safety continues to be an ongoing priority and the Council has a responsibility to protect lone workers who are potentially exposed to conflicting situations such as unacceptable behaviour during their work. In 2022 around 280 employees were issued with new up to date technology Reliance personal safety devices and were trained in the use and management of the devices.

Safety Assurance Team

There have been several staffing changes to the Safety Assurance Team in the last 12 months, with a couple of vacancies at present.

The management of asbestos in the Housing stock continues to be managed through the team. The asbestos management software 'Asbestos Pro' is being used to store data relating to asbestos and is accessible to operatives and contractors to interrogate prior to undertaking works.

Re-inspections of Asbestos Insulating Board (AIB) across the Housing stock and Asbestos Containing Materials (ACM) within communal areas, including tower blocks, are being undertaken in house with external contractors being utilised for further surveying and any removals.

A dedicated Fire Risk Assessor has been engaged to undertake the Fire Risk Assessments to the communal areas in low rise purpose-built blocks of flats with good progress being made.

With the implementation of the Building Safety Act and the requirement for the high rise tower blocks to be registered with the building safety regulator and have a building safety case produced, work continues to ensure the deadlines are met.

Lincolnshire Fire and Rescue have conducted fire safety audits at the three high rise tower blocks and undertaken an exercise at Jarvis House. This is designed to test readiness and procedures in the event of any threat to the building and our tenants.

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

Human Resources

Health and Wellbeing

The Human Resources Team has continued to focus on employee mental and physical health & wellbeing over the past 12 months. To support this area of work, the team is a member of the Lincolnshire Wellbeing Network where representatives from the different local authorities in Lincolnshire can share ideas and best practice.

Several health and wellbeing topics have been shared over the past 12 months to raise awareness to employees of support available. These include:-

- Financial wellbeing
- Menopause awareness month
- Men's health month / Movember
- Knowing your numbers
- Stress awareness
- Looking after your mental health in Winter
- Time to talk day
- World sleep day
- HAY Lincolnshire website
- Mental Health Awareness weeks

The Council's Mindful Employer Charter status has been successfully renewed this year. This process reviewed the Council's commitment to the Charter for Employers who are Positive about Mental Health. Of particular note during the review was the Council's commitment, training and work in supporting employee wellbeing, with some positive examples including -

- the Council's promotion of the Mindful Employer initiative to employees and job applicants by way of our website, staff intranet pages (the Hub), recruitment page and e-mail signatories
- the Council's training on mental health awareness specific to line managers
- good practice in supporting employee wellbeing including the Employee Assistance Programme (EAP), Mental Health First Aiders, mental health awareness resources and a wellbeing strategy

Between June and October 2022, 166 employees took part in the Virgin Pulse Go Challenge, which is a holistic wellbeing platform aimed at driving improved health and wellbeing behaviours and habits. Outcomes aimed for are greater health awareness, behaviour changes for sustained health / wellbeing habits and improved overall health. Participation saw incremental improvements in participants daily behaviours to promote better health with overall positive results.

Leadership Development

The leadership development three day programme has continued over the past year with aspiring Team Leaders being the next cohort to attend. The feedback has been very positive from participants.

Staff Engagement

A staff survey was carried out between 16th May 2022 and 15th June 2022. All employees were eligible to complete the survey through an online form, with 55% of employees taking part.

The themes included in the survey were –

- Job effectiveness
- Employee contribution, performance and reward
- Council culture
- Services provided by the Council
- Equality and diversity
- Health and wellbeing
- Communication

Following the survey an action plan has been developed, which is monitored through the Organisational Development Board.

Policies and Procedures

The Human Resources Team continue to review Human Resources owned policies to ensure clarity, best practice, and compliance with legislation. The reviews are incorporated within a timetable to ensure that all policies are checked at least every three years. 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.

Fostering Friendly Employer

The Council has been approved as a Fostering Friendly Employer meaning the Council supports and recognises the roles of our employees who foster. The Maternity, Paternity and Adoption Leave policy has been updated to include a section which offers additional leave of up to five days for those applying to become foster carers or those who have a foster child in placement.

