

PERFORMANCE SCRUTINY COMMITTEE

Thursday, 19 August 2021

6.00 pm

Virtual meeting via Zoom

- Membership: Councillors Gary Hewson (Chair), Pat Vaughan (Vice-Chair), David Clarkson, Thomas Dyer, Rebecca Longbottom, Laura McWilliams, Lucinda Preston, Christopher Reid and Loraine Woolley
- Substitute members: Councillors Adrianna McNulty and Helena Mair
- Officers attending: Democratic Services, Jaclyn Gibson (Chief Finance Officer), Pat Jukes, Simon Walters (Strategic Director of Communities and Environment), Martin Walmsley (Head of Shared Revenues and Benefits), Tracey Parker, Angela Andrews (Chief Executive & Town Clerk), Caroline Bird (Community Services Manager) and Colleen Warren

Join from a PC, Mac, iPad, iPhone or Android device:

<https://us06web.zoom.us/j/87693567428?pwd=T2Juam1UcmFJWjNBaHdQdmJNWkRiZz09>

Passcode: **969400**

Alternatively, please join by phone: Dial **0330 088 5830** , quoting the following details as prompted:

Webinar ID: **876 9356 7428**

Passcode: **969400**

AGENDA

SECTION A	Pages
1. Declarations of Interest	
Please note that, in accordance with the Members' Code of Conduct, when declaring interests members must disclose the existence and nature of the interest, and whether it is a disclosable pecuniary interest (DPI) or personal and/or pecuniary.	
2. Confirmation of Housing Scrutiny Sub-Committee Minutes - 23 June 2021	3 - 10
3. Operational Performance Report Q1 2021/22	11 - 46
4. Income and Arrears Monitoring	47 - 54

5. Financial Performance - Quarter 1 2021/22	To
6. Work Programme for 2021/22	Follow
7. Strategic Risk Register - Quarterly Review	55 - 68
8. Exclusion of Press and Public	69 - 72

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

SECTION B

9. Strategic Risk Register - Quarterly Review	73 - 88
---	----------------

[Exempt Paras 3]

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

Apologies for Absence: None.

Also in Attendance: Councillor D Nannestad, Portfolio Holder, Quality Housing

1. Confirmation of Minutes - 8 March 2021

RESOLVED that the minutes of the meeting held on 8 March 2021 be confirmed.

2. Declarations of Interest

No declarations of interest were received.

3. Change to Order of Business

RESOLVED that the order of business be amended to allow the verbal report on Scheduled Repairs Pilot Feedback to be considered as the next agenda item, and that other agenda items be prioritised for discussion as required.

4. Matters Arising

Councillor Gary Hewson, Chair apologised for speaking out in error at Performance Scrutiny Committee the previous evening when he stated that changes to housing targets this year had not been agreed.

He now accepted that housing performance indicators had been altered for the Council year as agreed previously by Housing Scrutiny Sub Committee, then tabled at Executive. He recognised that the effects of COVID could affect the data and apologised for his mistake. The targets would be reviewed in six months' time.

5. Scheduled Repairs Pilot Feedback (Verbal Report)

Matt Hillman, Assistant Director, Housing and Investment, gave a verbal update on the Scheduled Repairs Pilot Feedback, covering the following main points:

- He apologised for a slight delay in the presentation of the report. It was due to be seen by the Director of Housing on Friday, it would then be made available to LTP members and passed through the normal Committee process.
- The hold-up in producing the report had been due to a delay in getting accurate updates on the figures, however, he was now happy with the data.
- Customer/staff feedback had been positive.
- The pilot scheme had helped in our aim to drive down carbon reduction and had also saved on fuel costs.
- He would share the report with Housing Scrutiny Sub Committee before it went through the Committee process, together with video footage on suggested recommendations.

- The pilot had been due to end in January 2021; however, it had been extended to ensure the data was comparable.

Debbie Rousseau, Lincoln Tenants Panel member highlighted that the appointed contractors were polite, professional, and friendly and had produced a good standard of work.

Mick Barber, Chair of Lincoln Tenants Panel appreciated that these were difficult times and that the Council was trying to get back as much as it could to service as normal. Any new project would have issues; however, this approach was the right way forward, well done.

RESOLVED that the content of the verbal update be noted with thanks.

6. Update on Housing Dept Operations Post Covid 19

Daren Turner, Director of Housing and Investment, and Matt Hillman, Assistant Director, Investment provided an update on the current operating position of the services within the Housing Directorate during current national lockdown arrangements. Members were advised that the City of Lincoln Council constantly reviewed and adapted its service offer to protect our customers, staff, and our partner's staff. The following main points were covered:

- The Housing Directorate was committed to keep elements of service in place during COVID, sometimes only responding to emergencies, for our most vulnerable customers.
- The Department was carrying out agile working, where work was needed.
- Following the release by the Cabinet Office in March 2021 of a 'road map' to gradually move the country into a fully 'opened' position potentially by 21 June 2021, the DELTA variant was causing a spike in case numbers across the country which meant that steps to reduce restrictions had been put back until 19 July 2021.

A more detailed update summary of the current position was provided within the Director of Housing and Investment's report, covering the following areas:

- Housing Strategy
- Safety Advisory Team
- Resident Involvement
- Maintenance (Repairs/Aids & Adaptations/ Fire Compliance)
- Hamilton House
- Voids
- Investment
- Aarons
- Homelessness/Housing Solutions
- Rough Sleeper Team
- Tenancy Services/Voids Support
- Lincare/Supported Housing.

Members discussed the content of the report in further detail.

Councillor Vaughan praised officers on the work of the Department during the pandemic.

The following comments/questions emerged from discussions held:

- Now repairs were in-house/localised, would smaller contractors be used for installation of doors/windows and kitchens/bathrooms?
- Officer Response: Contractors would be brought in for kitchen installations in years 5 and 6 as a substantial number of properties would be due refits.

- Would the same kitchen standard be maintained?
- Officer Response: The kitchens would be of a higher specification. Bathrooms would be fitted with multi panels. The housing stock was in a great shape as verified by Savills. It was rewarding to be able to use our own operatives. Contractors would be brought in for larger jobs. The use of smaller contractors would benefit local suppliers. The service aspired to raise the standard of housing stock with the hope that properties would be maintained at an improved standard as tenants showed pride in their homes.

- The Chair of LTP, Mick Barber, welcomed the new way of working with use of local suppliers and contractors. He asked for a timescale for the re-opening of communal areas in sheltered housing.
- Officer Response: This was very difficult to determine due to the risk of infection, which had been avoided to date. The service would wait until the new date given by the government of 19 July 2021 to open these areas. Restrictions in larger communal areas had been eased a little.

- Would tenants receiving kitchen refits be given a choice of kitchen unit colours?
- Officer Response: Yes, Samples would be distributed.

- How effective was communication between housing officers and tenants during COVID?
- Officer Response: Communication had been mainly via telephone. The service wanted to return to the working practice of officers getting out and about in communities. Further technology was planned to use mobile devices to communicate more effectively and mobile working bays would be provided for staff.

Councillor Strenziel requested an update on the Birchwood Boiler House development. Matt Hillman agreed to e mail him directly on this matter.

The Chair reported that the Council was expected to work to the same standard from home as in City Hall to achieve the same service. The continuity of having regular housing officers was important to members of the community to enable them to associate with a familiar face.

RESOLVED that:

1. Councillor Strenziel be provided with an update from officers on the Boiler House project as requested.
2. The current operating conditions of the Housing Service and those proposed post announcement on 21 June 2021 be noted.
3. The verbal update on the delay in relaxing government lockdown restrictions until 19 July 2021 be noted.

7. LTP Matters

Mick Barber, Chair of LTP Housing Scrutiny Sub Committee advised that he had nothing to report at present.

8. Housing Finance

Daren Turner, Director of Housing and Investment spoke to a report provided by the Financial Services Manager on the Council's Housing Out-turn position for 2020/21. He advised on the content of the report as follows:

- The report provided members with the provisional summary of actual income and expenditure compared to revised budget for HRA and HRS services and showed how any surpluses had been allocated to reserves.
- The full out-turn report for the Authority would be presented to Executive on 24 June 2021.
- For 2020/21 the Council's Housing Revenue Account (HRA) net revenue budget was set at (£75,000), which resulted in an estimated level of general balances at year-end of £1,000,141.
- The financial performance quarterly monitoring report for 3rd quarter predicted an underspend of £772,391. The provisional outturn for 2020/21 now indicated an underspend of £71,514. This would result in HRA balances at 31 March 2021 of £1,074,653.
- For 2020/21 the Council's Housing Repairs Service (HRS) net revenue budget was set at zero, reflecting its full cost recovery nature.
- The financial performance quarterly monitoring report for 3rd quarter predicted a £204,670 surplus outturn for 2020/21. The provisional outturn for 2020/21 showed a trading deficit of £322,088, which had been repatriated to the HRA, as the major service user.

Daren Turner, Director of Housing and Investment highlighted that the HRA remained in a good position with a good level of reserves and funds set aside for future pressures.

Councillor Hewson, Chair, requested in terms of the figures for the out-turn position that a fuller report relevant to the Housing Service be provided the following year.

RESOLVED that the provisional out-turn position for the HRA and HRS for 2020/21 be noted.

9. Homelessness Reduction Act 2017 Statutory Duties

Daren Turner, Director of Housing and Investment:

- a. presented a report from Alison Timmins, County Homelessness Partnerships Manager with a summary of the Council's statutory duties in accordance with the Homelessness Reduction Act 2017

- b. advised that the Homelessness Reduction Act placed new duties on English Councils so that everyone presenting as homeless or threatened with homelessness had access to meaningful help, irrespective of their priority need status or local connection to the authority they approached
- c. reported on several new duties introduced including:
 - Duty to assess all eligible applicants' cases and agree a Personal Housing Plan
 - The Prevention Duty: in cases of threatened homelessness
 - The Relief Duty: in cases where the applicant was homeless
 - New duties on Public Authorities; the Public Duty to Refer, and on applicants. Any applicant who failed to co-operate may cease to be eligible for further assistance.
- d. gave further detail to the duties/processes to be followed as outlined at Paragraph 3 of the officer's report.

RESOLVED that the contents of the report relating to the Council's statutory duties in relation to the Homelessness Reduction Act 2017 be noted.

10. County Wide Covid 19 Homelessness Response

Daren Turner, Director of Housing and Investment:

- a. provided a report to update Members on the work of the Homelessness Cell which formed part of the Lincolnshire Resilience Forum (LRF) response structure for Covid 19
- b. confirmed that when the Covid 19 crisis started in early March 2020 the LRF set up a structure of meetings/group to help coordinate the response to the Pandemic
- c. advised that The Homelessness/Rough Sleeping Cell was part of that structure and was commissioned as a sub cell of the Health and Care Cell (the upper cell)
- d. described the terms of reference/membership of the cell as detailed at Paragraph 2.3 of the report
- e. reported on the current position of the group which had now been meeting for 15 months, meetings having been moved from weekly to bi-weekly as a "battle rhythm" was established with the Chair immediately moved to City of Lincoln (COL) due to the pressures in the City and established connections
- f. advised that the terms of reference had been changed as the group developed and its role morphed from being a reactive body, initially triggered by the letter all councils received in March 20 from Luke Hall (MP) calling for Councils to respond over the initial lockdown period by getting everyone in off the streets, now known as the 'everyone in' campaign

- g. highlighted that the group were able to achieve that initial critical milestone of taking virtually everyone off the street during the initial stages of lockdown
- h. reported on the most positive outcome from the formation of the cell being the network it had created and the partnership working that it had enabled; closely working together, in order to respond to the pandemic, had led to the creation of trust amongst not only the public bodies but also all the organisations involved in the homeless rough sleeping response which had resulted in successes across a range of areas as detailed within the report
- i. reported that, from learning over the last year, The Cell felt that research should be done into why people got into the rough sleeping system in the first place and then measures be put in place earlier to prevent the move to rough sleeping
- j. added that The LRF had now altered its structure slightly as it moved towards a recovery basis, The Upper Health and Care Cell had been stood down and we were advised that the Homelessness Cell should continue but report to a newly formed Community & Voluntary Sector Engagement (CVSE) Recovery Cell, moving forward, likely to be chaired by the new County Wide Homelessness Coordinator

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

Were rough sleepers with additional needs given assistance to support their tenancy?

Officer Response: In cases of a client in care they should be receiving support to maintain their tenancy and their needs managed through appropriate services. We were now looking at further resources in supporting tenancies.

It was not fair to categorise sofa surfers as not being homeless as they did not have proper living conditions. Vulnerable clients should get help from other Councils rather than being given priority over local people seeking accommodation.

Officer Response: It must be understood that this situation was not of our making as it was controlled by government legislation. We did refer clients back to their own areas.

It was understood there had been a reduction in Housing Related Support.
Officer Response: Yes, the contract for funding this service had been reduced by £1m at the start of 2020/21 but delayed until October 2020 due to the pandemic.

Councillor Nannestad, Portfolio Holder for Quality Housing added that there was government money available under the 'everyone in' campaign' and provision of 'move on' accommodation for homeless people, although additional funding was required for Housing Related Support.

RESOLVED that the content of the update report be noted.

11. Work Programme 2021/22

The Chair

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

RESOLVED that the content of the work programme be noted.

12. Exclusion Of Press and Public

RESOLVED that the press and public be excluded from the meeting during consideration of the following items of business because it was likely that if members of the public were present there would be a disclosure to them of exempt or confidential information.

13. Performance Monitoring Report Quarter 4 2020/21

Yvonne Fox, Assistant Director of Housing

- a. presented the Housing Scrutiny Sub Committee with an end of year report on performance indicators for the 2020/21 financial year (April 2020-March 2021)
- b. reported that over the last eleven years the Council had been working with Lincoln Tenants Panel to improve external scrutiny and to meet standards implemented by the Tenant Services Authority
- c. added that from April 2010 all social landlords were required to have local offers in place alongside the national standards as set out in the new Regulatory Framework for Social Housing, which was amended with effect from April 2012 although the principles remained the same
- d. referred to Appendix A of her report which detailed performance of the various targets in greater detail/clarity with further information on areas highlighted at paragraph 4 of her report
- e. invited committees' questions and comment.

Members discussed the content of the report, asked questions, and received relevant responses from officers thereon.

RESOLVED that:

1. The current performance outcomes during the financial year 2020/21 be noted.
2. A commitment to continued reporting on a quarterly basis and to determine a programme to have more interim in-depth reviews of service specific performance be noted.

14. Anti Social Behaviour Update 2020/21

Francesca Bell, PPASB and Licensing Services Manager/Yvonne Fox, Assistant Director of Housing:

- a. provided Housing Scrutiny Sub Committee with an overview of the reports of ASB received by the Housing Service in 2020/21
- b. provided further detail within the report on ASB cases listed by ward and by type, as summarised at Appendix A
- c. reported that Housing Services successfully obtained accreditation for the ASB services the Tenancy Services Team provided for our tenants in 2017
- d. added that over the last four years we had seen significant improvement in the quality of the help and advice we gave to our tenants; the service was due to be inspected again in 2020 but this was postponed due to the pandemic and it was anticipated that this would now take place later this year
- e. highlighted that LTP was significantly involved in the development of our services and would be involved with the next inspection; providing an excellent service to address reports of ASB was key in an excellent housing service and gaining the accreditation highlighted the quality of the service we provided.

Members discussed the content of the report in further detail, asked questions and received relevant responses from officers thereon.

RESOLVED that:

1. The breakdown of ASB cases opened during 2020/1 be noted.
2. A commitment to continue to provide the excellent service that we provided to address any reports of ASB and to look for ways to improve and develop the service further be noted.

SUBJECT: OPERATIONAL PERFORMANCE REPORT Q1 2021/22

DIRECTORATE: CHIEF EXECUTIVE

REPORT AUTHOR: PAT JUKES – BUSINESS MANAGER CORPORATE POLICY

1. Purpose of Report

- 1.1 To present to Performance Scrutiny Committee a summary of the council's performance in Q1 of 2021/22.

