

PERFORMANCE SCRUTINY COMMITTEE

**Thursday, 28 September
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, Kate Ellis, Toby Forbes-Turner, Emily Holmes, Michelle Hoyles and Graham Rose

A G E N D A

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Please note that, in accordance with the Members' Code of Conduct, when declaring interests members must disclose the existence and nature of the interest, and whether it is a disclosable pecuniary interest (DPI) or personal and/or pecuniary.	
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Present: Councillor Gary Hewson (*in the Chair*),
Councillor Pat Vaughan, Councillor Martin Christopher,
Councillor David Clarkson, Councillor Lucinda Preston,
Councillor Hilton Spratt, Councillor Joshua Wells and
Councillor Loraine Woolley

Apologies for Absence: Councillor Thomas Dyer and Councillor Rachel Storer

16. Confirmation of Housing Scrutiny Sub-Committee Minutes - 21 June 2023

RESOLVED that the minutes of the Housing Scrutiny Sub Committee held on 21 June 2023 be received.

17. Declarations of Interest

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

Councillor Pat Vaughan declared a Personal Interest with regard to the agenda item titled 'Income and Arrears Monitoring Report'. His Daughter worked in Revenues and Benefits at the City of Lincoln Council.

18. Confirmation of Performance Scrutiny Committee Minutes - 22 June 2023

RESOLVED that the minutes of the meeting held on 22 June 2023 be confirmed and signed by the Chair.

19. Member Request Table and Citizen Panel Survey

The members request table and associated Citizen Panel Survey had been previously circulated to members of the committee as requested at the previous Performance Scrutiny Committee and was included on the agenda for information.

Michelle Hoyles, Business Manager – Corporate Policy and Transformation advised that recruitment to the Citizens Panel was underway with 200 new sign ups so far. She explained that there had been 285 responses to the most recent survey out of just under 400 members. The Policy Team were currently processing and reviewing the responses received.

The following questions were asked and relevant responses received:

Question: Did any of the current Citizen Panel members request to leave?

Response: No members had requested to leave. There were a number of inactive members and we would review how to deal with these in due course.

Question: How was personal information protected to prevent data breaches and how was this dealt with under Freedom of Information requests?

Response: Gave assurance that all Citizens Panel activities complied with data protection legislation. Personal information was redacted from responses to Freedom of Information requests.

Question: How were people recruited to join the Citizens Panel?

Response: A letter was sent to 7,000 residents from the open electoral register that met the required demographics. A third party company was compiling the data and we would receive a list of people that had consented to go on to the Citizens Panel in due course.

20. Minute Extract from Executive to Performance: Purchase Orders

The Chair presented the minute extract from Executive which provided a response to the comments and concerns raised by Performance Scrutiny Committee in relation to performance indicator “percentage of invoices that had a purchase order complete”.

Councillor Vaughan commented that he was disappointed with the response received from Executive.

Laura Shipley, Financial Services Manager, explained that the performance indicator included utilities and contract invoices in place of purchase orders and therefore a target of 100% was not a realistic target.

Councillor Clarkson, asked who set the performance target and commented that the target had not been changed. Simon Walters, Director of Communities and Environment responded that a target of 75% had been discussed at Executive but the target would be confirmed with the Portfolio Holder for Our People and Resources.

Councillor Preston, asked if the performance indicator could be split and purchases such as utilities that did not require a purchase order be removed from the target. Simon Walters, Director of Communities and Environment responded that this could be looked at to find out if it was feasible and a response would be provided following the meeting.

Laura Shipley, Financial Services Manager, added that the Exchequer Officer would be delivering some training to encourage budget holders to follow the purchase order processes and there would hopefully be an improvement.

21. Financial Performance - Quarterly Monitoring

Laura Shipley, Financial Services Manager:

- a) presented a report to Performance Scrutiny Committee with a summary of the first quarter’s performance (up to 30th June 2023), on the Council’s
 - General Fund
 - Housing Revenue Account
 - Housing Repairs Service
 - Capital Programmes
- b) requested that Performance Scrutiny Committee note the changes to the capital programmes
- c) provided information on the following:

- **General Fund Revenue Account** – for 2023/24 the Council's net General Fund Revenue Budget was set at £14,402,660, including a planned contribution from balances of £191,110 resulting in an estimated level of general balances at the year-end of £2,228,739 (Appendix A provided a forecast General Fund Summary). There were a number of forecast year-end variations in income and expenditure against the approved budget. Full details of the main variances were provided in Appendix B
- **Housing Revenue Account** — for 2023/24 the Council's Housing Revenue Account (HRA) net revenue budget was set with a planned contribution from balances of £58,930, resulting in an estimated general balances at year-end of £1,125,517, after allowing for the 2022/23 outturn position (Appendix C provided a forecast Housing Revenue Account Summary) Although the forecast position was an underspend there was a number of significant variations in income and expenditure. Full details of the main variances were provided at Appendix D
- **Housing Repairs Service** – For 2023/24 the Council's Housing Repairs Service (HRS) net budget was set at zero, which reflected its full cost recovery nature. At quarter 1 the HRS was forecasting a deficit of £828,671 in 2023/24. Full details of the main variances were provided at Appendix F
- **General Investment Programme** – the original General Investment Programme for 2023/24 in the MTFS 2023-28 amounted to £14.1m which was increased to £21.3m following quarter 4 approvals and year end re-profiles from 2022/23. At quarter 1 the programme had been increased by £3.4m to £24.7m as shown at paragraph 7.2

The overall spending on the General Investment Programme for the first quarter of 23/24 was £1.9m, which was 7.3% of the 2022/23 active programme (excluding externally delivered schemes) as detailed in Appendix I

- **Housing Investment Programme** – the revised programme for 2023/24 amounted to £22.174m following the 2022/23 outturn report. At quarter 1 the programme had been decreased by £4.205m to £17.969m. As shown in paragraph 7.9 of the report. The overall expenditure on the Housing Investment Programme for the first quarter 23/24 was £1,222m, which was 6.80% of the 2023/24 revised budget as detailed at appendix J of the report. A further £1.203m had been spent as at the end of June 2023

d) 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:

- Why was the £4k moved from LAD3 Green Homes to Home Upgrade Scheme?
- Why was there an underspend on the grant, and why didn't we spend this in full helping residents with energy improvements?

- There was an issue recruiting staff particularly in the trades in housing. Has any thought been given to delaying scheduled work temporarily to see if the situation improved?
- A huge amount of money was being spent on contractors in the Housing Department. How much would it cost to employ staff instead of contractors?

Members of the committee asked the following questions and received relevant responses from Officers:

Question: What was the total cost of placing people in temporary accommodation?

Response: It varied depending on the accommodation and the availability of property. The Council could claim back an element of the costs through the housing subsidiary system, the amount that could be claimed back was limited to £91.15 per week. It was forecasted that £863k would be spent on Bed and Breakfasts this year.

Question: Did the Bed and Breakfasts charge the Council a good rate?

Response: Market rate was charged. Officers working out of hours needed to place people in accommodation that night and therefore had to book and pay straight away.

Question: Pleased to see that lower paid workers would receive the highest pay award. If the Unions did not accept the pay offer would employees still receive the award?

Response: The pay would not be implemented until an agreement had been reached.

Question: What was the car park system upgrade and what was the additional card payment fees?

Response: This related to the barrier at the Central car park, a new system was installed which incurred fees, these would be offset by the increased income.

Question: Where would the electric charge points be installed and did the Council receive any revenue from them?

Response: They were predominantly being installed in the car parks, there was a range of deals with providers. The customer paid for the car parking as normal and also pay for the charge on the electric charge point. The Council did not lose any income for providing them.

Comment: There was an issue with recruitment. Employing agency staff or paying for overtime was generating a cost to the Council.

Response: This was a national issue particularly in technical services. The Organisational Development Group was undertaking a big piece of work to look at the issue holistically to provide some solutions such as career grading and succession planning. A report could be provided early next year.

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.

22. Treasury Management and Prudential Code - Quarterly Update

Laura Shipley, Financial Services Manager:

- a) presented a report to Performance Scrutiny Committee on the Council's treasury management activity and the prudential indicators at 30th June 2023
- b) advised that CIPFA's new edition of the Code of Practice Treasury Management (2021) recommended that Councillors should be informed of Treasury Management activities quarterly (previously twice per year)
- c) confirmed that the approved limits within the Annual Treasury Management Strategy had not been breached during the quarter ending 30th June 2023
- d) explained that the Council held £34.8million of investments as at 30th June 2023 achieving an average interest rate of 4.66% (2.10% 22/23). Actual interest earned in the 3 month period to 30th June 2023 totalled £0.43m
- e) advised that as at 30th June 2023 the Council held £114.35 million of external borrowing, of which 100% were fixed rate loans as detailed at paragraph 4 of the report
- f) explained that as at 30th June 2023, the average rate of interest paid during quarter 1 on external borrowing was 3.10%
- g) invited members' questions and comments.

Councillor Clarkson referred to the table at paragraph 4.1.8 of the report and asked for clarification on the investment made with London Borough of Barking and Dagenham.

Laura Shipley, Financial Services Manager clarified that £3m had been invested with London Borough of Barking and Dagenham through the treasury advisors.

RESOLVED that the report be noted

23. Income and Arrears Monitoring Report

Martin Walmsley, Head of Shared Revenues and Benefits;

- a) provided members with an update on the position regarding amounts of monies owed to the City Council as at 1st April 2023, (and Business Improvement District (BID) levy to the end of June 2023)
- b) highlighted that:
 - The net collectable debit for 2022/23 after Council Tax Support, discounts and exemptions had been granted was £50,746,703 amounting to an increase of £2,955,931 from 2021/22.
 - Total payments received in respect of 2022/23 were £47,776,833 amounting to an increase of £2,955,931 from 2021/22

c) explained that

- The net Business Rates collectable debit for 2022/23 after empty voids, charity entitlements and other reliefs had been granted was £42,045,257. This was an increase of £7,105,311 from 2021/22.
- Total payments received in respect of 2022/23 were £41,705,944. This was an increase of £5,889,304 from 2021/22

d) advised that the City of Lincoln Council was responsible for the administration and collection of the BID Levy and the net collectable debit raised in respect of the levy was £417,094

e) explained that the net Housing Rent debit for 2022/23 (collectable rent) excluding Housing Benefits, Universal Credit and other adjustments was £30,185,668 of which 99.91% was collected, amounting to a decrease of 0.27% on 2021/22 collection of 100.18%

f) highlighted that a total of 11,916 new debtor accounts were raised in 2022/23 amounting to £15, 316,565 in cash terms

g) explained that the balance of outstanding Housing Benefit Overpayments as at 1st April 2023 was £2,458,831 compared to £2,661,801 at 1st April 2022, a decrease of £202,970

h) invited members' questions and comments.

Members requested clarification on the relationship between the LHA grant funding and housing benefits payments for temporary accommodation.

Martin Walmsley, Head of Shared Revenues and Benefits advised that a response would be provided following the meeting.

RESOLVED that:

1. A response be provided to members clarifying the relationship between the LHA grant funding and housing benefits payments for temporary accommodation.
2. The content of the report be noted.

24. Quarter 1 2023/24 Operational Performance Report

Michelle Hoyles, Business Manager – Corporate Policy and Transformation:

- a) presented a report to Performance Scrutiny Committee with an outturn summary of the council's performance in Quarter 1 of 2023/24
- 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:

- Referred to the performance indicator “*cumulative long term sickness per FTE (excluding apprentices)*” and commented that it was concerning the number of days lost due to stress or depression. How many days were lost due to work related stress compared to personal stress?
- Why was the number of days lost due to short term sickness much higher for apprentices?
- Referred to the two performance indicators “number of calls logged to IT helpdesk” and percentage of first time fixes” . Why were these recorded as a volumetric?
- Referred to the performance indicator “ Number of properties ‘not decent’ as a result of tenants refusing to allow work (excluding refusals)” Would it be possible to find out who in Abbey Ward was refusing work? Were there follow ups when people refused work? Could a target be set instead of volumetric?
- Referred to the performance indicator “ Number of properties ‘not decent’ as a result of tenants refusing to allow work (excluding refusals)” Did this include where a property didn’t need work for example a new kitchen was not needed following inspection or was this included in a sperate performance indicator?
- Referred to the performance indicator “*percentage of waste recycled or composted (seasonal)*” and commented that this was persistently low. Had there been an increase in the percentage of recycling for the areas in Lincolnshire that had been provided with bins for card and paper?

Members of the committee asked the following questions and received relevant responses from Officers:

Question: Expressed concern that the percentage of appraisals completed was low at 18.5%. Appraisals were important and could prevent long term sickness. What steps were being taking to improve the number of appraisals completed?

Response: Appraisals were important and were raised at the monthly Departmental Management Team meeting. The system had changed recently which had affected the figures. Previously appraisals were completed between April and June. This was taking time out of the organisation so the system had been changed to appraisals being completed on the anniversary of joining the Council.

Question: Had there been feedback from Managers on why appraisals had not been completed?

Response: It was not due to a reluctance to complete appraisals, it was because of the day to day pressures of work and finding the capacity to complete them.

Question: Could interim appraisals take place throughout the year which would flag any performance issues?

Response: One to ones took place on a monthly basis. Consideration could be given to splitting up appraisals so that they were not such an intense piece of work.

Question: What were the changes that were due to be implemented that would improve the utilisation levels at the car parks?

Response: Extra electric vehicle points were being installed.

Question: Was the Central Car Park included in the Parking Services PS2 performance indicator? The Central Car Park used a chip and was not pay and display.

Response: Yes, the performance indicator included the Central Car Pack as well as the pay and display car parks. The title of the performance indicator could be changed to sessional parking.

Comment: Referred to performance indicator PPASB 4 and commented that 100% satisfaction gave a false representation as only 2 surveys were sent out from 16 cases

Response: The new automated IT system was not picking up all of the cases, the PPASB Team had dealt with more than 16 cases during quarter 1. The IT bug was being addressed and the measure would be meaningful when more replies were received.

Question: Asked for clarification on the number of net promoter score points above or below the average net promoter score for England in relation to Yarborough and Birchwood Leisure Centres.

Response: The net promoter score was compared to the national average and enabled us to benchmark. Birchwood Leisure Centre was doing well with good satisfaction, whereas there was dissatisfaction with Yarborough Leisure Centre. There had been staffing issues in the gym and an issue with the class timetable but we would expect the score to improve next quarter.

Question: Had the take up of green bins improved this year?

Response: There had been an increased take up but it had not reached the target.

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.

25. Work Programme for 2023/24

The Chair:

- 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 agreed.

