

## PERFORMANCE SCRUTINY COMMITTEE

**Thursday, 17 February 2022**
**6.00 pm**
**Committee Rooms 1-2, City  
Hall**

Membership:	Councillors Pat Vaughan (Chair), Loraine Woolley (Vice-Chair), David Clarkson, Thomas Dyer, Rebecca Longbottom, Laura McWilliams, Lucinda Preston, Christopher Reid and Helena Mair
Substitute member(s):	Councillors Adrianna McNulty
Officers attending:	Steve Bird, Democratic Services, Jaclyn Gibson, Pat Jukes, Simon Walters, Alison Hewson, Martin Walmsley, Jess Cullen, Daren Turner, Clare Stait, Tracey Parker and Rob Marshall

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## A G E N D A

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<b>SECTION A</b>	<b>Page(s)</b>
1. Confirmation of Minutes - 20 January 2022	<b>To Follow</b>
2. Confirmation of Housing Scrutiny Sub-Committee Minutes - 9 August 2021 & 1 November 2021	<b>3 - 16</b>
3. 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.	
4. Scrutiny Annual Report 2020/21	<b>17 - 26</b>
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10. Exclusion of Press and Public	<b>141 - 142</b>

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'

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## **SECTION B**

11. Strategic Risk Register - Quarterly Review

**[Exempt Para(s) 3]**

**143 - 160**

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

**Apologies for Absence:** Councillor Pat Vaughan

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

**15. Confirmation of Minutes - 23 June 2021**

RESOLVED that the minutes of the meeting held on 23 June 2021 be confirmed.

**16. Declarations of Interest**

No declarations of interest were received.

**17. LTP Matters**

Mick Barber, Chair of LTP advised on the activities of Lincoln Tenant's Panel as follows:

- Estate Inspections were currently being undertaken. He would bring an update back to Housing Scrutiny Sub Committee the meeting after next.
- Mutual Exchanges Lincoln Tenants Panel wished to revisit the Mutual Exchange Policy to see if it needed any tweaks.

Yvonne Fox, Assistant Director, Housing highlighted that the Mutual Exchanges Policy was set down in law. People could apply if they met the criteria and could not be refused. The only discretion within the Council's control concerned repairs.

Mick Barber advised that there were some alterations to repairs etc which required addressing within the policy and requested a report be presented to the next meeting of Housing Scrutiny Sub Committee.

**18. Other Matters**

Councillor Hewson, Chair, asked why Housing Appeals Panel had not met for a good length of time.

Yvonne Fox, Assistant Director, Housing advised that Housing Appeals Panel was still available to be called as required, however, the Council had not been serving notices of evictions due to Covid 19 regulations imposed by the Government and currently the need had not arisen.

**19. Performance Monitoring Report - Quarter 1 2021/22**

Yvonne Fox, Assistant Director of Housing:

- a. provided Housing Scrutiny Sub Committee with a quarter one report on Performance Indicators for the 2021/22 financial year (April 2021- June 2021), as detailed at Appendix A

- b. advised that of the 21 measures, 8 were on or exceeding targets for the year (year-end), 10 had not met the targets set and 3 indicators were currently not available at the time of this report
- c. highlighted that of the 10 measures that did not meet the target, 2 of these were within 5% tolerance of their respective targets (Amber rating), and one of these represented a year-end target (Decent Homes)
- d. reported that over the last eleven years the Council had been working with the Lincoln Tenants Panel to improve external scrutiny and to meet the standards implemented by the Tenant Services Authority
- e. reported that from April 2010 all social landlords were required to have local offers in place alongside the national standards as set out in the new Regulatory Framework for Social Housing, amended with effect from April 2012, although the principles remained the same
- f. referred to Appendix A which attempted to simplify the overall analysis by listing performance on a service functional basis (rents, repairs, etc) and then showing the source of the indicator (reason)
- g. added that for comparison purposes each indicator showed last year's performance against the target for the current year (where applicable) and progress made in the current year
- h. referred to paragraph 4.3 of the report and highlighted areas of good performance:
  - Arrears as a % of rent debit
  - Completed repairs right on first visit (priority and urgent)
- i. further highlighted a brief explanation of reasons where we had not achieved our targets as detailed at paragraph 4.4 of the report:
  - % of calls answered within 90 seconds
  - % of complaints completed within target time
  - Void's performance
- j. highlighted that although there had been many challenges for the directorate struggling with raw materials and supply chains, all in all performance was holding its own under difficult circumstances
- k. invited committees' questions and comment.

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

- Question: What was the projected out-turn for voids in the next quarter?
- Response: This could not be predicted in the circumstances due to the void's contractor having gone into administration which was unprecedented. So many people were in temporary accommodation who could not be pre allocated into properties as we didn't know how long this would take. We were working to minimise the impact on our customers

employing local contractors to help HRS with void work and by the end of September we would hopefully have a better idea of where we stood.

- Question: How did the increase in rent arrears compare against other Councils?
- Response: The Council did conduct benchmarking exercises with similar authorities, and performance fared well against these. Collection rates were down to 95% in some areas of the country, compared to this we were doing well at 99%.
- Question: Was the increase in calls regarding repairs down to an ease in COVID restrictions?
- Response: The reason why the volume of calls had gone up was not quite certain. Further investigations would be made prior to reporting back to the next meeting of Housing Scrutiny Sub Committee.
- Question: The percentage of complaints replied to in line with Corporate policy was recorded as down. What was this attributed to?
- Response: The Corporate Complaints Policy was complex in nature. Various information was required including site visits, it was likely to be a volume issue. It could simply be it was half a day out of target not weeks. With staff not at their desks this could possibly cause a couple of days slippage. We kept up liaison with tenant's meantime regarding any complaints.
- Question: The percentage of complaints replied to within target time was set at a top target of 70.37% for quarter 1. This was not in line with Corporate policy at 98.18%? What was the reason for the difference?
- Response Councillor Nannestad, Portfolio Holder for Quality Housing: It may be that the Housing directorate held a different target to that of Corporate Policy which covered the whole authority. Clarification would be sought on the reason for the differing figures to be reported back to Housing Scrutiny Sub Committee.
- Comment: People telephoning in were not getting the required action. This was disappointing, whether or not staff were working from home. The target for 'complaints replied to within target time' had been raised to 95% although actual performance was recorded at 70.8% in the previous year.
- Response: The member of staff responsible for dealing with complaints had unfortunately been off with long term sickness. We now had someone in place to monitor complaints which would improve performance. Telephone calls were often complex requiring further information to be sourced and supplied to customers.
- Question: If calls were recorded, was it not possible to pursue why action wasn't taken?
- Response by Portfolio Holder for Quality Housing: A temporary appointment had now been made to fill the gap.
- Comment: Tenants were not always sure which housing officer they were speaking to over the telephone if someone unfamiliar picked up the call.

- Response: The Housing officer patches were up to date on the Council's website. If there happened to be a vacancy, then the Area Housing Manager would pick up the call.
- Question: Was it possible to include a commentary alongside the performance indicators in quarter two giving reasons for their status?
- Response: Yes, this was possible although this volume of information would need to be displayed in smaller type to fit the page.

RESOLVED that:

1. The current performance outcomes during the financial year 2021/22 be noted
2. Additional information on reasons for performance indicator status be incorporated into the analysis of performance data in future from quarter 2 report onwards.
3. Further investigations to be made prior to reporting back to the next meeting of Housing Scrutiny Sub Committee on reasons for the increase in calls and response times/percentage of complaints replied to within target time not in line with Corporate policy
4. 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.

**20. Allocations Policy Update - Update on Implementation of New Member Policy and Analysis of Housing Register - Update on Numbers in Each Band (Verbal Report)**

Yvonne Fox, Assistant Director of Housing, gave a verbal update on the implementation of a new member Allocations Policy and the numbers of people in each band on the housing register, covering the following main points:

- There were 1,222 active applications on the housing register.
- 329 of these were requests for transfers.
- 893 were classified as housing regulation applications.
- There was a very high demand for four-bedroomed properties.
- 1 bedroomed properties were also in high demand.
- Numbers of People in House Bands:
  - Band 1: 216
  - Band 2: 337
  - Band 3: 1,069
- 146 properties in total had been let this year to date.
- 110 one bedroomed properties had been let.
- 1 four bedroomed property had been let.
- The remaining properties let were two or three bedroomed properties.
- The majority of voids properties were one bedroomed.
- There was a slow trickle of family houses with demand far outstripping supply.

- 22 people in Band A were in overcrowded accommodation, with only 1 four bed roomed house having been let.
- Last quarter there had been 124 lets and 146 as of 1 August 2021.
- 28% of the requests for lettings were applications for transfers.
- 13.7% were housing regulation applications
- 58% of requests for lettings were clients either homeless or at risk of homelessness.
- A minimum of 25% transfer applications must be maintained to allow 'good' tenants the ability to move house should circumstances change.
- The Housing Directorate was still under government direction to give priority to homeless people or people at risk of homelessness.
- There were 20 cases today in temporary accommodation.
- Void repairs on properties were awaited.
- 25 people had been matched to a property when it became available.
- 13 people needed a match to be achieved.
- The Directorate was under pressure in terms of homelessness and was bound by law to work to legislation.
- We needed to give preference to homeless cases and 25% transfer allocations to operate within legislation.

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

- Question: If a person was made homeless and couldn't be placed, where did they go?
- Response: The majority of homeless people were housed in private rented accommodation or supported accommodation. Temporary accommodation may be provided if required, perhaps through NOMAD or YMCA housing association.
- Question by Chair: Was it possible to receive the above data in writing in order it could be scrutinised every six months?
- Response: These figures would be circulated to members of Housing Scrutiny Sub Committee.
- Question: Did the definition of homeless people include rough sleepers?
- Response: Yes, Rough sleepers were included in this group and were allocated accommodation in line with policy.
- Question: A number of properties offered to clients were not accepted first time round. Why was this?
- Response: 78% of properties were accepted first time. There were specific reasons why properties were turned down, for example, if they were close to someone needing to flee violence. Sometimes people changed their minds after viewing the property. The reasons for refusal were monitored and any issues flagged up at Voids meetings.
- Question: Some people moving into a property for the first time may be paying more rent than their neighbours next door having been a tenant for some time. What was the difference in rent between first time tenants and existing tenants?

- Response: The difference between rental costs varied according to property components. It could be as little as 50p or £5 dependent on the size of the property and local amenities.

RESOLVED that:

1. Further written detail on the figures relating to the Allocations Policy and the numbers of people in each band on the housing register be provided to members of Housing Scrutiny Sub Committee.
2. The content of the officers' verbal report be noted.

**21. Analysis of Housing Register - Update on Numbers in Each Band (Verbal Report)**

This agenda item was incorporated into the previous minute for tonight's meeting.

**22. 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.

Mick Barber, Chair of Lincoln Tenants Panel requested an update on communal areas as part of the Sheltered Housing Scheme, an item which had been delayed due to COVID.

RESOLVED that:

1. An update on Communal Areas as part of the Sheltered Housing Scheme be incorporated into the Work Programme in 2022.
2. The content of the work programme be noted.



<b>Present:</b>	Councillors Councillor Pat Vaughan ( <i>in the Chair</i> ), Liz Bushell, Rebecca Longbottom, Christopher Reid and Edmund Strengiel
<b>Apologies for Absence:</b>	Councillor Loraine Woolley, Steven Bearder, Debbie Rousseau and Sheila Watkinson
<b>Also in Attendance:</b>	Mick Barber (Chair of LTP), Caroline Coyle-Fox (Vice Chair of LTP) and Mike Asher (Substitute LTP Member)

**23. Confirmation of Minutes - 9 August 2021**

RESOLVED that the minutes of the meeting held on 9 August 2021 be confirmed.

**24. Matters Arising**

In relation to Minute No 18, 'Other Matters' Mick Barber, Chair of Lincoln Tenants Panel, asked whether there was any further update as to when Housing Appeals Panel hearings would recommence?

Yvonne Fox, Assistant Director of Housing, confirmed as that as soon as there were appeals in the system to be heard a meeting of Housing Appeals Panel would be called.