2. Executive Summary

- 2.1 This report covers the first quarter of 2021/22, with the data found in two Appendices A and B

There are 17 quarterly measures with RED (below target) statuses – all of which have been worsened as a direct or indirect result of the pandemic situation. There are also 16 quarterly measures with GREEN (above target) statuses, with the remaining 14 being within the acceptable boundaries.

3. Background

- 3.1 City of Lincoln Council, like all other local authorities, has had to make dramatic changes as a result of the three national lockdowns resulting from the COVID-19 pandemic, not only to ensure that we kept our critical services functioning, but also to deliver a community leadership role for our city in a time of crisis.
- 3.2 Whilst formal performance reporting was limited in the first half of 2020/21, we restarted reporting in quarter four and we are now able to report performance figures for our key services and have resumed our usual performance reporting format. Thus this report will present the performance of service areas and directorates against our agreed performance measures and targets, as well as corporate performance measures.

4. The data appendices

- 4.1 The full report is attached as **Appendix A**, with the Strategic Measures Dashboard attached as **Appendix B**. It provides a summary table of results by directorate plus a narrative summary of performance for quarter one for each of the key services.
- 4.2 The written report focuses mainly on service areas that have surpassed or not met their targets. It offers commentary on why this is the case and what steps are in place to remedy any issues.

5. Strategic Priorities

5.1 Let's drive inclusive economic growth; Let's reduce all kinds of inequality; Let's deliver quality housing; Let's enhance our remarkable place; Let's address the challenge of climate change – As this report is purely concerned with service performance there are no direct impacts on Strategic Priorities, although clearly the better the performance the more services can contribute towards priorities.

6. Organisational Impacts

6.1 Finance (including whole life costs where applicable) - there are no direct financial implications as a result of this report. Further details on the Council's financial position can be found in the financial performance quarterly report elsewhere on the agenda.

6.2 Legal Implications including Procurement Rules - There are no direct legal implications

6.3 Equality, Diversity and Human Rights There are no direct equality implications as a result of this report.

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

This report has no direct effect on Equality in itself, but through measurement of services we are constantly able to review the quality of them for all recipients.

7. Risk Implications

7.1 (i) Options Explored – n/a

7.2 (ii) Key risks associated with the preferred approach – n/a

8. Recommendation

8.1 Comment on the content of the report ahead of it going to Executive on 25th August 2021.

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?

Two (A and B)

List of Background Papers:

None

Lead Officers:

Pat Jukes
Business Manager, Corporate Policy
Scott Lea
Acting Performance & Engagement officer

This page is intentionally blank.



CITY OF
Lincoln
COUNCIL

Operational Performance Report Q1 2021/22

Pat Jukes

Business Manager, Corporate Policy

July 2021

Introduction

This quarter we are in a position to return to standard performance reporting as we are able to report on the majority of performance measures within key services.

However, it should be noted that our services are still operating in a changed environment from that prior to the pandemic. There are a number of different effects that are worth considering – all of which can and will affect performance levels, sometimes permanently.

- The impact of COVID-19 on services has been covered in previous reports in great detail. Having now completed the staged removal of lockdowns, teams are slowly returning to a less restricted service provision where possible
- We are nearly through the 2021 'Towards Financial Sustainability' programme, which is designed to stabilise our financial situation post covid. There will be performance changes seen within services as a result of financial reductions
- In some areas we are now seeing additional demand which has been pent up through the last year and now that things are nearing a new normality, customers are making requests they have not felt able to for quite some time
- Through all of the above we are still dealing with business as usual; customers still need services to function on a near normal basis

This report shows each directorate's outturn, with commentary on measures that have reported both above and below their targets. The targets used are those presented to Exec in June 2021, and as agreed with the Select Committee we have taken these back to Performance Scrutiny to provide further information on the rationale for all changes proposed as well as the next steps.

As usual, we have also collated reports on our corporate performance measures, with data on complaints, sickness, appraisals and vacancies available.

Contents

How to read this report – Page 3

Authority Wide Summary – Page 4

Chief Executives Directorate

- Performance – Pages 5 - 9

Directorate for Communities and Environment

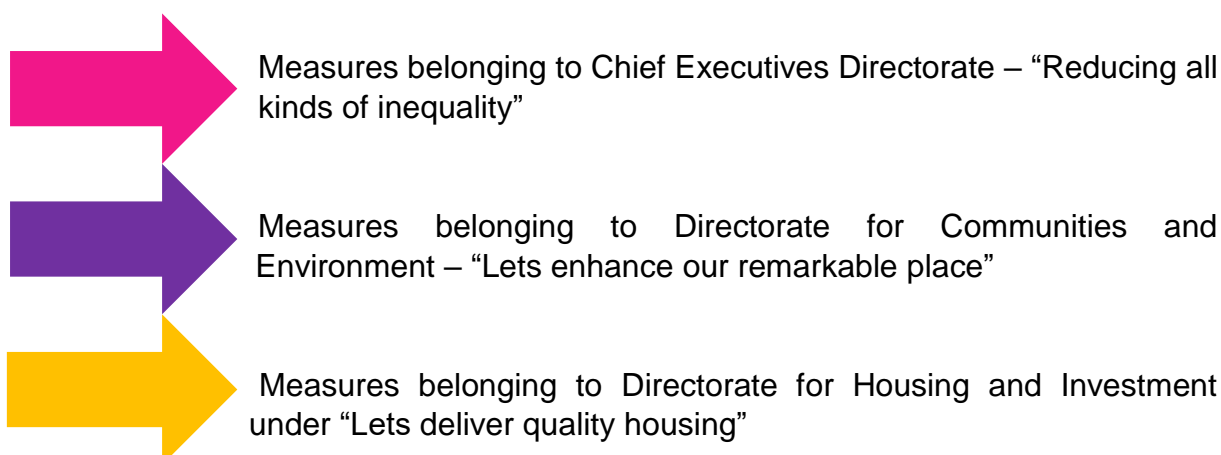
- Performance – Pages 11 - 16

Directorate for Housing and Investment

- Performance – Pages 18 - 22

Corporate Measures – Pages 24 - 28

How to read this report

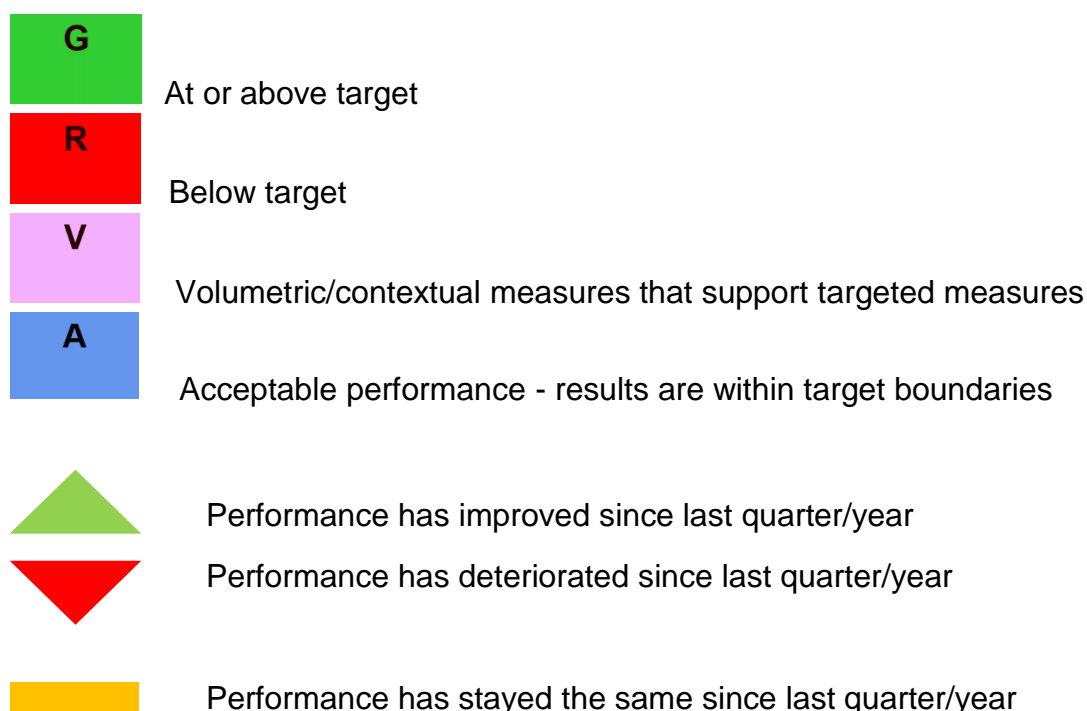


Directorate for Major Developments doesn't monitor performance through strategic measures, and instead is performance managed by the progress of the various projects DMD owns under "Driving Inclusive Economic Growth" and Let's Address the Challenge of Climate Change”

The report details all measures by individual directorate grouping, with annual and quarterly measures split separately.

The report also includes data on our corporate measure categories:

- Sickness
- Corporate complaints including Ombudsman rulings
- Resource information
- Appraisal information



Authority Wide Performance Summary

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

G At or above target

R Below target

V Volumetric/contextual measures that support targeted measures

A Acceptable performance - results are within target boundaries

Quarterly Strategic measure performance by status					
Directorate	Below Target	Acceptable	Above target	Volumetric	Total
CX	4	4	5	5	18
DCE	5	9	7	8	29
DHI	6	4	3	5	18
Total	17	14	16	18	65
Quarterly Strategic measure performance by direction					Total
Directorate	Deteriorating	No change	Improving		
CX	8	6	4	18	
DCE	7	11	11	29	
DHI	8	5	5	18	
Total	23	22	20	65	

Chief Executives Directorate Performance

Service Area	Measure	Current Value	Status	Direction
Communications	Percentage of media enquiries responded to within four working hours	76.00	A	▼
Communications	Number of proactive communications issued that help maintain or enhance our reputation	31	A	▼
Work Based Learning	Percentage of apprentices completing their qualification on time	100.00	G	—
Work Based Learning	Number of new starters on the apprenticeship scheme	4	V	—
Work Based Learning	Percentage of apprentices moving into Education, Employment or Training	100.00	V	—
Customer Services	Number of face-to-face enquiries in customer services	53	V	—
Customer Services	Number of telephone enquiries answered in Channel Shift Areas (Rev & Bens, Housing & Env. Services)	29,980	V	—
Customer Services	Average time taken to answer a call to customer services	291	A	▼
Accountancy	Average return on investment portfolio	0.10	R	▼
Accountancy	Average interest rate on external borrowing	3.15	G	▲
Revenues Administration	Council Tax - in year collection rate for Lincoln	25.10	A	▼
Revenues Administration	Business Rates - in year collection rate for Lincoln	29.10	R	▼
Revenues Administration	Number of outstanding customer changes in the Revenues team	2,665	R	▼
Housing Benefit Administration	Average (YTD) days to process new housing benefit claims from date received	16.81	G	▲
Housing Benefit Administration	Average (YTD) days to process housing benefit claim changes of circumstances from date received	4.88	G	▼
Housing Benefit Administration	Number of Housing Benefits / Council Tax support customers awaiting assessment	2,098	R	▲
Housing Benefit Administration	Percentage of risk-based quality checks made where Benefit entitlement is correct	95.94	G	▲
Housing Benefit Administration	The number of new benefit claims year to date (Housing Benefits/Council Tax Support)	973	V	—

Communications

The main focus of media questioning in Q1 shifted from Covid-related subjects to more regular enquiries. Enquiries tend to fall into the categories of council decisions made, the council calendar (e.g. elections), events in the city and the services we provide.

In Q1 2021, for example, our top three enquiries related to: 1. May elections. 2. Toilet's review. 3. Steampunk. Whereas, in Q1 2020, nearly every enquiry was Covid related.

In Q1, 76% of media enquiries were responded to within our four-hour target. While this is a slight drop on the previous quarter (87%), it still remains within target boundaries. We received a small number of more complex enquiries that required detailed, and therefore more time consuming, responses compiling.

We have continued to examine how we engage with our residents and businesses, and explore the best ways to proactively counteract, correct and clarify any misinformation or misunderstandings by using the communications tools at our disposal.

These factual communications have been issued to correct any misunderstandings resulting from a media article or on social media. An example of this would be the recent misunderstanding resulting from media headlines where some readers took the toilet review as a proposal to close ALL of the toilets in the city. We created a map which showed the toilets remaining open and those actually set to close.

Another example is the work done to pre-empt any anticipated confusion (and resulting inaccuracies) around the introduction of new polling stations in the May 2021 election. These examples form part of the 31 proactive communications issued and sit within target boundaries.

Work Based Learning

Whilst numbers of new starters apprenticeships have decreased during the pandemic, we have been working with service areas to identify apprenticeships in readiness for the recovery phase and are recruiting again now to support young people on our corporate apprenticeship scheme. There are also apprenticeship opportunities for our existing employees where it supports their development and is aligned to the delivery of our strategic objectives and required skills.

In addition, work has been undertaken to identify new routes for apprenticeships such as digital and horticulture in addition to existing apprenticeships already offered. We also support the delivery of apprenticeships at West Lindsey District Council, which is included in performance numbers.

We are able to report that in Q1 all three apprentices completed their courses on time and moved into employment, education or training. We have also been able to recruit four new starters in Q1 (two for CoLC and two for WLDC).

Customer Services

During Q1, Customer Services has seen a total of 53 face to face customers at City Hall, as we continue to offer limited appointments for complex and essential visits only. Customers are still given assistance with routine enquiries through emails and telephone calls, but complex queries about benefits, council tax accounts or tenancy matters remain by appointment only. Whilst demand from the public is relatively low at present, we expect this to increase gradually as customers become more comfortable with the lifting of restrictions.

In total 152 customers have been seen face to face across all services. This includes people seen by the Welfare Team, Housing Officers, Homelessness and Parking. The majority of appointments have been with the Welfare team.

In Q1 we have seen a significant uplift on the number of calls received in the key channel shift areas, although as this is compared to the start of the pandemic last year when numbers are likely to have been lower than usual, this was expected. But the team does now handle a significant number of Housing Solution calls, which were transferred to the team last year.

Service	No. calls Q1 2020	No. calls Q1 2021
Refuse/environmental	3667	5603
Housing solutions /homeless	0	4603
Housing (tenants)	8682	12680
Council Tax/Benefit	5737	7094
Sub-total	18086	29980
Others	1227	1550
Total	19313	31530

Calls in Q1 were answered on average in 291 seconds, which at just short of five minutes is within the target boundaries. As already indicated, the number of calls answered has risen in comparison to the previous Q1. The complexity of calls that COVID-19 unfortunately has created for some residents, has extended the length of the call needed. The average length of call is now at 7 minutes 28 seconds compared to 5 minutes 35 seconds in Q1 2020, and 6 minutes 30 seconds in Q4

In addition the team have faced a sudden unplanned staff shortage when two experienced members of the Customer Services Housing response team were offered roles within the Tenancy and Housing Solutions Teams. This can often happen as working in customer services does increase skill sets for defined areas and thus individuals may choose to make a career move. However, for the Customer Services team, this means a short period of recruitment and training to fill the vacancies left.

Accountancy

The average return on our investment portfolio currently stands at 0.1%, which is just outside the target of 0.12 to 0.18, but in line with the Bank of England base rate of 0.10%. We are doing well on the average rate of interest on external borrowing which, at 3.15% is below the lower target of 3.75%. This is primarily due to a Public Works Loan Board (PWLB) instrument having been repaid at the beginning of April reducing the overall rates paid. Shorter term borrowing at lower rates has been used to replace this

Revenues Administration

At the end of Q1 the Council tax collection figure was 25.1% which is 0.8% below the previous year's Q1 figure but is within the target boundaries – this equates to approximately £400k. To date recovery action has been limited for unpaid bills with recovery only now starting in earnest as the pandemic restrictions start to lift and people can return to work. Customers are now contacting us on receipt of reminders of tax due, with 414 calls on 9th July 2021.