26. Strategic Risk Register -Quarterly Review

Simon Walters, Director for Communities and Environment;

- a) presented Performance Scrutiny Committee with a status report of the revised Strategic Risk Register as at the end of quarter 1 2023/24
- b) reported that the strategic risk registers currently contained fourteen 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.
 - 5) Failure to protect the local authority's long term vision 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 and service delivery.
 - 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 compliance with safeguarding duties and domestic abuse duties.
- 12) Failure to mitigate against the risk of a successful cyber-attack against the council.
- 13) Impacts of the uncertainty of Government's migration policy on the Council's service delivery, capacity and MTFS as well the impacts for the City as a whole.
- 14) Failure to deliver critical services in an emergency situation.

c) invited committee's questions and comments

The Chair advised that he had recently attended a training session on the Strategic Risk Register. He had learnt the importance of scrutinising the Strategic Risk Register and commented that he felt the committee should ask more questions when the report was brought to committee. Simon Walters, Director of Communities and Environment responded that in future the Strategic Risk Register could be added to the beginning of the agenda to allow more time for scrutinising.

Councillor Clarkson commented that the presentation of the Strategic Risk Register was different to how Lincolnshire County Council (LCC) presented their risk register and he felt that LCC's was easier to understand. Simon Walters, Director of Communities and Environment responded that the District Councils presented their Strategic Risk Register in this format, and he would look to see how LCC presented their Strategic Risk Register.

RESOLVED that the Strategic Risk Register as at the end of quarter 1 2023/24 be noted.

27. 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.

28. Quarterly Strategic Risk Register Report - Quarter 1

Only Appendix B Strategic Risk Register was contained here as exempt information.

RESOLVED that the Strategic Risk Register as at the end of quarter 1 2023/24 be noted.

Performance Scrutiny Committee – Member request monitoring table

Date of committee – 17 August 2023

Action No.	Name of committee report	Information requested / question asked	Member name	Officer responsible for providing response	Date response provided	Response
13	Minute Extract from Executive to Performance: Purchase Orders	Could Members be provided with data on just the invoices that could have a Purchase Order raised (excluding those that don't need a purchase Order)?	Councillor Preston	Jaclyn Gibson	12 th September 2023	<p>The calculation for the PI already excludes invoices for utility bills which do not have PO's.</p> <p>It is not possible, without reviewing each invoice, to assess whether it would warrant a PO or not. However, based on a high level estimate only, excluding those that would not warrant a PO would result in a performance of 65%.</p>
2	Financial Performance - Quarterly Monitoring	Why was the £4k moved from LAD3 Green Homes to Home Upgrade Scheme?	Councillor Lucinda Preston	Laura Shipley	25 th August 2023	This was the residual underspend on the LAD3 Green Homes grant and it was moved to Home Upgrades Grant to allow the underspend on both grants to be returned together, rather than two separate payments.
3	Financial Performance - Quarterly Monitoring	Why was there an underspend on the grant, and why didn't we spend this on full helping residents with energy improvements?	Councillor Lucinda Preston	Laura Shipley	25 th August 2023	The underspend on the HUG grant is due to the restrictive funding criteria which means only off gas households are eligible to apply and we have very few inefficient, off gas homes in Lincoln. We

						accepted the allocation (we didn't apply for this we were just allocated the grant) just in case we could identify a small number of Lincoln households that could benefit from the scheme and didn't want them to miss out. In the end we were able to identify and help 4 households install insulation measures and low carbon, more efficient electric heating under the HUG scheme.
4 14	Financial Performance - Quarterly Monitoring	There was an issue recruiting staff particularly in the trades in housing. Has any thought been given to delaying scheduled work temporarily to see if the situation improved?	Councillor David Clarkson	Matt Hillman	18 th September 2023	We would not consider suspending the scheduled repair process, the repairs would still need completing at some point and therefore we would have a back log of work and that would increase the workload of the teams.
5	Financial Performance - Quarterly Monitoring	A huge amount of money was being spent on contractors in the Housing Department. How much would it cost to employ staff instead of contractors?	Councillor Martin Christopher	Matt Hillman	18 th September 2023	Maintenance and Investment deliver various different services and require very different operational management arrangements. In many instances external contractors deliver works that require specific skill sets and significant resources. It is not possible to estimate how much money it would cost to employ staff instead of contractors across the whole of the Directorate. The cost of operational set up, including preliminary costs, training, management, and mobilisation

						would be significant and pose operational risk to the Council in delivering key services.
6	Quarter 1 2023/24 Operational Performance Report	Referred to the performance indicator “ <i>cumulative long term sickness per FTE (excluding apprentices)</i> ” and commented that it was concerning the number of days lost due to stress or depression. How many days were lost due to work related stress compared to personal stress?	Councillor Hilton Spratt	Claire Burroughs	12 th September 2023	Work related stress – 49 days Personal related stress – 239.5 (Remaining days are anxiety/bereavement related absence)
7	Quarter 1 2023/24 Operational Performance Report	Why was the number of days lost due to short term sickness much higher for apprentices?	Councillor David Clarkson	Claire Burroughs	12 th September 2023	The number of days lost was higher due to a variety of different sickness absence reasons including Covid as the top reason
8	Quarter 1 2023/24 Operational Performance Report	Referred to the two performance indicators “number of calls logged to IT helpdesk” and percentage of first time fixes” . Why were these recorded as a volumetric?	Councillor David Clarkson	Matt Smith	30 th August 2023	Both of these indicators could be considered to be good depending on either direction of change. For example more calls may mean more issues, but it also mean more confidence in the helpdesk response. The number of calls received is also not dependant on the performance of the team i.e. more requests for service may be received purely dependant on service needs.

						<p>Number of first-time fixes. In some cases a first-time fix may be the right resolution. However, ICT staff are encouraged to give the 'right' resolution, meaning that more investigation and time spent maybe better than giving a first-time fix.</p> <p>Therefore rather than concentrating on the high level performance, each call is dealt with on its merits and these are recorded as volumetric for information.</p>
9 16	Quarter 1 2023/24 Operational Performance Report	<p>Referred to the performance indicator “Number of properties ‘not decent’ as a result pf tenants refusing to allow work (excluding refusals)” Would it be possible to find out who in Abbey Ward was refusing work?</p> <p>Were there follow ups when people refused work? Could a target be set instead of volumetric?</p>	Councillor Martin Christopher	Kev Bowring	18 th September 2023	<p>The Council holds record of all the refusals of work across the estates. We will work with the information governance officer to ensure we can share this document.</p> <p>The tenant has the ability to accept the work in the future, and when setting up new programmes of work, we will check if the tenant's circumstances have changed and if they would now like the work undertaking. We have no control over a tenant's decision to refuse proposed work (unless its Health and Safety works).</p> <p>Setting a target would not be beneficial as we are only</p>

						monitoring the volume and cannot influence the numbers/performance indicator.
10	Quarter 1 2023/24 Operational Performance Report	Referred to the performance indicator “Number of properties ‘not decent’ as a result of tenants refusing to allow work (excluding refusals)” Did this include where a property doesn’t need work for example a new kitchen was not needed following inspection or was this included in a separate performance indicator?	Councillor Joshua Wells	Kev Bowring	18 th September 2023	<p>The recording of a refusal is classed as when the tenant does not want the planned improvement work undertaking.</p> <p>If a new kitchen was not required, this would not be a refusal.</p> <p>Our asset management records would be updated with a revised planned renewal date in this instance and the property is classed as Decent.</p>
11	Quarter 1 2023/24 Operational Performance Report	Referred to the performance indicator “ <i>percentage of waste recycled or composted (seasonal)</i> ” and commented that this was persistently low. Had there been an increase in the percentage of recycling for the areas in Lincolnshire that had been provided with bins for card and paper?	Councillor David Clarkson	Simon Walters	30 th August 2023	<p>The best answer to this question is to give a split answer.</p> <p>The amount of contamination seen clearly reduces significantly. With the separate collection and stringent enforcement, contamination in the recycling waste stream has broadly dropped from around 30% to below 10% on average.</p> <p>However, as non-recyclable contamination has moved from recycling collections to residual (black bin) waste collections it increases this element of the total waste stream, so recycling as a percentage of what is collected is not significantly improved.</p>

						The quality of what has been collected in the paper and card collection that is much better, and the quality of the remaining mixed recyclables is also improved
12	Quarter 1 2023/24 Operational Performance Report	What were City of Lincoln Council and Lincolnshire County Council's preferences and concerns regarding use of communal bins and their impact on recycling rates?	Councillor Joshua Wells	Simon Walters	30 th August 2023	The concerns with recycling communal bins are the amount of contamination. These bins have multiple users, so no individual can be held accountable for the contents. As such they tend to have very high levels of contamination, and enforcement is all-but impossible. With regret the City Council, after trying to get residents to use the bins properly, is having to withdraw the recycling option in many areas where these bins are in use.
13	Income and Arrears Monitoring Report	Clarification was requested on the relationship between the LHA grant funding and housing benefits payments for temporary accommodation.	Multiple Councillors	Martin Walmsley	1 st September 2023	<p>The definition of Local Housing Allowance (LHA), is quoted on the GOV.UK website Local Housing Allowance - GOV.UK (www.gov.uk), as follows:</p> <ul style="list-style-type: none"> <i>The Valuation Office Agency Rent Officers determines Local Housing Allowance (LHA) rates used to calculate housing benefit for tenants renting from private landlords.</i>

- *LHA rates are based on private market rents being paid by tenants in the [broad rental market area](#) (BRMA). This is the area within which a person might reasonably be expected to live.*
- *[LHA rates](#) are based on rents, and limited by legislation. These rents are being paid by people with the same number of bedrooms as the property where you live, or the number of rooms you and your household needs.*

LHA rates not only set the maximum eligible rent on which Housing Benefit (HB) entitlement is calculated in the private sector, but for the Housing Element of Universal Credit (UC) for private sector rents, too.

Current LHA rates have been frozen since 2020, based on rents in 2018/19. Therefore, the gap between actual rents and LHA rates is becoming wider and less reflective year on year. A recent Institute for Fiscal Studies (IFS) article explains the impacts of the LHA freeze for 2023/24 in some depth: [Freezes in housing support](#)

[widen geographic disparities for low-income renters | Institute for Fiscal Studies \(ifs.org.uk\).](#)

Another issue is in respect of homelessness, – exacerbated by the nature of temporary accommodation, where rents tend to be higher. However, for customers placed into such accommodation, HB subsidy will be limited to the one bedroom self-contained LHA rate – for Lincoln this is currently only £97.81 per week. Any HB paid above this level is not reimbursed through the HB subsidy system, therefore creating a significant financial pressure to the Council

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 REBECCA LONGBOTTOM –PORTFOLIO HOLDER FOR CUSTOMER EXPERIENCE AND REVIEW****1. Introduction**

- 1.1 In May 2023 I took on the role of Portfolio Holder for Customer Experience and Review, taking over this responsibility from Cllr Chris Burke. During his time in this role, Cllr Burke actively worked with service areas to ensure our residents received the best service and experience possible from the council. I would like to thank Cllr Burke for his work and wish him well in his new role as Chair of Audit Committee. As the new Portfolio Holder for Customer Experience and Review I am committed to ensuring I continue this positive work.
- 1.2 Whilst I have only been in this role for a short period, I have been able to gain a clear insight into the council wide effort which is taking place to support our customers to ensure they can access our services as easily as possible, especially during a time of ongoing uncertainty. I have also spent time with the team to understand the work they undertake internally to support services across the council to deliver as efficiently as possible.
- 1.3 Provided below are updates on the key work progressed within those services falling under my Portfolio Holder responsibility during the past 12 months. These updates cover the areas of Customer Services, Audit Arrangements, Electoral & Democratic Services, ICT, Policy & Performance and, Business Transformation.

2. Customer Services

- 2.1 The council's front-line staff working in the Customer Service Team have had another busy year with call volumes at over 120,000 in the full year to March 2023 and in the first half of this year call volume is remaining at about the same level. E-mail requests and enquiries have remained at around 25,000 for the year.
- 2.2 An area of notable difference since the office closures during the pandemic in 2020, is the radical shift away from seeing customers face to face. On average there are now only around 3 or 4 booked face to face appointments per week. Looking back at records from the customer service ticketing queuing system, there were 20,047 tickets taken in 2019 – nearly 400 every week. The team is still seeing vulnerable customers and those who need additional help in City Hall, but the vast majority of transactions are now over the phone. The council's vision going forward is to move more transactions online and we are working with colleagues across the authority to develop more on-line forms, starting with high volume enquiries. We are also starting a working group which will include customer focus sessions to continue to improve our website experience.

- 2.3 In February 2023 the council moved on to a Microsoft Teams based phone system with the majority of calls being made through PCs and laptops rather than using a telephone handset. This has made contacting officers in service areas easier and led to an improved service for callers.
- 2.4 Call waiting times have been challenging over the year due to a number of staff vacancies and the recruitment and training of staff affecting the call answer rate. However, the team is now up to full strength and training has been going well. The average wait for a call to be answered in June, July and August 2023 reduced to less than 4 minutes. During quarter 1 2023/24 the average customer feedback score for telephone, face to face and e-mail enquiries was 87.60%.

3. Audit Arrangements

- 3.1 Two of the three members of the Internal Audit Team left during 2022/23 and it has not been possible to recruit to these vacant posts despite several attempts. However, the service has continued to operate effectively, working as part of the Assurance Lincolnshire Partnership.
- 3.2 Through the partnership the team received income in the earlier months for work carried out and were then able to swap resources later in the year enabling sufficient audits to be completed. Internal Audit were also successful in recruiting the previous Auditor on a temporary casual basis for one day a week. Work is ongoing to recruit to the team and contractors are being engaged on a temporary basis to ensure that sufficient work is completed during 2023/24.
- 3.3 Internal Audit have provided assurance in some key areas during 2022/23 including financial systems and other service areas. The team has continued to use its 'Combined Assurance' model to provide a broader level of assurance to management and members.
- 3.4 Last year it was reported that there were issues with implementing audit recommendations. A new process has been put into place, which requires the sign off of extensions and more frequent reporting to DMT and CMT. Additionally, Audit Committee has requested officers to attend to explain delays. This has had a positive impact and reduced the number of recommendations outstanding for long periods of time. A recent audit found that all recommendations within the sample selected had been implemented as told.
- 3.5 The latest annual Internal Audit report (2022/23) established that overall the council was performing well across areas of governance, risk and internal financial control and performing adequately on internal control. The internal control outcome was due to there being two limited assurance reports (performance management and stores), an increase in the priority of the recommendations, and also the results of the combined assurance work, which found common risks with capacity, both staff and financial, which could impact on internal controls.

- 3.6 External Audit is undertaken by Mazars. Whilst work on the 2021/22 statement of accounts is substantially complete, Mazars have not yet been able to issue their audit opinion or provide their annual report for the year ended March 2021. This is due to a national issue regarding the impact on delayed audit opinions of the triennial Pension Fund valuations. A way forward has been agreed nationally and work is in progress, which is expected to be completed with the audit opinion issued by the end of September 2023. Work is also due to start in August on audit of the 2022/23 statement of accounts.
- 3.7 A full audit update is provided at my monthly Portfolio Holder meetings, which link to the Audit Committee progress reports. This includes updates on all areas of activity including internal audit, counter fraud, finance & treasury, risk management and corporate governance.