**25. Declarations of Interest**

No declarations of interest were received.

**26. LTP Matters**

Mick Barber, Chair of LTP reported as follows:

- LTP had undergone a great deal of restructuring over the last two-year period.
- LTP members had been involved in working groups together alongside officers to carry out this task; he gave thanks to the support given by officers especially in such difficult times.
- Chris Morton, Resident Involvement Manager was leaving the employment of the City of Lincoln Council on 26 November 2021. He had worked so hard for the LTP and expressed total respect for all his commitment and support.

**27. Quarter 2 (2021/22) - Performance and Finance Report**

Yvonne Fox, Assistant Director of Housing:

- a. provided Housing Scrutiny Sub Committee with a quarter two report on Performance Indicators for the 2021/22 financial year (April 2021-September 2021), as detailed at Appendix A of her report, which combined all performance relevant to Housing Landlord issues
- b. advised that of the 21 measures, 7 were on or exceeding targets for the year (year-end), and 13 had not met the normal targets set

- c. highlighted that of the 13 measures that did not meet the target, 6 of these were within 5% tolerance of their respective targets (Amber rating), 3 of the 6 were year-end targets (Decent Homes and 2 financial measures) and one measure did not have a target set (Complaints replied to in line with corporate policy)
- d. reported that over the last eleven years the Council had been working with the Lincoln Tenants Panel to improve external scrutiny and to meet the standards implemented by the Tenant Services Authority
- e. reported that from April 2010 all social landlords were required to have local offers in place alongside the national standards, as set out in the new Regulatory Framework for Social Housing, amended with effect from April 2012, although the principles remained the same
- f. referred to Appendix A which attempted to simplify the overall analysis of the data by listing performance on a service functional basis (rents, repairs, etc) and then showing the source of the indicator (reason)
- g. added that for comparison purposes each indicator showed last year's performance against the target for the current year (where applicable) and progress made in the current year
- h. referred to paragraph 4.3 of the report and highlighted areas of good performance:
  - Anti-Social Behaviour
  - % of Rent Collected as a % of Rent Due
  - Repairs Indicators
- i. reported at paragraph 4.4 of the report on reasons where we were close to achieving our targets (amber rating) as follows:
  - Arrears as a % of Rent Debit
  - % of Homes with Valid Gas Safety Certificate
  - Housing Investment and Programmed Maintenance
- j. further highlighted a brief explanation of reasons where we had not achieved our targets as detailed at paragraph 4.5 of the report:
  - Voids Performance
  - % of Urgent (3 days) Repairs Carried Out Within Time Limits (HRS)
  - % of Complaints Replied to Within Target Time
- k. stated that although there were no direct financial implications arising from the report, there were several indicators that did affect the HRA including the amount of rent collected and repairs and improvements; we continued to monitor our financial position with our finance colleagues
- l. invited committees' questions and comments.

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

- Current performance was promising to see with only a short dip due to circumstances surrounding COVID.
- There was currently a general shortage of staff across the country in all professions Hopefully the red rating in the area of urgent repairs carried out within 3 days would disappear in time.
- The average number of days to resolve Anti -Social Behaviour cases for quarter 2 at 49.1 days represented good performance.

The following key questions emerged:

- Question: Performance in relation to the percentage of Anti-Social Behaviour cases resolved/closed was showing as 98.54%. What proof did officers have to back up this data?
- Response: Each case opened was allocated a case file and progress was tracked accordingly. A case could not be closed until it was resolved with full compliance. A customer satisfaction survey was also completed prior to closure.
- Supplementary Question: Were cases closed because the customer received a satisfactory conclusion or because the case couldn't be taken any further? Whose decision was it?
- Response: The figures quoted related to tenancy services. There may be cases on occasions which took a long time to resolve but these were exceptional cases.
- Question: Was the percentage of customer telephone calls answered within 90 seconds at 18.2% in this quarter, set against a target of 80% due to having staff shortages?
- Response: Advice taken from Joanne Crookes, Customer Services Manager revealed that calls were more complex and taking longer to deal with. There were also instances of staff absence due to COVID and recent staff turnover meant that staff were in training. Figures obtained from the Customer Services Manager recorded average waiting times in September 2021 as follows: Of the 10,691 calls answered the average waiting time to get through to an agent was 7.13 minutes, with 28% of calls being answered within 90 seconds. (Subsequent to the response provided at the meeting, figures obtained for October 2021 showed a marked improvement: Of 10,574 calls answered the average waiting time to get through to an agent was 5.16 minutes, with 42% of calls being answered within 90 seconds.)
- Question Were callers informed what number they were in the telephone queue?
- Response: Yes. They were also offered a call back in this duration and referred to the online service available as an alternative.
- Question: Why had the percentage of all priority repairs carried out within the time limit by Aaron Services dropped from Quarter One to Quarter 2?
- Response: Performance had dropped slightly. Regular meetings were held with Aaron Services, who also had recruitment issues and illnesses due to COVID. There were solid reasons for the current situation. The company worked very hard in partnership with the Housing Service and provided good value for money

- Question: Performance in terms of complaints was improving, however, still along way from reaching the target. When was the target last reached and how recently were the actions identified to address the problems implemented? If this was recently, why had it taken so long?
- Response: The nearest the service had been to the target was 90% in April 2020. The targets in relation to the Housing Service were much more stringent than corporate targets. There was also a significant higher number of complaints received compared to other departments. Many instances registered as complaints were in fact service requests. An action plan was in the process of being implemented to deal with these anomalies and complaints monitoring reviewed.
  
- Question: Could officers provide additional detail regarding measures ongoing to address the shortfall in % of urgent repairs carried out within time limits i.e., flexible recruitment campaigns, job advertisements, how success was measured?
- Response: The service was currently undergoing a flexible recruitment process for fixed term/part time/ afternoon/evening workers. It also linked up with local colleges to give opportunities for school leavers. (Council policy required all vacancies to be advertised internally first which caused some delays. Also, employees were entitled to resign with only a month's notice) Recruitment open days were being arranged/recruitment videos introduced. Progress would be measured in the next 4-8 weeks as new operatives were recruited. The benefits of working for a local authority were being advertised e.g., pension scheme, good working hours, tools and PPE equipment provided. It was very challenging to recruit staff in a 'boom' economy.
  
- Question: How was performance measured for repair appointments kept compared to appointments made measured?
- Response: This data was provided by the Performance Team
  
- Question: There were examples where customer services had contacted tenants to book repairs that had already been completed. Was this an occasional occurrence?
- Response: Officers were not aware of such issues; however, they would investigate further if provided with greater details.
  
- Question: What was the current position regarding the delay in completion of electrical safety testing work?
- Response: There was currently a six-week back log of electrical testing work compared with gas inspections over a 5-year period; gas inspections were being continued.

LTP members requested that data be prepared to propose instigation of a 5-year electrical testing scheme to reach the same standards as gas inspections.

RESOLVED that:

1. The current performance outcomes during the financial year 2021/22 be noted.
2. Data be prepared on a 5-year electrical testing scheme to reach the same standards as gas inspections

3. 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 particularly in relation to Anti-Social Behaviour be noted.

## **28. Mutual Exchange Policy**

Yvonne Fox, Assistant Director of Housing:

- a. presented Housing Scrutiny Sub Committee with a copy of the Council's Mutual Exchange Policy and Procedures
- b. advised that the policy had been amended during the COVID pandemic in line with the Governments directive not to allow any non-essential moves during lockdowns or at other times when the movement of people should be avoided
- c. highlighted that the only discretion in respect of changes to the Mutual Exchange Policy related to repairs as the scheme was governed by statute
- d. reported that a meeting had taken place with members of LTP to advise on the legal position in relation to mutual exchanges, after which LTP Members agreed to look at the repair's procedure relating to mutual exchanges
- e. highlighted that any proposed changes would need to be costed and their impact on the HRA considered before changes in policy could be recommended
- f. welcomed a further report from LTP members with any recommendations for areas of review.

Members discussed the content of the report in further detail.

Mick Barber, Chair of LTP summarised the following main points:

- A working group had been set up made up of officers and Members to review and make suggestions regarding tweaks to the Mutual Exchange Policy.
- The issues surrounded tenants undergoing mutual house exchanges and making requests for additional work to the new property.
- An annual Mutual Exchange Conference held annually in the City had encouraged a good response from tenants wishing to exchange.

Councillor Reid asked whether COVID measures to restrict the movement of tenants were still in place?

Yvonne Fox explained that when the country first went into lockdown non-essential moves were not allowed. These restrictions were no longer in place; however, the housing authority was still cautious in line with the amended policy.

Councillor Reid queried the legality of text within paragraph 2.2 and 3 of the amended policy to allow the Assistant Director of Housing/Tenancy Services Manager to defer any requests where the move was not '*essential*'; wording he felt needed clarification.

Daren Turner, Director of Housing clarified that the Government had made it clear that essential meant 'high medical need'. This was not defined in law, but in terms of reasonableness/not to be detrimental to the health of the person in the household. Legal advice had been taken.

Councillor Vaughan, Chair, asked how many Mutual Exchanges had been deferred?

Yvonne Fox explained that the policy had been amended to reflect restrictions during the first and second COVID lockdowns. Tenants had cooperated with the housing service during this period and had been happy to wait.

Mick Barber, Chair of LTP highlighted that there was an agreed timescale for deferred mutual exchanges which could be appealed against if a specific request was prolonged further.

Councillor Strengiel referred to the ten grounds for refusal of a mutual exchange at paragraph 5.2 of the policy. He asked whether circumstances where one of the houses was in perfect condition but the other in need of refurbishment would be grounds for refusal?

Yvonne Fox clarified there was no legal ground to refuse an exchange if both tenants were in agreement.

Matt Hillman, Assistant Director of Housing, and Investment suggested that further guidance be set down to manage expectations/responsibility of the tenant accepting a mutual exchange to agree with the tenant leaving the property any specified repair work required which should be recharged back to the new tenant. This would allow a consistent process to be followed similar to voids

Mick Barber highlighted that the working group was looking into the time limit for non-essential repairs following mutual exchanges.

Daren Turner advised that the majority of mutual exchanges went very smoothly, although he had seen instances of a signed document for the property to be 'taken as seen' with no repairs within 12 months, followed shortly after by requests for repairs to the same property.

RESOLVED that:

1. Legal advice be sought on the relevance/suitability of the wording within paragraphs 2.2 and 3 of the amended Mutual Exchange Policy.
2. A further report be awaited from LTP on potential areas for review of the Mutual Exchange Policy.
3. The current Mutual Exchange Policy be noted.

**29. Numbers of Properties Offered to People on Council Waiting List/Others**

Yvonne Fox, Assistant Director of Housing:

- a. provided statistical data in respect of allocation of council properties April-September 2021 as detailed within her report

- b. advised that at the end of Quarters 1 and 2, 200 properties had been allocated
- c. referred to her allocations update which detailed types of applicant/banding successful bids were made to; broken down further by percentage property types across all properties
- d. highlighted that the authority was still required by law to ensure that any household threatened by homelessness or being actually homeless were prioritised for accommodation
- e. added that the Council also had a quota for transfer applicants to move into more suitable accommodation that met their changing needs, set at 25% of all lettings to ensure that local needs and Government priorities were met
- f. welcomed comments on the content of her report.

Members raised questions as follows:

- Question: It would be useful to see a comparison against data for previous years, was the percentage number of homeless people higher now than pre COVID times?
- Response: Since legislation had changed a full year's figures were not yet available. However, homelessness cases pre COVID were approximately 25% compared to a likely 40/45% at the end of the year.
- Question: Further information would be helpful on what types of property people had transferred from, whether homeless people had moved out of private sector housing, where they came from, who they were in terms of age/family situation. This would give a fuller picture over time.
- Response: This type of data could be brought to a future meeting of Housing Scrutiny Sub Committee. The figures were available. There had been many changes over the years particularly post Homelessness Reduction Act legislation. People had complex needs, in difficult circumstances such as fleeing violence and rough sleeping was more prevalent. The profile was changing and would probably always do so.