At the end of Q1 the Business Rates collection figure was 29.1% which may at first seem to be down by 12.21% when compared to the previous year %, however as we are not comparing like for like - this is not an accurate reflection. In 2020 the liability for the year was distributed evenly across the whole year, whereas in 2021, retail/leisure/hospitality have nothing to pay in the first three months of the year. So the actual total liability due in the months April, May and June equates to 22.65% of the annual liability. Therefore, as we have already collected 29.10% this shows that we are really reporting better than expectations for Q1

The number of outstanding customer changes in the revenues team has been increasing as demands on the service area continue to be high. Due to new processes introduced to facilitate safe working, customers have primarily been asked to provide electronic documents, causing email correspondence to increase. In Q1 there were 2,665 outstanding council tax support changes to make, which is significantly above the target, and an increase on the 1650 seen in Q4.

Resources from the recovery team have been re-allocated to help arrest the increase in outstanding work and ultimately reduce this. The level of outstanding work has been created by peaks and troughs of work as the country goes in and out of lockdowns; and that the number of changes coming through should level off and reduce over time. There continues to be some long-term sickness within the council tax team, however recently vacant positions have been filled which will help to alleviate the level of outstanding work. It should be noted that this can impact on the workload in the short term as experienced officers undertake training with the new recruits.

An important factor is that previous reported statistics are not comparable to those now being reported, due to outstanding customer e-mails now also being captured in the Revenues Document Management System, which was not the case previously – so these are now also included as outstanding work waiting to be processed. Therefore, the reported figure at the end of Quarter 1 2021/22 effectively becomes the new 'baseline'.

An action plan is in place with resources within the wider revenues team re-allocated to Council Tax work as well as the new recruits mentioned above – it should be noted that reducing the level of work will take some time, however it is envisaged progress will have been made by the end of Quarter 2, with – more realistically – the work being within (or close to) target by the end of Quarter 3, as new team members have been trained and can clear higher levels of work. Work processes also continue to be reviewed, particularly encouraging taxpayers to utilise interactive Council Tax e-forms – which are working well and capture more of the required information at the earliest

opportunity. At the moment, some taxpayers may be waiting up to one month for their change to be considered – however, this is not everyone due to the way demands come into the service – some taxpayers enquiries/changes are dealt with much quicker.

Benefit Administration

During 2020/21 and as a result of the impact of COVID-19, our Benefits Team has received significant other areas of work which could not have been foreseen prior to the pandemic situation – for example, administration of the Test and Trace Support Payment's scheme, as well as elements of the Winter Grant Scheme (which actually ran into June).

However, despite the additional workloads, in Q1, the average time to process new housing benefit claims was better than its target, achieving 16.81 days, which is 0.1 quicker than in Q4. In respect of processing changes of circumstance, whilst there has been a small increase in the time taken since Q4 (3 days), the performance at 4.88 days still sits better than target.

In Q1, the number of Housing Benefits/Council Tax support customers awaiting assessment has decreased, from 2,123 in Q4 to 2098 this quarter. This sits just above the higher target throwing the performance into a red status. Workload continues to increase due to COVID-19's impacting on resident's circumstances, leading to frequent changes.

It is also good to see that the team has managed to retain a high-quality level achieving 95.94% of correct benefit entitlement as found in the risk-based quality checks conducted.

In terms of the claims checked that were 'correct, first time' (with even £0.01p 'out' being classified as an incorrect assessment), at the end of Quarter 1 2021/22:

- City of Lincoln: 95.94% (189 out of 197 checked),
- North Kesteven: 94.04% (221 out of 235 checked).

These checks are in addition to the significant number of checks also carried out under the audit requirements of the annual Housing Benefit Subsidy claims.



Directorate for Communities and Environment - Performance

Service Area	Measure	Current Value	Status	Direction
Food and Health & Safety Enforcement	Percentage of premises fully or broadly compliant with Food Health & Safety inspection	0.00	A	—
Food and Health & Safety Enforcement	Average time from actual date of inspection to achieving compliance	15.80	R	▼
Food and Health & Safety Enforcement	Percentage of food inspections that should have been completed and have been in that time period	11.00	R	▲
Development Management (Planning)	Number of applications in the quarter	224	V	—
Development Management (Planning)	End to end time to determine a planning application (Days)	56.26	G	▲
Development Management (Planning)	Number of live planning applications open	128	A	▲
Development Management (Planning)	Percentage of applications approved	97.00	G	▲
Development Management (Planning)	Percentage of decisions on planning applications that are subsequently overturned on appeal	0.00	G	—
Development Management (Planning)	Percentage of Non-Major Planning Applications determined within the government target (70% in 8 weeks) measured on a 2-year rolling basis	90.00	G	▲
Development Management (Planning)	Percentage of Major Planning Applications determined within the government target (60% in 13 weeks) measured on a 2-year rolling basis	75.00	A	▼
Private Housing	Average time in weeks from occupational therapy notification to completion of works on site for a DFG grant (all DFG's exc. extensions)	21.40	A	▲
Private Housing	Average time from date of inspection of accommodation to removing a severe hazard to an acceptable level	0.00	V	—
Private Housing	Number of empty homes brought back into use	3	A	▼
Public Protection and Anti-Social Behaviour Team	Number of cases received in the quarter (ASB)	115	V	—
Public Protection and Anti-Social Behaviour Team	Number of cases closed in the quarter	861	V	—
Public Protection and Anti-Social Behaviour Team	Number of live cases open at the end of the quarter	234	A	▼

Public Protection and Anti-Social Behaviour Team	Satisfaction of complainants relating to how the complaint was handled	0.00	R	▼
Sport & Leisure	Quarterly visitor numbers to Birchwood and Yarborough Leisure Centres	60,109	R	▲
Sport & Leisure	Artificial Grass Pitch usage at Yarborough Leisure Centre & Birchwood Leisure	895.00	G	▲
CCTV	Total number of incidents handled by CCTV operators	2,549	V	▬
Waste & Recycling	Percentage of waste recycled or composted	29.34	A	▼
Waste & Recycling	Contractor points achieved against target standards specified in contract - Waste Management	135	A	▲
Street Cleansing	Contractor points achieved against target standards specified in contract - Street Cleansing	90	A	▲
Grounds Maintenance	Contractor points achieved against target standards specified in contract - Grounds Maintenance	20	G	▬
Allotments	Percentage occupancy of allotment plots	97.00	G	▼
Parking Services	Overall percentage utilisation of all car parks	36.00	R	▲
Parking Services	Number of off street charged parking spaces	3,750	V	▬
Licensing	Total number of committee referrals (for all licensing functions)		V	▬
Licensing	Total number of enforcement actions (revocations, suspensions and prosecutions)	1	V	▬

Food Health and Safety

The food premise inspection programme has been partially suspended during the pandemic and lockdown measures. The Food Standards Agency provided a framework on how Local Authorities should manage food official controls, recognising these staff were re-deployed to tackle Covid related activity. This means the team, within the capacity available, has focused on those food premises where the risk to public health is high or the risk is unknown. In terms of inspections the team have targeted the 0, 1 and 2 rated businesses in the City and have also processed all new food business registrations.

A total of 106 food inspections have been carried out during Q1 in an average of 15.8 days each following strict Covid protocols; with a further 30 businesses under investigation and assistance to reach the level of compliance required in order for the inspection to be considered completed. As of 30 June there are 341 outstanding inspections from the previous year and the total inspection programme for this year is set at 905.

As noted above, we have been issued with a recovery plan from the Food Standards Agency which we are currently working to. However full recovery of the inspection programme is not expected by the FSA until March 2023. This measure will be very carefully monitored over the next 18 months to understand if recovery is on track.

In the first quarter the team achieved 106 inspections and many of these are new food business registrations and focusing on those businesses that present the greatest risk to public health, typically evening economy takeaways and restaurants.

Development Management (Planning)

There has been continued strong performance in the planning areas – Q1 saw 224 planning applications submitted which remains relatively high, mirroring the increased confidence in the general market. It took 56.26 days on average to determine the outcome of those applications, well below the lower target of 65 days. The number of planning applications that are still being worked on slightly decreased to 128, which is within the acceptable range for this measure.

The key measures required by central government are the percentage of non-major and major planning applications determined within the government target (70% in eight weeks and 60% in 13 weeks respectively measured on a two-year rolling basis).

In Q1, 90% of our non-major planning applications and 75% of our major planning applications were determined within government targets. This is comfortably above the required national threshold for both non-majors and majors. The major planning work included a few applications with specific technical issues that have taken longer to resolve, which increased the timescales taken. Workloads are currently correlating well with capacity, and the focus of the team remains on prioritising the performance for major applications.

This is all set against a background where 97% of planning applications were approved in Q1 with no decisions being overturned on appeal this quarter.

Private Sector Housing

We are now starting to see an improvement in the numbers of disabled facility applications that can be taken forwards – with 24 applications progressed in Q1, completed in an average of 21.4 weeks each, which is within target boundaries.

Collection has still not been possible on the “Average time from date of inspection of accommodation to removing a severe hazard to an acceptable level”, as inspections of properties and accommodations is still limited to those where intelligence has given reason to believe that a serious health and safety issue may be present. Complaints regarding housing standards have been managed remotely with tenants providing photographs or video footage of the matters that they are concerned about. The private housing team have engaged with landlords and letting agents to seek the required improvement to the properties complained about. A total of 28 complaints relating to housing standards have been investigated and completed in Q1 and further 51 cases are subject to ongoing investigation and negotiation. We are expecting a return to more regular onsite visits from September

In Q1, three properties have been returned to use with the empty homes project's assistance. Whilst the Sincil Bank ‘long term empty’ numbers have remained stable, the actual property list has changed with different ‘long term empty’ properties replacing those that have been returned to use during the first quarter of this year.

It is worth noting that there is now a new 300% premium charge for any property over 10 years empty, starting from the 1st April 2021. There were 23 properties which will be affected by this new charge as of Q1.

Public Protection and Anti-Social Behaviour

The number of cases received in any quarter is a volumetric measure (meaning it is not something the team can influence), but this has increased from Q4's figure of 80 to 115 in Q1, which is higher than normal. We are seeing an increase in ASB cases across the county currently and we believe this the result of lockdown however we will monitor this over the coming quarters.

During Q1, the service has received a total of 1007 service requests, which is significantly higher than the 660 received in Q4. We have closed 861 cases in Q1, and we have 234 open cases still being investigated

Satisfaction of complainants relating to how the complaint was handled is not currently being collected in Customer Services team, but we are going to review whether there is an alternative method.

Sports and Leisure

Members will know that leisure centres were impacted significantly during the key Covid lockdown times with only very short periods where they were able to open at all. Whilst the centres are now open again, social distance restrictions on numbers remain in place until the 19th of July 2021 – and numbers obviously reflect that. We are still taking the necessary extra steps to ensure that we keep both our staff and visitors to the centres safe.

Leisure Centres reopened on the 29th of March with outdoor areas being able to host, children's group use and individual adults, adult group use was in line with the governing body guidance and only where it was professionally organised. Online fitness classes were available for all ages. From 12th April and in addition to the outdoors usage, restricted socially distance numbers were allowed for the indoor use of some facilities. Whilst numbers have improved to 60,109, the capacity in the centres is nowhere near normal level due to the social distancing requirement.

We have seen a definite increase in the Artificial Grass Pitch (AGP) usage at Yarborough Leisure Centre & Birchwood Leisure Centre, with 895 hours of use over the last quarter. Prior to the pandemic the AGP's were open less than a year and still developing interest, however these existing club bookings were starting to fill up the slots. We are happy to report that these clubs have returned to Birchwood and Yarborough since the lockdown has been lifted on outside spaces. New bookings that were put on hold due to the pandemic are slowly taking up the remaining slots on the pitches so continuing the growth seen in 19/20. Outdoor professionally organised exercise is well regulated and is seen one of the safer activities.

Waste and Recycling

Note that the quarterly data presented here is, as usual, lagged by one quarter and thus refers to Q4 2020/21. In Q4 (January – March 2021), 19.43% of waste was recycled and 9.91% of waste was composted (affected by seasonality), equating to 29.34% of waste being composted or recycled, which falls within the expected total for the quarter which is always lower than other quarters.

It is worth noting that the seasonality effect of not having high levels of green waste in Q4 means that the cumulative figure for the full year average is always pulled down slightly at the year end. This can be seen in the annual cumulative figures for 2020/21 which came in at 33.45% (19.09% of waste was recycled, 14.36% of waste was composted, Recent figures suggests that this fall will not continue, and that the next data (for Q1) will indicate a recovery is now in progress.

The government have noted the ongoing struggling recycling performance nationally and have instigated their significant consultations relating to the domestic waste 'journey'. The outcomes from these are expected to drive statutory changes to waste services in the next few years, which will drive up recycling percentages. In the meantime the City continues to work with the Lincolnshire Waste Partnership on joined-up publicity and medium to long term changes to our waste/recycling services.

We recorded 135 contractor penalty points collectively for Q1, the target zone is between 50 – 150. These were broken down into 45 points in April, 35 points in May, and 55 points in June (Low is good).

Street Cleansing and Grounds Maintenance

We have recorded 90 contractor points against the Street Cleansing team and 20 against the Grounds Maintenance team. This means that the Grounds Maintenance result has achieved a green status due to it being better than target, whilst the Street Cleansing team are within target boundaries.

A category incident is one of a set of defined incidents and each time one is reported, various levels of points are put against them (depending on the severity of the incident) to be reviewed as part of the contract monitoring.

Allotments

As at the end of Q1, 1,051 plots of a total 1,144 were let. Of the 1,144 total plots, 1,086 plots are currently lettable. 1,051 occupied lettable plots equate to a 97% occupancy rate, which is above the target of 88%. There continues to be a significant demand for allotment tenancies. All allotment sites currently have waiting lists for plots now and when plots become available, we try to re-let the plots to those on the waiting lists as quickly as possible.

In May 2021, a number of tenancies were terminated for non-payment of the annual allotment charges that were requested in February 2021.

Also, a number of additional plots may become available in the near future as checks are being carried out to ascertain the condition of the tenanted plots and enforcement action will be taken if any plots continue to be unused.

Parking

The car parks and bus station have remained open during all the lockdown periods. We are now experiencing an increase in demand for car parking as non-essential shops have re-opened. The team was prepared to manage the services during this period, ensuring a clean, safe experience for customers and staff, with risk assessments in place, to manage the covid-mitigation issues.

The overall percentage utilisation of all car parks, obviously continues to be at a much lower level in comparison to previous years, reporting at 36% over Q1, but this is a significant improvement on 9.67% in Q4 when we were primarily in lockdown.

We are continuing to advertise a safe return for shoppers, visitors, and residents to the city's car parks, we have re-instigated the car park working group and we hope that in the coming months, with the full lifting of restrictions, that we will see a gradual return to a more normal level of parking utilisation as we focus on encouraging commuters back.