Work Based Learning (WBL)

Over the past 12 months 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 the support of learners and continually receives positive feedback and good success rates.

In December 2022 confirmation was received that the team successfully continue to meet the criteria in relation to the Matrix Standard. This standard was also demonstrated through the challenges of the pandemic. The standard is the Department for Education's standard for ensuring the delivery of high-quality information, advice, and guidance (IAG). Feedback received was extremely positive with many of our strengths observed including:-

- the strong value of communication at all levels

- professionalism, training, and delivery
- enrichment activities
- the involvement of workplace supervisors from recruitment through to the celebration of achievement and success
- review processes
- career support
- our holistic approach
- the ability to adapt and support and how we consistently reinforce our objectives, outcomes, and values.

The Council continues to display the matrix quality mark as an accredited organisation to demonstrate that we offer high quality IAG services.

During February / March 2023 the team were subject to an Ofsted inspection as a subcontractor for First College. The inspection was conducted under the new Education Inspection Framework and was a 'Full Inspection'.

The team is extremely proud that First College has sustained its status as a 'Good' provider. This is an excellent result which clearly underpins the commitment of the Work Based Learning Team in the delivery of high-quality learning and in the care and support of our learners; none of which would be achieved without the commitment and support of all our learners and First College.

The Work Based Learning Team continue to deliver to all learners on programme across Business Administration, Customer Service, Team Leading 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.

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.

Craft Apprenticeship Scheme

The Housing Repairs Service currently has two craft apprentices who are approaching the end of their first year. The apprentices are working in the areas of electrical and plumbing. Positive feedback has been received from both of these apprentices with the regard to the scheme. This is really encouraging and helps to demonstrate the value of these opportunities being made available by the Council.

Due to the uncertainty during the pandemic, the Housing Repairs Service looked at developing internal staff members along with working with the unions to create trainee opportunities, particularly around difficult-to-employ trades. These opportunities have enabled one staff member to train as a plasterer and also enabled the team to take on a full-time college trained plasterer with limited site experience. Both have been successful, with the college trained plasterer specifically being able to improve his confidence to carry out work independently.

Unfortunately, the Housing Repairs Service has struggled to recruit an electrician onto the craft apprenticeship scheme, with there being very little interest in the position despite advertising three times. However, the service has been approached by a part-qualified electrician and it is hoped to move this individual onto a trainee program in the near future. Work is ongoing with a local college to develop a suitable program for the individual.

Looking ahead the Housing Repairs Service will continue to focus on the workforce, identify areas of future pressure points regarding labour, and establish apprenticeship programs around expected trades.

In addition, the service will continue to work with local groups that come forward and identify where we could offer support and opportunities for those looking to develop their skills in specific trades.

Corporate Communications and Media Relations

Our Communications Team continues to ensure our reputation is maintained and enhanced wherever possible.

Some of the successful work the team has been involved with this year has included:

- On Facebook, the number of people following the Council has been increased to around 11,000 accounts now following the corporate account. And, on Twitter, there are almost 16,700 followers to the corporate account.
- Promotion of greening the city with drone footage of Lincoln, which will continue to be pushed over the coming year
- Creation of Cost of Living Leaflet (three editions to date), with more than 10,000 printed and distributed to residents, alongside digital copies sent via stakeholders
- Positive promotion of the High Street Heritage Action Zone programme of works, including St Mary's Guildhall, works at St Mary le Wigford, Lincoln Central Market and Barbican
- Ahead of works to Greyfriars, an interactive video was created using drones to create a virtual tour of this fantastic building, reaching almost 10,000 people on Facebook alone
- A renewed focus on the promotion of Lincoln Community Lottery and our Social Responsibility Charter, using a variety of communications tools and methods
- Successful promotion of the 40th, and final, Lincoln Christmas Market – once again reaching more than 2.5m on social media in the week before and during the event
- Production of two videos highlighting the benefits of the warm spaces available to residents in the city during winter, which were circulated for use across the county
- A successful video and photoshoot announcing the completion of the social housing development at Rookery Close, where the Council delivered 44 new council homes
- The 2023 city elections, and the introduction of voter ID, were very well supported – with large posters on the sides of our bin lorries, messages in Council Tax leaflets and 10k runners packs, videos and graphics on social media and a joint campaign with other district councils in the county covering radio and print advertising
- The team has expanded with the appointment of a new Senior Communications Officer on a two-year fixed contract covering the Town Deal and Western Growth Corridor projects
- Two members of the team were appointed joint-chairs of the county-wide cost of living challenge communications group, whose work continues
- The team has re-launched the video 'In Brief' bulletin for staff, which is issued fortnightly to all staff to keep them up to date with Council matters
- Western Growth Corridor news pushed and promoted, with communication to residents and the general public, including a resident's event in March 2023. This includes a new e-newsletter, which will allow residents to have up-to-date information sent straight to their inboxes, with printed newsletters available for those who request it