RESOLVED that the content of the statistical report be noted with thanks.

### **30. Work Programme Update 2021-22**

The Chair:

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

RESOLVED that the content of the work programme be noted.

### **31. AOB**

Councillor Vaughan, Chair of Housing Scrutiny Sub Committee extended his heartfelt thanks to Chris Morton, Resident Involvement Manager on behalf of all Members for his support to Housing Scrutiny Sub Committee and City of Lincoln Council tenants/LTP members over recent years. He wished Chris all the best in his new career as he left the employment of the City of Lincoln Council on 26 November 2021.





# Scrutiny

## Annual Report 2020-21

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## Introduction

During 2020-21 the City of Lincoln Council continued to operate executive arrangements, with its Executive comprising the Leader of the Council and five other councillors as portfolio holders. Most the Council's important decisions are made by the Executive. To improve the quality of the Executive's decisions, overview and scrutiny committees remained in place, which provided the opportunity for the remaining 27 non-executive councillors to challenge decisions made by the Executive, as well as to help the Executive in reviewing and developing new policies.

This report covers the council year from May 2020 until March 2021 and is the first scrutiny annual report since 2018-19, as a report for 2019-20 was not prepared owing to the pressures of the Covid-19 pandemic, with changes to the allocation of staff resources.

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## Background to Scrutiny

The scrutiny committee structure is: -

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

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## What Did We Achieve in 2020/21?

The Council appointed the following overview and scrutiny committees for 2020/21:

Overview and Scrutiny Committee	Chair
Community Leadership Scrutiny Committee	Councillor Jane Loffhagen
Performance Scrutiny Committee	Councillor Gary Hewson
Policy Scrutiny Committee	Councillor Bill Bilton
Select Scrutiny Committee	Councillor Jane Loffhagen
Housing Scrutiny Sub Committee*	Councillor Gary Hewson

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

With the exception of the Select Scrutiny Committee and Housing Scrutiny Sub Committee, the work programmes for these scrutiny committees were formally approved by the respective Committees in June 2020 and regularly updated throughout the council year after this time. The introduction of a regular Housing Scrutiny Sub Committee work programme was at its infancy in June 2020 and was formally approved by members at the January 2021 meeting. The Select Scrutiny Committee meets once each year as the statutory Crime and Disorder Committee, as well as considering any call-in requests made throughout the year.

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

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## Community Leadership Scrutiny Committee

Between September 2020 and March 2021, the Community Leadership Scrutiny Committee met on seven occasions and focused on two issues relating to the effects of the Covid-19 pandemic:

- on local businesses, and what has been or could be done to assist; and
- on individuals and what has been happening or could happen to assist.

As the pandemic was a continuing challenge, the Committee decided to pass on the information gathered immediately and directly into the organisation to assist the Council's response to the pandemic. This differed from the usual practice of gathering evidence and presenting a report at the end of the year. As a result, a significant part of the information received by the Committee was included in the Council's response to the pandemic report.

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

- Sarah Loftus, Chief Executive of Lincoln Business Improvement Group
- Barry Hepton Local Business Owner and Chair of the Bailgate Guild
- Nicola Lockwood, Local Business Owner and Vice Chair of the Bailgate Guild
- Derek Ward, Director of Public Health, Lincolnshire County Council
- Justin Brown, Assistant Director for Growth, Lincolnshire County Council
- Graham Metcalfe, Department for Work and Pensions
- Kate Edgar, Development Plus

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

The Committee's recommendations concerned a variety of topics such as business rate relief; rent deferrals for tenants and charity and voluntary sector; the Test and Trace programme; the Kick Start programme; signposting to the Council's support and the national furlough scheme; advice on rapid digitalisation for businesses; and advice for those in the tourism and hospitality industry.

The Committee also concluded that the Council's response to the pandemic during the year had been constructive, practical, flexible, and effective. Staff of all grades and members alike showed generosity, flexibility, and preparedness to step out of their comfort zones to help residents at such a difficult time. It was a testament to the sometimes much-maligned public services about what can be achieved and how fast by a public sector determined to be effective.



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## Performance Scrutiny Committee

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

A regular report was provided in the form of a Portfolio Performance overview presented by the Policy Unit to the relevant Performance Scrutiny Committee meeting, with the purpose of bringing out key contextual benchmarking indicators about issues in the city overall in relation to the portfolio under scrutiny. This process helped promote effective scrutiny of the portfolio holder's report.

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

- Quarterly financial monitoring to provide members with a summary of actual income and expenditure compared to the revised budget and appropriate allocation of any surpluses to reserves.
- Quarterly performance update reports to ensure regular monitoring of the Council's operational performance as a key component of the Local Performance Management Framework.
- A quarterly review of the Strategic Risk Register - what improvements or issues have been identified.
- A report on Treasury Management and Actual Prudential Indicators as a requirement of the Council's reporting procedures under regulations issued under the Local Government Act 2003.
- An annual report detailing progress made by the Central Lincolnshire Joint Strategic Planning Committee.
- An update report on Section 106 contributions.
- Income and arrears monitoring reports providing updates to members on the position with regard to amounts of monies owed to the City Council as of 1<sup>st</sup> April.
- Revenues and Benefits performance updates providing members with an update on performance in the Revenues and Benefits Shared Service.
- A report on the financial and performance position of the Housing Repairs Service at the end of the 2019/20 financial year was received by members of Performance Scrutiny Committee on 21 January 2021. It was highlighted that performance continued to increase among the Housing Repairs Service with tenant satisfaction exceeding the performance target.

Members took part in the budget review process for the scrutiny of the proposed budget and Council Tax for the 2021/22 financial year and the Medium Term Financial Strategy 2021-2026, undertaken in two separate stages; firstly all members were invited to a briefing session to afford all members the opportunity to

gain a greater understanding and awareness of the Council's financial position, thus aiding further scrutiny of the budget and in the case of the opposition party if desired the preparation of an alternative budget. This was followed by a more traditional scrutiny process undertaken to review in more detail the MTFS and the robustness of the proposed budget options and Council Tax for the 2021/22 financial year. This was undertaken in a committee format as the Budget Review Group with the appropriate governance arrangements in place.

The Committee held scrutiny reviews during the 2020/21 year in respect of:

#### A Review of 2019/20 including our COVID-19 Response

A report was given to members of performance during 2019/20 including details of our response to the Covid-19 pandemic. It included Q4 performance outturn for the year, as well as the period of the emergency response starting in March 2020, and the services that were deployed from then.

#### Our Befriending Service

Members received a report regarding the befriending service which was set up in the final days leading up to the COVID-19 lockdown on 23<sup>rd</sup> March 2020. The report covered the following areas:

- An introduction to our Befriending Service
- The issue our lonely, vulnerable, and elderly population faced
- What we wanted to achieve
- Who was involved and why it was effective?
- Our Timeline
- How our staff felt
- How our residents felt
- Feedback and compliments
- The future of the service

#### Fire Safety Update

On 21 January 2020, members received a report on the actions and progress that had been taken on fire safety in light of the Hackitt review following the tragic events at Grenfell Tower.

The report included recommendations taken from the Hackitt report accepted by The Ministry for Housing, Communities and Local Government and the progress that had been made in advance of the proposed implementation through legislation.

#### Service Delivery During our COVID-19 Response

During the whole of the financial year, measuring performance had been a challenge for the majority of service areas – some services had little or no data to report as they had been closed e.g., Leisure Centres, whilst others had been under extreme pressure to deliver a different service and existing measures had not been applicable, such as Food Health and Safety. It was therefore agreed to delay Quarter 3 reporting, as was done in Quarter 1, and produce a combined Quarter 3

and Quarter 4 report to capture performance for the second half of the financial year, subject to performance data being available.

Instead of the usual performance report, this report provided an overview of how services across the council had been operating during the pandemic with a focus on the period from October, just before the second lockdown. It reported not only on how services had adapted to changes during the ongoing restrictions, but also provided an insight into how services were planning for an easing of restrictions and return to a 'new normal' in the months ahead.

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## **Policy Scrutiny Committee**

During 2020/21, the Committee met six times, principally to scrutinise decisions due to be taken by the Executive or Council. The Committee provided its insights and recommendations on a variety of topics, which were suitably reflected in the eventual decision-making process.

The Committee scrutinised the following topics in particular detail:

### Review of Trusted Landlord Scheme and Proposed Changes

The Committee was presented with the proposed changes to the City of Lincoln Council's Trusted Landlord Scheme and were asked to review the changes. They were advised that the Trusted Landlord Scheme provided collective public recognition for responsible landlords who delivered private rented accommodation in the City. The purpose of the Scheme was to improve standards of accommodation and management, help improve neighbourhood relations and to recognise and support those landlords participating in the Scheme. The Committee received an overview of the current scheme and were asked to consider the following proposed changes:

- Updated Privacy Notice for GDPR compliance
- The inclusion of checks for Banning Order Offences, Civil Penalties, and the Rogue Landlord Database to determine Fit and Proper Person Compliance
- Recent inspections for other purposes would be taken into consideration when arranging compliance visits
- Virtual inspections would be acceptable at the discretion of the City Council
- Criteria set out of the circumstances where an application would be rejected.
- A broadening of the compliance checks for affiliate Letting and Managing Agents
- Amendments to the Terms and Conditions in respect of the above changes

Members of the committee discussed the report and generally supported the proposed changes to the scheme.

Following the discussion members recommended to Executive that the proposed changes to the Trusted Landlord Scheme be approved.

#### Proposal to Introduce a Public Space Protection Order to Prevent Anti-Social Behaviour at Lucy Tower Multi-Storey Carpark, Broadgate Multi-Storey Carpark and Lincoln Central Multi-Storey Carpark

The committee was presented with a proposal to implement a Public Space Protection Order (PSPO) within the Councils multi-storey carparks namely Lucy Tower, Lincoln Central and Broadgate. They were advised that the PSPO would provide additional tools and powers to reduce and manage incidents of Anti-Social Behaviour and drug use within the Councils multi-storey carparks.

The Committee considered the evidence provided, including reported incidents and discussed the responses received from both the public and private consultation.

Members were generally supportive of the proposed PSPO and commented that this approach was sympathetic but also the process would make dealing with anti-social behaviour quicker and simpler.

Following the discussion members recommended to Executive that the proposal to implement the PSPO be approved.

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

- Lincoln Social Responsibility Charter
- Planning White Paper Consultation
- Draft Housing Strategy 2020-25
- Lincoln Tenants Panel Grass Verge Survey Proposal
- Localised Council Tax Support Scheme 2021/22
- Facilities Strategy
- Physical Activity Strategy
- Housing Strategy 2020-25 Response to the Consultation Draft
- Proposals for the Review of Existing Public Space Protection Order within the City Centre
- Management of Change in Development Management

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

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## **Select Scrutiny Committee**

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



There was one call-in request during 2020/21 on the update of the position of the Lincoln Arts Trust Ltd, which was considered on 27 October 2020. After consideration of all the evidence and submissions made, the Committee decided to refuse the call-in request.

Owing to the pressures of the pandemic, the Committee was not able to sit as the Crime and Disorder Committee during the 2020/21 council year, but has been able to reinstate this for 2021/22, with a meeting on 21 July 2021.

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## **Housing Scrutiny Sub-Committee**

The Housing Scrutiny Sub-Committee is a sub-committee of Performance Scrutiny Committee. It was established in 2008 to increase engagement between backbench Members and Tenant Advisory Panel representatives. The Sub-Committee has continued to meet and tenants on the Committee consider that it has helped them have their say when scrutinising housing matters. The Committee met six times during 2020/21 and considered many reports which included the following topics:

- LTP Matters
- LTP Grass Verges Survey
- Sheltered Housing
- Cleaning of Communal Areas
- Sustainment of Tenancies
- Housing Service Delivery COVID Update
- Befriending Service during COVID
- Housing Finance
- Homelessness and Rough Sleeping
- Allocations Policy
- Housing Register
- Mutual Exchange Policy
- Resident Engagement Building Safety
- Rents
- Voids
- Target Setting

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

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## **Contact Us**

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<b>SUBJECT:</b>	<b>OPERATIONAL PERFORMANCE REPORT Q3 2021/22</b>
<b>DIRECTORATE:</b>	<b>CHIEF EXECUTIVE</b>
<b>REPORT AUTHOR:</b>	<b>ROBERT MARSHALL – BUSINESS INTELLIGENCE ANALYST CORPORATE POLICY</b>

## 1. Purpose of Report

- 1.1 To present to Performance Scrutiny Committee an outturn summary of the council's performance in Q3 of 2021/22.