Directorate of Housing and Investment Performance

Service Area	Measure	Current Value	Status	Direction
Housing Investment	Percentage of council properties that are not at the 'Decent Homes' standard (excluding refusals)	2.10	R	▼
Housing Investment	Number of properties 'not decent' as a result of tenant's refusal to allow work (excluding referrals)	189	V	▬
Housing Investment	Percentage of dwellings with a valid gas safety certificate	99.46	R	▲
Control Centre	Percentage of Lincare Housing Assistance calls answered within 60 seconds	98.04	A	▲
Rent Collection	Rent collected as a proportion of rent owed	99.31	G	▼
Rent Collection	Current tenant arrears as a percentage of the annual rent debit	4.20	A	▼
Housing Solutions	The number of people currently on the housing list	1,183	V	▬
Housing Solutions	The number of people approaching the council as homeless	251	V	▬
Housing Solutions	Successful preventions and relief of homelessness against total number of homelessness approaches	52.40	A	▼
Housing Voids	Percentage of rent lost through dwelling being vacant	1.28	R	▼
Housing Voids	Average re-let time calendar days for all dwellings - standard re-lets	40.39	R	▲
Housing Voids	Average re-let time calendar days for all dwellings (including major works)	48.17	R	▲
Housing Maintenance	Percentage of reactive repairs completed within target time (priority and urgent repairs) - HRS only	91.90	R	▼
Housing Maintenance	Percentage of repairs fixed first time (priority and urgent repairs) - HRS only	92.48	A	▲
Housing Maintenance	Appointments kept as a percentage of appointments made (priority and urgent repairs) - HRS only	99.07	G	▼
Business Development	Number of users logged into the on-line self-service system this quarter	11,625	G	▼
IT	Number of calls logged to IT helpdesk	990	V	▬
IT	Percentage of first-time fixes	53.50	V	▬

Housing Investment

The percentage of council properties that are not at the 'Decent Homes' standard (excluding refusals) has increased from the 0.84% reported in Q4 to 2.1% in Q1. This has produced a red status as the target that we aim for is within 1%

Doors and electrics continue to be the vast majority of issues that we face. We are finding that failure numbers are rising as we continue to carry out more inspections. With the new door contractor now conducting surveys, we should be starting door installations from August, from when we will begin to see these figures come down.

Long term access issues to carry out electrical testing persist, despite attempts working across the council to gain entry. Tenants have the option to refuse improvement works, with various reasons for refusal offered such as health issues and a lack of willingness to cooperate.

We currently have 189 properties which are considered 'not decent standard' as a result of tenants refusing us entry to complete necessary works, which is down slightly on the 199 found in Q4.

The Health and Safety Executive advised that gas servicing must continue throughout the COVID-19 pandemic, so we continue to follow our gas servicing procedures and as of the end of Q1 have achieved 99.46% properties with a valid gas safety certificate. This is significantly up on the 96.28% that we achieved in Q4 – but again under the minimum target we have set ourselves of 99.8%. We are still experiencing a small number of failed access cases, which are predominantly caused by the impact of the pandemic, positive Covid cases and self-isolation, meaning we have not achieved access prior to deadline date for servicing.

To enable us to continue with our gas servicing programme, our contractor revised risk assessments and method statements in accordance with government guidance to ensure the safety of our customers when working within properties. We worked closely with our most vulnerable customers and individually risk assessed those properties, then reviewed when gas servicing appointments would take place.

Control Centre

Lincare has continued to operate its 24/7 telecare services for clients throughout the pandemic. The data from Q1 shows that the percentage of calls responded to within 60 seconds has now improved to within target boundaries - reporting at 98.04%, a 0.54% improvement on Q4. We now have improved this KPI to be above the target in every month of Q1 so the Telecare Services Association (TSA) (The industry and advisory body for technology enabled care (TEC) in the UK) are happy.

We believe this temporary dip in performance was caused by new ways of working due to Covid and process changes and following the dip in Q4, staff have been actively trying to improve individual performance which has proved successful.

Rent collection (Tenancy Services)

Q1 rent collection (as a proportion of that owed) as of the end of June reached 99.31% - ahead of the 97% collection target. As of the end of June arrears stood at £1,206,624 compared to £918,016 the previous year, an increase of £288,608. A direct comparison is difficult as the rent-free weeks were moved last financial year due to the foreseen impact of Covid-19, arrears therefore will appear higher until we have had the benefit of the two free weeks.

However, whilst the rent collection rate appears to be high, it has still resulted in arrears as a % of the debit standing at 4.2%, which is within the target range.

Central government's restrictions on enforcement action for rent arrears in response to the COVID-19 pandemic has meant the challenging year in 2020/21 will continue a bit longer. Whilst Tenancy Services has continued to support tenants through the Hardship Fund, DHP and general advice and guidance, it does not allow the team to take robust action when tenants have the means to pay but fail to do so or fail to engage with the council. Until 31 May 2021, with the exception of the most serious cases, landlords (including ourselves) need to give their tenants 6 months' notice before starting possession proceedings. From 1 June 2021, notice periods must be at least 4 months in most cases, including where the tenant has less than 4 months' rent arrears. From 1 August 2021, the notice period for cases where there are less than 4 months of unpaid rent, will further reduce to 2 months' notice. The notice period for 'serious arrears' is 4 weeks' notice and the threshold for what constitutes 'serious arrears' is 'arrears equivalent to 4 or more months' rent.

Housing Solutions

The percentage of successful preventions against total number of homelessness approaches for Q1 stood at 52.4% against a target of 50-55%

We have seen the number of homelessness applications from families reduce during the pandemic however the number of applications from single people has risen significantly because many informal arrangements were ended during lockdown. We expect applications to rise significantly as furlough and the eviction ban come to an end.

We have seen 121 successful preventions across Homelessness Team and Rough Sleeper Team, and this includes preventions such as Management Lets, Direct Lets, (using our own stock to move applicants), Sanctuary Scheme (improving the security in a person's own property so they can stay there safely when under threat of violence) amongst others. We have successfully relieved a further 79 across the housing teams. At the end of June, we had 11 cases that are 'under prevention' and 37 at 'under relief' stage. Prevention work has been extremely challenging during the pandemic as officers have not had the usual access to the private rented sector and other normal prevention measures.

Throughout the Covid pandemic we have continued to receive a relatively high number of housing applications. We also expect this number to increase as restrictions are lifted and furlough and the eviction ban are lifted.

Housing Voids

We have seen an increase in the percentage of rent lost due to properties being empty, taking the amount from 1.12% in Q4 to 1.28% in Q1, which is above our 0.9% target. This is due to the number of void properties in the system and the increase in the number of days taken to repair properties. The difficulties securing raw materials and recruiting tradespeople impacted on both the performance of properties completed by our in-house team and contractors. As improvements are made over the next 6 months in our systems and ways of working, the time taken to repair and relet a void should reduce which will lead to a reduction in the rent loss figure.

The first quarter was challenging for the repairs service due to ongoing safety restrictions due to the pandemic. By June we had begun to see some progress and the Q1 performance showed a slight improvement on year end.

In Q1 we completed 67 minor works and 57 major works – of which 113 were general needs and the other 11 were sheltered schemes such as De Wint court. These works were achieved in 40.39 days for standard relets (44.44 days in Q4) and we also saw an improvement in the time taken to repair total dwellings (including major works) from 50.21 days in Q4 to 48.17 days in Q1.

The time taken for all voids does not meet target boundaries. Figures for all voids includes properties undergoing major works such as kitchen and bathroom replacements, full rewires, extensive plastering, heating system replacement and structural work. These works are labour intensive, and a lack of contractor support has meant that carrying out major repairs is taking longer as we are focusing available labour on meeting customer needs.

In addition, this figure includes sheltered accommodation. During lockdown, demand for accommodation from older people declined due to lockdowns and shielding. As people are now looking to move again, we have started to relet sheltered accommodation and due to the way the figures are calculated, the allocation of a sheltered property may increase the average time taken if the property has been void for some time.

To further improve these times, we have placed an increased focus on efficiencies and established a working group to look at processes and how performance can be improved. Unfortunately, at the start of Q2 the voids contractor went into administration. By 9th August we should be in a position to work with up to 4 local/regional contractors to help HRS with void work. The full Voids contract will have to be re-procured. This will impact on voids performance figures for the rest of this year as days are calculated to the point when a void is let, therefore we will be concentrating on clearing the backlog of voids and then establishing improved working arrangements going forward with our new contractor and focus on our internal procedures across all elements of the void process, to deliver further efficiencies.

A significant level of resource is now spent on maintaining temporary homelessness accommodation for the NSAP and buy-back programmes which has not been included in performance monitoring in the past. When performance targets are reviewed, this aspect will be taken into consideration

Housing Maintenance

Performance for the percentage of reactive repairs completed within target time measure is currently below target (97%-99%) at 91.9%. We have identified a service issue with the resource planners booking the appointments outside of the 3 working day window, causing a number of repairs to be completed outside the target time. There are a number of reasons as to why this has happened; factors including labour and material shortages, isolation protocols for HRS operatives and a training issue with the Resource Planners. Having identified these issues and processes now put in place, we are expecting an upturn in performance and results will be reviewed on a monthly basis.

First time fix performance for urgent and priority repairs remains on target at 92.48% fixed first time. As these are repairs that are required to be completed in either 24 hours or 3 working days, most of these repairs are completed on the first visit with van stock, and without the requirement to raise a follow-on repair to attend at a later date. HRS has been affected by a shortage in some materials, however these have mainly related to more extensive repairs, and fortunately have had a minimal impact with the priority and urgent responsive repairs.

Performance in Q1 for appointments made and kept remains consistently high at 99.07%. To ensure we operate efficiently we offer a variety of appointment slots via the scheduled repairs pilot, in order to give us and the customer flexibility. We also have the ability to pull appointments forward in agreement with the customer should an earlier appointment be made available, thus ensuring we provide the best service.

Business Development

The number of users logged onto the online self-service system on our City of Lincoln website this quarter rose to 11,625 – increasing by some 5% or 561 on the same quarter last year.

In-house IT – we have seen the number of calls logged by staff to the help desk increase in number, partially caused by rollout of new devices and technology, and therefore additional support required for staff.

The percentage of calls fixed first time within our IT department has slightly decreased to 53.5% (from 56.5% last quarter), because the overall volumes of calls has increased, and as a result of rollout of new devices and technology, calls are becoming more complex to resolve.

**KEEP
LINCOLN
SAFE**

SPENCER

THE BRISTOL
CAFE

Authority Wide Measures

Sickness performance

Overall average sickness absence rate of 2.92 days per FTE has risen against the same quarter in 2020/21, where it stood at 1.13 days per FTE, however it does fit in a similar band to the data from the previous two years (before the Covid effect)

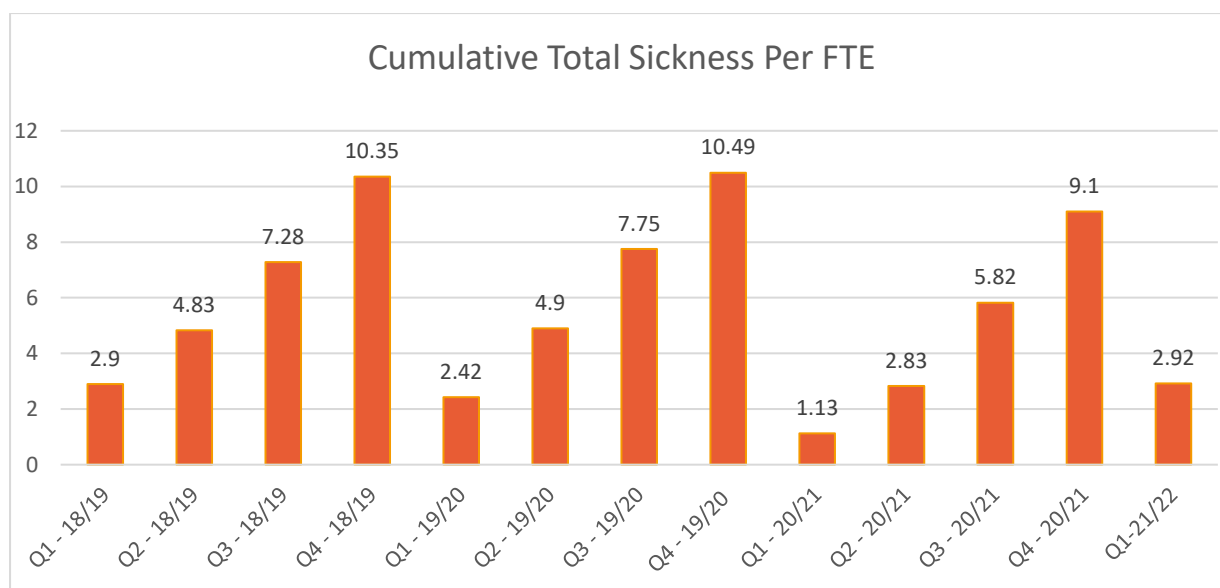
However, it is worth noting that short term sickness is only up year on year by 0.37, and still under the previous year trends, whereas long term sickness is up by 1.42 days per FTE and higher than previous years.

Health and wellbeing remains a priority for us, and the HR team regularly provides a range of advice and guidance to support all staff with their physical and mental wellbeing.

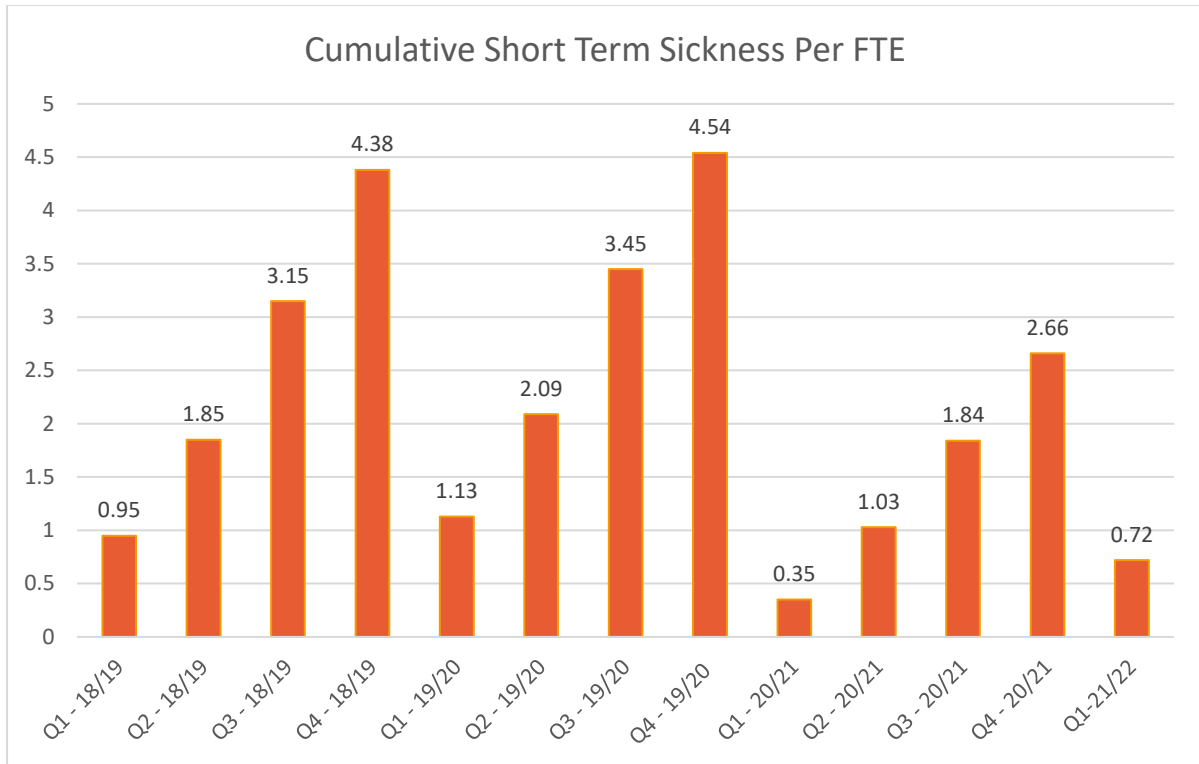
Q1 2021/22 ONLY

Directorate	CX (Excluding Apprentices)	DCE	DMD	DHI	Total (Excluding Apprentices)	Apprentice Sickness
Short Term Days Lost	80.5	86	0	226	392.5	1
Long Term Days Lost	250	231	0	711	1,192	0
Total days lost	330.5	317	0	937	1,584.5	1
Number of FTE	168.69	137.22	14.2	222.17	542.28	4
Average Short-Term Days lost per FTE	0.48	0.63	0.00	1.02	0.72	0.25
Average Long-Term Days lost per FTE	1.48	1.68	0.00	3.20	2.20	0.00
Average Total Days lost per FTE	1.96	2.31	0.00	4.22	2.92	0.25