- Ongoing communications for the Be Lincoln Town Deal brand, regular updates to the social media channels and website and quarterly communications reports to Town Deal board
- Lincoln Central Market video series promoting the new plans, sustainability, history and new features of the project

Civic and International Partnerships

Lincoln Guildhall

The Guildhall has, again, been recognised at the number one “Thing to Do” in Lincoln based on Traveller Reviews on TripAdvisor. This has been the situation for almost a full 12 month period and tourists from around the country and indeed the world continue to visit the Guildhall based on these reviews and recommendations.

Combined tours of the Guildhall and Posterngate will continue following a short break over the winter. The Civic Team anticipate that they will be as popular as ever.

A lot of media interest has been shown more recently regarding the Guildhall, with a feature on the Guildhall recently being published by the Lincolnite. Visit England have visited for their “secret shopper” assessment and the Guildhall scored extremely highly again, which has led to two nominations by the assessors for special Visit England Awards, Best Told Story and the Welcome award. The outcome of this has not yet been published.

Collaborations with Bishop Grosseteste University (BGU) and the University of Lincoln continue to evolve. The archaeology students from BGU have been using the Guildhall for their studies, and recently new equipment purchased from a substantial funding award to BGU was used for the first time at the Guildhall to begin a digital record of the building in 3D. The Lincoln Charters Project continues into its fifth year, with exciting digital work being undertaken with the collection. This work has resulted in several students volunteering with us working on our deposit in the Lincolnshire Archives, and two Masters students using the Richard II sword and the Charles I mace respectively for their research and subsequent dissertations.

Mayoralty

For 2023, the traditional Mayor Making Ceremony returned to the Guildhall in May. The Mayoral Year for 2022 was extremely busy, with the Mayor and Sheriff attending many events throughout the year including the Jubilee, Mourning and Coronation events across the City.

Civic Events

Civic events organised by the Civic Office continued to take place throughout 2022 and into 2023. Some of these events will include the visit of the Lord Mayor of Bradford, Remembrance Service at the War Memorial and Christmas Lights Switch on. Having been responsible over the last few years for the planning of the Council’s response under Operation London Bridge, our planning was successfully implemented in September 2022 following the death of Her late Majesty. The 11 day mourning period went well, and positive feedback was received on the council’s response.

Other events to be organised by the Civic Team are fund-raising events for the Mayor’s chosen charities, the Dogs Trust and the Hartsholme Community Trust, which will take place throughout the Mayor’s Year of Office.

International Partnerships

The Oberburgermeister and a delegation from Neustadt an der Weinstrasse visited Lincoln in December 2022. Good relationships with our other twin towns are on-going.

Legal Services

The Legal Services Team has continued to support the Council's Vision 2025 and its strategic priorities over the past 12 months, with the team providing advice and representation to all service areas as well as members.

The team's role in enforcement is ongoing and has increased this year. It is noticeable that individuals are exhibiting some very challenging behaviors. This has resulted in enforcement action being taken and the team working closely with third parties.

The conveyancing work on vital projects has continued and the team is involved in the provision of temporary accommodation and providing private housing advice. The team contribute improvements to housing generally and on homelessness issues.