4. Electoral and Democratic Services

- 4.1 The Electoral Services Team successfully delivered the local elections on 4th May 2023, which applied to a third of the City of Lincoln Council's membership. The Electoral Services Team is currently working on the annual canvass, with the electoral register due to be published in accordance with legislation on 1st December 2023.
- 4.2 At the time of writing my report, the team is also expecting to hold a Lincolnshire County Council by-election for the Carholme Electoral Division once two electors from the local authority area have come forward and requested a by-election. It is currently anticipated that polling day for the by-election will take place on 14th September 2023.
- 4.3 The Elections Act 2022 contained substantial changes for polling at elections, as well as electoral registration in the UK, including the requirement for voter identification at polling stations, which was implemented for the May 2023 polls. The next tranche of changes includes the introduction of an online absent vote application system, which is due to go live on 31st October 2023. This will enable voters to apply online for a postal vote; appoint a proxy for a particular election or referendum; and appoint a proxy for a definite or indefinite period. Applications can still be made in paper format.
- 4.4 In preparation for this change, the City of Lincoln Council is working in collaboration with the Department for Levelling Up, Housing and Communities, acting as a '*private beta tester*' for the system. This enables the election team to trial the system and to provide feedback to the Department before the system is due to go live. As part of the trial, electors taken from the open register from three randomly selected wards (Birchwood, Boultham and Park) have received a letter from the Department for Levelling Up, Housing and Communities, inviting them to participate in the trial.

- 4.5 The letter provides information on the trial and invited participation by applying for a postal or proxy vote using the test system. At each stage of the trial, it is made clear to the voter that this will **not** change the way they currently vote. For any elector participating in the trial, the Department for Levelling Up, Housing and Communities is reimbursing them with a £20 e-gift voucher.
- 4.6 The Democratic Services Team is currently working as business as usual, with the calendar of meetings for 2023/24 recently being approved by Council.

5. ICT

- 5.1 As referenced in the Customer Services section above, in February 2023 the ICT service went live with a successful telephony project, moving from a desk-based system to a modern Microsoft Teams based telephony system and contact centre. This allows staff to take and manage phone calls on multiple devices from almost any location.
- 5.2 Members will be familiar with the 'cloud' which in essence is utilising services more directly from supplier organisations, which reduces risks associated with managing the increasingly complex ICT service and also increases resilience. The telephony system is a further move into the 'cloud' and provides assurance on the services that can be provided effectively in this way.
- 5.3 Other services have also moved in this direction including customer access to Council Tax and Benefit accounts, and there are also projects in place for parking software and many housing applications.
- 5.4 During the last year, the ICT team have also updated their Disaster Recovery planning and have received assurance by having the plan independently reviewed by third party ICT auditors engaged by Internal Audit.
- 5.5 Due to the investment cycle in ICT, which provided new devices to staff and members throughout the pandemic, and also invested significantly in infrastructure, the IT team is now preparing and reviewing options for a wide range of potential changes to modernise the ICT service provision that meets the needs of our teams and residents. Whilst this is in early stages, this could fundamentally change the way that ICT services are provided in line with the industry in general. This review covers a number of core elements of technology provisions including servers and storage, applications and software, equipment and devices, back up and disaster recovery, files and data storage, network and security. There is still a significant amount of work to undertake on planning and reviewing options, and these will be brought for members' consideration in due course as part of a wider update on the Technology and Digital Strategy.

6. Policy & Performance

Performance monitoring

- 6.1 My portfolio has responsibility for ensuring the council has good quality performance data available. This data ensures service performance can be monitored clearly, performance improvements can be delivered and accurate decision making can be made. All contribute to ensuring the council provides the best service possible to our service users.

Quarterly performance reporting

- 6.2 At a corporate level the council reports performance on a quarterly basis to directors, elected members and to the public through a quarterly performance report. The report is presented to the Corporate Management Team ahead of being made available to the public through presentation to Performance Scrutiny Committee and Executive.
- 6.3 Included within the report are the latest outturns and supporting commentary for 88 strategic performance measures alongside outturns and supporting commentary for a range of corporate performance measures. The corporate measures focus on complaints, compliments, sickness leave, staff resource and appraisal performance. Of the 88 strategic performance measures, which focus on service area performance across the council, the majority of these measures are reported quarterly, with the exception of a small number which are reported annually at set quarters throughout the year. Performance outturns are either monitored against a low and a high target to provide a status outturn or are recorded as volumetric. Volumetric performance measures do not have any targets allocated to them but provide contextual information to support those targeted measures.
- 6.4 The layout of the quarterly performance report continues to be easy to read and understand. Within each report the primary focus is on those performance measures which have performed above target, returning a green status, together with those performance measures performing below target, returning a red status. Those measures performing within the target boundaries, returning a blue status 'acceptable performance', are provided within a supporting appendix to the main report. Performance outturns are reported by directorate and the previous outturn for each measure is presented alongside the current outturn to allow report readers to compare the two figures. A direction of travel indicator is also provided for each targeted measure.
- 6.5 The format of the quarterly performance report continues to evolve and improve to meet the changing needs of the organisation and I am pleased to hear the current format of the report continues to meet the requirements of Directors and Assistant Directors, together with elected members on Performance Scrutiny Committee and Executive. Performance Scrutiny Committee continue to use the

report to effectively scrutinise both positive and negative performance and ultimately to help drive performance improvements across the council.

- 6.6 The latest outturns and commentary for those performance measures linked to my portfolio are provided in the supporting appendix to this report provided on pages 13-16.

Annual review of performance measures and target setting

- 6.7 The performance measures reported through the quarterly reporting process are reviewed on an annual basis to ensure they continue to be the most appropriate measures to monitor performance across the council. Alongside reviewing the performance measures, all measure targets (both high and low) are also reviewed annually. This ensures the targets set continue to reflect changes in the council's strategic direction, changes in the market place as well as recent performance achievements. In all cases targets set remain achievable but suitably challenging.
- 6.8 The process of setting the performance measure targets for 2023/24 commenced in January 2023 and involved consultation with service areas, Assistant Directors, Directors and Portfolio Holders. The process was led by the Policy and Transformation Team. The targets for 2023/24 were formally approved by Executive in March 2023 after consideration by Performance Scrutiny Committee.
- 6.9 Looking ahead, the review of performance measures and their targets for 2024/25 is expected to commence in December 2023, which will ensure targets are agreed and in place ready for Quarter 1 2024/25 reporting.

External audit on performance monitoring

- 6.10 Whilst performance monitoring and reporting has continued to be undertaken accurately and utilised to effectively identify and address performance issues across the council, we acknowledge there is always room for further improvement and development.
- 6.11 In June 2022 an external audit was undertaken on performance monitoring at the council. As part of this audit a number of actions were identified for consideration by the council to help further improve performance monitoring. These actions were -
- a) Update of the Local Performance Management Framework (LPMF) incorporating the Data Quality Policy.
 - b) Ensure all performance measures have associated control sheets.
 - c) Assess the Performance Information Management System (PIMS) and how it delivers against the original design brief.
 - d) Create a table for tracking outstanding requests from Performance Scrutiny Committee.
 - e) Include a recommendation within all Corporate Management Team and Performance Scrutiny Committee covering reports, which asks officers

and members to feedback on whether the report continues to meet their needs.

- 6.12 A work programme was developed to deliver the actions identified by the audit. Actions 2, 4 and 5 have successfully been completed and implemented. Progress continues to be made on actions 1 and 3. Progress of both of these actions has been impacted by a management of change process taking place within the Policy & Transformation Team, which has included structure changes and recruitment to vacant positions.

Lincoln City Profile 2022/23

- 6.13 The Policy & Transformation Team produce the Lincoln City Profile on an annual basis. The profile provides the latest demographic data for the City of Lincoln in one central document, drawing data from national, local, and internal data sets. Collectively the data included within the profile paints a unique picture of what it is like to live and work in Lincoln. The contents of the profile are split into eight key chapters:

- | | |
|--------------|---------------------------|
| - Population | - Health |
| - Economy | - Education |
| - Welfare | - Housing |
| - Crime | - Environment and Climate |

- 6.14 The current Lincoln City Profile for 2022/23 was presented to Executive in July 2023, and circulated to all elected members for information shortly after. The profile is also published on the council's website making this valuable document available externally to local businesses, third sector organisations and other interested parties. The profile can be viewed online by visiting www.lincoln.gov.uk/council/lincoln-city-profile.

- 6.15 I would encourage all members to read this extremely helpful and interesting document.

- 6.16 Data collection for the next version of the Lincoln City Profile is scheduled to commence in February 2024, with publication expected in May 2024.

Census 2021

- 6.17 During the past 12 months the Policy and Transformation Team have been working with the Lincolnshire Open Research and Innovation Centre (LORIC) to undertake detailed analysis of the Census 2021 data for the city.
- 6.18 Analysis of this data was completed in late June 2023 and includes full analysis of Lincoln data for each of the following topic areas –

- Population
- Households
- Demography and migration
- UK armed forces veterans
- Ethnic group, national identity, language and religion
- Labour market and travel to work
- Housing
- Sexual orientation and gender identity
- Education
- Health, disability and unpaid care

6.19 In all cases the analysis undertaken compares the Lincoln Census 2021 data for each topic against each of the following areas –

- Lincoln's 2011 Census data
- National picture (England)
- Six other Lincolnshire district areas
- The East Midlands Region
- Lincoln's CIPFA nearest neighbours (as of April 2021)

6.20 Lincoln's Census 2021 ward data has also been analysed by each topic showing how Lincoln's wards have changed between 2011 & 2021 (where a direct comparison can take place between the datasets). This will be particularly of use to ward councillors when making decisions regarding their wards.

6.21 All analysis has been published on the council's intranet, HUB, to ensure this is as accessible as possible to all staff and members. A very successful member briefing was also delivered in August 2023 to raise awareness of the data and analysis available from both the Census 2021 and the Lincoln City Profile 2022/23.

Project Management

6.22 The Lincoln Project Management Model, created by the City of Lincoln Council, continues to provide practical advice, tools and techniques to council staff involved in managing projects. The model seeks to ensure all projects are planned and managed effectively taking into consideration the size of the project, cost, anticipated duration, complexity, and the risk it brings.

6.23 The LPMM is split into three levels of projects. These are:

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

- 6.24 Staff continue to be required to use the project management model. To ensure the model and supporting documentation is easy to access, all information is available via the project management section of the staff intranet system, HUB.
- 6.25 Using a standardised set of guidance and templates ensures the approach to project management is delivered consistently across the council and ensures all key elements of project management are fully considered.

7. Business Transformation

Transformation

- 7.1 The Corporate Policy & Transformation Team support the organisation in many areas of software support to maximise software usage, support digital projects, manage the website / intranet and review business processes. This team was formed in April 2023 following a management of change. Further information regarding this management of change is set out in section 8 of this report.
- 7.2 In the last twelve months the team has:
- a) Designed and developed processes for refuse collection services to enable customers to report issues and access services online. This includes development of a new initiative aimed at ensuring developers pay for the provision of bins to new homes.
 - b) Provided ongoing support and development for the Council's corporate e-forms package.
 - c) Commenced upgrading of our 'Enterprise' electronic document management system. This is a longstanding corporate system used by across multiple service areas. The upgrade ensures the software remains appropriately supported, and enables the Council to demonstrate compliance with GDPR in respect of document retention and disposal.
 - d) Supported the replacement of our Revenues and Benefits customer self-service portal, replacing the previously used MyInfo system that had reached its 'end of life'.
 - e) Continued to develop the council's 'Hub' intranet, building on our e-learning packages, running staff surveys to identify areas of focus, and launching the social 'Viva Engage' (previously 'Yammer') service. Viva Engage has several social communities for staff to initiate conversations and advertise with each other.
 - f) Continued to lead the Department for Levelling Up, Housing and Communities (DLHUC) funded national Housing Repairs Service, working closely with lead authority Newark and Sherwood District Council. This online service went live in Lincoln in May 2021, and during that time more than 2,800 non-emergency appointments have been booked using this service. Approximately one third of these repair appointments were booked by tenants outside of office hours, demonstrating customers' needs to be able to interact with our services

outside of traditional office working hours. The team represented the Council at the national Housing Tech Conference in March 2023 to present a report on collaborative working, and has also promoted the Housing Repairs Online project, and the Council's contribution, at Local Digital Fund events.

- g) Provided extensive support to the corporate Housing IT Replacement Project (HITREP), by supporting all parts of the Housing service to capture and redesign their business processes in order to configure, integrate and implement the new system into the Council's existing IT suite.
- h) Built a corporate e-Risk Register to streamline our risk reporting and review processes.
- i) Worked with our banking and IT teams to improve how we process card payments, in accordance with the Payment Card Industry Data Security Standard (PCIDSS).
- j) Lead on the re-launch of the 365 ambassadors, regularly meeting with our supplier to build an extensive help library for staff using the Microsoft 365 suite.
- k) Worked with the Community Services team to explore viability of waste management software for our refuse contractors.
- l) Continued to develop and support all service areas to effectively utilise Geographic Information System (GIS) software.
- m) Provided training and support to the Planning Team in relation to its Street Naming and Numbering service.

Website

- 7.3 The team also develop and maintain the Council's corporate website. During the last twelve months, the website has undergone an accessibility audit, in accordance with the Public Bodies (Websites and Mobile Applications) Accessibility Regulations 2018. The Regulations seek to ensure that all public service websites are usable by people who require additional accessibility support due to visual, cognitive or hearing impairments. In February 2023 the council was audited by Government Digital Service (part of the Cabinet office) for our website accessibility. The audit identified no significant issues with the website, albeit it highlighted some minor accessibility issues that needed to be addressed. All such issues have now been resolved, and the team continues to monitor the website's accessibility using specialist software to ensure it continues to be accessible to our customers. The site is currently averaging over 95% accessibility compliance, which is very high.
- 7.4 The team continues to monitor usage of the website and provide service areas with vital business intelligence on how and when service users access their pages. For the period 1st August 2022 to 31st July 2023, the website had over 1.4 million page views. More than two thirds of our customers access the website on either a mobile phone or tablet device, emphasising the importance of ensuring

our web services must be mobile responsive and have a 'web friendly' design.