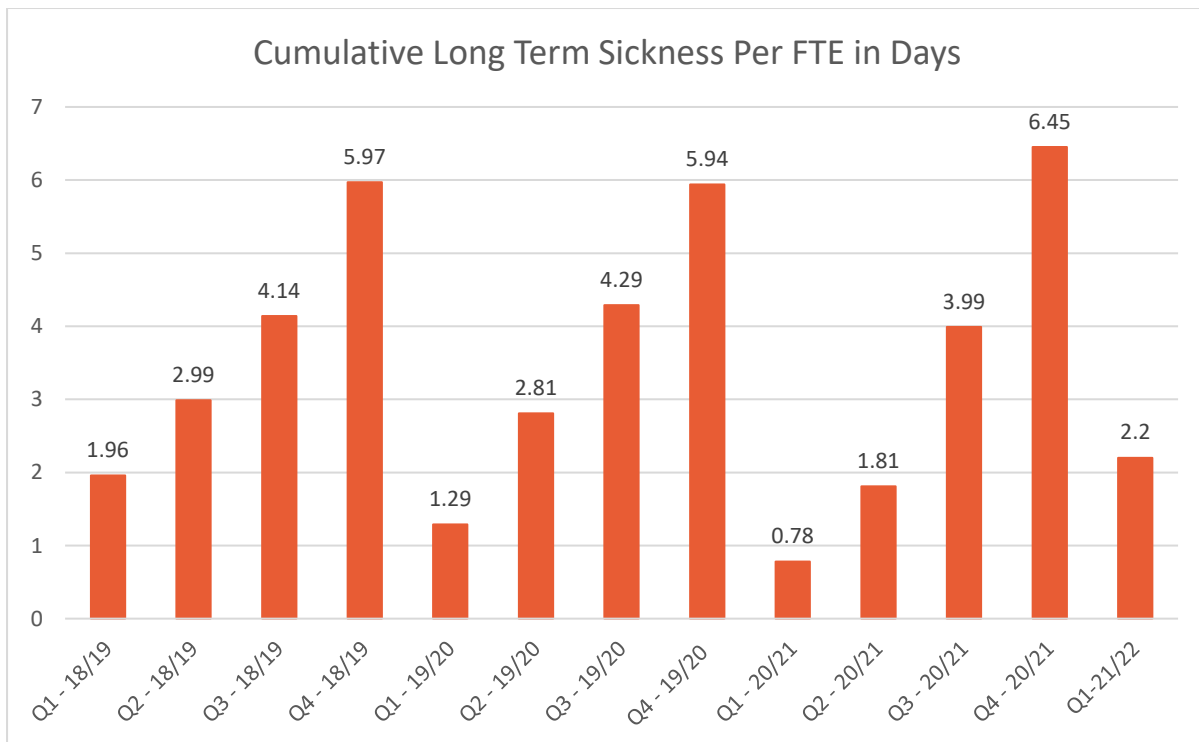
Cumulative Total Sickness Per FTE (excluding apprentices)



Cumulative Short-Term Sickness Per FTE in Days



Cumulative Long-Term Sickness Per FTE in Days

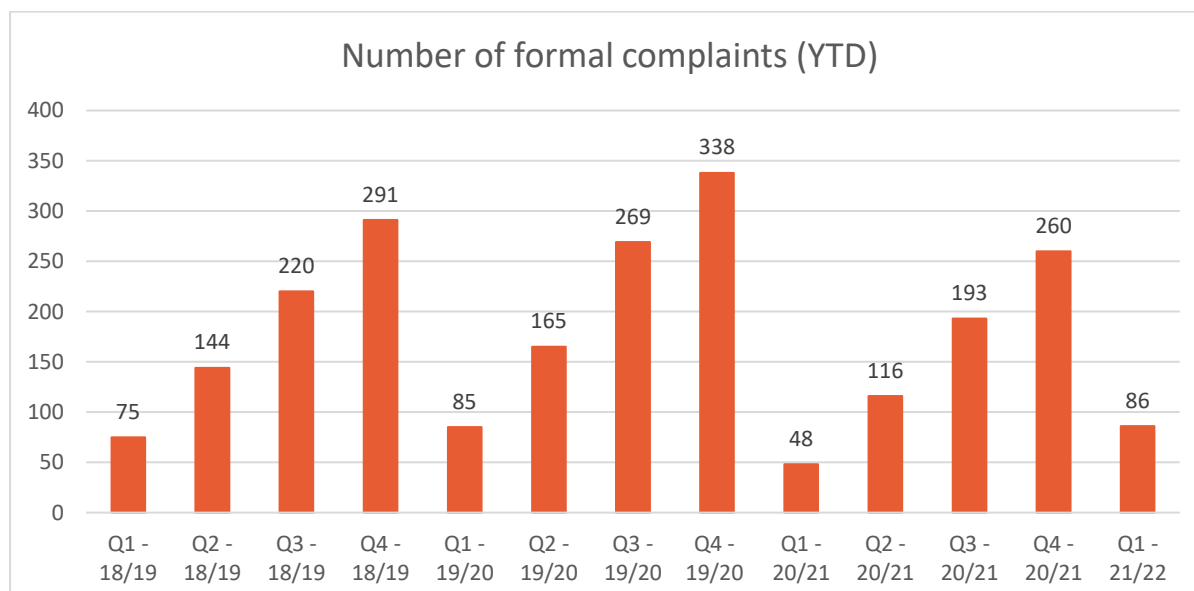


Complaints Performance

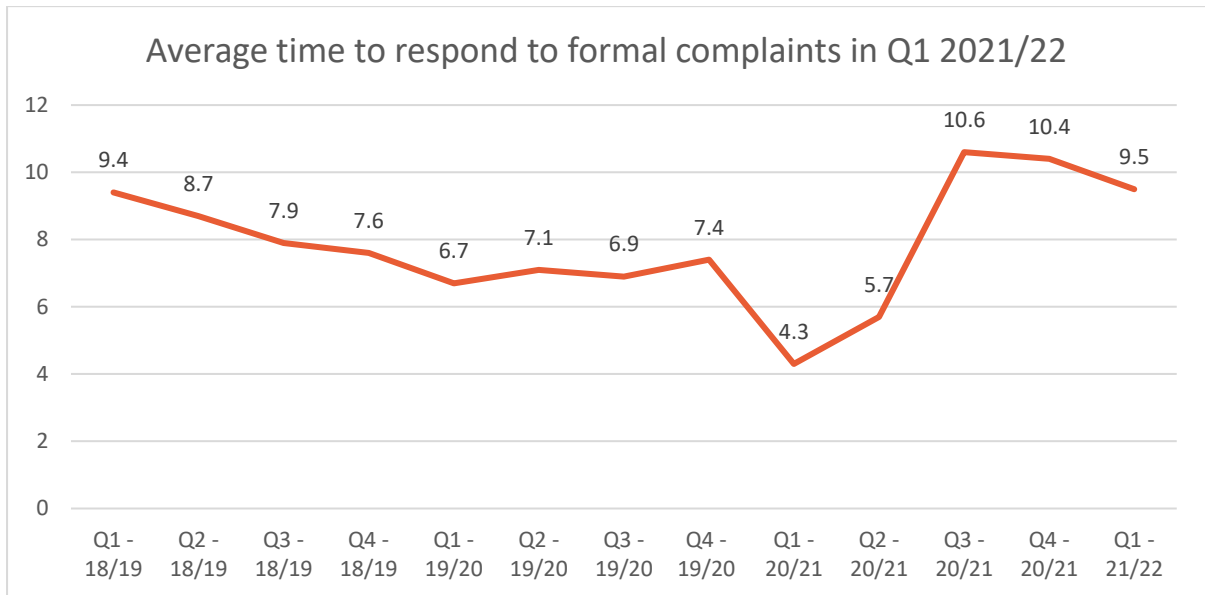
In Quarter one there were 86 complaints investigated, which although higher than last year Q1 – is on par with previous years. The cumulative average time year to date across all directorates to respond to formal complaints is 9.5 days. In quarter one, we had one LGO complaint decided - which was upheld.

	CX	DCE	DMD	DHI	TOTAL
Number of Formal complaints dealt with this quarter	10	17	2	57	86
Number of Formal complaints Upheld this quarter	5 (50%)	4 (24%)	1 (50%)	35 (61%)	45 (52%)
YTD total number of complaints investigated Cumulative (Q1)	10	17	2	57	86
YTD Number of Formal complaints Upheld	5 (50%)	4 (24%)	1 (50%)	35 (61%)	45 (52%)
Average response time in days this quarter	6.7	11.9	3	9.5	9.5 days
YTD average response time	6.7	11.9	3	9.5	9.5 days
LGO complaints decided	0	1	0	0	1

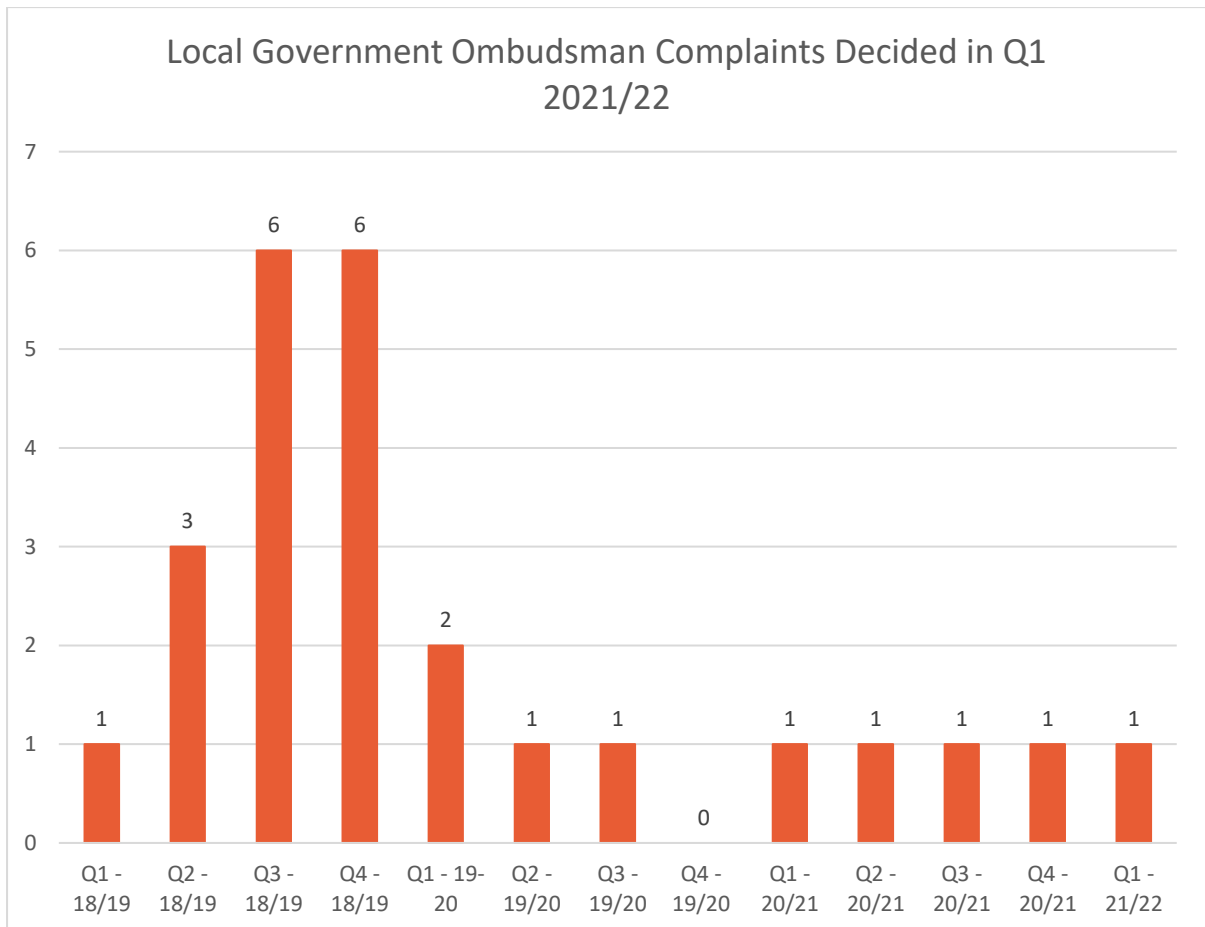
Number of formal complaints (YTD)



Average time to respond to formal complaints in Q1 2021/22



Local Government Ombudsman Complaints Decided in Q1 2021/22



Resource Information

The total number of FTE employees (excluding apprentices) at the end of quarter one was 542.27 with an average of 4 apprentices over the period. In terms of the level of vacancies at quarter one - budgeted establishment unfilled positions (FTE) stood at 104.00. It should be noted that the Council are actively recruiting 26.30 FTE, with a strong focus on essential and business critical roles due to the financial environment.

The percentage of staff turnover at the end of quarter two was 4.20% (excluding apprentices). Appraisals have now been restarted as of April 2021 with an extended deadline of September 2021 and figures will be reported in quarter one and two of this year.

Directorate	CX (Excluding Apprentices)	DCE	DMD	DHI	Total (Excluding Apprentices)
Number of FTE employees	168.69	137.22	14.20	222.17	542.27
Average number of apprentices (as at quarter end)	Authority Wide				4
Percentage of staff turnover	Authority Wide				4.20%
Total number of FTE vacancies (in i-Trent)	Authority Wide				104.00
Active vacancies which are being recruited (FTE)	Authority Wide				26.30

Appraisals completed in Q1 2021/22

Note that whilst in normal circumstances managers are asked to complete appraisals in Q1, for 2021/22 the deadline has been extended to September 2021.