## 2. Executive Summary

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

Appendix A – Summary of Quarterly and Annual Measure Performance by Directorate

Appendix B – Quarterly Measure Performance from PIMS

Appendix C – Annual Measure Performance from PIMS

There are 64 measures included within this report;

- 14 quarterly measures are RED (Below lower target boundary)
- 19 quarterly measures are Blue (Within target boundaries – Acceptable)
- 14 quarterly measures are Green (Exceeding the higher target)
- 18 quarterly measures are Volumetric (Contextual)

Overall performance is still being heavily affected by the impact of COVID and this report covers the period of the most recent restriction period.

## 3. Background

- 3.1 City of Lincoln Council, like all other local authorities, has had to make dramatic changes because 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.

This report will present the performance of service areas and directorates against our agreed performance measures and targets, as well as corporate performance measures.

- 3.3 As requested by CMT each measure is monitored against a target boundary range. If a performance measure is Blue (Acceptable) this measure is seen as performing the higher target (Green) is seen as an aspirational target to further drive performance.

#### **4. The Data Appendices**

- 4.1 The full report is attached as **Appendix A**, with the Strategic Measures Dashboard attached as **Appendix B** and the Annual measures attached as **Appendix C**.

Between them this provides a narrative summary of performance for Q2 for each of the key services plus a summary table of results by directorate.

- 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 City of Lincoln Council – Vision 2025
- 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.

The report is split into directorate and each directorate does connect loosely with our 2025 Vision Priorities but is not an explicit connection.

Directorate of the Chief Executive – Reducing all Kinds of Inequality

Directorate of Communities and Environment – Lets enhance our remarkable place

Directorate of Housing and Investment -Lets deliver quality housing

#### **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.

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

- 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 because 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 and recommend the content of the report to Exec on 21st February 2022.

**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?** Three (A, B and C)

**List of Background Papers:** None

**Lead Officers:**

Robert Marshall  
Business Intelligence Analyst, Corporate Policy  
Scott Lea  
Acting Performance & Engagement officer

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CITY OF  
*Lincoln*  
COUNCIL

# Operational Performance Report Q3 2021/22

Robert Marshall

Business Intelligence Analyst

January 2022

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## Introduction

Within this Operational Performance Report for Q3 2021-22 we are looking at 64 performance measures across the Chief Executive, Community and Environment and Housing and Investment Directorates. As with previous reports a top line summary of overall performance for each directorate can be found on page 5 with measures then broken down per directorate across the remainder of the report.

Members will recall that several targets had been adjusted at the start of this financial year and then were re-evaluated prior to the Q2 Performance report. All targets discussed relate to the confirmed targets given in the Q2 report.

As this report is being written, Britain is once again coming out of a period of more stringent restrictions, changes in benefit entitlements, the return of forced evictions and many other factors that continue to stem from the pandemic. Prior to this additional period of restriction, many services were grappling with the need to reintroduce cyclical inspections, catch up with missed or postponed appointments whilst introducing cost cutting initiatives as part of the 'Towards Financial Sustainability' programme. The on-going impact on product supply chains internationally increasing lead times, a lack of 'human' or skilled resource coupled with a very nervous customer base, many of whom are reluctant to allow entry to homes, has created a perfect storm.

Many government agencies that first planned for an 18-month recovery plan before Business As Usual (BAU) resumes, such as Health and Safety for example, are looking at these longer term plans to understand the extended impacted.

City of Lincoln Council is working at all levels to mitigate the impact, and strategically planning in the short and long term, and where possible grow revenue. But with consumer and leisure habits changing, increasing revenue streams in a recovery period will be stretched further. Returning to BAU will bring with it the normal challenges, this quarter, it is the closure of Yarborough swimming pool which is not only a draw on expenditure to rectify but an impact on revenue income.

Performance has and will continue to be affected over the coming years as we strive to return to BAU and as the long term understanding of COVID is learnt and what the new BAU looks like, the decisions made based on the best use of revenue, resource and time will be a deciding factor on this period of recovery.

As usual the detailed reports can be found in appendix B and C and corporate related measures are at the back of this report.

## How to read this report

Measures belonging to **Chief Executives Directorate**

– predominantly covering “Reducing all kinds of inequality”

Measures belonging to **Directorate for Communities and Environment**

– predominantly covering “Let's enhance our remarkable place”

Measures belonging to **Directorate for Housing and Investment**




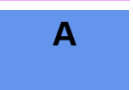



- predominantly covering “Let's deliver quality housing”

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:

- Health & wellbeing including sickness data
- Corporate complaints including Ombudsman rulings
- Resource information
- Appraisal information

	At or above target
	Below target
	Volumetric/contextual measures that support targeted measures
	Acceptable performance - results are within target boundaries
	Performance has improved since last quarter/year
	Performance has deteriorated since last quarter/year
	Performance has stayed the same since last quarter/year

# 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	3	5	5	5	18
DCE	3	11	6	8	28
DHI	7	3	3	5	18
Total	14	19	14	18	64
	Quarterly Strategic measure performance by direction				
Directorate	Deteriorating	No change	Improving	Volumetric	Total
CX	2	1	10	5	18
DCE	11	2	7	8	28
DHI	7	0	6	5	18
Total	20	3	23	18	64

# 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	27	A	▲
Work Based Learning	Percentage of apprentices completing their qualification on time	0.00	R	—
Work Based Learning	Number of new starters on the apprenticeship scheme	3	V	—
Work Based Learning	Percentage of apprentices moving into Education, Employment or Training	0.00	V	—
Customer Services	Number of face to face enquiries in customer services	73	V	—
Customer Services	Number of telephone enquiries answered in Channel Shift Areas (Rev & Bens, Housing & Env. Services)	29,692	V	—
Customer Services	Average time taken to answer a call to customer services	272	A	▲
Accountancy	Average return on investment portfolio	0.14	A	▲
Accountancy	Average interest rate on external borrowing	3.10	G	▲
Revenues Administration	Council Tax - in year collection rate for Lincoln	75.82	A	▲
Revenues Administration	Business Rates - in year collection rate for Lincoln	84.11	G	▲
Revenues Administration	Number of outstanding customer changes in the Revenues team	1,738	R	▲
Housing Benefit Administration	Average (YTD) days to process new housing benefit claims from date received	16.45	G	▲
Housing Benefit Administration	Average (YTD) days to process housing benefit claim changes of circumstances from date received	5.37	G	▲
Housing Benefit Administration	Number of Housing Benefits / Council Tax support customers awaiting assessment	1,643	R	▼
Housing Benefit Administration	Percentage of risk-based quality checks made where Benefit entitlement is correct	96.40	G	▲
Housing Benefit Administration	The number of new benefit claims year to date (Housing Benefits/Council Tax Support)	2,966	V	—

## Annual Measures

	Service Area	Measure	Current Year	Current Value	Status
CX	Democratic Services	The number of individuals registered on the electoral register (local elections)	2021/22	62,292	V
	Procurement Services	Percentage spend on contracts that have been awarded to "local" contractors (as the primary contractor)	2020/21	45.00	G
	Procurement Services	Percentage value of the top 10 spend contracts that have been sub-contracted (wholly or partly) to "local" suppliers to deliver	2020/21	23.60	V
	Procurement Services	Percentage of total contract spend that is with an SME	2020/21	42.10	G
	Procurement Services	Percentage of total contract spend that is with an SME who meets the "local" definition	2020/21	48.20	G

## Communications

For the 8th consecutive quarter responses to media enquiries have been within target boundaries and in Q3 76% of enquiries were responded to within the four-hour timeframe. 76% is a slight reduction from Q2 which was 78% but in line with that of Q1 at 76%.

With the return of the Christmas Market, we received 60 media requests and a total of 23 media interviews were conducted between the 30th November and 6th December 2021. The majority of media requests came from; The Lincolnite, Lincolnshire Live (Echo), BBC Radio Lincolnshire, Lincs FM, ITV Calendar, BBC Look North, Siren FM and student journalists. This spike in enquiries was the driving force to impact the response time as the department is seeking to recruit a communications officer. When this recruitment is concluded it is expected for response time to return to levels seen in the last financial year of 85%+.

As would be expected, the announcement of the Western Growth Corridor coming to the planning committee saw the second largest need for media response over Q3. Unlike in Q2 where inquiries dropped (COM 1) and therefore so did the need for proactive communications (COM 2), we did not see the normal increase in proactive communications that would coincide with the upturn of media enquires in Q3.

The proactive communications centred around Christmas Market; if the market was going ahead due to COVID and weather, Central Market closure and support being offered to stallholders and various parking enquiries which were driven from the Bailgate parking consultation being handled by Lincolnshire County Council and not the CoLC.

## Work Based Learning

Following the impact of COVID, we continue to focus on recruitment into the apprentice scheme and we continue to work with service areas to identify opportunities. Due to the work done in Q1 and Q2, we have been able to introduce 3 new apprentices in Q3 which brings the cumulative target to 9 for this financial year.

As we saw in Q2, WBL 1 – Percentage of apprentices completing their qualification on time, the measure is showing as Red (Appendix B and table above). It is worth noting that this is only because there were no apprentices due to qualify during this period and not that any apprentice failed to qualify. For the same reason you will see that WBL 3 is also reporting as 0 but again, it is not a reflection on performance. As part of the target setting for 2022-23, we are looking at reviewing indicators, to better show performance outcomes.

## Customer Services

Since Q1 of this year we are seeing a slow but steady increase in total numbers of face to face appointments across all services, these include Welfare Team, Housing Officers, Homelessness and Parking, with the Welfare team seeing the most customers.

Total face to face from all services Q1 = 152, Q2 = 187 and Q3 = 198.

Within the Customer Services team, we have seen the same trend (increasing) in face-to-face customers over this period with meetings at City Hall being Q1= 53, Q2 = 72 and Q3 = 73. We continue to use the pre-booking system which is operating well for both staff and customers.

Although face to face meetings with customer service have reduced by over 4500 (per quarter) compared to pre-covid, we are seeing an approximate up-lift of calls into customer service rise of 2000 (per quarter) to approximately 30500 per quarter. In Q3 there were 35497 calls placed into customer services. If we look at the same quarter (Q3) over the previous two years we are seeing an 8% increase over this period.

The following shows a breakdown of calls for Q3 (2020-21 vs 2021-22)

	No. of Calls Q3 20-21	No. of calls Q3 21-22	YoY Comparison	% of all calls 21-22
Elections / Xmas Market	62	194	132	0.5%
Environment	792	783	-9	2.2%
Garden Waste	97	100	3	0.3%
Homeless	417	569	152	1.6%
Housing Solutions	4484	4969	485	14.0%
Housing	14305	16745	2440	47.2%
Refuse	3561	3277	-284	9.2%
Repairs	77	81	4	0.2%
Revenues	7954	8779	825	24.7%
<b>Total</b>	<b>31749</b>	<b>35497</b>	<b>3748</b>	<b>0.5%</b>

*Table 1 – Calls to customers service split by Channel Shift areas*

Calls in Q3 were answered on average in 272 seconds (4.5 mins) which is within the target boundaries and a reduction of 141 seconds from Q2. This measure has been affected by COVID-19 over the last 5 quarters and for comparison, the wait time for Q3 last year was 81 seconds. The improvement in waiting time performance from Q2 has been driven by a reduction in over 2000 calls, which has reduced demand slightly to allow for the improvement in call waiting times.

The following shows call wait times and call length time per service area.