7.5 The top ten pages for this period were: -

Page Title	Number of views	Number of users	Views per user	Average Engagement time
Homepage	125,876	64,856	1.94	0m 16s
Bins and Recycling – find your bin collection days	65,939	36,027	1.83	0m 04s
Planning Applications	44,540	11,016	4.04	1m 40s
Parking Permits	36,330	10,052	3.61	1m 21s
Contact Us	32,453	17,432	1.86	0m 45s
Search	30,844	15,309	2.01	0m 43s
Council Tax	28,891	17,450	1.66	0m 23s
Lincoln Crematorium	25,130	7,307	3.44	1m 08s
Car Parks	24,920	15,148	1.65	0m 20s
Bins, recycling and Waste	24,498	10,545	2.32	1m 14s

8. Business Transformation – a Forward Look

- 8.1 In April 2023 a management of change process brought together the Council's corporate policy, business development and safeguarding functions into one corporate team. This change sought to bolster the Council's commitment to its One Council approach by centralising key activities such as performance management, business intelligence, customer engagement and business development. The new team provides a much broader, organisation-wide view of the opportunities available to the Council to continuously develop and improve its services and our customers' experience. This team will be instrumental to ensuring the Council makes the changes and enhancements needed to deliver the highest quality service to our customers effectively, efficiently, and sustainably within our ever-increasing resource constraints.
- 8.2 The work of this new Corporate Policy and Transformation team has undergone a period of initial review and reflection, and the next 12 months are poised to

demonstrate some significant Council- and city-wide benefits. These benefits include:

- a) Reviewing the Local Performance Management Framework, to enhance the effectiveness of the Council's approach to managing performance at all levels and reinforcing the relationship between performance and our strategic plan;
- b) Improving and expanding the Council's approach to customer engagement; generating higher quality customer insights and business intelligence to inform decision making and evolution of our services;
- c) Building capacity within existing resources in the new team, by working with all service areas to improve the quality and useability of performance data. This will be achieved through greater use of technological solutions to support performance monitoring; improving data collection, analysis and publication, and reducing the amount of staff time spent undertaking these tasks manually;
- d) Using the resulting team capacity to give greater support to service areas to improve areas of underperformance, by leading on delivery of data-led service transformation and performance improvement projects;
- e) Continuing to support the Housing IT Replacement Project (HITREP) through to successful completion, utilising the team's skills and expertise to help the Directorate of Housing and Investment streamline its business processes and improve customers' experience of the Housing service; and
- f) Playing an integral role in progression of the Council's Tech/Creating Value Processes Pillars, using digital tools to improve efficiency of service delivery across the Council and making it easier and quicker for our customers to access Council services when, where and how they need them. This includes a review of our website functionality, and identifying opportunities to further develop our online offer.

9. Conclusion

- 9.1 I would like to thank staff and members for their ongoing commitment to supporting our residents over the past 12 months and for ensuring our customers have continued to receive the best possible service from the council during these challenging times.
- 9.2 In particular, I would like to express my appreciation of the work of the officers who closely support me with the Portfolio and thank them for their assistance in the preparation of this report: Jo Crookes, Cheryl Evans, Emily Holmes, Michelle Hoyles, Graham Rose, Matt Smith and Amanda Stanislawski.
- 9.3 The year ahead will no doubt present new challenges to the council, however, through working with service areas and members I am confident we can continue to meet the needs of our residents and ensure they can access the services they require as efficiently as possible.

Appendix A - Customer Experience and Review performance measures – Quarter 1 2023/24

There are several performance measures directly linked to the services which fall under my portfolio. These measures and their latest outturns are presented in the tables below.

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

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

Quarterly collected performance measures

Service Area	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous value	Current quarter	Current value	Status	Commentary
Customer Services	CS 1	Number of face to face enquiries in customer services	Number	N/A	Volumetric	Volumetric	Q4 - 22/23	36.00	Q1 - 23/24	22.00	V	The number of face to face enquiries to customer services during quarter 1 23/24 was 22. The quarter also saw the lowest amount of pre-booked appointments for customer services. There were 142 pre-booked appointments in total - the majority were with the Welfare Team who saw 82 customers. There were 326 customers who came to main reception where an officer came to see them without an appointment.
Customer Services	CS 2	Number of telephone enquiries answered in Channel Shift Areas (Rev & Bens, Housing & Env. Services)	Number	N/A	Volumetric	Volumetric	Q4 - 22/23	30819.00	Q1 - 23/24	27860.00	V	Slightly lower than the same quarter last year. There was a high number of bank holidays in this quarter. We have answered 3,945 refuse/environmental calls, 3,687 for housing solutions/homelessness, 11,416 for housing calls, 7,091 for council tax/benefits and 1,721 other calls mainly for garden waste

Service Area	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous value	Current quarter	Current value	Status		Commentary
													payments. In addition to the above focusing on the channel shift areas, we also answered 18,215 switchboard calls during this quarter.
Customer Services	CS 3	Average time taken to answer a call to customer services	Seconds	Low is good	600.00	300.00	Q4 - 22/23	469.00	Q1 - 23/24	457.67	A	▲	This is the average for contact centre calls excluding switchboard, as our previous phone system did not report wait times for switchboard. If we include switchboard calls the average wait drops to 302.13 seconds. Longest a customer waited for the call to be answered during the quarter was 4,536 seconds and longest wait before a customer hung up was 4,394 seconds. These long waits are frustrating for the individual customers affected but are relatively rare. They tend to occur when an agent is caught up in a long and complicated query. Devoting a lot of time to resolve an issue can occasionally lead to a backlog of waiting callers. However, after waiting 300 seconds callers can request that we call them back rather than waiting.
Customer Services	CS 4	Average customer feedback score (telephone, face to face and e-mail enquiries)	%	High is good	75.00	90.00	Q4 - 22/23	93.30	Q1 - 23/24	87.60	A	▼	We have had 55 responses mainly from e-mail interactions. We have started to send texts following a phone call to customer services to gain further feedback from our customers, however, this data will be received too late to show in quarter 1. Comments from customers this quarter

Service Area	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous value	Current quarter	Current value	Status		Commentary
													ranged from "A slightly faster and more specific answer giving a timeline for resolution would be better " to "Prompt response, collection arranged for following week. Never had a problem." In addition, three mentions of named staff were also received giving praise for their response and professionalism.
IT	ICT 1	Number of calls logged to IT helpdesk	Number	N/A	Volumetric	Volumetric	Q4 - 22/23	1084.00	Q1 - 23/24	869.00	V		There has been a reduction in the number of calls logged to the IT helpdesk in quarter 1 2023/24. This reduction was due to fewer calls being received in the quarter in relation to the new telephony system which went live during quarter 4 2022/23.
IT	ICT 2	Percentage of first time fixes	%	N/A	Volumetric	Volumetric	Q4 - 22/23	60.20	Q1 - 23/24	66.10	V		In the quarter 574 out of 869 calls logged to the IT Helpdesk were fixed first time (66.1%). During the quarter the total number of first time fixes was lower, which was due to a reduction in overall calls and the nature of calls received. An increase in the number of emails quarantined and released also contributed to a lower number of calls logged in the quarter and actual first time fixes made. Calls that are not able to be completed on a first fix include orders for new equipment, requests for new/changes to access, incidents which need to be investigated etc.

Annually collected performance measure

Service Area	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous value	Current year	Current value	Status	Commentary
Democratic Services	DEM 1	The number of individuals registered on the electoral register as at 1st December (local elections)	Number	N/A	Volumetric	Volumetric	2021/22	62,292	2022/23	61,778	V	A slight decrease from last year's electorate, however this is expected to increase through monthly updates.

PERFORMANCE SCRUTINY COMMITTEE

28 SEPTEMBER 2023

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

REPORT BY COUNCILLOR NAOMI TWEDDLE –PORTFOLIO HOLDER FOR INCLUSIVE ECONOMIC GROWTH

This is my first report to Performance Scrutiny and the Portfolio Holder for Inclusive Economic Growth. Some of the report will cover work achieved under Councillor Neil Murray's tenure as the Portfolio Holder for Inclusive Economic Growth. I would like to thank Councillor Murray for his many years of excellent work in this role.

CLIMATE CHANGE

Renewable/Sustainable Energy

Senior Officers from all the Local Authorities across Greater Lincolnshire work together on strategic infrastructure policy, issues and solutions. The Greater Lincolnshire Infrastructure Group (GLIG) commissioned an "Energy Options Analysis" for the area to provide an evidence base for the infrastructure investment required to enable sustainable growth and our ability to input local renewable energy to local sub stations. This is an opportunity for collaborative working that can influence both the established national infrastructure organisations such as National Grid and larger private sector organisations to invest in our energy infrastructure to enable sustainable growth.

District Heat network.

As part of that renewable/sustainable energy approach, we currently have interest from a couple of large private sector organisations who are interested in establishing a District Heat Network on Western Growth Corridor and then growing this across the city. We are providing data and information to facilitate potential investment and working with local stakeholders/organisations to consider how we could best utilise this investment should it come to fruition. This is a really important step towards our net zero carbon ambition in terms of both new and existing developments, demonstrating the benefits of the approach the Council is taking.

Central Lincolnshire Local Plan

We are currently scoping out a Central Lincolnshire carbon offset scheme. This would apply to development sites where on-site renewables are not feasible, for example where solar PVs are not possible due to over shading, enabling developers to pay into a fund for renewable energy measures in energy inefficient homes. This could not only help support development but would potentially enable us to further support households become energy efficient as similar schemes in Norfolk and Suffolk are beginning to demonstrate.

Lincolnshire Waste and Minerals Local Plan

This is currently under review, we are working with Central Lincolnshire colleagues in relation to formulating a response in relation to fossil fuel extraction as it contradicts our Climate Change commitments. This is one of the opportunities we have to positively influence policy on climate change.

Sustainable Construction

We continue to ensure that our new developments as a City Council maximise what is financially achievable in terms of sustainable construction. In particular, we are exploring a range of sustainable construction methods and materials for the new eastern access at Tritton Road on Western Growth Corridor. In addition, Lincoln chairs the Greater Lincolnshire Modern Methods of Construction (MMC) group which commissioned a study into the opportunities, barriers, challenges and solutions for improving the use of MMC across the area and are seeking to launch this later in the year.

INCLUSIVE ECONOMIC GROWTH

Western Growth Corridor

Over 100 years since the first Swanpool Garden Village development in 1919, and only 19 months after planning consent was obtained, working with our adjacent landowner/developer Lindum Western Growth Community Limited, we started on site on 07 August 2023. The average time for developments of this scale to get from planning permission to site is 4 years and as such it is a great achievement. This is not only a sizeable investment by the Council in enabling much needed new homes for Lincoln, it is also a significant commitment to securing the future prosperity of the city. The opening-up of the southern access with a new signalised junction at Birchwood Avenue/Skellingthorpe Road and new a street into the development over the Boultham Catchwater will enable 300 new market homes to be built. This represents not only the exciting start of building a new community for Lincoln and connecting Birchwood and Hartsholme areas more effectively to the city centre, but also a unique opportunity for us to lead by example in delivering place driven sustainable new homes for now and the future. The new highway works will last around a year; we are very grateful for the patience and understanding of the residents and businesses in the area who are being significantly inconvenienced as we put this infrastructure in ahead of the housing.

Council development officers have been working with Lindum Homes to provide the first 52 homes for sale as the first new homes development to set the standard for future phases. A reserved matters application is being submitted shortly which will be determined by Full Council sitting as Planning Committee. The design of the area and the new homes is seeking to maximise opportunities to create a great quality

environment, reduced carbon emissions and footprint, high quality build standards and a place we would all want to live.

In the past year, we have also succeeded in obtaining £20 million of grant through the government's Levelling Up Fund Round 2 (LUF2) with the support of the local MP Karl McCartney. The grant will accelerate delivery of the eastern access into the site from Tritton Road with a full vehicular road bridge over the railway between Jewson and Barclays Bank and a further pedestrian/cycle footbridge next to the Boultham Catchwater. This infrastructure will also enable the Council to accelerate the development of 300 new homes from the Tritton Road access of our land. Our officers, with support from colleagues at Lincolnshire County Council and Network Rail, are working with an experienced national infrastructure contractor Graham to develop a detailed technical design for these new structures to ensure that we can gain assurance on cost and deliverability before proceeding on site. A report to our Executive on this is expected by February 2024.

Officers are also undertaking a range of work as part of continuing discussions with colleagues at Homes England seeking further financial support to build the Spine Road that connects the southern access with the eastern access to provide a continuous all vehicular route through the new development into the city centre avoiding the rail crossing on Skellingthorpe Road.

Towns Fund

Following the successful award of £19 million of government Town Fund grant, the Council as the accountable body for the programme in Lincoln, has been working to support the Town Deal Board and the 13 projects benefitting from the grant funding. The programme needs to be fully spent by March 2025 with delivery completed by March 2026 and we are currently on track to achieve this. The programme will have a significant positive impact on the city.

The following three Projects were completed in the past year and successfully up and running using £2.35 million of Towns Fund grant towards a total cost of £3.7m.

Hospitality, Events, Arts and Tourism (HEAT) Institute – The creation of a new 'working restaurant' facility at the Old Bakery, Burton Road and refurbished facilities at Sessions House at the Lincoln College campus are now complete and being used for student training.

The Drill – the refurbishment and rebranding of the Drill Hall as a cultural event venue, bar and café was the first project to be completed and has been open for over two years. The Drill has performed well in terms of increasing ticket sales. The first cohort of Performing Arts students based at the Drill started this month, although students have been benefitting from the Drill through end of year performances and work experience since opening.

The Store of Stories – the refurbishment of Beaumont Manor a grade 2 listed building, was completed at the beginning of last year and opened as a membership Community Grocery Store which provides low cost locally supplied waste and surplus food and other essential items, alongside a programme of advice, support and training, volunteering, and work placements opportunities to its members. The Store already has over 2,500 people signed up with an average of 90 people using it every day, with 50 volunteers staffing both the store and the social café which provides food, drinks and supportive chats.

The following projects are now in delivery and expected to complete in the next year. They are receiving £8.439m of Towns Fund grant towards a total cost of £16.13m.

Lincoln Cornhill Market – the refurbishment of the market is almost complete and due to be opened for Christmas trading period alongside a completely refurbished City Square. A new restaurant has been built as part of the refurbished scheme and Turtle Bay opened on 22 September.

Lincoln City Football Club Community Hub – The creation of a new Community facility that will be managed by Lincoln City Foundation, a registered charity dedicated to creating healthier, happier and inspired communities. The work has now started on site and due to be completed by next summer.

Barbican – the refurbishment of a grade 2 Listed Building for use as a creative Hub, which will provide floorspace and a platform for the establishment of start-up and fledgling businesses within the creative sector, in an environment where occupiers can access knowledge, skills and markets within a cluster of like-minded businesses. Refurbishment is due to start this Autumn and be completed next summer.

Two further projects are also now in delivery and will continue throughout the programme. They have £2.77m of Towns Fund grant towards a total cost of £4.23M.

Lincoln Be Smarter – A Business grant scheme aimed at supporting Businesses to invest in digitalisation that enables growth. This project will run until the end of the Programme (March 2026).

Lincoln Connected – A Project aimed at improving digital access for visitors to the City. Proposals include the provision of a new website, management and wayfinding system along with an annual programme of art and cultural events that provide unique visitor experiences and make Lincoln a more attractive place to visit. The cultural events will start this year as an addition to the existing Frequency Festival in October and be run each year until the end of the Programme. The new Visit Lincoln website is due to be launched next year.

Five further projects are in the pre delivery stage and will benefit from the remaining grant;

Greyfriars – This is the refurbishment and reuse of an internationally important, listed building and scheduled monument dating from the 13th century for use as a heritage attraction. This will include a mix of a digital and tactile, immersive interpretation scheme, temporary exhibitions, events, conferencing and educational activities. The works went out to tender this month, with tendered costs expected by the end of October 2023 and a start on site planned for February 2024. Construction works are due to be completed by February 2025 with the building open to the public by the end of April 2025.