The team has also continued to provide support for procurement exercises to ensure the Council can deliver both services and works / projects. In addition, the team has continued works on the regeneration of the city through major projects and planning work, including the Western Growth Corridor and in the city centre, and has supported other areas helping the city's residents, including the planning / licensing regimes, assets of community value and the provision of financial benefits.

4 - Key performance summary

Sickness levels

Following a rise in sickness levels at the Council in 2021/22, which was partly due to a rise in Covid-19 related illness, the cumulative sickness per FTE at the end of 2022/23 was 0.79 days lower recording at 13.01 days. With the current health and wellbeing initiatives aimed at supporting staff remaining available, we are hopeful we will see a continued decrease in the level of sickness throughout 2023/24.

Cumulative sickness per FTE trends (excluding apprentices)

Year	Q1	Q2	Q3	Q4
2012/13	1.71	3.63	6.46	9.70
2013/14	2.68	5.18	7.69	10.78
2014/15	2.99	6.68	9.93	13.43
2015/16	3.01	5.70	8.60	11.63
2016/17	2.43	5.1	8.27	11.52
2017/18	3.11	6.34	9.84	13.62
2018/19	2.90	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
2022/23	2.70	6.38	10.29	13.01

Quarterly performance measures – Our People and Resources

The table provided below on pages 19 and 20 is taken from the Performance Information Management System (PIMS) and shows performance up to the end of Quarter 4 2022/23 for those performance measures linked to my portfolio.

Within the latest data provided there are three performance measures showing as below target, seven measures showing as above target and two measures falling within their target boundaries showing acceptable performance. An overview of these measures has been provided below.

Measures performing below target

R

Work Based Learning

The cumulative number of new starters on the Council's apprenticeship scheme at the end of quarter 4 2022/23 was 9 (measure WBL 2). This year end outturn for 2022/23 was below the low target of 18. One of the key reasons for the lower number of new starters is the change in duration of apprenticeships, which has moved from 12 months to 18 months. This has an impact on the number of apprentices which can start on the scheme within a 12 month period. The Council does operate a roll on roll off system so if a corporate apprentice was to be offered a permanent role then a further apprentice would be recruited onto the scheme

Revenues

The Council Tax in-year collection rate for Lincoln at the end of quarter 4 2022/23 was 94.15% (measure REV 1). This outturn was 0.85% below the low target for the quarter of 95%. Post Covid-19 the Council Tax collection rate has been impacted by the cost of living challenges. The Revenues Team has also been required to administer a number of new schemes from the government during the year, such as the Covid-19 Hardship Scheme and three Energy Rebate Schemes, which have all required a large amount of resource from the team. To support the delivery of these schemes the Council has received New Burdens monies, however, acquiring additional resources (outside officer overtime) has proved to be challenging.

At the end of quarter 4 2022/23 the number of outstanding customers changes in the Revenues Team was 1,476 (measure REV 3). This outturn was greater than the low target for the quarter of 1,200 (low is good). Whilst the outturn was below target, the Revenues Team has reported that this is a positive position to be in at year-end as the team generally see a significant amount of customer contact linked to annual billing during the final quarter of the year. In terms of staff resource, unfortunately two staff members resigned during the quarter and one staff member retired which has had an impact on the resource available in the team. Focusing on the full 2022/23 period, the Revenues Team completed over 51,000 documents and dealt with over 43,000 phone calls (including dealing with Energy Rebates).

Measures performing above target

G

Work Based Learning

During the final quarter of 2022/23, two apprentices were due to complete their qualification. Both successfully complete on time resulting in performance measure WBL 1 achieving the high target for the quarter of 100%.

Of the 2 apprentices which completed their qualification within the final quarter of the year, both also moved into further education, employment or training (100%), which also outperformed the high target of 95% (measure WBL 3).

Accountancy

The average return on investment portfolio during quarter 4 2022/23 was 3.72% (measure ACC 1). This outturn was above the high target for the quarter of 0.25%. This latest outturn was an increase on the previous quarter outturn, which reported at 2.62% and also a significant increase when compared to the quarter 4 2021/22 outturn, which reported at 0.30%. Rises in the return throughout the year have been as a result of further increases in the Bank of England base rate.