	No. of calls Q3 21-22	Average Wait Time	Average Call and Processing Time
Elections / Xmas Market	194	00:01:10	00:06:29
Environment	783	00:01:39	00:06:56
Garden Waste	100	00:01:21	00:05:47
Homeless	569	00:03:14	00:08:46
Housing Solutions	4969	00:03:23	00:08:25
Housing	16745	00:06:26	00:11:16
Refuse	3277	00:01:44	00:06:33
Repairs	81	00:05:35	00:09:54
Revenues	8779	00:03:36	00:10:24
<b>Total</b>	<b>35497</b>	<b>00:04:32</b>	<b>00:10:02</b>

Table 2 - Calls to customers service split by Channel Shift areas

Recruitment is still an ongoing process with a new part-time member of staff joining the team in February and another member currently having background checks completed and should hopefully join the team in March.

## Accountancy

The average return on investment has seen the second consecutive quarter of improvement and has improved from 0.13% in Q2 to 0.14% in Q3. This means that for the last two quarters this measure has been within the target boundaries of 0.12% and 0.18%. As outlined in the last quarterly report, the Bank of England base rate has increased as we expected and is now at 0.25% and we expect this trend to continue in future quarters.

We continue to outperform on ACC 2 – Average Interest rate on external borrowing and have achieved the higher target of 3.75 for the 8th consecutive period at 3.10 for Q3 which is a 0.05% improvement on Q2 this year. Short-term borrowing and low rate Public Works Loan Board (PWLb) loans in Q3, have helped to reduce the overall loan rate in this quarter.



## Revenues

For Q3 REV 1 – Council Tax in-year collection rate was 75.82% which is within target boundaries by 0.82% and brings this measure back into target boundaries following a slight dip in Q2. There is still some COVID funding to apply to the council tax accounts which we have not yet been able to apply as we are waiting for the scripts from our software supplier to add this discount to accounts. When this is applied, it will equate to 1.10% of the council tax debt which we hope to have applied in Q4. We are still seeing a large impact from COVID and we are still not returned to pre-covid levels.

The NDR collection for Q3 is 84.11% which means for the first time this year we are above both the lower and higher target boundaries of 82.5% and 83.39% respectively. This 84.11% is still however 6.31% down on the same period last year.

The previous commentary from Q2 outlined how the Expanded Retail Relief is creating an issue with the mathematics of how we calculate the collection figure. In 2020-21, the liability for the year was generally evenly distributed over the 12 months of the year. However, for 2021-22, 945 customers have nothing to pay for the first 3 months of the year which moves the sums that they are due to pay, into the last 9 months of the year. Of these 945, 606 also claimed the 66% reduction for July to March meaning that these customers will only pay approximately 25% of their annual liability, in instalments from July to March. Customers without the Expanded Retail Relief still have to pay their liability from April to January/March. When calculating the collection figures, we are calculating as if the liability is spread over the 12 months when for several customers this isn't the case. This is making the comparison to last year's collection figures difficult as we are not comparing like for like and our reports cannot provide information on individual cases just on the debt and payments as a whole.

The government have announced a new rate relief - Covid Additional Relief Fund and Lincoln have received £2.7m to target the people who have been most affected by the pandemic and these monies are to be paid towards their 2021-22 liability. This has only just been announced but we are currently working with our partners in creating a scheme for applying this money to the accounts. As customers must evidence their losses, this is not likely to be applied to accounts before the end of the financial year and will therefore be backdated, which will equate to 7% of the NDR liability for 2021/22.

For the first time since Q1 2020-21, we have seen a reduction in the total number of outstanding customer changes in the revenue teams. The figure for Q3 is 1738 which is still above the lower target of 700 but is a reduction of 1999 from Q2 this year.

Resource is the main driving factor to the performance as we still have one member of the team on long term sick and after reporting in Q2 that all vacancies had been filled, we have had two members of staff leave. Therefore, the team is currently operating with 3 members of staff missing but we are continuing to recruit. To mitigate the impact of these vacancies and absence, as well as the overall increase in demand with council tax documents, we have had staff working overtime and have taken on an agency worker.

## Benefits Administration

For the 8th consecutive quarter, BE 1 – Average (YTD) days to process new housing benefit claims is outperforming target boundaries and in Q3 reported 16.45 days against a seasonal higher target of 17.50 days. The main reason given for the positive performance outcomes is the weekly monitoring of housing benefit claims which was introduced last year and continues to drive performance.

Within Q3 there has been a slight improvement in the time taken to process housing claims with a change of circumstances to 5.37 days from 5.49 days in Q2. This measure, BE 2, has also been outperforming target boundaries consistently for the last eight quarters.

Although both measures (BE1 and BE2) are performing well, it is worth noting that constant changes to Universal Credit, from the ongoing impact of COVID, is meaning demand is fluctuating very erratically but every effort is being made to react as quickly as possible to minimise the impact.

For Q3, the number of housing benefit and council tax support claims awaiting assessment has risen to 1643 against 1411 in Q2. Of 1643, 1383 are waiting for first contact from the department. This does mean that in Q2 this measure was outperforming the target boundaries and has now fallen below the lower target boundary of 1500.

The third 'Green' measure for Q3 in Benefits Administration is BE 4 – Percentage of risk-based quality checks made where benefit entitlement is correct. For the 8th quarter, this measure has outperformed target boundaries. The definition for 'correct, first time' relates to a claim being out by even 1p which shows the stringent controls and checks that are undertaken to maintain this measure. In Q3 96.40% of claims were quality checked to be 'Correct, First Time.'







# 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	97.90	A	▲
Food and Health & Safety Enforcement	Average time from actual date of inspection to achieving compliance	40.30	R	▼
Food and Health & Safety Enforcement	Percentage of food inspections that should have been completed and have been in that time period	100.00	G	▲
Development Management (Planning)	Number of applications in the quarter	227	V	▬
Development Management (Planning)	End to end time to determine a planning application (Days)	68.96	A	▼
Development Management (Planning)	Number of live planning applications open	156	A	▼
Development Management (Planning)	Percentage of applications approved	95.00	A	▼
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	90.89	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	82.50	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)	23.60	A	▲
Private Housing	Average time from date of inspection of accommodation to removing a severe hazard to an acceptable level	4.90	V	▬
Private Housing	Number of empty homes brought back into use	17	A	▲
Public Protection and Anti-Social Behaviour Team	Number of cases received in the quarter (ASB)	73	V	▬
Public Protection and Anti-Social Behaviour Team	Number of cases closed in the quarter	747	V	▬
Public Protection and Anti-Social Behaviour Team	Number of live cases open at the end of the quarter	194	G	▼
Sport & Leisure	Quarterly visitor numbers to Birchwood and Yarborough Leisure Centres	110,339	R	▼
Sport & Leisure	Artificial Grass Pitch usage at Yarborough Leisure Centre & Birchwood Leisure Centre	806.00	G	▲
CCTV	Total number of incidents handled by CCTV operators	2,181	V	▬
Waste & Recycling	Percentage of waste recycled or composted	34.82	A	▼
Waste & Recycling	Contractor points achieved against target standards specified in contract - Waste Management	95	A	▲
Street Cleansing	Contractor points achieved against target standards specified in contract - Street Cleansing	80	A	▼
Grounds Maintenance	Contractor points achieved against target standards specified in contract - Grounds Maintenance	135	A	▼
Allotments	Percentage occupancy of allotment plots	97.00	G	▬
Parking Services	Overall percentage utilisation of all car parks	48.00	R	▲

Parking Services	Number of off street charged parking spaces	3,796	V	—
Licensing	Total number of committee referrals (for all licensing functions)	9	V	—
Licensing	Total number of enforcement actions (revocations, suspensions and prosecutions)	1	V	—

## Annual Measures

Service Area		Measure	Current Value	Status
DCE	Waste & Recycling	Satisfaction with refuse service (collected via Citizens' Panel)	97.00	G
	Waste & Recycling	Satisfaction with recycling service (collected via Citizens' Panel)	94.50	A
	Food and Health & Safety Enforcement	Percentage of Citizens' Panel respondents who are satisfied with the standard of hygiene in restaurants/cafes/ shops and takeaways in Lincoln	87.80	G

## Food Health and Safety

In Q3, it is important to note the compliance of premises which have had a food, health and safety inspection undertaken must be treated with caution due to a continuing partial suspension of the service with only 464 business out of 1164 in total being fully or broadly compliant. It is anticipated the performance of this measure will change over the next two quarterly periods as more businesses are inspected. However, the team have been working closely with new businesses in the city and have reported a figure of 49% of these businesses achieving fully or broadly compliant status.

Full recovery of the inspection programme is not expected by the FSA until March 2023. The agreed FSA recovery plan was implemented from the 1<sup>st</sup> October 2021, focusing on new businesses, and also focusing on those businesses that present the greatest risk to public health, typically evening economy takeaways and restaurants. Premises with less risk will be incorporated into the inspections up until March 2023. As a result, 94 businesses have been inspected this quarter.

We are continuing to show red status against the measure of time taken from the inspection to achieving compliance – this is due to resource pressures within the team. However, the businesses contributing to the figure being high this quarter have consequently been reviewed, with findings that compliance was delayed due to structural works being carried out and also some businesses being forced to close, resulting in revisits unable to be undertaken.

## Development Management (Planning)

Overall, Development Management has shown excellent progress in Q3, with two of their six measures above target and the other four on target.

In Q3, there were 227 planning applications submitted and although slightly lower than the figure reported in Q2 of 235, it remains relatively high and continues to show an increased level of confidence in the development sector.

It took 68.96 days on average to determine the outcome of live planning applications in Q3 and although reporting at slightly higher than the Q2 return of 61.91, it still falls within the target boundaries. This was due to more major developments being submitted which do take a little longer with specific focus on the Western Growth Corridor project as well as queries and revisions raised from statutory consultees. The number of planning applications that are still being worked on increased from 135 reported in Q2 to 156 this quarter but it remains in the acceptable range for this measure and continues to remain consistent and manageable within current resource levels available.

In Q3, performance continues to be high on applications approved, standing at 95% and although reporting slightly lower than the previous quarter when it reported at 97%, it still reflects the positive approach of the service, with once again, no appeals overturned in Q3 highlighting the quality and robustness of the decisions made.

The percentage our non-major planning applications determined within government target reported at 90.89% and although a slight reduction on the previous quarters outturn of 94%, it still falls within the national threshold of 90% and is due to a low number of applications with specific issues to resolve. There is a similar trend for major planning applications reporting at 82.5% this quarter, compared to 88% last quarter, but still falling comfortably above the required national threshold of 90%. It is important to note that major planning applications remain the focus of prioritisation for the Development Management team.

## **Private Housing**

In Q3, we are continuing to see improved performance in the numbers of disabled facility applications that can be taken forwards with 17 adaptations progressed in Q3, completed in an average of 23.6 weeks each, which is a substantial improvement on the 30.8 weeks reported in Q2, and means the performance falls within the 19–26 week target boundary. This is anticipated to improve further as covid restrictions lift.

During Q3, 22 disrepair/condition cases were resolved. Once again Park and Abbey wards in the City had the highest disrepair reported at 60% of cases. As from the beginning of September 2021 we started to carry out more onsite visits and this is one of the reasons for the improvement in this measure reporting at an average of 4.9 weeks for this quarter.

In Q3, 5 further empty properties have been returned to use bringing the year to date total up to 17. However it is important to note that whilst we continue to assist in bringing empty homes back in to use, the impact of covid restrictions has limited inspections and face to face interactions for the Empty Homes Officer. This coupled with the increasing costs for material and labour and reductions on disposable income brings further challenges and constraints into bringing properties back into use.

## **Public Protection and Anti-Social Behaviour (PP-ASB)**

The number of ASB cases received in any quarter is a volumetric measure (meaning it is not something the team can influence), however in Q3, although the figure has decreased from 88 in Q2, reporting at 73 in Q3, this is still higher than Q3 last year. This has also had a significant impact on the PPASB team due to increased demand across all services and is reflected in the 276 ASB service requests received so far in 2021/22, which nearly equals the 314 received in the full year for 2020/2, and means we are anticipating this years outturn will exceed figures from the previous years.