Directorate	CX (Excluding Apprentices)	DCE	DMD	DHI	Total (Excluding Apprentices)
% of appraisals completed	19	21	0	23	63

**QUARTERLY
MEASURES**

To add data, click [here](#)

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

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

Strategic Measures

Service Area	Measure ID	Measure	High Or Low	Low Target	High Target	Previous Data Period	Previous Value	Current Quarter	Current Value	Unit	Status	Commentary
CX	Communications	COM 1	Percentage of media enquiries responded to within four working hours	High is good	70.00	85.00	Q4 - 20/21	87.00	Q1 - 21/22	76.00	%	A ▼ A slight drop on the previous quarter, nothing of concern and still above the low target. This is mainly due to receiving a small number of more complex enquiries about the services we provide that required more detailed, and therefore more time consuming, responses compiling.
	Communications	COM 2	Number of proactive communications issued that help maintain or enhance our reputation	High is good	25	40	Q4 - 20/21	47	Q1 - 21/22	31	Number	A ▼ Pandemic-related statements and enquiries have reduced significantly, with the main focus returning to our services.
	Work Based Learning	WBL 1	Percentage of apprentices completing their qualification on time	High is good	92.00	95.00	Q4 - 20/21	100.00	Q1 - 21/22	100.00	%	G ▬ In Q1 2021/22- 3 out of 3 apprentices completed their apprenticeships on time
	Work Based Learning	WBL 2	Number of new starters on the apprenticeship scheme	N/A	Volumetric	Volumetric	Q4 - 20/21	11	Q1 - 21/22	4	Number	V ▼ We had 4 new starters in Q1 of 2021/22 - this is a cumulative figure and as such in Q1 it is a stand alone figure until further quarters are added to it.
	Work Based Learning	WBL 3	Percentage of apprentices moving into Education, Employment or Training	N/A	Volumetric	Volumetric	Q4 - 20/21	75.00	Q1 - 21/22	100.00	%	V ▼ In Q1 2021/22 100% (3/3) of apprentices on programme moved into Employment Education or Training
	Customer Services	CS 1	Number of face to face enquiries in customer services	N/A	Volumetric	Volumetric	Q4 - 20/21	15	Q1 - 21/22	53	Number	V ▼ We are still only offering limited face to face appointments. Other services are also seeing customers face to face and together have seen in total 152 in Q1.
	Customer Services	CS 2	Number of telephone enquiries answered in Channel Shift Areas (Rev & Bens, Housing & Env. Services)	N/A	Volumetric	Volumetric	Q4 - 20/21	27,453	Q1 - 21/22	29,980	Number	V ▼ More calls than previous quarters. We have answered 5609 Refuse/environmental calls, 4603 Housing solutions/homeless calls, 12680 Housing (tenants) calls and 7094 Council Tax/Benefit calls, plus 1550 others; 31530 in total. This compares with 3667 Refuse/environmental calls, 8682 Housing calls and 5737 Council Tax/Benefit calls in the same quarter last year and 1227 other calls, we took no calls for Housing solution in that period.
	Customer Services	CS 3	Average time taken to answer a call to customer services	Low is good	300	180	Q4 - 20/21	156	Q1 - 21/22	291	Seconds	A ▼ This is an increase on previous quarters. The number of the team has been reduced and we are also currently recruiting for vacancies. We also received a higher number of calls in Q1 compared to the last 4 quarters
	Accountancy	ACC 1	Average return on investment portfolio	High is good	0.12	0.18	Q4 - 20/21	0.20	Q1 - 21/22	0.10	%	R ▼ 0.10% as which, at 3.15%per the investment reports from Link. BoE base rate 0.10%.
	Accountancy	ACC 2	Average interest rate on external borrowing	Low is good	4.75	3.75	Q4 - 20/21	3.25	Q1 - 21/22	3.15	%	G ▲ 3.15% on average borrowing level in the quarter - PWLB instrument repaid beginning of April reduces the rate paid. Shorter term borrowing at lower rates used to replace this
	Revenues Administration	REV 1	Council Tax - in year collection rate for Lincoln	High is good	25.00	27.00	Q4 - 20/21	94.78	Q1 - 21/22	25.10	%	A ▼ This is down by 0.80% on the previous year of 2020/21. this equates to approximately £400k. Recovery action has been limited for unpaid bills with recovery starting in earnest now that the pandemic restrictions are starting to lift and people are returning to work. Customers are now contacting on receipt of reminders with 414 calls on 9th July 2021.
	Revenues Administration	REV 2	Business Rates - in year collection rate for Lincoln	High is good	33.50	34.49	Q4 - 20/21	98.97	Q1 - 21/22	29.10	%	R ▼ The collection rate for Non-domestic rates would appear to be down by 12.21% when compared to the previous year. In 2020 the liability for the year was distributed evenly across the whole year, whereas in 2021, retail/leisure/hospitality have nothing to pay in the first three months of the year. The actual total liability due in the month April, May and June equates to 22.65% of the annual liability. Therefore, as we have already collected 29.10% this shows that we are doing really quite well at this time. It is likely that for a few months this is still going to appear down on the previous year.
	Revenues Administration	REV 3	Number of outstanding customer changes in the Revenues team	Low is good	800	700	Q4 - 20/21	1,650	Q1 - 21/22	2,665	Number	R ▼ The outstanding documents have been increasing as demands on the service area continue to be high. The recovery team are helping with the backlog of work created by changes in service demand as we go in and out of lockdowns. There continues to be some long-term sickness within the Council Tax team but recently the vacant positions have been filled after being vacant for some time. Unfortunately training often impacts on the workload as officers undertake training with the new recruits. One of the new part time officers is an ex-employee and should need a refresh rather than training from the very start.
	Housing Benefit Administration	BE 1	Average (YTD) days to process new housing benefit claims from date received	Low is good	21.00	19.00	Q4 - 20/21	16.91	Q1 - 21/22	16.81	Days	G ▲ Continued weekly monitoring ensures prompt decision making.
	Housing Benefit Administration	BE 2	Average (YTD) days to process housing benefit claim changes of circumstances from date received	Low is good	10.00	7.50	Q4 - 20/21	3.00	Q1 - 21/22	4.88	Days	G ▼ Continued increase in work load has led to slight decrease in performance.
Housing Benefit Administration	BE 3	Number of Housing Benefits / Council Tax support customers awaiting assessment	Low is good	2,000	1,700	Q4 - 20/21	2,123	Q1 - 21/22	2,098	Number	R ▲ 2098 Customers of which 1810 are awaiting a first contact - changes in people's circumstances still high due to effects of Covid.	
Housing Benefit Administration	BE 4	Percentage of risk-based quality checks made where Benefit entitlement is correct	High is good	86.00	89.00	Q4 - 20/21	92.87	Q1 - 21/22	95.94	%	G ▲ We have checked a lot more claims and there are less errors.	
Housing Benefit Administration	BE 5	The number of new benefit claims year to date (Housing Benefits/Council Tax Support)	N/A	Volumetric	Volumetric	Q4 - 20/21	5,335	Q1 - 21/22	973	Number	V ▼ 216 Housing Benefit and 757 Council tax Reduction.	
DCE	Food and Health & Safety Enforcement	FHS 1	Percentage of premises fully or broadly compliant with Food Health & Safety inspection	High is good	96.00	98.00	Q4 - 20/21	0.00	Q1 - 21/22	n/a	%	A ▬ This measure is not reliable to report on at this time. The data that we hold is out of date due to number of inspections that are due and have not been completed. As we move more into the

													recovery of the inspection programme a decision can be taken as to when it would be appropriate to report on this measure.
Food and Health & Safety Enforcement	FHS 2	Average time from actual date of inspection to achieving compliance	Low is good	13.00	8.00	Q4 - 20/21	0.00	Q1 - 21/22	15.80	Days	R	▼	During this first quarter period the Food Safety Team completed 106 food inspections with a further 30 businesses under investigation and assistance to reach the level of compliance required in order for the inspection to be considered completed. We are still working under restricted circumstances and have been given a recovery path by the food standards agency which extends until March 2023.
Food and Health & Safety Enforcement	FHS 3	Percentage of food inspections that should have been completed and have been in that time period	High is good	85.00	97.00	Q4 - 20/21	0.00	Q1 - 21/22	11.00	%	R	▲	As at the 30 June 21 there are 341 outstanding inspections from the previous year and the total inspection programme for this year is 905. We have been issued with a recovery plan from the Food Standards Agency which we are currently working to. However full recovery of the inspection programme is expected by the FSA by March 2023. This measure will need to be very carefully monitored over the next 18 months to understand if recovery is on track. In the first quarter the team achieved 106 inspections and many of these are new food business registrations and focusing on those businesses that present the greatest risk to public health, typically evening economy takeaways and restaurants.
Development Management (Planning)	DM 1	Number of applications in the quarter	N/A	Volumetric	Volumetric	Q4 - 20/21	271	Q1 - 21/22	224	Number	V		No. of applications in quarter remains relatively high which mirrors the increased progressive confidence more generally in the market
Development Management (Planning)	DM 2	End to end time to determine a planning application (Days)	Low is good	85.00	65.00	Q4 - 20/21	66.85	Q1 - 21/22	56.26	Days	G	▲	End to end times remain consistent and well within our target tolerance
Development Management (Planning)	DM 3	Number of live planning applications open	Low is good	180	120	Q4 - 20/21	148	Q1 - 21/22	128	Number	A	▲	No. of live applications also remains constant and manageable with current resource levels
Development Management (Planning)	DM 4	Percentage of applications approved	High is good	85.00	97.00	Q4 - 20/21	95.00	Q1 - 21/22	97.00	%	G	▲	This figure continues to remain consistently high reflecting the positive approach of the service
Development Management (Planning)	DM 5	Percentage of decisions on planning applications that are subsequently overturned on appeal	Low is good	10.00	5.00	Q4 - 20/21	0.00	Q1 - 21/22	0.00	%	G	▶	Good performance at appeal with none overturned by PINS
Development Management (Planning)	DM 6	Percentage of Non-Major Planning Applications determined within the government target (70% in 8 weeks) measured on a 2 year rolling basis	High is good	70.00	90.00	Q4 - 20/21	82.71	Q1 - 21/22	90.00	%	G	▲	Performance here has improved with the team having settled following the management of change procedure.
Development Management (Planning)	DM 7	Percentage of Major Planning Applications determined within the government target (60% in 13 weeks) measured on a 2 year rolling basis	High is good	60.00	90.00	Q4 - 20/21	100.00	Q1 - 21/22	75.00	%	A	▼	Given that we don't receive large numbers of major applications fluctuations of this scale can be misleading. There have been technical complications with a small number of these applications which has increased the timescale, but we still remain comfortably within the nationally set threshold and is not of concern in relation to capacity.
Private Housing	PH 1	Average time in weeks from occupational therapy notification to completion of works on site for a DFG grant (all DFG's exc. extensions)	Low is good	26.00	19.00	Q4 - 20/21	23.00	Q1 - 21/22	21.40	Weeks	A	▲	24 applications for assistance were completed in this period.
Private Housing	PH 2	Average time from date of inspection of accommodation to removing a severe hazard to an acceptable level	N/A	Volumetric	Volumetric	Q4 - 20/21	0.00	Q1 - 21/22	0.00	Weeks	V		The notes of the previous quarter are still valid to the way the team is working and engaging with tenants, landlords and agents. We are expecting a return to more regular onsite visits towards the end of August. From April to June the 28 complaints regarding housing standards have been investigated and completed and 51 cases are subject to ongoing investigation and negotiation.
Private Housing	PH 3	Number of empty homes brought back into use	High is good	0	13	Q4 - 20/21	30	Q1 - 21/22	3	Number	A	▼	So far this year 3 properties have been returned to use with the project's assistance. Sincil Bank LTE numbers have remained stable, however the property list has changed with different long term empty properties replacing those that have been returned to use during this year. There is now a new premium charge for any property over 10 years empty starting from the 1st April there were 23 properties which will be affected by this new charge. As of 1st July 2021 there are 25.
Public Protection and Anti-Social Behaviour Team	ASB 1	Number of cases received in the quarter (ASB)	N/A	Volumetric	Volumetric	Q4 - 20/21	80	Q1 - 21/22	115	Number	V		This is higher than normal, we are seeing an increase in ASB cases across the county currently and we believe this the result of lockdown however we will monitor this over the coming quarters
Public Protection and Anti-Social Behaviour Team	ASB 2	Number of cases closed in the quarter	N/A	Volumetric	Volumetric	Q4 - 20/21	676	Q1 - 21/22	861	Number	V		This is high compared with previous quarters however the number of complaints received is also higher at 1007 and so this is likely still proportionate
Public Protection and Anti-Social Behaviour Team	ASB 3	Number of live cases open at the end of the quarter	Low is good	260	220	Q4 - 20/21	157	Q1 - 21/22	234	Number	A	▼	This is up slightly on the previous quarter and is up significantly on Q1 2020/21 this is most likely due to the increase in requests for services within the team
Public Protection and Anti-Social Behaviour Team	ASB 4	Satisfaction of complainants relating to how the complaint was handled	High is good	75.00	85.00	Q4 - 20/21	75.00	Q1 - 21/22	0.00	%	R	▼	This is provided by customer services and has been halted as a result of Covid-19 we are currently looking at how this can be delivered in the future

Sport & Leisure	SP 1	Quarterly visitor numbers to Birchwood and Yarborough Leisure Centres	High is good	213,355	213,991	Q4 - 20/21	10,631	Q1 - 21/22	60,109	Number	R	▲	Quarter 1 April - June 2021. Leisure Centres reopened on the 29th of March with outdoor areas being able to host, children's group use and individual adults, adult group use was in line with the governing body guidance and only where it was professionally organised. Online fitness classes were available for all ages. 12th April additional to the outdoors, restricted socially distance numbers were allowed for indoor use of facilities which remains in place until the 19th of July. Numbers have improved but the capacity in the centres is not at normal level due to social distancing.	
Sport & Leisure	SP 2	Artificial Grass Pitch usage at Yarborough Leisure Centre & Birchwood Leisure Centre	High is good	520.00	650.00	Q4 - 20/21	83.00	Q1 - 21/22	895.00	Hours	G	▲	Quarter 1 April - June 21 Leisure Centres reopened on the 29th of March with outdoor areas being able to host, children's group use and individual adults, adult group use was in line with the governing body guidance and only where it was professionally organised which excluded any groups which were not covered by the GB guidance. Usage should pick up as more groups are able to function normally.	
CCTV	CCTV 1	Total number of incidents handled by CCTV operators	N/A	Volumetric	Volumetric	Q4 - 20/21	2,216	Q1 - 21/22	2,549	Number	V		A slight increase in incidents as the city centre starts to open up but still over 1k less than the same period 20/21.	
Waste & Recycling	WM 1	Percentage of waste recycled or composted	High is good	26.00	30.00	Q4 - 20/21	33.45	Q1 - 21/22	29.34	%	A	▼	This figure relates to Q4 (January - March 2021). 19.43% of waste was recycled, 9.91% of waste was composted, equating to 29.34% of waste being composted or recycled. This is the seasonal quarter when there is minimal green waste collected.	
Waste & Recycling	WM 2	Contractor points achieved against target standards specified in contract - Waste Management	Low is good	150	50	Q4 - 20/21	245	Q1 - 21/22	135	Number	A	▲	Points were recorded as 135 collectively. These were broken down into 45 points in April, 35 points in May, and 55 points in June	
Street Cleansing	SC 1	Contractor points achieved against target standards specified in contract - Street Cleansing	Low is good	150	50	Q4 - 20/21	110	Q1 - 21/22	90	Number	A	▲	Points were recorded as 90 collectively. This has been broken down into 45 points in April, 10 points in May, and 35 points in June.	
Grounds Maintenance	GM 1	Contractor points achieved against target standards specified in contract - Grounds Maintenance	Low is good	150	50	Q4 - 20/21	20	Q1 - 21/22	20	Number	G	▲	Points were recorded as 20 collectively within the quarter. This has been broken down into 5 points each in April and June, and then 10 in May.	
Allotments	AM 1	Percentage occupancy of allotment plots	High is good	84.00	92.00	Q4 - 20/21	98.00	Q1 - 21/22	97.00	%	G	▼	As at the end of June 2021, 1051 plots of a total 1144 were let. Of the 1144 total plots, 1086 plots are currently lettable. 1051 occupied lettable plots equates to 97% occupancy rate. There continues to be a significant demand for allotment tenancies. All allotment sites currently have waiting lists for plots now and when plots become available, we try to re-let the plots to those on the waiting lists as quickly as possible. In May 2021, a number of tenancies were terminated for non-payment of the annual allotment charges that were requested in February 2021. Also, a number of additional plots may become available in the near future as checks are being carried out to ascertain the condition of the tenanted plots and enforcement action will be taken if any plots continue to be unused.	
Parking Services	PS 1	Overall percentage utilisation of all car parks	High is good	50.00	60.00	Q4 - 20/21	9.67	Q1 - 21/22	36.00	%	R	▲	Shops re-opened in mid April 2021 so figure is tempered slightly	
Parking Services	PS 2	Number of off street charged parking spaces	N/A	Volumetric	Volumetric	Q4 - 20/21	3,750	Q1 - 21/22	3,750	Number	V		No change	
Licensing	LIC 1	Total number of committee referrals (for all licensing functions)	N/A	Volumetric	Volumetric	Q4 - 20/21	6	Q1 - 21/22		Number	V		No business to take to committees during this period.	
Licensing	LIC 2	Total number of enforcement actions (revocations, suspensions and prosecutions)	N/A	Volumetric	Volumetric	Q4 - 20/21	3	Q1 - 21/22	1	Number	V		1 PH Driver had badge revoked with immediate effect following charges around drug offences.	
DHI	Housing Investment	HI 1	Percentage of council properties that are not at the 'Decent Homes' standard (excluding refusals)	Low is good	1.00	0.00	Q4 - 20/21	0.84	Q1 - 21/22	2.10	%	R	▼	As per last month, failures rise as we continue to inspect. With new door contractor now conducting surveys it is a matter of time before installs take place. Most likely August we will begin to see these failures come down. Access issues for electrical testing persist, despite attempts working across the council to gain entry. Doors and electricians continue to be the vast majority of failures.
Housing Investment	HI 2	Number of properties 'not decent' as a result of tenants refusal to allow work (excluding referrals)	N/A	Volumetric	Volumetric	Q4 - 20/21	199	Q1 - 21/22	189	Number	V		Tenants have the option to refuse improvement works. Various refusal reasons are offered by tenants, examples include health issues and willingness to cooperate.	
Housing Investment	HI 3	Percentage of dwellings with a valid gas safety certificate	High is good	99.80	99.96	Q4 - 20/21	96.28	Q1 - 21/22	99.46	%	R	▲	We continue to follow our gas servicing procedures. However, we are currently experiencing a small number of failed access cases. The impact of the pandemic, positive Covid cases and self-isolation are some of the reasons for failed access prior to deadline date for servicing.	
Control Centre	CC 2	Percentage of Lincare Housing Assistance calls answered within 60 seconds	High is good	97.50	98.75	Q4 - 20/21	97.37	Q1 - 21/22	98.04	%	A	▲	As you can see the previous value was below our Telecare Services Association target of 97.5% of calls answered within 60 seconds which was picked up as an improvement requirement at our last TSA inspection, we have improved this KPI to now be above the target in every month of Q1 so the TSA are now happy we believe this dip in performance was caused by new ways of working due to Covid and staff have been actively trying to improve individual performance which has proved successful.	
Rent Collection	RC 1	Rent collected as a proportion of rent owed	High is good	96.00	97.00	Q4 - 20/21	99.46	Q1 - 21/22	99.31	%	G	▼	As of the end of June arrears stood at £1,206,624 compared to £918,016 the previous year, an increase of £288,608. A direct comparison is difficult as the rent free weeks were moved last financial year, arrears therefore will appear higher until we have had the benefit of the two free weeks. Enforcement action has been severely impinged during the Covid period, which has made it difficult to take actions against tenants failing to pay or engage. In year collection remains on target at 99.31.	
Rent Collection	RC 2	Current tenant arrears as a percentage of the annual rent debit	Low is good	4.50	3.50	Q4 - 20/21	3.74	Q1 - 21/22	4.20	%	A	▼	As of the end of June arrears stood at £1,206,624 compared to £918,016 the previous year, an increase of £288,608. A direct comparison is difficult as the rent free weeks were moved last financial year, arrears therefore will appear higher until we have had the benefit of the two free weeks. Enforcement action has been severely impinged during the Covid period, which has made it difficult to take actions against tenants failing to pay or engage. In year collection remains on target at 99.31.	