LSIP – The Creation of a Business café Hub within the Lincoln Science and Innovation Park to facilitate Business networking, clustering and collaboration. It is envisaged that the project will be on site in early 2024/25 with a six month build period expected.

Tentercroft Street – A feasibility study into the development of a Brownfield site to identify investment opportunities and delivery options. Work on the study is currently being scoped.

Wigford Way – An initial options report has been prepared for this area of the city which will now be taken forward as part of a new city centre masterplan for Lincoln.

Sincil Bank – A very important £3million project for the Sincil Bank area that will build upon the Residents Parking Scheme introduced earlier this year. This project will deliver a range of improvements to the look and feel of the area, including a revised one-way system, landscaping and planting improvements, some resurfaced carriageway and cycle land provision.

Health & Wellbeing Wider Determinants of Health

Following a range of work with district council colleagues across Lincolnshire looking at the impact and role of the wider determinants of health, we have now adopted a Health & Wellbeing Strategy. The action plan within that contains 10 key tasks for us to address from an economic inclusion perspective:

- Embed strong strategic narrative/understanding to promote economic inclusion and health inequality linkages that deliver better outcomes.
- People in Employment: Work with Lincolnshire employers to improve employee working conditions / environment particularly within low paid and insecure employment to improve their health and wellbeing and prevent health issues developing - whilst improving business productivity.
- People in Employment: Improve skills for those currently in work, enabling career progression, greater wage levels, better job security, greater productivity development - good for people and business - part of tackling in-work poverty.
- People in Employment: Increase volunteering to support the community and increase well-being for the volunteers themselves.
- Supporting those most susceptible to economic change and transition: Increase core sector resilience in Lincolnshire by supporting employers to

adapt and respond to economic transitions caused by the pandemic, through addressing skills gaps with employees.

- Digital skills programme: Residents have the digital skills to access health services, everyday services and employment opportunities.
- Eliminate poor health from being a barrier to employment: Create an intervention programme that supports residents with ill-health into employment.
- Creating an environment to support development of the health and care sector to improve health related service provision.

Over the next year we will be producing an Inclusive Economic Growth Strategy that pulls together a wide range of work from across the area into a single document. In the meantime, I am delighted that through the Town Fund, UKSPF programme, working with a range of colleagues and organisations across the city and wider area alongside our day-to-day service delivery on economic inclusion, we are already putting into action initiatives that start to tackle the significant health inequalities we face in our city.

INNOVATION AND INWARD INVESTMENT

Lincoln Science & Innovation Park

Since Lincolnshire Co-op and the University of Lincoln created LSIP as a joint venture in 2013, the Council, following on from the building of the Think Tank in 2008/9, has continued to provide support for this new innovation cluster as a key part of the economic growth of both the city and Greater Lincolnshire. This year our business rate relief scheme has benefitted a range of these new high-growth and highly innovative businesses. LSIP's total investment to date has now topped over £36m into the Lincoln economy from a range of funding sources alongside its own investment and created over 180 new jobs. In addition, this year the NHS has made a considerable research investment alongside a number of inward investment businesses and start-ups from the defence technology sector resulting in both high-value jobs, skills and investment in the city.

Mosaic

Lincolnshire Co-op's further investment in the recently opened phase 2 of the Digital Hub at Mosaic is also very welcomed. A number of businesses from both our workspace at the Terrace and the Think Tank innovation centre operated for us by the University of Lincoln have expanded into Mosaic to further support the growth of the digital sector and free up space for new start-up and small businesses.

Engineering Sector

The Council once again sponsored a very successful Spark event in July this year to promote the engineering sector in the area as a fantastic career opportunity for young people and to showcase the range of world-class businesses and skills that we have to offer. On-going support for this key sector of our economy remains a priority.

Construction Sector

We remain committed to working with our local contractors and supply chain partners as we bring forward developments across Lincoln. Whilst Modern Methods of Construction (MMC) initiatives have had a very challenging year, we are continuing to work with local authority colleagues in Greater Lincolnshire to establish opportunities to achieve sustainable construction and to address the growing skills gap within the sector.

CORNHILL MARKET AND CITY SQUARE

Since starting on site in May last year we have been busy with the much-needed refurbishment of the new Cornhill Market. Opening-up the arches with new glazing, along with the new roof and mezzanine has created an amazing market hall space. New heating and lighting with improved glazing performance has created a more energy efficient building. Local architects John Roberts have worked with our own heritage team to create a sympathetic refurbishment that utilises existing heritage features and the restoration of others to secure just under £1m of Heritage Action Zone grant.

In addition to the new building that has been let to Turtle Bay as a newcomer to the City, there are over 30 new market stalls for food & drink and retail independent stallholders. Policy Scrutiny Committee approved the lettings policy in August that enables us to focus on letting to stallholders who are small or start-up independents creating, using or promoting Lincoln, Lincolnshire and local products. We have now received over 120 expressions of interest and over 27 detailed business plans, including from former traders. We have started to assess the submissions and will begin the lettings process in the next few weeks with some really exciting announcements to come.

Internal works at the Market are nearly finished to then allow us to start the fit-out and despite the very rainy summer weather City Square renewal is progressing well. Recruitment for staff at the new market is also underway so we are expecting to open in time for the main Christmas trading period.

The Market will be open for a minimum of 5 days a week from Wednesday-Sunday to support the local visitor economy but enable sole traders and small businesses to have some time off. From the start of 2024 we are hoping to use the Market on a Monday & Tuesday for a range of community events including practical skills training courses (some hopefully provided by some of the stallholders) and other activities that would benefit from a city centre location like this whilst enabling stallholders who wish to be open to be able to trade. City Square will also be used for outdoor market activity from 2024 onwards which will include markets that support the city's events programme.

Market Rights

As Cornhill Market comes back into operation, we will resume exercising our historic market rights. A review of the related policies on this will begin in 2024.

Farmer's Market

We continue to support the delivery of a monthly accredited Farmers Market on the third Saturday of the month in Castle Square as part of our wider market strategy and support to businesses.

PUBLIC REALM

The outdoor market space, the renewal of City Square incorporating additional seating and greenery with increased accessibility for all through removing the former kerbs and raised areas, has been our key public realm scheme in the city this year building on the new event space created on Cornhill Square.

Delivering with Lincolnshire County Council colleagues the important public realm improvements to Sincil Bank as a result of the Towns Fund grant will be the focus for the next year.

We will continue to seek funding opportunities to bring forward other public realm improvements across the City.

REGENERATION

Sincil Bank Regeneration

Our corporate neighbourhood focus on the regeneration of the Sincil Bank area continues to make a difference in this community and in the next year the larger initiatives that we have been working hard on will now start on site as a result of the Council's own investment and grant funding from other organisations. These include:

Community Chest

This scheme provides small grants to support community initiatives with funding from the Council and Investors In Lincoln.

Hermit Street New Homes & Environmental Improvements

Following planning consent in August, we will be starting on site in October 2023 with the clearance of the garage area and then the build of 11 new high-quality homes with an improved amenity space around them.

UK Shared Prosperity Fund

The Council was awarded £2,810,773 of UKSPF grant in 2022 as part of the government's wider commitment to level up all parts of the UK by building pride in place and increase life chances for communities through investment in the three pillars of: community and place; supporting local business; and people and skills. Our delivery plan was approved in January 2023 and in March the Executive approved the first projects for delivery by March 2025. The first projects are a mixture of proposals from local organisations including previously successful initiatives who's funding no longer exists and those commissioned by the Council to directly address specific needs identified from analysis of the extensive evidence base. These early projects are focused on supporting those most affected by the cost-of-living crisis and advice for businesses.

Cost of Living Support Programme

This scheme provides support for residents in most need arising from the cost-of-living crisis. The programme is being led by City of Lincoln Council's Revenues and Benefits team, working with the Welfare Teams and local partners including Bridge Church and Acts Trust. Projects currently include: a cost of living community support grant scheme; a research commission into cost of living support need and access in local non-English speaking communities; and a voucher scheme for the Lincoln Community Grocery.

Community Grant Scheme Project

Based on the Sincil Bank Community Chest this scheme has been developed with support from Investors in Lincoln. Up to £25,000 is available in each of the 11 wards across the city to provide small grants that support and deliver the community priorities in those areas. Ward councillors and community partners, supported by two newly appointed Community Connectors as part of the Council's Neighbourhood Team, will establish ward panels to identify the priorities and prioritise spend. Ward panels are in the process of being established and grants will be open for applications in the next few months through the City Council's website.

North Lincoln Community Hub(s) Programme

In response to the evidence and building on the success of Ermine Community Library and Hub, the Council's neighbourhood team are working with Bishop Grosseteste University and community partners to identify opportunities for further support within the area. Funding has already been provided to enable the Hub to extend its opening times in July and August, providing an important community resource for children during the summer holidays. A scoping report to identify wider deliverable proposals is nearly complete which will identify wider community need within the Ermine/St Giles area and how local assets can be best used to meet those needs.

No Wrong Door Project

This funding to support the Acts Trust's to develop their existing bespoke triage software, 'The Restore System' making it accessible to all organisations in the Lincoln area. Organisations can use the triage tools through any web browser on any device to guide beneficiaries through a questionnaire, to develop bespoke personalised support plans, listing all local services relevant to the individuals need. The Acts Trust will provide systems training as well as coaching/befriending training and continue to administrate the system to ensure up to date information is maintained. It is expected that many beneficiaries will be economically inactive, socially excluded, low-skilled (including life skills) and many will also be vulnerable to poverty/have been accessing food aid. This project will start in the next few weeks.

Business Lincolnshire Growth Hub

This funds support towards continuing the Lincolnshire Growth Hub to provide the continuity in business support developed previously through European funding. This

ensures Lincoln businesses have access to a dedicated Lincoln advisor within the Growth Hub.

Business Advisor for Lincoln

The appointment of a Business Support Adviser to build capacity in supporting Lincoln Businesses in key growth sectors is underway. A key aim of the new post is to support those who may struggle to start up and/or manage a business, as well as to look at connecting developing and established businesses from the priority sectors to build networks / clusters for economic advantage. This advisor will work closely with the Growth Hub and local business organisations to maximise opportunities/minimise duplication and inform the Business Support Strategy that we will be developing during 2024 to inform the position post March 2025.

The Restore Programme

This funding is to support the Acts Trust 'Restore Programme', a programme of training support designed to empower those aged 18+ to understand and overcome issues of poverty. The Restore Programme consists of course modules designed to support those experiencing poverty, in particular those people who are economically inactive and those with mental health challenges. These modules will be run at various venues across the city such as Energize Youth Centre, Alive Church, Ermine Library, Beaumont Manor (Lincoln Community Grocery) and within the foodbank and Night Light Cafe locations. The programme will target the unemployed, particularly those who have been out of work for longer than 6 months, as well as those not fit for work (with the aim of empowering them to feel 'work ready'). It will also target people who have had to use foodbanks within the last 6 months, as this is an indicator of poverty and engage with referrals from multiple organisations across the city using the Restore Triage tool of the 'No Wrong Door'.

Linking Local Business to Local People programme

This programme aims to unlock the barriers to local businesses training and upskilling locally, to address recruitment gaps for new and growing business sectors. It will also seek to address the low skill and high economic inactivity levels within the city. As such the programme will span both the supporting Business and People and Skills UKSPF strands. The programme is in development, but some exciting emerging projects aimed at addressing skill gaps in electric vehicle and green energy maintenance/servicing sectors have been identified to date and are currently being developed.

The remaining £1million of funding will be considered for allocation in the next few months for delivery starting in 2024/5.

SMALL BUSINESS SUPPORT

This support is a central part of the Council's Inclusive Economic Growth Strategy is support for small businesses and since we opened the first managed office workspace in 1994, we continue to go from strength to strength.

Managed Workspace

The Council operates and manages both Greetwell Place (a range of 90 small offices) and the creative industries workspace at the Terrace on Grantham Street (mix of 50 offices and workshops).

- Greetwell Place is currently 100% let having been let between 99% and 100% in the past 12 months. There are currently 41 businesses/start-ups on the waiting list.
- Terrace is currently 96% let having been let between 93% to 100% in the past 12 months, with one of the vacant rooms under offer and the other has just gone out to the waiting list which currently stands at 52.
- Think Tank is our innovation centre which is currently managed by the University of Lincoln and is 100% occupied.

Business Enquiry Service

The Council continues to provide a business enquiry service with our qualified advice staff. We signpost to a range of business advice and support with a wide range of other advice including help finding suitable business premises (not just City Council owned or operated properties). We are currently dealing with 115 live ongoing enquiries ranging across sectors from start-ups to relocations and inward investment. The teamwork with a wide range of local partners and organisations to ensure the right support is received. In the past 12 months we have directly supported over 30 businesses with premises, over 100 businesses with advice and over 1,000 business contacts made.

TOURISM AND MARKETING

Visit Lincoln

The Council continues to financially support and work with Visit Lincoln in the promotion of the City's tourism offer and the development of the Visitor Economy as one of our key sectors. Visit Lincoln has been critical in supporting the revitalisation of the visitor economy post Covid, as it was one of the hardest hit of all sectors. Work done to identify and target the visitor profile has enabled the Town Fund investment into the digital infrastructure to support the sector moving forward.

Destination Lincolnshire

The 2021 De Bois Review commissioned by Visit England identified that coming out of COVID the destination management structure was fragile, fragmented and patchy in its effectiveness and required a new approach. This new approach is a tiered structure that creates a national portfolio of Destination Management Organisations (DMOs) at different levels. For Greater Lincolnshire & Rutland this means a new LVEP (Local Visitor Economy Partnership). Destination Lincolnshire has emerged from a range of discussions facilitated by the Visit Lincoln Board and the Greater Lincolnshire LEP Visitor Economy Board as the LVEP. All partners, including ourselves, across Greater Lincolnshire & Rutland have therefore agreed to support an application with a

robust business plan to DCMS for Destination Lincolnshire to become the accredited LVEP for the area.

Be Lincoln

Following the Council's investment in the creation of the Be Lincoln brand to support the wider promotion of the City, we have over the past year continued to use and promote it in print, digital and social media formats as part of Town Fund and now UKSPF. We are developing plans to continue this across other opportunities nationally.

Key Cities

Lincoln continues to be a member of the Key Cities network that raises our national profile and enables us to contribute and benefit from a range of policy development and best practice for urban areas that supports delivery of our inclusive economic growth ambitions.

INFRASTRUCTURE

All inclusive economic growth requires high quality, accessible and effective infrastructure. Along with access to affordable funding, poor infrastructure is frequently cited as the biggest barrier to business growth. Whilst the Council does not control any of this infrastructure, we still have an important role to play in influencing and facilitating investment.

Strategic Infrastructure

The Council works with local authority partners and we have actively contributed to updating the Greater Lincolnshire Strategic Infrastructure Delivery Plan, setting out the key priorities and opportunities for the area.

Transport

The Council works with local partners to actively support investment in the transport network including through the provision of the bus station and car parks; directing appropriate external funding into improvements as evidenced with Town Fund; and development infrastructure as seen with WGC.