The number of cases closed this quarter stands at 747 which although is reporting higher than the same quarter the previous year, is proportionate to this level. The number of cases still open in Q3 is 194 which is the normal amount expected and still falls well within the target of 220.

## Sports and Leisure

In Q3, visitor numbers to leisure centres at Birchwood and Yarborough decreased slightly reporting at 110,339 down from 122,034 in Q2. which is anticipated at this time of year during the winter months and the approach up to the Christmas period.

The resistance to re-join and renew memberships for leisure centres is something experienced on a national scale and is partly due to the impact of the Covid Omicron variant and uncertainty of more lockdowns and the reluctance to integrate back into public places.

As a result, Birchwood has seen visitor numbers decrease by 4% (58% of pre-pandemic levels) and Yarborough has seen a 12% decrease (44% of pre-pandemic levels).

Artificial Grass Pitch (AGP) usage at Yarborough Leisure Centre & Birchwood Leisure Centre, has seen 806 hours of use over the last quarter which is a slight improvement on the previous quarter of 790 hours. It is important to note this period covers Christmas and New Year when a reduced amount of training on the pitches takes place. Birchwood saw a total of 471 bookings which is equivalent to 50% capacity and an improvement of 52 slots on the previous quarter whereas Yarborough saw 371 bookings which works out at 35% capacity and a slight reduction of 35 slots on the figure reported in Q2.

## Waste and Recycling

Note that the quarterly data presented here is, as usual, lagged by one quarter and thus refers to Q2 2021/22. In Q2, 15.14% of waste was recycled and 19.68% of waste was composted equating to an overall figure of 34.82% of waste being composted or recycled resulting in a 0.57% decrease from the previous quarter. It is important to note that composting tonnages are very much related to the weather and will vary seasonally.

In Q3, contractor points given against target standards for waste management remained on target reporting at 95 and thus falling within the target boundary of 50-150; with 30 points in October, 20 points in November and 45 points in December.

## Street Cleansing and Grounds Maintenance

In Q3, we have recorded 80 contractor points against the Street Cleansing team and 135 against the Grounds Maintenance team. Although this has deteriorated slightly from the previous quarter when both teams recorded 75 contractor points, this means that both teams are still within their target boundaries of between 50 and 150 maximum.

The breakdown across the quarter for contractor points awarded against the Street Cleansing team is 35 points were awarded in October, 30 points in November and 15 points in December.



The breakdown across the quarter for contractor points awarded against the Grounds Maintenance team is 105 were awarded in October, 10 points in November and 20 points in December. It is important to note the high peak in October was due to the quality of service delivered for grass verge cutting.

## **Allotments**

As at the end of Q3, the percentage of occupancy of allotment plots is continuing to report comfortably above the target of 92% and at a consistent level with a figure of 97%. 1,061 plots of a total 1,153 were let. Of the 1,153 plots, 1,099 of these are currently lettable.

The demand for allotment tenancies continues to operate at a steady rate and all allotment sites currently have waiting lists for plots now; so when plots become available the team are working towards re-letting of plots as quickly as possible.

It is anticipated that current allotment tenancies may decrease from February 2022 onwards as rent charges are being increased and the age related discount is being removed. However, it is important to note that discounts will still be offered to unemployed people and anyone who is receiving means tested benefits.

## **Parking**

The car parks and bus station have remained open during all the lockdown periods. In Q3, we are continuing to experience an increase in demand for car parking due to increased footfall as non-essential shops have re-opened and workers have returned to the office. The team continue to ensure a clean, safe experience for customers and staff.

The overall percentage utilisation of all car parks, obviously continues to be at a much lower level in comparison to previous years, reporting at 48% over Q3, but this is an improvement on the 40% seen in Q2, due to an increase in both shoppers (especially in the Christmas period) and workers returning to the office earlier in the quarter.



# 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)	1.06	R	▲
Housing Investment	Number of properties 'not decent' as a result of tenants refusal to allow work (excluding referrals)	178	V	▬
Housing Investment	Percentage of dwellings with a valid gas safety certificate	99.14	R	▼
Control Centre	Percentage of Lincare Housing Assistance calls answered within 60 seconds	98.30	A	▲
Rent Collection	Rent collected as a proportion of rent owed	100.52	G	▲
Rent Collection	Current tenant arrears as a percentage of the annual rent debit	3.68	A	▲
Housing Solutions	The number of people currently on the housing list	1,448	V	▬
Housing Solutions	The number of people approaching the council as homeless	707	V	▬
Housing Solutions	Successful preventions and relief of homelessness against total number of homelessness approaches	43.70	R	▼
Housing Voids	Percentage of rent lost through dwelling being vacant	1.44	R	▼
Housing Voids	Average re-let time calendar days for all dwellings - standard re-lets	51.94	R	▼
Housing Voids	Average re-let time calendar days for all dwellings (including major works)	59.88	R	▼
Housing Maintenance	Percentage of reactive repairs completed within target time (priority and urgent repairs) - HRS only	92.66	R	▲
Housing Maintenance	Percentage of repairs fixed first time (priority and urgent repairs) - HRS only	92.91	A	▲
Housing Maintenance	Appointments kept as a percentage of appointments made (priority and urgent repairs) - HRS only	99.30	G	▼
Business Development	Number of users logged into the on-line self service system this quarter	9,026	G	▼
IT	Number of calls logged to IT helpdesk	993	V	▬
IT	Percentage of first time fixes	58.60	V	▬



The operating picture in Housing remains challenging. However, many of the interventions and measure we were beginning to put in place at the end of last quarter are starting to have a positive impact. The Department would hope to be back in a more positive position at year end.

### **Housing Investment**

For the second quarter this year, we have seen a further reduction in the percentage of homes not at a 'Decent Homes' standard (excluding refusals), achieving 1.06% against 2.10% in Q1 and 1.50% in Q2. This means that this measure is still RED but performance is improving and now only 0.06% away from the lower target of 1.0%.

This 1.06% equates to 82 (71%) properties that do not meet the decent homes standard and of these, 58 are in the programme for a replacement door. A further 22 (27%) are recorded as electrical failures and is due to failed access to undertake the 5-year electrical inspection. The final 2 properties require a new roof.

As high-lighted in Q2 and above, we are having long term access issues to carry out electrical testing, 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 178 properties which are considered 'not decent standard' as a result of tenants refusing us entry. This is still a continued improvement for the last six quarters, since its peak in Q1 20-21 of 216 and a reduction of 10 since Q2 this year.

As outlined in previous reports the Health and Safety Executive set the expectation that gas servicing must continue during the pandemic but we are still having access issues with a small number of properties. We have robust processes in place which are followed and failed access addresses are referred to legal services to obtain access. During Q3 we achieved 99.14% which is a slight drop of 0.12% from Q2.

### **Control Centre**

For the fourth consecutive quarter, the percentage of assistance calls answered within 60 seconds to Lincare has been within target boundaries and in Q3 there has been a slight improvement from 98.25% in Q2 to 98.30% in Q3.

Lincare has noted that they have had staff shortages and continue to have disruption from COVID but that they have worked to maintain this level of service.

## Rent Collection (Tenancy Services)

For Q3 rent collection was 100.52%, meaning that we received more rent payments than was due in this period and therefore means the additional money goes towards arrears. Compared to the same period last year which was 98.9% this is the 8<sup>th</sup> consecutive quarter when outturn has outperformed target boundaries.

Note that it was agreed with the Service Manager that we would revert this target back to the targets for 2020/21 after it was initially lowered for 2021/22 – but is comfortably achieving the goal.

After a dip in performance in Q2 of 4.88% which was below the lower target, current tenant arrears as a % of annual rent debit has improved to 3.68% in Q3 which is within target boundaries. 3.68% is also outperforming the same time last year when arrears were running at 4.00%.

This 3.68% equates to £1,052,680 and is £78,149 less than Q3 last year. Although there are positive trends in performance, rent collection has continued to be challenging with continued changes to legislation for landlords in place until October 2021. Universal Credit claims have increased by 1,028 last year with an increase of £48,796 of arrears on these cases, taking the total arrears on Universal Credit claims to £666,390.

## Housing Solutions

For the second consecutive quarter, we have seen growth in the number of people currently on the housing list rising to 1448 in Q3 from its lowest point in Q1 of 1183. This figure of 1448 brings this measure back in line with pre-covid figures and is very similar to Q3 of 20-21 which was 1436. We are receiving approximately 250 applications a month at present.

During the pandemic we saw slightly lower numbers of approaches to the council about homelessness, however, those we did receive tended to be extremely complex and often involved domestic abuse. Since the eviction ban was lifted, we have received much higher numbers of enquiries and applications, including higher numbers of applicants who require temporary accommodation. For Q3 we had 707 approaches compared to 461 in Q2 and we expect this situation to remain steady, or worsen, in the coming months as many eviction notices will expire meaning the landlords can legally pursue court action.

Successful preventions and relief of homelessness against the total number of homelessness approaches continue to be below target boundaries at 43.70% and has dropped from 45.93% in Q2. The team continues to work with applicants to try to prevent or relieve homelessness. This has been extremely challenging over the past 18 months as shared living arrangements have irretrievably broken down following the national lockdowns and there have been fewer properties available in both the private rented sector and within our stock. Wherever possible and following government instruction, we have continued to prioritise those facing homelessness for available accommodation.

## Housing Voids

The percentage of rent lost through dwellings being vacant has continued to increase over the last seven quarters and now sits at 1.44% against 1.37% in Q2 and 1.06% for the same period last year.

The void process has faced several challenges with labour, contractors, lettings, and difficulty carrying out pre-termination inspections which have resulted in an increase in void time and consequently % of rent lost. Voids Repair Team are currently instituting a plan with the voids support team which will utilise additional contractors, maximise supplies to reduce the voids turnaround time.

The current void turn-around time for void requiring minor works is 51.94 days against the target of 32 days. Void Repairs Team have experienced increased challenges since their initial contractor went into administration in the summer, leaving significant pressure on the Direct Labour Organisations (DLO). There is a high, national demand for labour, coupled with covid restrictions and isolation within our workforce meaning that CoLC has had difficulty in securing the necessary workforce to turn around the empty properties. There have also been additional pressures on tenants when trying to move, meaning delays throughout the void process. We have experienced delays in ordering kitchens, plastering products and certain timber lines as outlined in more detail in Q2.

The Voids Support Team has seen an increase in the number of terminations through deaths meaning that pre-termination inspections cannot be completed, resulting in more difficulty when planning required works. The data shows that when we can complete a pre-termination our average time for void repairs, cleansing and overall end to end time reduces.

We have now appointed five additional contractors to carry out void works and have allocated additional staff from the DLO. Subsequently, we are seeing an increase in the properties being completed and relet so performance for the remainder of the financial year will likely increase however this is due to numerous longer-term voids now being completed. This will put us in a better position as we move into quarter one 2022/23.

The current void turnaround time for all properties is 59.88 days against the target of 38 days. This has increased by just over 6 days since the same time last. Properties requiring major works have seen increased difficulty with sourcing necessary materials and labour, increasing in the re-let time.

As with all relets, new tenants have often struggled to move due to isolation, or difficulty sourcing removals promptly resulting in further delays.

With the additional contractors that are now in place and the increase in available materials, the current voids in the system should be completed and the overall voids in the system will reduce, however, we won't see the average re-let time reduce until they are cleared. In clearing the back log we will be bringing back letting a number of properties that have been void for a long period, this will have an adverse effect on the voids measure for some time as the figure is an average and properties are not included in that average until they are let.

Contextually we review other stockholding local authority void averages, City of Lincoln's void numbers across all categories measure very favourably. This further demonstrates that these operating conditions are occurring nationally not just in the City.

We've also experienced a deterioration in the standard and condition of the properties being returned to CoLC. This is a knock-on effect due to the reduction in the repairs carried out during the national lockdowns and the limited number of inspections carried out on our properties by our officers which is also having an impact on voids.