Housing Solutions	HS 1	The number of people currently on the housing list	N/A	Volumetric	Volumetric	Q4 - 20/21	1,380	Q1 - 21/22	1,183	Number	V	Throughout the Covid pandemic we have continue to receive a relatively high number of housing applications. We expect this number to increase as restrictions are lifted and furlough and the eviction ban are lifted.
Housing Solutions	HS 2	The number of people approaching the council as homeless	N/A	Volumetric	Volumetric	Q4 - 20/21	704	Q1 - 21/22	251	Number	V	We have seen the number of applications from families reduce during the pandemic however the number of applications from single people has risen significantly because many informal arrangements were ended during lockdown. We expect applications to rise significantly as furlough and the eviction ban come to an end.
Housing Solutions	HS 3	Successful preventions and relief of homelessness against total number of homelessness approaches (updated measure)	High is good	50.00	55.00	Q4 - 20/21	52.50	Q1 - 21/22	52.40	%	A	We have made 121 successful preventions across Homelessness Team and Rough Sleeper Team and this includes preventions such as Management Lets, Direct Lets, Sanctuary Scheme among others. We have successfully relieved a further 79 across the teams. At the end of June, we had 11 cases that are under prevention and 37 at under relief stage. Prevention work has been extremely challenging during the pandemic as officers have not had the usual access to the private rented sector and other normal prevention measures.
Housing Voids	HV 1	Percentage of rent lost through dwelling being vacant	Low is good	0.80	0.90	Q4 - 20/21	1.12	Q1 - 21/22	1.28	%	R	We have noted an increase in the percentage of rent lost due to void properties. This is due to the number of void properties in the system and the increase in the number of days taken to repair properties. The difficulties securing raw materials and recruiting tradespeople impacted on both the performance of properties completed by our in-house team and contractors. As improvements are made over the next 6 months of our systems and ways of working, the time taken to repair and relet a void should reduce which will lead to a reduction in the rent loss figure.
Housing Voids	HV 2	Average re-let time calendar days for all dwellings - standard re-lets	Low is good	32.00	29.00	Q4 - 20/21	44.44	Q1 - 21/22	40.39	Days	R	The first quarter was challenging for the repairs service due to restrictions due to the on-going pandemic. By June we had begun to see some progress and the Q1 performance showed a slight improvement on year end. Increased focus on efficiencies and a working group to look at processes and how performance can be improved has been established. Unfortunately, at the start of Q2 the voids contractor has gone into administration. It is anticipated that by 9th August we will be in a position to work with up to 4 local/regional contractors to help HRS with void work. The Voids contract will have to be re-procured. This will impact on voids performance figures for the rest of this year (days are calculated when a void is let) therefore we will be concentrating on clearing the backlog of voids and then establishing improved working arrangements going forward with our new contractor and focus on our internal procedures across all elements of the void process, to deliver further efficiencies.
Housing Voids	HV 3	Average re-let time calendar days for all dwellings (including major works)	Low is good	38.00	35.00	Q4 - 20/21	50.21	Q1 - 21/22	48.17	Days	R	The time taken for all voids does not meet target boundaries. Figures for all voids includes properties undergoing major works such as kitchen and bathroom replacements, full rewires, extensive plastering, heating system replacement and structural work. These works are labour intensive and a lack of contractor support has meant that carrying out major repairs is taking longer as we are focusing available labour on meeting customer needs. In addition, this figure includes sheltered accommodation. During lockdown, demand for accommodation from older people declined due to lockdowns and shielding. As people are now looking to move again, we have started to relet sheltered accommodation and due to the way the figures are calculated, the allocation of a sheltered property may increase the average time taken if the property has been void for some time.
Housing Maintenance	HM 1	Percentage of reactive repairs completed within target time (priority and urgent repairs) - HRS only	High is good	97.00	99.00	Q4 - 20/21	98.32	Q1 - 21/22	91.90	%	R	Performance for this measure is currently below target. We have identified a service issue with the resource planners booking the appointments outside of the 3 working day window, causing a number of repairs to be completed outside the target time. There are a number of reasons as to why this has happened, factors including labour and material shortages, isolation protocols for HRS operatives and a training issue with the RPs. Having identified these issues and processes now put in place, we are expecting an upturn in performance and the data will be reviewed on a monthly basis.
Housing Maintenance	HM 2	Percentage of repairs fixed first time (priority and urgent repairs) - HRS only	High is good	90.00	93.00	Q4 - 20/21	92.00	Q1 - 21/22	92.48	%	A	First time fix performance for urgent and priority repairs remains on target. As these are repairs that are required to be completed in either 24 hours or 3 working days, most of these repairs are completed on the first visit with van stock, and without the requirement to raise a follow on repair to attend at a later date. HRS has been affected by a shortage in some materials, however these have mainly related to more extensive repairs, and fortunately have had a minimal impact with the priority and urgent responsive repairs.
Housing Maintenance	HM 4	Appointments kept as a percentage of appointments made (priority and urgent repairs) - HRS only	High is good	94.00	97.00	Q4 - 20/21	99.89	Q1 - 21/22	99.07	%	G	Performance for appointments made and kept remains consistent with previous quarters. To ensure we operate efficiently we offer a variety of appointment slots via the scheduled repairs pilot, in order to give us and the customer flexibility. We also have the ability to pull appointments forward in agreement with the customer should an earlier appointment be made available, thus ensuring we provide the best service possible.
Business Development	BD 1	Number of users logged into the on-line self service system this quarter	High is good	8,409	8,700	Q4 - 20/21	15,276	Q1 - 21/22	11,625	Number	G	Increase of 5% or 561 on same quarter of previous year.
IT	ICT 1	Number of calls logged to IT helpdesk	N/A	Volumetric	Volumetric	Q4 - 20/21	614	Q1 - 21/22	990	Number	V	Increase in number of calls, partially caused by rollout of new devices and technology and support required for staff
IT	ICT 2	Percentage of first time fixes	N/A	Volumetric	Volumetric	Q4 - 20/21	56.50	Q1 - 21/22	53.50	%	V	Overall volumes of calls has increased. as a result of rollout of new devices and technology, calls are becoming more complex to resolve.

Operational Measures

Service Area	Measure ID	Measure	High Or Low	Low Target	High Target	Previous Data Period	Previous Value	Current Quarter	Current Value	Unit	Status	Commentary
--------------	------------	---------	-------------	------------	-------------	----------------------	----------------	-----------------	---------------	------	--------	------------

SUBJECT: INCOME AND ARREARS MONITORING

DIRECTORATE: CHIEF EXECUTIVE

REPORT AUTHOR: MARTIN WALMSLEY, HEAD OF SHARED REVENUES AND BENEFITS

1. Purpose of Report

1.1 To update Members on the position with regard to amounts of monies owed to the City Council as at 1st April 2021, (and Business Improvement District (BID) levy to the end of June 2021).

2. Executive Summary

2.1 This update is provided to Members of this Committee each year once all figures have been collated.

2.2 The report summarises the in-year collection of Council Tax, Business Rates, the Business Improvement District (BID) levy, Housing Rents, Former Tenant Rent Arrears, Sundry Debtors and Housing Benefit Overpayments to the 31st March 2021, and sets out the arrears brought forward position at 1st April 2021, (BID to the end of June 2021).

2.3 The impacts of Covid-19 have, understandably, been significant with regard to impacting on collecting monies due to the Council – with many businesses and taxpayers suffering financial hardship. This in turn impacts on officers' ability to recover monies in as prompt manner as would have been the case in previous years.

3. Background

3.1 2020/21 was a year of unprecedented challenges for the Revenues and Benefits service, mainly due to the Covid-19 pandemic, but also due to the continuing rollout of Universal Credit in Lincoln as well as the cumulative effect of welfare reforms.

4. Council Tax Collection

4.1 The Council Tax net collectable debit for 2020/21 after Council Tax Support, discounts and exemptions had been granted was £45,062,366. This is an increase of £727,545 from 2019/20.

4.2 Total payments received in respect of 2020/21 were £42,711,912 This is an increase of £190,894 from 2019/20.

4.3 For the financial year 2020/21, in-year collection is down by 1.99%, compared to

2019/20. 2020/21 in-year collection is 94.78%, compared to 96.77% in 2019/20. Due to the financial impacts of Covid-19 on residents' incomes, officers have been allowing deferrals of payments in relevant circumstances, although this means that these deferred monies will still need to be collected – however over an extended period. Also, only two court dates were available during 2020/21 (due to Covid-19 restrictions) – this compares to previous years when courts have been utilised on a monthly basis. The lack of court action understandably impacted on officers' ability to progress recovery action for Council Tax.

Therefore, in the current climate, this reduced level of collection is not unexpected. Whilst every effort is being made to collect monies due, this is a real challenge – and, with the latest Covid-19 lockdown 'lifting' being part of a longer-term roadmap, as well as removal of certain national 'protections' being lifted – such as the furlough scheme ending after September 2021 – is unlikely to improve to any significant degree in the immediate future.

4.4 The circumstances as set out in paragraph 4.3 (above) has also impacted on the level of arrears. Council Tax arrears brought forward on 1st April 2020 and 1st April 2021, are shown below:

Council Tax	2019/20	Council Tax	2020/21	Increase/decrease
Value of accounts in credit for the years before 2019/20	-£871,737	Value of accounts in credit for the years before 2020/21	-£1,012,223	Increase 140,487
Value of accounts in debit for the years before 2019/20	£3,472,427	Value of accounts in debit for the years before 2020/21	£4,241,814	Increase £769,387
Value of accounts in credit in 2019/20	-£749,421	Value of accounts in credit in 2020/21	-£900,943	Increase £151,522
Value of accounts in debit in 2019/20	£2,275,323	Value of accounts in debit in 2020/21	£3,319,167	Increase £1,043,844
Overall credits brought forward into the 2020/21	-£1,621,158	Overall credits brought forward into the 2021/22	-£1,913,166	Increase £292,008
Overall debits brought forward into 2020/21	£5,747,749	Overall debits brought forward into 2021/22	£7,560,980	Increase £1,813,231
Number of arrears cases	14,871	Number of arrears cases	34,790	Increase 19,919

The balance of debits brought forward into 2020/21 was £5,747,749 and this reduced to £4,241,814 by 31st March 2021, a reduction of £1,505,935.

The balance of credits brought forward into 2020/21 was £1,621,158, which reduced to £1,012,223. Some of this reduction will be due to refunds, but otherwise these credits will have been offset against the 2020/21 debit.

4.5 The new arrears figure of £7,560,980 brought forward represents; the balance of arrears outstanding from previous years at 31st March 2020 as set out in 4.4 above, the Council Tax due in 2020/21 and not collected, court costs raised in 2020/21 and still unpaid, other adjustments made in 2020/21 in respect of previous years, and

excludes any credits held.

4.6 In terms of the amount of Council Tax written-out during the financial year 2020/21 (which could be outstanding Council Tax from any financial year), the figure was £182,156. This compares to £206,855 written-out during 2019/20.

4.7 It is important to note that just because a debt has been written-out, this does not mean it cannot be written back on and collected if new information is received. During 2020/21, £7,863 was written back on.

5. Business Rates Collection

5.1 The Business Rates net collectable debit for 2020/21 after empty voids, charity entitlements and other reliefs had been granted was £18,520,249. This is a decrease of £26,029,198 from 2019/20. However, a key factor to be considered is that the key reason for this reduction in net collectable debit for 2020/21, was due to the new 'Expanded Retail Discount' (ERD) – which totalled £27,223,525 for 2020/21.

5.2 Total payments received in respect of 2020/21 were £18,328,636. This is a decrease of £25,979,471 from 2019/20. The key reason again for this, was the significant award of ERD.

5.3 Business Rates arrears brought forward from all previous years at 1st April 2020 was £1,076,583.70 . By 31st March 2021 these arrears had decreased to £456,079.

5.4 The table below shows comparisons between 2019/20 and 2020/21 in respect of; in-year collection rate, arrears brought forward and number of arrears cases.

Business Rates	2019/20	2020/21	Increase/ (Decrease)
Collection Rate	98.89%	98.97%	0.08%
Arrears @ 1 st April (Value)	£1,076,584	£880,830.53	Decrease 195,753.47
Arrears @ 1 st April (Cases)	103	94	Decrease 9

The improvement in collection rate is largely due to the demographic of business types, being somewhat 'skewed' by the new reliefs available this year in light of the new measures announced as part of the government's Covid-19 response, predominantly the ERD – as detailed in paragraph 5.1. ERD has been reduced from 100% relief to 66% from 1st July 2021 (up to 31st March 2022), - so it is anticipated the real impacts of Covid-19 on Business Rates collection will be seen in 2021/22 and beyond.

5.5 The new arrears figure of £880,830 brought forward represents; the balance of arrears outstanding from previous years at 31st March 2020 as set out in 5.3 above, the Business Rates due in 2020/21 and not collected, the balance of court costs raised in 2020/21 and still unpaid, any other adjustments made in 2020/21 in respect

of previous years, and excludes credits.

5.6 In terms of the amount of Business Rates written-out during the financial year 2020/21 (which could be outstanding Business Rates from any financial year), the figure was £180,736.27. This compares to £560,223.36 written-out during 2019/20.

5.7 As with Council Tax, it is important to note that just because a debt has been written-out, this does not mean it cannot be written back on and collected if new information is received. During 2020/21, £62,636 was written back on.