Digital

As part of our Digital City ambition, we have been working with partners to attract investment into upgrading digital connection speeds, coverage, accessibility and affordability.

Utilities

The Council actively participates in developing plans with a range of agencies including in the past 12 months Anglian Water and National Grid (formerly Western Power).

General Points on the economy:

Unemployment has remained steady over the year at 4.1% (2,900 people) which is higher than the East Midlands average of 3.4% and the national average of 3.7%

Lincoln has 73.8% of the workforce aged 16-64 in employment or seeking employment(46,100) which is less than a year ago and below regional/national averages

The Job Centre has currently got 576 vacancies registered.

HERITAGE

Lincoln is renowned for its rich heritage and the City Council has worked hard to preserve, restore and enhance our heritage assets. These are some of the projects which are being undertaken by the City Council as a part of the High Street Heritage Action Zone (HSHAZ).

Conservation – High Street Heritage Action Zone (HSHAZ)

The Barbican

A landmark building at one of the main entrance points to the city, the Barbican was originally constructed as a Gentleman's Club and became the Albion Hotel in 1876. It has been vacant for many years, suffering from decay and becoming unsightly and detrimental to the overall appearance of the area. The building is in the process of being transformed, having been listed Grade II as part of the HSHAZ project. The deterioration has been stopped, work is underway to restore previous damage, and it will soon be given a new lease of life as the Lincoln Creative Hub in partnership with the University of Lincoln and Lincolnshire Coop. Works to the building have so far included cleaning the modern blue paint of the portico entrance, removing the black paint from the stone cornice and soffit, refurbishing the sash windows, cleaning brick and stone details, and repairing and reinstating the Corinthian capitals on the entrance.

St Mary Le Wigford

The grade I listed church of St Mary Le Wigford is located at a busy intersection on the High Street and forms an important gateway. The loss of the majority of the historic boundary wall meant that the curtilage bled out into the public highway. It was also blighted by an outdated hard landscaped public realm which was a trip hazard. This project saw the rebuilding of the lost historic boundary wall to reinstate the churchyard enclosure and enhance the setting of the church. By replacing the landscaping with grass, we have created a small green lung, providing respite for the general public distinct from the urban context.

St Mary's Guildhall

St Mary's Guildhall and its attendant buildings date from around 1157 and are a remarkable collection of high-status medieval buildings in Lincoln's lower High Street. They have variously been used as the guildhall for the powerful St Marys Guild, a Bluecoat school, maltings and a builder's yard. These buildings have been unused and vacant for decades and were at significant risk due to their dilapidated state. They are also a scheduled monument, a grade I listed building, and therefore a priority project for urgent repairs. The HSHAZ has financed a number of works to the buildings, including new buttresses to the North Range which have enabled the removal of the iron ties which impeded the full use of its ground floor, replacement of the rotten wall plates, a new roof to the Norman House using handmade replicas of the 18th century tiles. We have also commissioned a robust feasibility and options appraisal to consider how to achieve a sustainable future for the building.

Central Market

Lincoln's Central Market, now named Cornhill Market, is a grade II listed building and like many markets nationally has been in decline for a number of years. A review in 2014 by the National Association of British Market Authorities identified that change was necessary to achieve sustainability over the long term.

The HSHAZ programme has provided grants for the refurbishment and repair of the market which has included glazing the blind arcade – which of course means people will be able to see into and out – better connecting the market with the townscape. Other works included relaying the terrazzo floor, repairing the perimeter historic stalls and designing a more coherent and cohesive stall design and layout.

Shopfronts

The HSHAZ programme has continued to fund an extensive programme of repair and restoration of historic shopfronts primarily this year to 38-44 Sincil Street and 8-10 St Mary's Street.

The Sincil Street works have identified and preserved Lincoln's only surviving 19th century "back-to-back" housing, and provided for new sash windows, repairs to roof fabric, chimneys and dormers, and revealed lost elements including a glazed brick stallriser.

The row of cottages between 8-10 St Mary's Street were representative of historically poor townscape in this location and in fact were at serious risk of demolition and redevelopment. Through the HSHAZ funding these buildings have been transformed, including removal of the modern dormers, the installation of new windows and of course new shopfronts.

Archaeology

Torsion Care, Spencer Street

Archaeological investigations were required as a condition of planning permission for a new residential care home development at the junction of High Street and South Park. Several phases of medieval and post medieval buildings were discovered along the High Street frontage. There were also important pieces of medieval stonework that may have come from the nearby St Katherine's Priory. The most significant find, and the reason why archaeological mitigation was required by the planning team, was the south boundary wall of the medieval Wigford Suburb. This was a stone wall running between two medieval gates, Great and Little Bargate, and was built to ensure that goods entering the city could be properly assessed and taxed at one of the two entrance points.

Bailgate Court, Warden's House

In uphill Lincoln, monitoring of excavation to provide the footings of a new extension to the Warden's Residence at the former Chad Varah House revealed the remains of a massive east-west aligned terrace wall of Roman date, around 3 metres wide. A similar structure was identified during 19th century sewerage works on Christ's Hospital Terrace, and taken together these finds indicate that the Roman hillside was heavily engineered and probably supported houses and other structures. The wall has been preserved in situ beneath the new development.

Haw Hill Training Excavation

Bishop Grosseteste University have undertaken a student training excavation on land owned by the council on the supposed medieval manor site of Haw Hill, adjacent to the Western Growth Corridor development area. The team found a broad range of features, including rubbish dumps and large external boundary ditches. They also recovered several thousand fragments of brick and roof tile, indicating that the remains of medieval buildings are still to be uncovered elsewhere on the site. This is the first season of a possible multi-year dig which will enable this important site to be excavated site under controlled conditions without the time or budgetary pressures that accompany developer funded digs, and allow the development to proceed. The excavation was supported by council officers from the heritage team and the Major Development Directorate, who hope to continue to provide support to the project over the coming years.

Heritage Action Zone Cultural Programme

This consisted of a range of additional activity throughout the last two years in the city, which had a cultural dimension. The aims of this programme were:

- A programme of public events, creative commissioning and capacity building to celebrate the High Street and demonstrate what a cultural consortium could achieve.
- Support major festivals and extend their reach in the High Street.
- Create new events with renewed focus on the High Street and the local community.
- To develop a creative commission working with young people to invigorate the High Street with a contemporary interpretation of its history and its future.

These aims were delivered through various means which I will discuss below and were supported by a Historic England grant of £102,000.

The first event in the HAZ cultural programme was the Frequency Festival of Digital Arts. The City Council supported additional installations at the festival which was held in the city between 28th – 31st October 2021. This delivered 15,000 visitors, 34,000 online interactions, 21 artists and 125 volunteers. The festival was so successful that it returns to the city centre again this October between 26th -29th Oct 2023.

The Council has also supported additional content for 1940's weekend over last two years (2022 and 2023). The 1940s weekend occurs annually and is held in the beautiful Cathedral Quarter of the city. This event brought 12,000 visitors, had a reach of 30,000 online, included 12 artists and was supported by 18 volunteers. Although the weather for the event this year was very rainy, there was still a real buzz in and around the cathedral and castle so the weather didn't dampen the success of the event.

The 'South of the Tracks' event took place on 11th June 2022, this was an open-air music festival on which was situated south of the railway crossing and on Tentercroft Street. This tested the concept of live music in Lincoln city centre and the difference it can make to the vibrancy of the area. It included live performances from five up and coming musicians. It delivered approximately 15,000 interactions from people as they passed by.

The cultural scheme also supported 'Pride' which took place on 20th Aug 2022. This led to further funding being allocated to the event by the City Council in 2023. Both events celebrated equality and diversity and is a reminder of the importance of ensuring we are an inclusive city. 6,500 people attended Lincoln Pride in 2022, the Facebook account reached in excess of 72,300 accounts and Instagram reached in excess of 5,500 accounts. We are currently awaiting feedback on the 2023 event, however city council officers were instrumental in delivering a fantastic event. The event was very well attended with a huge variety of stalls and some fantastic speakers and performers. It was a real celebration of equality and diversity in our city.

The HAZ cultural programme also entirely funded a festival of street theatre between 29th and 30th April 2023 which was a great cultural asset to the city and took place in the newly renovated Cornhill Quarter. Each day, approximately 500 people per day got involved in street theatre which was a great opportunity to experience performing arts in the city. This programme also funded street theatre on Lincoln High Street between May and December 2022.

It also funded 'The Forum' which took place between 1st -2nd October 2022. For a weekend, local arts organisation, Zest Theatre, created space in St Benedict's Square for Lincoln's young people to mix with other young people and shape the cultural future of the city. It created a space in which young people could share ideas and be inspired. There is a final event due in early 2024 which will be delivered by Zest Theatre. They are currently seeking match funding from another source to put on an event for young people in the city centre.

The fund also supported the 'The Mash Up', this is a grass roots organisation established to support new artists emerging in the city. During 2022 and 2023, 152 local artists engaged with the networking events, 389 people attended the 'pop up' events and it had a reach of 15,000 on social media. It also included an artist performance event in early 2023, this brought 16 creative performing artists to the Cornhill who engaged with around 8,000 people. The City Council is now leading the group to apply for funding from the Arts Council.

The programme has also funded additional Christmas lights in the Cornhill and outside bus station area in 2022, which added to the successful lights trail in 2022 and it funded two digital cultural trails in and around the city centre which are available for download. Since the launch of the cultural trails earlier in 2023, new downloads have reached 3643.

DEVELOPMENT MANAGEMENT

Development Management continues to provide an excellent service that both safeguards the built environment from inappropriate development whilst allowing important growth and investment in the City. The team have unfortunately lost three officers from key posts in the last year and as a consequence the overall speed for determining planning applications has inevitably slowed in the short-term. Despite this, the service is still performing in excess of the nationally prescribed minimum standards and the recruitment process is currently underway to fill the vacant posts. Appeal performance remains incredibly strong and the percentage of applications approved also remains high at 95%. This highlights both the quality of decisions taken by the service, as well as the level of negotiation undertaken by officers to ensure the best outcome is achieved.

This service has a very strong reputation for being positive and proactive, both locally and beyond, with an emphasis on negotiation both at pre-application stage and during the formal application process. Outside of the consultation process for each application, complaints about the service itself are minimal especially when considering the team deal with around 1000 applications per year. Together with a raft of successful applications approved such as a new care home on the High Street, re-development of the Big Wok on Beaumont Fee and outline consent for a new hotel on Broadgate, officers also successfully defended a Judicial Review for the approved student housing scheme on Firth Road.

Work volumes remain consistent with previous years but a change in the nature of some of this work (for smaller scale projects) together with increased permitted development rights set nationally has meant that this wasn't reflected in the income received. It is noted however that Central Government are currently consulting on an increase in planning fees of 25% for non-major applications and 35% for major applications which should close the gap between the income target and income received for next year.

BUILDING CONTROL

Building Control is a highly challenging sector at present on a national scale, partly due to the aging profile of the workforce, but more significantly due to an upcoming and mandatory accreditation process for all officers in both public and private sectors. This is expediting the retirement of a huge number of senior experienced personnel across the board.

Building Control is a small team that operates in a commercial environment with competition from the private sector but despite this our market share remains consistently high (around 70%) and above that of the national average, and the reputation of the service locally is well regarded. An officer is due to leave at the start of October and another is due to retire early next year meaning that a period of recruitment and re-building of the team will be undertaken over the coming months.

PLANNING POLICY

The Local Plan

After 5 years of hard work, the new Central Lincolnshire Local Plan was adopted on 13th April 2023. The Local Plan provides a positive planning framework by which decisions on growth and regeneration of the City are made and is therefore of great significance. The new Local Plan is one of the first in the country to set ambitious carbon reduction targets for new buildings to meet that will help tackle climate change as well as protecting the environment through introducing new policies on Biodiversity Net Gain. It provides a clear blueprint for building environmentally efficient buildings,

as well as enhancing our green spaces. It marks a significant step in the battle against climate change and is vital for securing Lincoln's future.

Parking Strategy Review

A review of the Council's Parking Strategy is currently underway with a focus on the next 5 years and the best way to maintain and utilise car parks moving forward. Stakeholder consultation has been undertaken with workshops including representatives from local businesses, public transport and further and higher education which has provided helpful feedback that will be used to inform the review work going forward. Advice has also been sought from experts working on future mobility trends to understand how the Council should be looking to the future with regard to the relationship between parking in the City and supporting and encouraging sustainable modes of transport.

City Centre Greening

An internal officer working group has been established to explore, where possible, improvements to both existing green spaces and the creation of new city centre greening. This work could have multiple benefits including climate mitigation, public realm improvement, city centre vibrancy and economic regeneration enhancements. Stakeholder workshops have been held with organisations representing businesses within the city centre and agencies involved in the management of waterways within the City. Officers are currently exploring work focusing on greening improvements to the High Street, St Mary's Street as well as existing spaces such as St. Swithins, St. Benedicts and St. Martins. This work includes exploring opportunities for potential funding and delivery models which will be dependent on key stakeholder involvement.

CAR PARKS AND PARKING

Our car parking services are a crucial element of supporting the role of the city centre as a place to work, live and visit. The council also manages the permits for on street parking in the Resident Parking Scheme areas.

The Councils' car parks are also vitally important in terms of revenue income to the Council. Over the years we have invested heavily in these car parks, and results from the recent Citizens Panel questionnaire show that 65% of residents driving into the City Centre prefer to use City Council car parks.

Parking income, including pay and display, season tickets and Parking Contravention Notices (PCN's) for 2022/23 was £ 6.1 million against an income target of £5.7 million. This is a major achievement with all the associated pressures of the cost of living crisis and the impacts on the city centre. Utilisation of each car park is monitored closely, as well as the utilisation and pricing strategies of our city centre competitors to ensure the service remains agile and in step with changes in the economy as well as any significant events in the City.

Residents Parking Scheme (RPS)

After long delays with the decision making and implementation process with the County Council, the new zones within Boultham and Park Wards were implemented on 1 September 2023. This covers approximately 2,500 properties, and it will improve parking opportunities for residents, improve air quality and the general living experience of these areas. As well as contributing towards modal shift for commuters and shoppers. It represents a significant amount of work for the Parking Services team that administers the scheme, they deal with large volumes of queries and troubleshooting where necessary and this process is going remarkably smoothly given the significant scale of this extension

The City Council is responsible for identifying, funding, and surveying any new extensions to the Resident Parking Scheme. The County Council, as the Highways Authority, is responsible for the legal approval, with the Traffic Regulation Order and the signs and lines. I have agreed a new formalised process for requests for extensions to existing RPS zones to ensure clarity and consistency and this will be circulated to all members shortly.

EVENTS IN LINCOLN

A new programme of events has been delivered in 2023 following the decision to no longer hold the Christmas Market. The money used to fund the Christmas Market has been used to fund a series of different events in the city and the brand 'Events in Lincoln' has been developed to organise and promote the events.