## **Housing Maintenance**

For the third consecutive quarter, the percentage of reactive repairs completed within target time for priority and urgent repairs are outside of target boundaries, but we have seen an improvement from 91.74% in Q2 to 92.66% in Q3. This is however down 6.52% from the same quarter last year. This underperformance is being driven by urgent repairs (3-day tickets) and not priority (1-day tickets). For this reason, we are proposing to split this measure for the next financial year to allow for clearer reporting and root cause analysis.

Taking into account the constraints and challenges the market is putting upon everyone in this sector the team are focusing on internal challenges and addressing these. This includes resource planners prioritising 1 & 3-day jobs over 100-day tickets that are already in the diaries.

The introduction of a new Repairs co-ordinator who will reinforce best practices and improve communication between the operatives and the planners. This closer management of the function will result in improved performance and ultimately see this performance improving quickly and see it reach an acceptable level.

Over the last 6 quarters, we have seen a positive trend curve for the percentage of repairs fixed first time (urgent and priority) which has taken performance in this measure from its lowest point in Q1 20-21 at 89.57%, to now sitting at 92.91% at the end of Q3 this year which is within target boundaries.

Based on some of the work mentioned above and as National stock and resource issues continue to improve, we expect to see further improvement in this measure going forward. We have also increased the number of inspections carried out in the planning stage of scheduled repairs to ensure materials are ordered and delivered before the delivery stage of scheduled repairs.

For the 8<sup>th</sup> consecutive period, the percentage of appointments kept (priority and urgent) is performing above target boundaries and was 99.3% at the end of Q3. This is a slight dip from Q2 at 99.4% and below the same period last year at 99.81% but is still a very positive performance. During the year there are only a minority of appointments that get missed, however, we continue to communicate updates to the tenant and rebook these appointments. This element is being reviewed in the scheduled repairs pilot.

### **Business Development**

We have seen the 3<sup>rd</sup> consecutive quarterly drop in the number of users logged into the online self-service system from its peak in Q4 20-21 of 15,276 however circumstances are considerably different at present. In Q3 there were 9026 log-ins to the system which was down 1489 from Q2 and is also down Q3 last year which was 10232.

There are several programmes and projects taking place under the One Council vision which involves IT reviewing current systems and as part of this work will be done to identify any root causes of these reductions.

Since the start of this financial year calls logged with IT have been more than 900 a quarter and Q3 saw the highest amount at 993 verses 927 in Q2.

The percentage of first-time IT fixes has continued the trend of improvement over the last 5 months achieving 58.6% first-time fix versus 56.3% in Q2 and at its lowest point of 52.8% in Q3 last year. Many of the enquiries related to logging in issues meant they were resolved quickly.





# Authority Wide Measures

## Health and Wellbeing

Between October and December 2021, the council made 29 Occupational Health referrals.

The HR team have raised awareness of World Mental Health day and Menopause awareness week, following this a regular Menopause Café was set up for employees to attend and have open discussions with others relating to the Menopause. The HR team also produced/circulated a briefing on Men's Health awareness month in November, which drew attention to prostate cancer, testicular cancer, mental health, and suicide prevention.

In addition, the HR team have also been meeting with Team Leaders/ Service Managers to present a Mental Health briefing to improve awareness, provide advice and guidance to managers who may be managing employees with mental health conditions and to promote the support which is available.

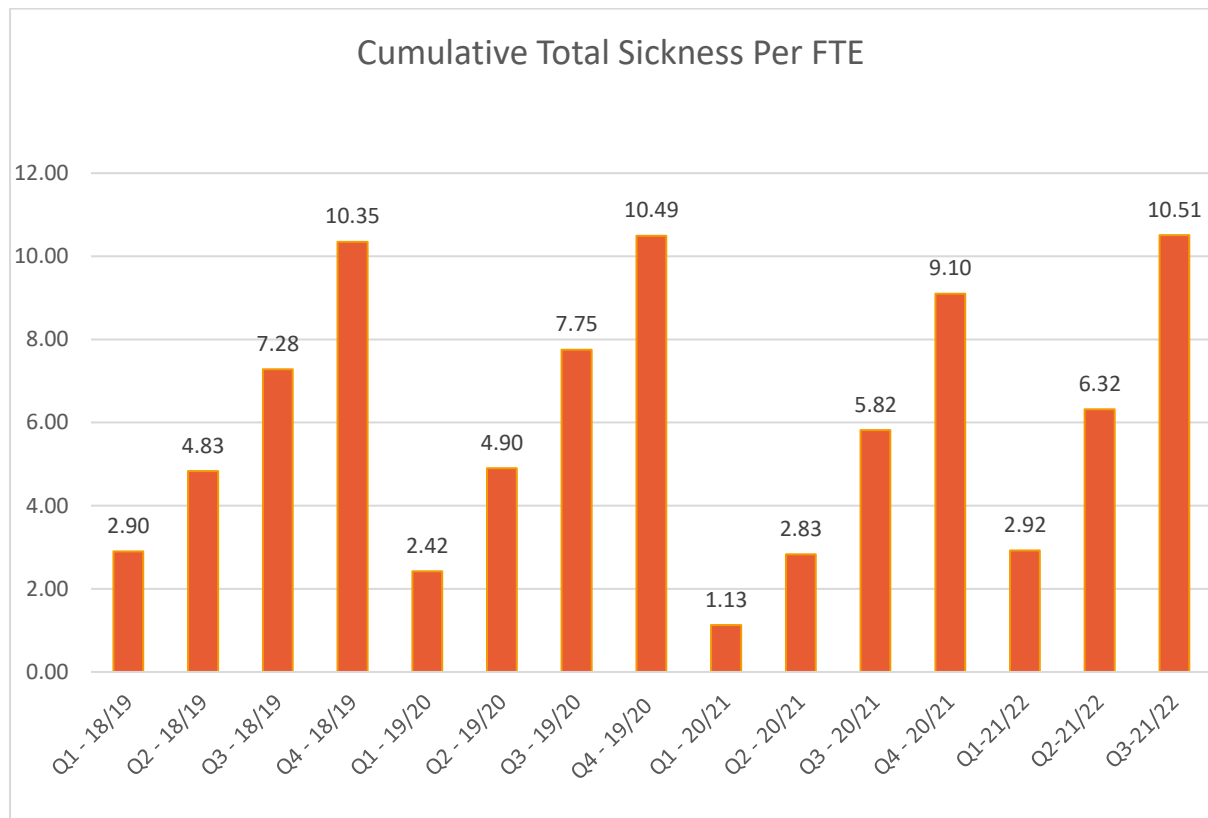
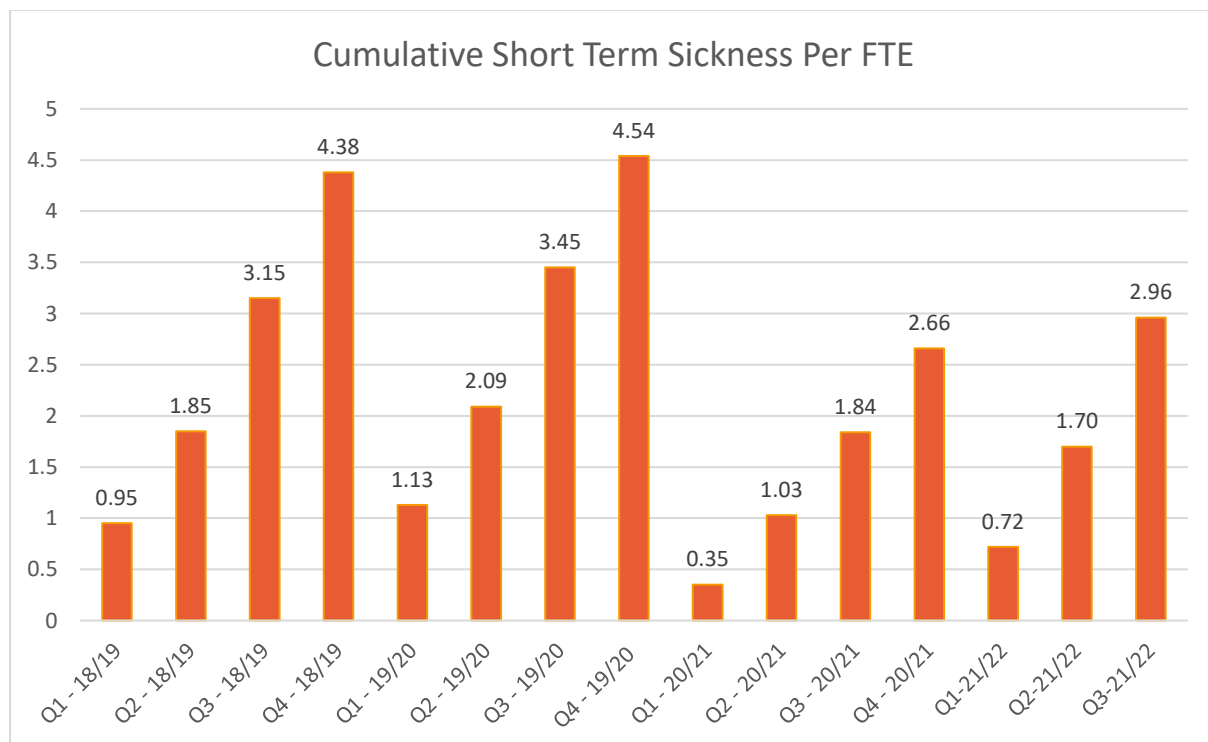
## Sickness performance

Overall average sickness absence rate of 4.19 days per FTE has risen against the same quarter in 2020/2021, where it stood at 2.99 days per FTE, and is higher than the data from the previous two years before the Covid effect.

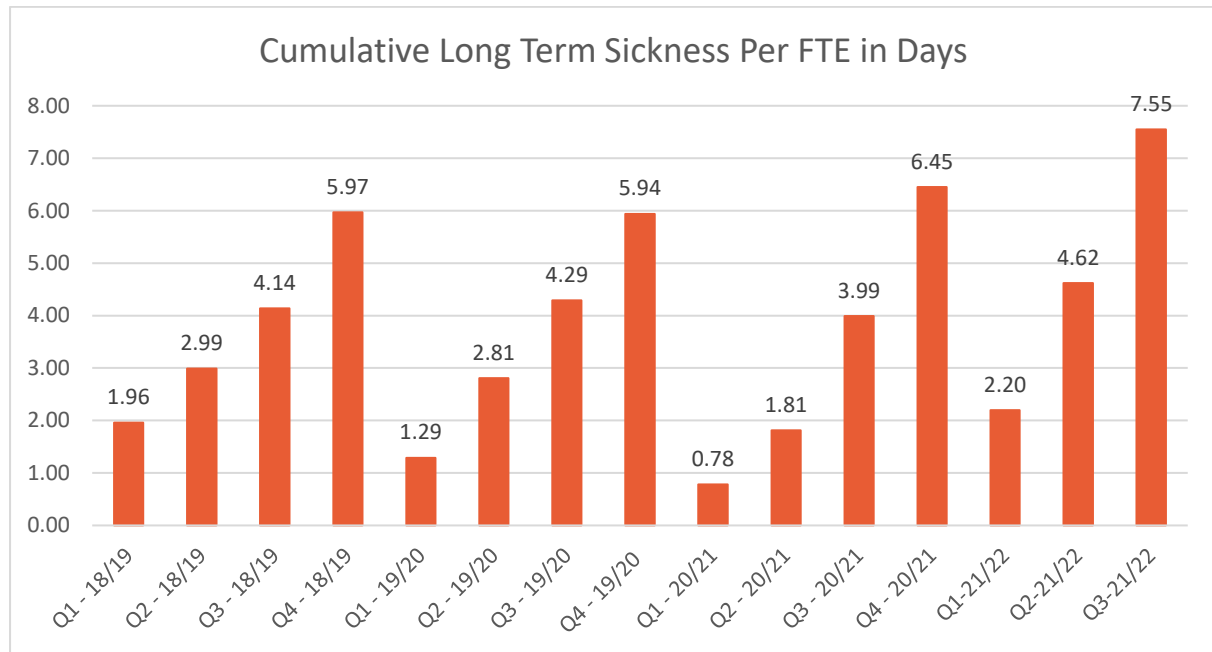
The short term sickness level has increased by 0.45 days per FTE compared to the same quarter in 2020/2021, now reporting at 1.26 days per FTE in Q3 2021/2022. The long-term sickness level has also increased by 0.75 days per FTE compared to the same quarter in 2020/21, now reporting at 2.93 days per FTE in Q3 2021/2022.