6. Business Improvement District (BID) Levy Collection 2020/21

6.1 Members will be aware that the Authority is responsible for the administration and collection of the BID Levy.

6.2 The BID financial year runs from July to June and the figures given below represent collection up to the end of June 2021.

6.3 The 2020/21 net collectable debit raised in respect of the Levy was £410,941.

6.4 A comparison of in-year collection rates between the BID financial years ending 30th June 2020 and 30th June 2021 is shown in the table below. Although a reduction in in-year collection, - the unprecedented difficult year for businesses due to the Covid-19 pandemic cannot be underestimated. Also, to put the reduction in collection into context, the 5.60% reduction in collection equates to £23,012. Informal feedback received indicates that the outturn performance of 91.69% is favourable compared to a number of other BID areas in the country.

Year ending 30 th June 2021	91.69%	Decrease 5.60%
Year ending 30 th June 2020	97.29%	

7. Housing Rents Collection

7.1 The net Housing Rent debit for 2020/21 (collectable rent) excluding Housing Benefits, Universal Credit and other adjustments was £14,453,666 of which 97.60% was collected. This is a decrease of 0.17% on 2019/20 collection of 97.77%.

7.2 For administration purposes, Housing Rent Arrears are split between 'current' and 'former' tenants. The table below shows comparisons between 2019/20 and 2020/21 in respect of: in-year collection rate, arrears brought forward and number of arrears cases.

Housing Rents		2019/20	2020/21	Increase/ (Decrease)
Collection	Rate	97.77%	97.60%	- 0.17%

(including arrears/credits b/f)			
Collection Rate (excluding arrears/credits b/f)	100.00%	99.46%	- 0.54%
Arrears @ 1 st April (Value)	£1,794,240	£1,985,838	+ £191,598
- Current	£825,238	£1,060,439	+ £235,201
- Former	£969,002	£925,399	- £43,603
Arrears @ 1 st April (Cases)	2,346	2,440	+ 94

7.3 Central government's restrictions on enforcement action for rent arrears in response to the Covid-19 pandemic has meant a challenging year for income collection. Whilst Tenancy Services has continued to support tenants through the Hardship Fund, Discretionary Housing Payments (DHP) and general advice and guidance, it has not permitted the team to take robust action when tenants have the means to pay but fail to do so.

In year collection as of the end of March reached 99.46% ahead of the 98% collection target.

Arrears overall increased to £1,060,439 compared to £825,237 at the end of March 2020, an increase of £235,201 resulting in arrears as a % of the debit standing at 3.75%, only marginally ahead of the 3.65% target.

Universal Credit claims for City of Lincoln Council tenants have continued to increase with 727 more Universal Credit claims this financial year with arrears across all 2,145 claims standing at £625,765, an increase of £222,100 compared to the same point last year.

Tenancy Services continue to focus on rent collection and income maximisation for tenants and are committed to reducing the arrears over this coming financial year.

7.4 Former tenant arrears collection for 2020/21 was 38.33%.

8. Sundry Debtors Collection

8.1 A total of 11,714 new debtor accounts were raised in 2020/21 amounting to £14,390,333 in cash terms.

8.2 The table below shows comparisons between 2019/20 and 2020/21 in respect of arrears brought forward and number of arrears cases.

Sundry Debtors	2019/20	2020/21	Increase/ (Decrease)
Arrears @ 1 st April	£2,502,273	£3,522,367	£1,020,094

(Value)			
Arrears @ 1 st April (Cases)	3,771	4291	Increase 520

Sundry debt invoices to the value of £4,808,624.58 were raised in March 2021, with expectation that some of these would not be paid in year (i.e. in 2020/21). The collection rate for 2020/21 was 84.84% - this is a decrease from 2019/20 of 6.2%. The issue of raising large invoices towards the end of the financial year has been an ongoing problem for collection as these invoices are not due to be paid for approximately 28 days and businesses do not generally pay as soon as they get the bill. Therefore raising an invoice in March 2021 would generally mean that this is not paid before 1st April 2021. For the year 2020/21, 33% of the annual debt was raised in March 2021.

9. Housing Benefit Overpayments Collection

- 9.1 The balance of outstanding Housing Benefit Overpayments as at 1st April 2021 was £3,153,505 and compares to £3,573,112 at 1st April 2020, a decrease of £419,607 .
- 9.2 A total of £637,864 in Housing Benefit overpayments was raised in 2020/21. Total credits received in 2020/21 were £1,025,966 – this includes card payments, direct deductions from ongoing benefit, payments from our collection agents, underlying entitlement and payments via attachments from the Department for Work and Pensions (DWP) and employers.
- 9.3 The total number of cases with a debt outstanding in the Debtors system at the 1st April 2021 was 2,201.

The table below shows comparisons between 2019/20 and 2020/21 in respect of arrears brought forward and number of arrears cases in the Debtors system.

Housing Benefit Overpayments	2019/20	2020/21	Increase/ (Decrease)
Arrears @ 1 st April (Value)	£3,573,112	£3,153,505	(£419,607)
Arrears @ 1 st April (Cases)	2,866	2,201	(665)

10. Strategic Priorities

- 10.1 Let's reduce inequality: The Revenues and Benefits Service has a key role in reducing poverty and disadvantage; by ensuring residents receive the benefits they are entitled to, providing money/debt advice, as well as collecting monies due to the Council in line with a Fair Collection and Debt Recovery Policy.

11. Organisational Impacts

- 11.1 Financial: Prompt and efficient recovery of amounts due to the Council helps to ensure that income receivable is collected in order to finance critical services.
- 11.2 Legal Implications including Procurement Rules: There are no direct legal implications from this report.

12. Risk Implications

- 12.1 A Risk Register is in place for the Revenues and Benefits shared service.

13. Recommendation

- 13.1 Members are asked to note the contents of this report.

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

How many appendices does the report contain? None

List of Background Papers: None

Lead Officer: Martin Walmsley, Head of Shared Revenues and Benefits,
Telephone 01522 873597

This page is intentionally blank.

PEFORMANCE SCRUTINY COMMITTEE

19 AUGUST 2021

SUBJECT: WORK PROGRAMME FOR 2021/22

DIRECTORATE: CHIEF EXECUTIVE AND TOWN CLERK

LEAD OFFICER: CLARE STAIT, DEMOCRATIC SERVICES OFFICER

1. Purpose of Report

- 1.1 To present members with the Performance Scrutiny Committee work programme for 2021/22 (Appendix A).

2. Background

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

3. Recommendation

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

Key Decision No

Do the Exempt Information Categories Apply No

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

Does the report contain Appendices? Yes

If Yes, how many Appendices? 1

Lead Officer: Clare Stait, Democratic Services Officer
Telephone 873239

This page is intentionally blank.

22 June 2021

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Financial Performance (Detailed): Outturn 2020/21 Quarter 4	Jaclyn Gibson/ Colleen Warren	Quarterly Report Professional High Performing Services
Treasury Management Stewardship and Actual Prudential Indicators Report 2020/21 (Outturn)	Jaclyn Gibson/Colleen Warren	Six Monthly Report Professional High Performing Services
Performance Monitoring Outturn 2020/21 Quarter 3&4	Pat Jukes	Quarterly Report-Professional High Performing Services
2021/22 performance targets	Pat Jukes	
Strategic Risk Register – Quarterly Report Q3&4	Jaclyn Gibson/Colleen Warren	Quarterly Report Professional High Performing Services
Section 106 Contributions Update	Nicola Collins	Annual Report Lets Drive Economic Growth
Homelessness Act 2018 (deferred to a later date)	Alison Timmins	Annual Report

8 July 2021 (postponed)

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

15 July 2021 (Monitoring Overview) – meeting moved from 26 May

Item(s)	Responsible Person(s)	Vision 2020 Strategic Priority/ Comments
Standard Items		
Portfolio Under Scrutiny Session – Customer Experience and Review (From Previous Year)	Portfolio Holder	Annual Session Vision 2020 (Mixed)
Portfolio Under Scrutiny Session – Remarkable Place(From Previous Year)	Portfolio Holder	Annual Session Lets Enhance our Remarkable Place
Central Lincolnshire Local Plan Annual Report 2020/21 including Financial Update	Toby Forbes-Turner	Annual Report Lets Drive Economic Growth

10 August

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Portfolio Under Scrutiny Session – Our People and Resources	Portfolio Holder	Annual Session Professional High Performing Services

19 August 2021 (Monitoring Overview)

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Confirmation of Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2021-22 - Update	Democratic Services	Regular Report
Monitoring Items		
Financial Performance (Detailed) – Quarterly Monitoring: Quarter 1	Colleen Warren	Quarterly Report Professional High Performing Services
Performance Quarterly Monitoring: Quarter 1	Pat Jukes	Quarterly Report Professional High Performing Services
Quarterly Strategic Risk Register Report-Quarter1	Jaclyn Gibson	Quarterly Report Professional High Performing Services
Income/Arrears Monitoring report	Martin Walmsley	Annual Report Professional High Performing Services

30 September (Thematic Reviews)

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

18 November 2021 (Monitoring Overview)

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

9 December 2021

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2021-22 - Update	Democratic Services	Regular Report
Portfolio Under Scrutiny Session – Remarkable Place	Portfolio Holder	Annual Session Lets Enhance Our Remarkable Place
Portfolio Under Scrutiny Session – Customer Experience and Review	Portfolio Holder	Annual Session Vision 2020 (Mixed)
Creating Value Processes	Simon Walters	Requested Report
Scrutiny Annual Report	Democratic Services	Annual Report Professional High Performing Services

20 January 2022

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

17 February 2022 (Monitoring Overview)

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Draft Work Programme for 2022-23	Democratic Services	Regular Report
Monitoring Items		
Financial Performance (Detailed) – Quarterly Monitoring: Quarter 3	Colleen Warren	Quarterly Report Professional High Performing Services
Performance Quarterly Monitoring: Quarter 3	Pat Jukes	Quarterly Report Professional High Performing Services
Strategic Risk Register – Quarterly Report Quarter 3	Colleen Warren	Quarterly Report Professional High Performing Services
Feedback from Budget Review Group	Colleen Warren	Annual Report Professional High Performing Services
Christmas Market 2021 Outturn Report	Simon Colburn	Annual Report Lets Drive Economic Growth
Section 106 Contributions Update	Nicola Collins	Annual Report Lets Drive Economic Growth

Portfolio Under Scrutiny Sessions

Date	Portfolio
15 July 2021	Customer Experience and Review (Previous Year) Remarkable Place (Previous Year)
10 Aug 2021	Our People and Resources
30 September 2021	Economic Growth
18 November 2021	Reducing Inequality
9 December 2021	Remarkable Place Customer Experience and Review
20 January 2022	Quality Housing

This page is intentionally blank.

SUBJECT:	STRATEGIC RISK REGISTER – QUARTERLY REVIEW
DIRECTORATE:	CHIEF EXECUTIVE AND TOWN CLERK
REPORT AUTHOR:	JACLYN GIBSON, CHIEF FINANCE OFFICER

1. Purpose of Report

1.1 To provide Members with a status report of the revised Strategic Risk Register as at the end of the first quarter 2021/22.

2. Background

2.1 An update of the Strategic Risk Register was developed under the risk management approach of ‘risk appetite’, was last presented Members in June 2021 and contained sixteen strategic risks.

2.2 Since reporting to Members in June, the Strategic Risk Register has been refreshed and updated by the Corporate Management Team for the financial year 2021/22. The Strategic Risk Register reflects the significant change in circumstances in which the Council has been operating since the onset of the pandemic and the different challenges and opportunities it faces. This review has identified that there have been some positive movement in the register, with the removal of one green risk and the merging of a number of other risks to more accurately reflect the Council’s strategic risks.

2.3 The updated Register is contained with Part B of this agenda, it contains thirteen strategic risks which are listed below, along with details of relevant mitigations.

3. Strategic Risks

3.1 The Strategic Risk Register now contains thirteen existing risks, as follows:

- 1) Failure to engage & influence effectively the Council’s strategic partners, council staff and all stakeholders to deliver against e.g. Council’s Vision 2025.
- 2) Failure to deliver a sustainable Medium-Term Financial Strategy (that supports delivery of Vision 2025).
- 3) Failure to deliver the Towards Financial Sustainability Programme whilst ensuring the resilience of the Council.
- 4) Failure to ensure compliance with statutory duties/functions and appropriate governance arrangements are in place.

- 5) Failure to protect the local authority's vision 2025 due to changing structures and relationships in local government and impact on size, scale and scope of the Council.
- 6) Unable to meet the emerging changes required in the Council's culture, behaviour and skills to support the delivery of the council's Vision 2020/2025 and the transformational journey to one Council approach.
- 7) Insufficient levels of resilience and capacity exist in order to deliver key strategic projects & services within the Council.
- 8) Decline in the economic prosperity within the City Centre.
- 9) Failure to deliver key strategic projects.
- 10) Failure of the Council's key contractors and partners to remain sustainable and continue to deliver value for money
- 11) Failure to put in place safe working practices and social distancing measures to protect officers and service users.
- 12) Failure to protect the vulnerable in relation to the Council's PREVENT and safeguarding duties.
- 13) Failure to mitigate against the risk of a successful cyber-attack against the council

3.2 Following review of the Strategic Risk Register the following risk, assessed as green, has now been removed from the register, although there are some ongoing mitigations which will be addressed through operational/project risk registers:

Failure to mitigate against the implications for the Council following the outcome of Brexit.

The review also identified the following risks that have been merged together:

Failure to work in partnership to sustain support to vulnerable residents post COVID19 – this risk has now been merged into risk No. 1 in relation to the reducing all kinds of inequality strategic priority.

Failure to comply with current safeguarding legislation and procedures and Failure to Meet the councils PREVENT duties – these two risks have been merged together as Failure to protect the vulnerable.

3.3 The assessed level of each of these thirteen risks is as follows:

Risk No.	Risk Rating	Likelihood	Impact
8	Red/High	Almost Certain	Critical
2, 3, 10, 12 & 13	Red/High	Probable	Critical
7	Red/High	Almost Certain	Major
9	Amber/Medium	Probable	Major
1, 4, 5 & 6	Amber/Medium	Possible	Major

Control actions continue to be implemented and risks managed accordingly.

- 3.4 The revised Strategic Risk Register is contained within Part B of this agenda.

4. Strategic Priorities

- 4.1 Sound risk management is one way in which the Council ensures that it discharges its functions in accordance with its expressed priorities, as set out in the Vision 2025, and that it does so in accordance with statutory requirements and within a balanced and sustainable budget and MTF5.

5. Organisational Impacts

- 5.1 Finance - There are no direct financial implications arising as a result of this report. The Council's Strategic Risk Register contains two specific risks in relation to the Medium-Term Financial Strategy and the Towards Financial Sustainability Programme, the risk registers that support these are also being reviewed in light of the current financial challenges the Council is facing.

- 5.2 Legal Implications including Procurement Rules - The Council is required under the Accounts and Audit Regulations 2011 to have a sound system of Internal Control which facilitates the effective exercise of the Council's functions and which includes arrangements for the management of risk. The maintenance of a Strategic Risk Register and the control actions which the Council undertakes are part of the way in which the Council fulfils this duty.

- 5.3 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.

Due to the nature of the report, no specific Equality Impact Analysis is required.

6. Risk Implications

- 6.1 The Strategic Risk Register contains the key strategic risks to the delivery of the Council's medium and longer term priorities. A failure to monitor the action that is being taken to manage these risks would undermine the Council's governance arrangements.

7. Recommendation

7.1 Members are asked to note and comment on the Council's strategic risks as at the end quarter 1 2021/22.

Is this a key decision? No

Do the exempt information categories apply? No

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

How many appendices does the report contain? None

List of Background Papers: None

Lead Officer: Jaclyn Gibson, Chief Finance Officer
Telephone (01522) 873258

Document is Restricted

This page is intentionally blank.

Document is Restricted

This page is intentionally blank.