A report was taken to Policy Scrutiny Committee in March 2023 presenting the aims and objectives for the new events programme. The overarching aim being "To support the vibrancy of the city centre and uphill area by providing an all-year-round cultural experience for visitors and residents that cements Lincoln as a key destination locally, regionally and nationally".

Since then, we have undertaken an extensive public consultation on the events programme to gain a better understanding of what events local people want to see in the city. The 2023 events programme was developed with some speed and officers have worked really hard to make the events programme a success for the city. This included developing the 'Events In Lincoln' branding, developing the programme of events and starting to scope 2024's programme with key partners.

The 2023 Events Programme

The City Council's 'Events in Lincoln' programme for 2023 will consist of 3 key events along with the Christmas Lights content.

- Lincoln Live: 2-3 September 2023
- Lincoln Monster Invasion: 23 - 29 October 2023
- Lincoln Christmas Lights: 23 November – 6 January 2024

- Lincoln Ice Trail: 9-10 December 2023

Lincoln Live.

The new 'Events in Lincoln' started with Lincoln Live. This was a two-day live music event in Cornhill Square with music which was curated by BBC Music Introducing Lincolnshire. The weekend was a great success with high quality music and fantastic local talent on show, with thousands coming to watch the artists. We received really positive feedback through our survey and so far we have had 129 responses, of the 129 responses: 94 were very satisfied, 25 were satisfied, 7 were neutral, 1 was dissatisfied and 2 were very dissatisfied. Therefore, 92% of the people who gave feedback were either very satisfied or satisfied which is a brilliant starting point.

The event also had a very prominent social media presence, on our social media profiles alone we had we had a reach/impression of around 299k across the 5 weeks of the campaign, this doesn't take into account the reach the events had on social media through our partners such as Lincoln BIG or Visit Lincoln. The social media presence created through the marketing of the event and the event itself will have raised the profile of city significantly. The event also created a real buzz to the city and added atmosphere, vibrancy and music to the city centre as well as providing an economic boost to Lincoln and Lincoln's businesses.

Monster Invasion

Over October half-term, Lincoln will witness the city's first Monster Invasion! The event will see 7 or 8 large inflatable monsters on roof tops around the city centre. The monsters themselves are several meters tall, several meters wide and illuminated at night. This event has been really successfully in other cities and the trail is popular across all age brackets and there has already been lots of interest event on social media.

The Council will produce a trail map and put on some accompanying street theatre, bringing the city and its skyline to life. The Frequency Festival of Digital Arts will also be back at the end of October half-term, along with some Halloween events from Lincoln BIG will mean a fantastic week of activity for the city.

Christmas Lights

The annual Christmas Lights switch on is taking place on 23 November, this is always a great event for the city, but this year will be even better with the launch of Lincoln's new Christmas lights. We have procured the lights contract for the city and over 95% of the Christmas lights will be replaced with new versions. The lights will start at Newport Arch and the Bailgate businesses have helped select the lights they think will provide the best feature in the Bailgate. The lights will also now extend down to Tentercroft Street to ensure St. Marks is included in the high street journey.

In addition to this, the City Council has procured some 'WOW factor!' lighting installations to compliment the lights trail that has grown over the city in recent years, for example the 6ft high 'LINCOLN' letters in the Bail and the walk-through star in the Cornhill. We will have a 16m long 6m high shooting comet with a full LED light display on City Square, lights which will illuminate the central arch of Exchequergate Arch, install string lighting on the bus station and Central car park and a couple of other smaller pieces elsewhere in the city.

Overall, the number and quality of large lighting installations in the city this year from all of those involved, Lincoln BIG, Coop, St Marks and the City Council, will be an attraction in themselves and will be widely marketed to raise Lincoln's profile.

The Ice Trail.

The final instalment of the event programme for 2023 is the Ice Sculpture Trail, which will take place between 9th and 10th December 2023. This will see approximately 20 ice sculptures around the city centre across the weekend. The sculptures will be a combination of traditional Christmas themes and some with a more local context, such as the Lincoln Imp. There will also be a demonstration of live ice carving on both days, one of which will be in the uphill Bailgate area, and one will be downhill in the city centre. We will also be providing some traditional Christmas music and singing to deliver a real Christmas atmosphere to the trail.

We are not proposing to put any stalls on for any of these events as we want to encourage residents and visitors to use our brilliant local businesses. The marketing for all of the events will include encouraging visitors to use our existing city centre shops and food and drink businesses and we will work collaboratively with businesses to ensure they benefit from the events too.

Overall, the events programme will provide a vibrancy and atmosphere to Lincoln, raise Lincoln's profile and provide an economic stimulus which will support local businesses.

Looking Forward to 2024

We are currently working on ideas for the 2024 programme and will be doing another round of a public consultation later this year to help develop the ideas.

In addition to the events mentioned above, which the City Council will deliver directly, we have financially sponsored or supported many other events to ensure that the city has a varied events programme

These events include: the Farmers Market, Lincoln 10k road race, the Cycle Grand Prix, Steampunk, the UK Rescue Organisation event and the Santa Fun Run.

Visitor Information Centre

The Visitor Information Centre has had another successful year and has again received the Trip Advisor Travellers' Choice award which demonstrates their daily commitment to customer service and promoting the city to visitors.

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SUBJECT: CENTRAL LINCOLNSHIRE JOINT STRATEGIC PLANNING COMMITTEE/LOCAL PLAN ANNUAL REPORT 2022/23

DIRECTORATE: COMMUNITIES AND ENVIRONMENT

REPORT AUTHOR: TOBY FORBES TURNER, PLANNING POLICY MANAGER

1. Purpose of Report

- 1.1 To provide members with an annual report detailing work undertaken by the Central Lincolnshire Joint Strategic Planning Committee (CLJSPC) over the period April 1st 2022 through to 31st March 2023.

2. Executive Summary

- 2.1 The Joint Planning Committee reached its thirteenth year over the course of 2022/23. This year has seen the successful examination and adoption of the second Central Lincolnshire Local Plan.

3. Background

- 3.1 The Local Plan (adopted in April 2023) sets out the planning policies for Central Lincolnshire (including the City) and this involves allocating parcels of land for development as well as identifying land which should be protected from development. The Plan includes a set of 84 policies which guide decision makers i.e. planning committee on future planning applications for the City.

4. Summary of Progress

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

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

- 4.1 The following progress occurred in 2022/23:
- 4.2 The AGM meeting took place on [6 June 2022](#) (please click the links in the bulleted list below to view the items considered), with Cllr Metcalfe (City of Lincoln) being voted in as Chair for the year. At the meeting the following items were considered:
- [the Local Plans Team Annual Report](#);
 - Local Plan Process/Consultation Update – verbal update, no report; and
 - [the Central Lincolnshire Local Plan Budget Update](#).
- 4.3 At this meeting the Committee approved the annual report as a fair reflection of the activity of the Committee over the year, noted the update on the Local Plan and approved the budget and staffing structure for the Local Plans Team

- 4.4 As the plan was at examination the meeting on 19 September was cancelled and the subsequent meeting took place after the examination hearings had completed on [9 January 2023](#). At this meeting the Committee considered an item on:
- [The Statement of Community Involvement](#).
- 4.5 The Statement of Community Involvement is a document which sets out how and when consultation will take place during the preparation of Local Plans and other planning documents, during planning applications and in the preparation of neighbourhood plans. It is required by legislation and needs to be updated every 5 years. The Committee approved the Statement of Community Involvement for adoption.
- 4.6 The next and final meeting took place on [13 April 2023](#). At this meeting the Committee considered items on:
- [Central Lincolnshire Local Plan Adoption](#);
 - [Local Plan Supporting Guidance](#); and
 - [Update to CLJSPC Memorandum of Understanding and Standing Orders](#).
- 4.7 The Committee adopted the Central Lincolnshire Local Plan, incorporating changes recommended by the Inspectors and other minor changes presented, and endorsed the Policies Map. The Committee also approved the supporting guidance on Biodiversity Net Gain and Energy Efficiency in buildings for publication and approved the updated Standing Orders, also recommending that the updated Memorandum of Understanding be approved by each of the Partner Authorities.
- 4.8 **Forward Look**
- 4.9 At the end of a plan-making cycle there is an important opportunity to regroup, reflect on the work undertaken and start to plan for the future. In the coming year, the focus of work will be around implementation of the plan, reviewing evidence, rebuilding the Local Plan Team following the end of the Peterborough SLA. This will include:
- Working closely with Districts in ensuring consistent and efficient implementation of the Local Plan. This will likely include the publication of additional informal guidance notes.
 - Working closely with Districts to address the emerging challenges from Biodiversity Net Gain which will become mandatory in November for major developments and small developments in April 2024.
 - Completing the recruitment to the team following the end of the Peterborough SLA in March, and developing a project plan for reviewing evidence.
 - Keeping up to date with changes to national policy and legislation.
- 4.10 **Local Plans Team Staffing Overview**
- 4.11 Since the last annual update in 2022, the SLA for staffing of the Local Plans from Peterborough City Council is no longer in place. In response to this change two new officers were recruited to the team this spring, with one post remaining vacant. Therefore at present the Local Plans Team is operating with 3 Planning Policy

Officers and one manager – significantly fewer than when the Joint Planning Unit was established, and also fewer than when the SLA was in place.

- 4.12 To ensure that the Local Plans Team is effective going forward, and in response to an absence of interest in the advertised posts from officers with significant experience, the fourth position in the team is being revised to principal level. Following a successful recruitment process, a suitably qualified and experienced Principal level officer was appointed in August. Whilst there will be cost implications from this revised role, it will remain within budget for the three year budget period.

4.13 **Budget Position**

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

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

- 4.16 2010: Partner Authority contribution: £171,400
2014: Partner Authority contribution: £146,000
2020: Partner Authority contribution: £98,900

- 4.17 Appendix 1 to this report sets out the expenditure for last financial year (2022/23) and compares it against the expected expenditure for the year. This shows that there was a significant underspend of £61,256 (£368,844 spent against an anticipated £430,100). This underspend was a result of factors including:

- Examination costs being lower than expected
- Staffing costs being lower than expected
- Consultancy costs (including from the Peterborough SLA) being lower than expected

- 4.18 As was reported, and as agreed by Central Lincolnshire Joint Strategic Planning Committee, in the budget review in 2022, the next budget review cycle (now in two years' time) will need consider the funding levels from the Partner Authorities and the role of establishing and maintaining a reserve fund for future years. For the 2026/27 financial year or before, additional partnership funds must be secured to ensure that the partnership is fully funded over the forecast 10-year term.

5. **Strategic Priorities**

5.1 Let's drive inclusive economic growth

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

5.2 Let's reduce all kinds of inequality

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

5.3 Let's deliver quality housing

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

5.4 Let's enhance our remarkable place

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

5.5 Let's address the challenge of climate change

The Local Plan sets in place a number of ambitious policies which seek to reduce carbon emissions from new developments as well as encouraging renewable energy that will seek to reduce the impact of climate change.

6. **Organisational Impacts**

6.1 Finance (including whole life costs where applicable)

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

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

6.2 Legal Implications including Procurement Rules

None arising from this report

6.3 Equality, Diversity and Human Rights

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

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

- Eliminate discrimination

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

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

7. Risk Implications

7.1 (i) Options Explored

Not applicable

7.2 (ii) Key risks associated with the preferred approach

None

8. Recommendation

8.1 That this Annual Report be noted by members as a fair summary of activity of the CLJSPC during 2022/23

Is this a key decision? No

Do the exempt information categories apply? No

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

How many appendices does the report contain? 1

List of Background Papers: None

Lead Officer: Toby Forbes Turner, Planning Policy Manager
Email: toby.forbes-turner@lincoln.gov.uk

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Appendix 1

<u>Description</u>	2022/23 Approved £	2022/23 Actual £
Salaries	96,200	82,732
National Insurance	10,300	8,915
Superannuation	16,900	14,678
Overtime	-	691
Employee - NI P11D	100	125
Cost of Homeworking	1,000	363
Training Expenses	600	63
Health Care Plan	1,100	363
Professional Subscriptions	1,300	662
Health Shield (Cash Plan)	-	28
Occupational Health Costs	100	32
CRB Checks	100	-
	127,700	108,651
Premises	1,500	-
Car Allowances	5,000	1,311
Essential User	-	1,124
Public Transport	500	92
Car Parking	500	559
	6,000	3,086
Equipment,Furniture & Mats	500	
Onsite catering provision	-	
Subsistence & Conference	500	
Subscription	2,300	1,130
Printing	1,500	322
Postages	500	31
Telephones	500	626
Books & Publications	100	
Advertising	-	
IT Hardware Purchases/Maintenance	1,000	1,247
Software Licences	8,000	7,453
Miscellaneous Insurances	-	268
	14,900	11,076
Audit Fees	-	-
Project Expenditure/Climate Change	-	-
Consultancy	30,000	17,065
Legal Advice	-	-
Infrastructure Delivery Plan/Viability Plan	-	-
Project Expenditure/Climate Change	-	-
Peterborough City Council Project Suppor	130,000	121,474
Examination Costs	120,000	105,679
	280,000	244,218
Legal Services	-	-
Graphics	-	356
Exchequer Services	-	-
Reprographics	-	1,457
Post Room	-	-
	-	1,813
<u>Net Expenditure</u>	430,100	368,844
<u>Funded by</u>		
Third Party Grants & Income	(296,700)	(296,700)
Publications	-	-
Costs Recoverable	-	-
Balance Transfer from Balance Sheet	(133,400)	(72,144)
	(430,100)	(368,844)
<u>Reserve Balance</u>	270,382.24	331,638.03

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PERFORMANCE SCRUTINY COMMITTEE

28 SEPTEMBER 2023

SUBJECT: SCRUTINY ANNUAL REPORT 2022/23

REPORT BY: CHIEF EXECUTIVE AND TOWN CLERK

LEAD OFFICER: CLAIRE TURNER - DEMOCRATIC SERVICES OFFICER

1. Purpose of Report

- 1.1 To present the Scrutiny Annual Report for 2022/23 for comments, prior to being referred to Full Council for approval.

2. Background

- 2.1 Within the Constitution it states that the scrutiny committees should produce an annual report to Council. Chairs of the Scrutiny Committees do produce individual reports to Council during the municipal year, however, the attached Scrutiny Annual Report (**Appendix 1**) summarises the work of the five committees for the full year and highlights the key achievements made under scrutiny in 2022/23.
- 2.2 Once the Annual Report has been approved, it will be published on the Council's website and circulated to interested persons or groups as appropriate.

3. Recommendation

- 3.1 That the Scrutiny Annual Report for 2022/23 be agreed and referred to Full Council for approval.

Key Decision No

Key Decision Reference 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? One

List of Background Papers:

Lead Officer: Claire Turner, Democratic Services Officer
Email: claire.turner@lincoln.gov.uk

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Scrutiny

Annual Report 2022-23

Introduction

During 2022-23, the City of Lincoln Council continued to operate executive arrangements with its Executive comprising of the Leader of the Council and five other councillors as Portfolio Holders. Most of the Council's decisions are made by the Executive. To improve the quality of the Executive's decisions, Scrutiny Committees remained in place which provided the opportunity for the remaining 27 non-executive councillors to challenge decisions made by the Executive, as well as to help the Executive in reviewing and developing new policies.