During the final quarter of 2022/23 the average interest rate on external borrowing was 3.08% (measure ACC 2). This was lower than the high target for the quarter of 3.75% (low is good). This latest outturn was a slight increase when compared to the previous outturn and was due to Bank of England rate increases.

Debtors & Creditors

The percentage of invoices paid within 30 days during the final quarter of 2022/23 was 98.45% (measure DCT 1). This outturn was above the high target for the quarter of 97% and an increase of 1.92% on the previous quarters outturn of 96.53%.

During quarter 4 2022/23 the percentage of invoices that had a purchase order completed was 61% (measure DCT 2). This outturn was greater than the high target for the quarter of 55%. In number terms this equated to 2,173 invoices out of 3,564 invoices during the quarter having an associated purchase order.

Revenues

The business rates in year collection rate for Lincoln at the end of quarter 4 2022/23 was 99.19% (measure REV 2). This latest outturn was above the high target of 98.00%. In some cases this improvement in performance has been helped by customers receiving the Covid-19 Additional Relief Fund.

Measures performing within target boundary (acceptable performance)

A

Communications and Debtors & Creditors

Two performance measures performed within their target boundaries during the final quarter of 2022/23. One of these measures was the percentage of media enquiries responded to within four working hours (measure COM 1). This measure achieved an outturn of 84%, which was above the low target for the measure of 75%, but below the high target of 90%. In addition the performance measure which monitors the average number of days to pay invoices also performed within the target boundary with an outturn of 19 days (measure DCT 3). This was below the low target of 30 days (low is good), but above the high target for the measure of 15 days.

Our People and Resources – quarterly performance measures as of Quarter 4 2022/23

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

Service Area	Measure ID	Measure	High or Low is good	Unit	Low Target	High Target	Previous Data Period	Previous Value	Current Quarter	Current Value	Status	
Work Based Learning	WBL 1	Percentage of apprentices completing their qualification on time	High is good	%	95.00	100.00	Q3 – 22/23	50.00	Q4 – 22/23	100.00	G	▲
Work Based Learning	WBL 2	Number of new starters on the apprenticeship scheme (cumulative)	High is good	Number	18	20	Q4 – 21/22	14	Q4 – 22/23	9	R	▼
Work Based Learning	WBL 3	Percentage of apprentices moving into Education, Employment or Training	High is good	%	90.00	95.00	Q3 – 22/23	100.00	Q4 – 22/23	100.00	G	▬
Communications	COM 1	Percentage of media enquiries responded to within four working hours	High is good	%	75.00	90.00	Q3 – 22/23	83.00	Q4 – 22/23	84.00	A	▲
Accountancy	ACC 1	Average return on investment portfolio	High is good	%	0.15	0.25	Q3 – 22/23	2.62	Q4 – 22/23	3.72	G	▲
Accountancy	ACC 2	Average interest rate on external borrowing	Low is good	%	4.75	3.75	Q3 – 22/23	2.98	Q4 – 22/23	3.08	G	▼
Debtors & Creditors	DCT 1	Percentage of invoices paid within 30 days	High is good	%	95.00	97.00	Q3 – 22/23	96.53	Q4 – 22/23	98.45	G	▲
Debtors & Creditors	DCT 2	Percentage of invoices that have a Purchase Order completed	High is good	%	45.00	55.00	Q3 – 22/23	62.00	Q4 – 22/23	61.00	G	▼
Debtors & Creditors	DCT 3	Average number of days to pay invoices	Low is good	Days	30	15	Q3 – 22/23	16	Q4 – 22/23	19	A	▼

Service Area	Measure ID	Measure	High or Low is good	Unit	Low Target	High Target	Previous Data Period	Previous Value	Current Quarter	Current Value	Status	
Revenues Administration	REV 1	Council Tax – in year collection rate for Lincoln (cumulative)	High is good	%	95.00	96.00	Q4 – 21/22	94.00	Q4 – 22/23	94.15	R	▲
Revenues Administration	REV 2	Business Rates – in year collection rate for Lincoln (cumulative)	High is good	%	97.00	98.00	Q4 – 21/22	98.45	Q4 – 22/23	99.19	G	▲
Revenues Administration	REV 3	Number of outstanding customer changes in the Revenues Team	Low is good	Number	1,200	1,100	Q4 – 21/22	2,413	Q4 – 22/23	1,476	R	▲

5 - Looking ahead

Over the year ahead I again look forward to working with elected members and staff to help continue to make a real difference within our communities and ensure our customers are provided with the support they may need during an ongoing time of uncertainty.

I also look forward to continuing to build on the success of Vision 2025 through the completion of a range of current projects, whilst also commencing the delivery of range of new projects all focused on meeting our five key strategic priorities and collectively helping to deliver Lincoln's ambitious future.

I would like to express my appreciation of the officers who support myself 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, Lara Trickett, Sara Boothright, Claire Burroughs, Daryl Wright, Martin Kerrigan, Matt Hillman, Steve Welsby, Kate Fenn, Richard Storey, Becky Scott, Simon Walters & Graham Rose.

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

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PERFORMANCE SCRUTINY COMMITTEE

22 JUNE 2023

SUBJECT: LINCOLN CITIZENS' PANEL REVIEW

DIRECTORATE: CHIEF EXECUTIVE AND TOWN CLERK

LEAD OFFICER: MICHELLE HOYLES – BUSINESS MANAGER CORPORATE POLICY AND TRANSFORMATION

1. Purpose of Report

- 1.1 To update the Performance Scrutiny Committee on the Council's approach to refreshing the membership of the Lincoln Citizens' Panel.

2. Executive Summary

- 2.1 Membership of the Lincoln Citizens' Panel was most recently reviewed in 2018, and currently contains 722 members. Of those members, 304 continue to actively participate in Panel activities. Currently, there are 418 Panel members who have been inactive for more than twelve months.
- 2.2 To ensure the continued value added by the Citizens' Panel, the Council is undertaking a review of current Panel membership. This review consists of removing from the Panel all members who have been inactive for more than 12 months, and seeking to recruit a further 700 new panel members in a way that reflects the current makeup of the City based on the latest Census updates
- 2.3 Due to the significant number of new panel members required, and the resources needed to achieve the desired Panel size, the Council is approaching a trusted third party to undertake this recruitment on its behalf. This approach was taken for the previous Panel refresh in 2018, and the Council is seeking to reprocur the recruitment from the same external research organisation.
- 2.4 It is proposed that, in the future, it would be beneficial for the Citizens' Panel to be reviewed and refreshed at more frequent intervals, with a proportional change of membership either annually or once every two years.
- 2.5 In addition to the Citizen Panel refresh, other options for service feedback and business intelligence to compliment the views of the Citizen Panel as a wider suite of performance and feedback measures will be explored including;
- Routinely sharing findings, analysis and trends from complaints or compliments more widely
 - Developing a mechanism to capture, analyse and share information raised directly with members
 - Utilising newer technology to request feedback directly after a service received or interaction with the Council with easy to use online surveys or text responses
 - Reviewing examples of best practice and innovation to collect customer experiences and feedback

- Develop a mechanism to capture and share the impact of service delivery and the difference made to residents

3. Background

- 3.1 The Citizens' Panel is a valuable means of engaging with local residents and understanding their views on the Council and the issues affecting their communities. The Panel provides an opportunity for residents' voices to be heard, and feedback from the Panel has a significant influence on local decision making.
- 3.2 To be truly effective, the Council aims to ensure that membership of the Citizens' Panel reflects the makeup of the City and consists of members who actively engage with Panel activities. It is unavoidable, for many reasons, that some residents will become inactive whilst on the Panel. It is also inevitable that, due to inward and outward migration, the extent to which membership of the Panel reflects the makeup of the City will diminish over time.
- 3.3 It is therefore necessary for the Council to regularly and proactively review and refresh membership of the Citizens Panel, in order that it continues to add value to decision making and enables residents to share their views.