This report covers the council year from May 2022 until March 2023.

Background to Scrutiny

The scrutiny committee structure is: -

- Performance Scrutiny Committee
 - Policy Scrutiny Committee
 - Community Leadership Scrutiny Committee
 - Select Scrutiny Committee
 - Housing Scrutiny Sub-Committee
-

What Did We Achieve in 2022/23?

The Council appointed the following scrutiny Committees for 2022/23:

Overview and Scrutiny Committee	Chair
Community Leadership Scrutiny Committee	Councillor Calum Watt
Performance Scrutiny Committee	Councillor Gary Hewson
Policy Scrutiny Committee	Councillor Jane Loffhagen (no longer a Councillor)
Select Scrutiny Committee	Councillor Calum Watt
Housing Scrutiny Sub Committee*	Councillor Gary Hewson

*The Housing Scrutiny Sub Committee is a sub-committee of the Performance Scrutiny Committee and reports to this Committee on a quarterly basis.

With the exception of the Select Scrutiny Committee, the work programmes for these scrutiny committees were formally approved by the respective Committees in June 2022 and regularly updated throughout the Council year after this time.

The Select Scrutiny Committee meets once each year as the statutory Crime and Disorder Committee, as well as considering any call-in requests made throughout the year.

This report identifies some of the key achievements made by the committees. Current work programmes for scrutiny committees can be found on the Council's website.

Community Leadership Scrutiny Committee

Between June 2022 and March 2023, the Community Leadership Scrutiny Committee met on six occasions and focused on the following topics:

- Cultural Consortium
- Poverty Truth Commission
- Cost Of Living Crisis
- Community Policing in Lincoln
- Suicide Rates in the City of Lincoln
- Assets of Community Value

In addition to the Council's Executive and its senior and front-line officers, external contributors included:

- Charlotte Brooks, Local Motion - Director for Local Change
- Chief Superintendent Jon McAdam, Area Commander - West Area Local Policing
- Sarah Connery, CEO - Lincolnshire Partnership Foundation Trust (LPFT)
- Fiona Bone, Suicide Prevention and Self-Injury Reduction Lead - Lincolnshire Partnership Foundation Trust (LPFT)
- Lucy Gavens, Consultant in Public Health - Lincolnshire County Council
- Rachel Wright, CEO - Shine Lincolnshire
- Kerry Stocks, Operations Manager - Shine Lincolnshire
- Marianne Langley - Keep the Tap Running
- Aaron Joyce, Chair - Campaign for Real Ale (CAMRA)

The Committee recorded its thanks to all its contributors and Council staff who stayed for long and sometimes late meetings during the year, and whose contributions were so helpful and enlightening.

The Committee's recommendations concerned a variety of topics such as development and empowerment of young people, the Cultural Consortium - a significant number of events had been held over the last six to eight months to drive culture within the City, the cost-of-living crisis and cost of living support including the Community Grocery, the Warm Spaces initiative and the Household Support Fund 2023/24.

The Committee also scrutinised community policing and noted the progress that had been made within two years in respect of suicide prevention in Lincoln.

A Member briefing would be arranged on Assets of Community Value.

Discussions also took place around poverty and the need for a collaborative and holistic approach to this issue.

Performance Scrutiny Committee

As part of the Performance Scrutiny Committee's remit, it held regular 'Portfolio under Scrutiny' sessions, where Portfolio Holders were invited to report on service achievements under their portfolio. Members were then able to ask questions about the performance of these service areas. The consideration of portfolio reports included the provision of a template for reports which placed a focus upon providing performance information relating to the member's portfolio. By doing so, the Committee was able to focus on the performance of a portfolio with fewer diversions into detailed analysis of policy issues.

In addition to the regular scrutiny of portfolio holders, the Committee received reports in the following areas:

- Quarterly financial monitoring to provide members with a summary of actual income and expenditure compared to the revised budget and appropriate allocation of any surpluses to reserves.
- Quarterly performance update reports to ensure regular monitoring of the Council's operational performance as a key component of the Local Performance Management Framework.
- A quarterly review of the Strategic Risk Register - what improvements or issues have been identified.
- A report on Treasury Management and Actual Prudential Indicators as a requirement of the Council's reporting procedures under regulations issued under the Local Government Act 2003.
- An annual report detailing progress made by the Central Lincolnshire Joint Strategic Planning Committee.
- An update report on Section 106 contributions.
- Income and arrears monitoring reports providing updates to members on the position with regard to amounts of monies owed to the City Council as of 1st April.
- Revenues and Benefits performance updates providing members with an update on performance in the Revenues and Benefits Shared Service.

Members took part in the budget review process for the scrutiny of the proposed budget and Council Tax for the 2022/23 financial year and the Medium Term Financial Strategy 2022-2027, undertaken in two separate stages; firstly all members were invited to a briefing session to afford all members the opportunity to gain a greater understanding and awareness of the Council's financial position, thus aiding further scrutiny of the budget and in the case of the opposition party if desired the preparation of an alternative budget. This was followed by a more traditional scrutiny process undertaken to review in more detail the MTFS and the robustness of the proposed budget options and Council Tax for the 2022/23 financial year. This was undertaken in a committee format as the Budget Review Group with the appropriate governance arrangements in place.

The Committee held scrutiny reviews during the 2022/23 year in respect of:

Lincoln's GEO-Sense Footfall Data

A report was presented to members providing an insight into the Geo-sense footfall data available to City of Lincoln Council and partners.

Following City of Lincoln Council securing Reopening the High Street Safely funding in 2020, the council was able to procure a specialist company to install four footfall GEO-Sense footfall counters in Lincoln City Centre. The technology utilised by the GEO-Sense counters ensures individuals cannot be counted multiple times during their visit, providing significantly more reliable data.

Lincoln Christmas Market 2022

Members received a verbal update on preparations being made for the Lincoln Christmas Market 2022 and an outturn report on the performance of the 2022 Lincoln Christmas Market.

Vision 2025 Annual Economic Growth Report on Progress

Members received an update on Economic Growth across the City including contextual measures and the City Council's activities that influence Inclusive Growth within the City and surrounding areas.

The report included updates on Vision 2020 priorities and work such as Covid-19 business support grants administered, as well as updates on Vision 2025 projects and a forward look at priorities over the coming year.

The report also considered other contextual economic growth indicators and how these were recovering post Covid-19 Pandemic.

Addressing the Challenge of Climate Change Vision 2025 Progress Report

A report was presented to Performance Scrutiny Committee on the strategic priority contained in Vision 2025 called 'addressing the challenge of climate change'.

This report provided an update on the progress of the group in addressing climate change and its strategic priority aspirations.

Vision 2025 - Remarkable Place Progress Report

This report focused on progress made on the Let's enhance our remarkable place strategic priority, and covered those projects delivered/ being progressed as part of the delivery plan. It represented a high-level summary, designed to give Members a quick overview of the entire programme.

Policy Scrutiny Committee

During 2022/23, the Committee met six times, principally to scrutinise decisions due to be taken by the Executive or Council. The Committee provided its insights and recommendations on a variety of topics, which were suitably reflected in the eventual decision-making process.

The Committee scrutinised the following topics in particular detail:

Bulky Collections

The Committee was presented with a proposal to establish a trial for a charged bulky item collection service in the City, in partnership with West Lindsey District Council.

The committee discussed the contents of the report in detail and generally supported the proposal, to be referred to Executive for consideration.

Sincil Bank Regeneration

The committee scrutinised work on regeneration in the Sincil Bank area of the city, covered the following main areas:

- Place shaping Strategy
- Early Successes – Improving the Street scene
- Our Six Priorities/ Physical Interventions
- Creating Open/ Green Spaces
- Archer Street Former Play Area
- Area Under Pelham Bridge
- Chelmsford Street
- Kesteven Street/ Tentercroft Street
- Redesign of Highways Infrastructure/ Urban Design
- Hermit Street Redevelopment
- Residents Parking
- Palmer Street Garage Site
- Cleaner Safer Streets
- Cleaner Safer Streets – CCTV
- Cleaner Safer Streets – Fly Tipping Week of Action
- Community Leadership
- Lessons Learnt

Members discussed the presentation in detail and praised the work that had been undertaken in the Sincil Bank area.

County Homelessness Strategy

The Committee were asked to consider the Lincolnshire Homelessness Strategy 2017-2021 review document, to consider the consultation summary document and to seek comments on the new Lincolnshire Homelessness Strategy 2022-2027.

The Homelessness Act 2002 requires that all Local Authorities carry out a review of

homelessness in their areas, formulate and publish a strategy based on the findings of this review, keep the strategy under review and consult with other local or public authorities and voluntary organisations before modifying or adopting a strategy.

To allow the Council to form a collective and robust approach to homelessness, our Rough Sleeper Strategy is incorporated into this document as opposed to having a separate policy.

The strategy informs of the current position and challenges for homelessness across the County, sets out the priorities and actions that together aims to prevent homelessness and reduce rough sleeping across the County.

The strategy demonstrates that we are committed to the Government's vision that homelessness should be rare, brief and non-recurring.

Members discussed and supported the Lincolnshire Homelessness Strategy 2022-2027. It was agreed that a further update be provided to a future meeting of Policy Scrutiny Committee.

Events and Culture - Christmas in Lincoln 2023 and Beyond

Members were presented with a report detailing the objectives for a yet to be finalised new City Council led annual city centre/uphill events programme, which would replace the Lincoln Christmas Market. It also covered the proposed approach and timeline for a public consultation and engagement exercise prior to finalisation of that programme.

On 20th February Executive approved the transition to a new approach for 'Christmas in Lincoln', supplemented by an annual events programme throughout the rest of the year, to mitigate the economic impacts caused by the closure of the Christmas Market. This decision was 'called in' and considered by Select Scrutiny Committee on 14th March 2023, the outcome of which was that Committee resolved not to Call-In the decision.

The proposed new programme would be designed to spread visitor numbers to the city centre/uphill area throughout the year, rather than within the condensed four-day period of the Christmas market. A number of benefits arising from such an approach, were covered within the report.

Members recommended that:

- An alternative approach be sought regarding the public consultation.
- Comments be made on the aim and objectives for the proposed events programme.
- Comments be made on the approach and timeline for wider consultation on the events programme.
- Members noted that due to the constrained timescales, some event activity would be commissioned prior to the programme being finalised,
- Instruct officers bring back the final programme to Committee prior to sign off by the Executive.

Grounds Maintenance, Street Cleansing and Waste Collection Services

Committee received a report summarising the outcomes of the three 'all Member' workshops that considered what the focus and content of the ground's maintenance, street cleansing and waste collection services will be from September 2026 when the current arrangements end. This work was in advance of endorsement by Executive and the development of the new specifications.

Members thanked Officers for the very informative workshops and engagements that were carried out.

In addition to the key topics, the Committee also scrutinised the following items and forwarded its comments for consideration by the Executive:

- Updated Animal Policy (inc Welfare Statement)
- Updated Noise Policy
- Updated Internal Domestic Abuse Policy
- CCTV Code of Practice Update
- Health and Wellbeing Strategy

The Committee also received regular updates from the Health Scrutiny Committee.

Select Scrutiny Committee

The principal functions of the Select Scrutiny Committee are to meet once per year as the Crime and Disorder Committee; and to consider any requests for the call-in of Executive decisions, which allows scrutiny members to challenge a decision made by the Executive or any of its individual portfolio holders, prior to the implementation. This gives the Select Scrutiny Committee the opportunity to examine a decision where particular concerns have been raised and respond accordingly.

There was one call-in request during 2022/23 on the Events and Culture in the City - Christmas 2023 and Beyond, which was considered on 14 March 2023. After consideration of all the evidence and submissions made, the Committee decided to refuse the call-in request.

The Committee sat as the Crime and Disorder Committee on 20 July 2022.

Housing Scrutiny Sub-Committee

The Housing Scrutiny Sub-Committee is a sub-committee of Performance Scrutiny Committee. It was established in 2008 to increase engagement between backbench Members and Tenant Advisory Panel representatives. The Sub-Committee has continued to meet and tenants on the Committee consider that it has helped them have their say when scrutinising housing matters.

Over the last twelve years the Council had been working with Lincoln Tenants Panel to improve external scrutiny and to meet standards implemented by the Tenant Services Authority.

From April 2010 all social landlords were required to have local offers in place alongside the national standards as set out in the new Regulatory Framework for Social Housing, which was amended with effect from April 2012 although the principles remained the same.

The Committee met five times during 2022/23 and considered many reports which included the following topics:

- Housing Finance
- Scheduled Repairs Update
- Asset Management Strategy Workshops
- Allocations Updates
- Lincoln Tenant's Panel Review of Constitution
- Anti-Social Behaviour Update
- Planned Works 2022-23
- De Wint Court Update
- Tenant Involvement Strategy 2022-23
- Housing Revenue Account Business Plan 2023/28
- Homelessness and Rough Sleepers Update
- Draft Policy- Downsizing Incentive Scheme
- Tenancy Sustainment Update
- Kier Contract-Final Account Settlement
- Fire Safety Update
- Lincoln Tenants' Panel Annual Report
- Target Setting 2023/24
- Report by Councillor Donald Nannestad, Portfolio Holder for Quality Housing

The Committee also effectively scrutinised Housing performance on a quarterly basis and received regular updates on the progress of the Lincoln Tenants Panel.

Contact Us

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PEFORMANCE SCRUTINY COMMITTEE**28 SEPTEMBER 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*) – CANCELLED

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		

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	Laura Shipley	Quarterly Report Professional High Performing Services
Treasury Management – Quarter 1	Laura Shipley	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
Income/Arrears Monitoring report	Martin Walmsley	Annual Report <i>Professional High Performing Services</i>

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
Portfolio Under Scrutiny - Customer Experience and Review	Portfolio Holder	Annual Session Vision 2025 (mixed)
Other Item(s)		
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

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	Laura Shipley	Quarterly Report Professional High Performing Services
Performance Quarterly Monitoring: Quarter 2	Graham Rose	Quarterly Report Professional High Performing Services
Treasury Management: Quarter 2	Laura Shipley	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	Laura Shipley	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
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	Laura Shipley	Quarterly Report Professional High Performing Services
Performance Quarterly Monitoring: Quarter 3	Graham Rose	Quarterly Report Professional High Performing Services
Treasury Management : Quarter 3	Laura Shipley	Quarterly Report Professional High Performing Services
Strategic Risk Register – Quarterly Report Quarter 3	Laura Shipley	Quarterly Report Professional High Performing Services
Feedback from Budget Review Group	Laura Shipley	Annual Report Professional High Performing Services
Section 106 Contributions Update	Nicola Collins	Annual Report Lets Drive Economic Growth

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
28 September 2023	Customer Experience and Review
28 September 2023	Inclusive Economic Growth
16 November 2023	Reducing Inequality
7 December 2023	Remarkable Place
18 January 2024	Quality Housing