4. Current Citizens' Panel Review

- 4.1 The current Citizens' Panel contains 722 members, of which 418 have not actively engaged in Panel activities for over twelve months. The makeup of the Panel, and its effectiveness as a means of receiving residents' feedback, has therefore reduced.
- 4.2 Officers propose that the Panel, in order to re-establish its effectiveness, would benefit from having a greater number of members. This would enable the Council to not only seek the views from many more local residents; it would also help to give greater confidence to the significance of the data that can be gleaned from Panel activity as a larger membership will act as a 'buffer' to counter the effect of members who under-participate.
- 4.3 The current Panel refresh therefore seeks the recruitment of 700 new members, in order to raise the total number of members to approximately 1,000. This is a significant proportion of qualifying City residents, being more than one percent of those aged sixteen or over.
- 4.4 The Council is currently in the process of procuring this recruitment work from a trusted third party, with a view to completing the recruitment by October 2023.
- 4.5 The Council and its appointed third party researcher will endeavour to recruit the full 700 members sought. There is a possibility that an insufficient number of residents engage to achieve this figure, or that the proportions of some demographics recruited are lower than the City's makeup. This will be closely monitored as the recruitment work progresses and upon completion of the Panel review an update report shall be presented to the Performance Scrutiny Committee.
- 4.6 Following the current Panel review, officers would like to explore opportunities to further increase the benefits of the Citizens' Panel. Increasing the frequency of membership recruitment, and enhancing the content and purpose of Panel surveys, will help to

safeguard the value attributable to the Panel and improve engagement by Panel members. There are also opportunities to glean wider service feedback and business intelligence, to enhance the Council's current suite of performance and feedback measures, outside of the Panel process. These opportunities include:

- Routinely sharing findings, analysis and trends derived from complaints and compliments;
- Developing mechanisms to capture, analyse and share customer insights identified by Members;
- Utilising new technologies to capture service feedback from customers directly following their experience of a service, such as by text messaging or online surveys;
- Developing new ways of capturing and sharing the impacts of the services the Council delivers, and the difference this makes to residents; and
- Reviewing examples of best practice used in local government more broadly, to collect customer experience data and feedback.

4.7 These options will be explored further in the coming months following the current Panel review, with a report presented to the Performance Scrutiny Committee thereafter.

5. Strategic Priorities

5.1 The City of Lincoln Council's Vision 2025 priorities are:

- 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.

An effective Citizens' Panel enables the Council to gather meaningful feedback from local residents, both to understand their views on the Council's priorities and to understand how they perceive we have delivered against them.

6. Organisational Impacts

6.1 Finance (including whole life costs where applicable)

There will be financial implications arising from this report, notably the costs associated with procuring third party support to recruit new Panel members. Costs for this work will be met from existing service budgets.

6.2 Legal Implications including Procurement Rules

Third party support is being procured under the advice of the Procurement Manager. There are no legal implications arising from this report.

6.3 Equality, Diversity and Human Rights

This report does have equality, diversity and human rights implications.

Public Sector Equality Duty 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 approach to the Citizens' Panel review, outlined in this report, seeks to ensure that membership of the Panel reflects the makeup of the City. It also aims to ensure that the Council meets its Public Sector Equality Duty by considering all individuals when carrying out its day-to-day work, in shaping policy, delivering services and in relation to its own employees. The newly available Census information gives an opportunity to ensure that the Citizens Panel reflects the demographics of the City.

7. Risk Implications

- 7.1 (i) Options Explored – An alternative option would be to not refresh the Citizens Panel and continue to work with the lower number of Panel members currently available. This option is not recommended; as outlined in this report the existing Panel Membership has significantly reduced over time and, whilst feedback from current members is valuable, it nonetheless is not fully reflective of the City's residents overall.
- 7.2 (ii) Key risks associated with the preferred approach – None identified with the preferred approach, as the actions being proposed mitigate existing risks of not reviewing the existing panel

8. Recommendations

- 8.1 The Performance Scrutiny Committee is recommended to note, and offer comments, on the proposed approach to refreshing membership of the Lincoln Citizens' Panel as set out in this report.

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

Lead Officers: Michelle Hoyles – Business Manager Corporate Policy and Transformation

PEFORMANCE SCRUTINY COMMITTEE**22 JUNE 2023**

SUBJECT: WORK PROGRAMME FOR 2023/24

DIRECTORATE: CHIEF EXECUTIVE AND TOWN CLERK

LEAD OFFICER: CLAIRE TURNER, DEMOCRATIC SERVICES OFFICER

1. Purpose of Report

- 1.1 To present members with the Performance Scrutiny Committee work programme for 2023/24 (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 Turner, Democratic Services Officer
Email: claire.turner@lincoln.gov.uk

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25 May 2023

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Financial Performance (Detailed): Outturn 2022/23 Quarter 4	Jaclyn Gibson/ Colleen Warren	Quarterly Report Professional High Performing Services
Treasury Management Stewardship and Actual Prudential Indicators Report 2022/23 (Outturn)	Jaclyn Gibson/Colleen Warren	Six Monthly Report Professional High Performing Services
Performance Monitoring Outturn 2022/23 Quarter 4	Graham Rose	Quarterly Report-Professional High Performing Services
Strategic Risk Register – Quarterly Report Quarter 4	Jaclyn Gibson/Colleen Warren	Quarterly Report Professional High Performing Services

22 June 2023

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 2023-24 - Update	Democratic Services	Regular Report
Portfolio Under Scrutiny Session – Our People and Resources	Portfolio Holder	Annual Session Professional High Performing Services
Monitoring Item(s)		
Review - Lincoln Citizen's Panel	Michelle Hoyles	Requested by the Committee

13 July 2023 (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 2023-24 - Update	Democratic Services	Regular Report
Monitoring Items		
Income/Arrears Monitoring report	Martin Walmsley	Annual Report Professional High Performing Services
Central Lincolnshire Local Plan Annual Report 2022/23 including Financial Update	Toby Forbes-Turner	Annual Report Lets Drive Economic Growth
Scrutiny Annual Report	Democratic Services	Annual Report Professional High Performing Services

17 August 2023 (Quarterly Monitoring)

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 2023-24 - Update	Democratic Services	Regular Report
Monitoring Items		
Financial Performance (Detailed) – Quarterly Monitoring: Quarter 1	Colleen Warren	Quarterly Report Professional High Performing Services
Performance Quarterly Monitoring: Quarter 1	Graham Rose	Quarterly Report Professional High Performing Services
Quarterly Strategic Risk Register Report-Quarter1	Jaclyn Gibson	Quarterly Report Professional High Performing Services

28 September 2023 (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 2023-24 - Update	Democratic Services	Regular Report
Portfolio Under Scrutiny Session – Inclusive Economic Growth	Portfolio Holder	Annual Session Lets Drive Economic Growth
Other Item(s)		
Vision 2025 Annual Inclusive Economic Growth Report of Progress	Francesca Bell	Annual Report

16 November 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 2023-24 - Update	Democratic Services	Regular Report
Portfolio Under Scrutiny Session – Reducing All Kinds of 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	Graham Rose	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

7 December 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 2023-24 - Update	Democratic Services	Regular Report
Portfolio Under Scrutiny Session – Remarkable Place /Addressing the Challenge of Climate Change	Portfolio Holder	Annual Session Lets Enhance Our Remarkable Place
Portfolio Under Scrutiny - Climate Change	PH for Remarkable Place	Annual Report
Portfolio Under Scrutiny - Customer Experience and Review		
Annual Report for Remarkable Place V2025 Theme	Simon Walters	Annual Report

18 January 2024

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 2023-24 - 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 2024

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 2024-2025	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	Graham Rose	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
Section 106 Contributions Update	Nicola Collins	Annual Report Lets Drive Economic Growth
Scrutiny Annual Report	Democratic Services	Annual Report Professional High Performing Services

7 March 2024

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 2024-2025	Democratic Services	Regular Report
Monitoring Items		
Targets for 2024/25	Graham Rose	Annual Report

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Portfolio Under Scrutiny Sessions

Date	Portfolio
22 June 2023	Our People and Resources
13 July 2023	Customer Experience and Review
28 September 2023	Economic Growth
16 November 2023	Reducing Inequality
7 December 2023	Remarkable Place
18 January 2024	Quality Housing