### Q3 2021/22 ONLY

Directorate	CX (Excluding Apprentices)	DCE	DMD	DHI	Total (Excluding Apprentices)	Apprentice Sickness
Short Term Days Lost	213	100	10	350	673	18
Long Term Days Lost	407	201.5	0	951	1,559.5	0
Total days lost	620	301.5	10	1301	2,232.5	18
Number of FTE	168.89	134.65	13.81	215.8	533.15	5.25
Average Short-Term Days lost per FTE	1.26	0.74	0.72	1.62	1.26	3.43
Average Long-Term Days lost per FTE	2.41	1.50	0.00	4.41	2.93	0.00
Average Total Days lost per FTE	3.67	2.24	0.72	6.03	4.19	3.43

**Cumulative Total Sickness Per FTE (excluding apprentices)****Cumulative Short-Term Sickness Per FTE in Days**

## Cumulative Long-Term Sickness Per FTE in Days



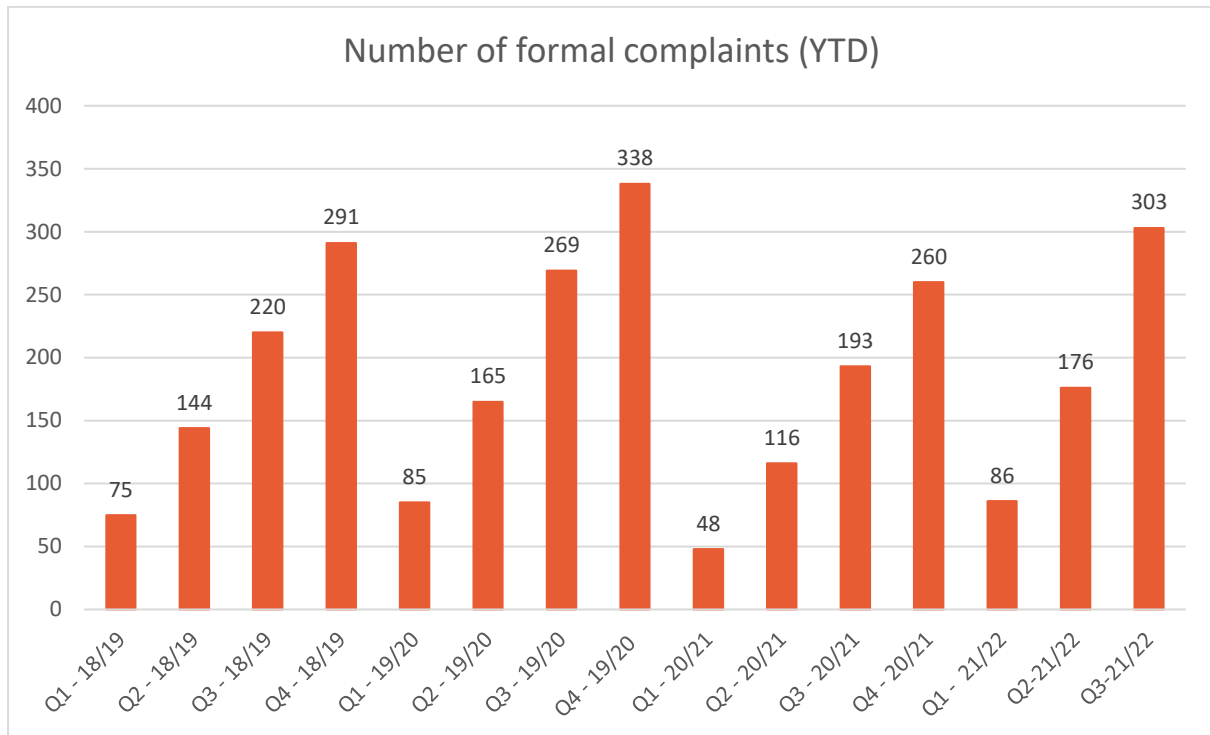
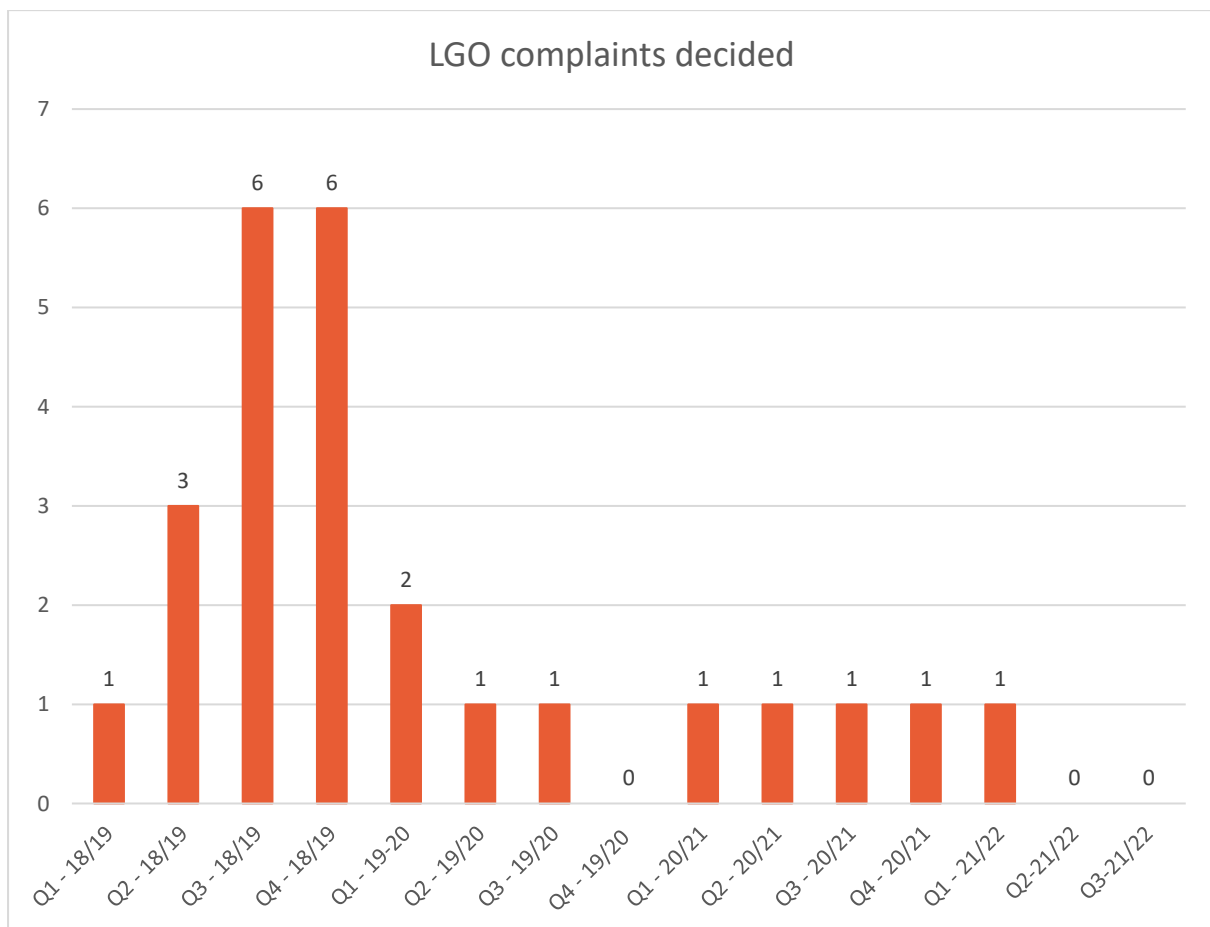
## Complaints Performance

In Quarter three there were 127 dealt with. It is important to note for the two stages of complaints – Stage 1 - to be completed within 10 days and stage 2 to be completed within 20 days. The percentage of responses to formal complaints within target time across all directorates is 65% year to date. In quarter three, we had no LGO complaints decided.

	CX	DCE	DMD	DHI	TOTAL
<b>Number of Formal complaints dealt with this quarter</b>	<b>10</b>	<b>11</b>	<b>0</b>	<b>106</b>	<b>127</b>
<b>Number of Formal complaints Upheld this quarter</b>	<b>6 (60%)</b>	<b>6 (55%)</b>	<b>0</b>	<b>53 (50%)</b>	<b>65 (51%)</b>
<b>YTD total number of complaints investigated Cumulative (Q3)</b>	<b>24</b>	<b>39</b>	<b>3</b>	<b>237</b>	<b>303</b>
<b>YTD Number of Formal complaints Upheld</b>	<b>13 (54%)</b>	<b>13 (33%)</b>	<b>2 (66%)</b>	<b>124 (52%)</b>	<b>152 (50%)</b>
<b>% of responses within target time this quarter</b>	<b>70%</b>	<b>100%</b>	<b>0%</b>	<b>74%</b>	<b>76%</b>
<b>% of responses within target time YTD</b>	<b>79%</b>	<b>95%</b>	<b>66%</b>	<b>59%</b>	<b>65%</b>
<b>LGO complaints decided</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>





**Number of formal complaints (YTD)****Local Government Ombudsman Complaints Decided in Q3 2021/22**

## Resource Information

The total number of FTE employees (excluding apprentices) at the end of Q3 was 533.15 with an average of 5.25 apprentices over the period. In terms of the level of vacancies at Q3 - budgeted establishment unfilled positions (FTE) stood at 75 FTE. It should be noted that the council are actively recruiting 23.42 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 three was 3.99% (excluding apprentices).

Directorate	CX (Excluding Apprentices)	DCE	DMD	DHI	Total (Excluding Apprentices)
<b>Number of FTE employees</b>	<b>168.89</b>	<b>134.65</b>	<b>13.81</b>	<b>215.80</b>	<b>533.15</b>
<b>Average number of apprentices (as at quarter end)</b>	<b>Authority Wide</b>				<b>5.25</b>
<b>Percentage of staff turnover</b>	<b>Authority Wide</b>				<b>3.99%</b>
<b>Total number of FTE vacancies (in i-Trent)</b>	<b>Authority Wide</b>				<b>75.00</b>
<b>Active vacancies which are being recruited (FTE)</b>	<b>Authority Wide</b>				<b>23.42</b>

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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

	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	Q2 - 21/22	78.00	Q3 - 21/22	76.00	%	A	▼ A very busy quarter for the team as the Christmas Market returned. We received a large number of local and regional media enquiries related to the event - many of which came in the days before and during Market. A total of 23 media interviews were conducted between 30 November and 6 December. In addition, the announcement of Western Growth Corridor planning committee generating a flurry of enquiries in the run-up to Christmas and beyond. The number of enquires, combined with the Communications Officer role becoming vacant, resulted in a slight increase in response times, however, this will be rectified for the 4th quarter as enquiries decline and team recruitment takes place.
	Communications	COM 2	Number of proactive communications issued that help maintain or enhance our reputation	High is good	25	40	Q2 - 21/22	26	Q3 - 21/22	27	Number	A	▲ Usually, the number of enquiries increasing (see COM 1) would result in a need to issue further messaging ourselves but this proved not to be the case this quarter. Some were required, however, and these were mainly centred around the Christmas Market, the Central Market and various parking issues.
	Work Based Learning	WBL 1	Percentage of apprentices completing their qualification on time	High is good	92.00	95.00	Q2 - 21/22	0.00	Q3 - 21/22	0.00	%	R	— In Q3 2021/22 there were no completers. The reason being due to not having any apprentices who were expected to complete their apprenticeships within this period
	Work Based Learning	WBL 2	Number of new starters on the apprenticeship scheme	N/A	Volumetric	Volumetric	Q2 - 21/22	2	Q3 - 21/22	3	Number	V	We had 3 new starts within Q3. The cumulative figure up to Q3 is now 9
	Work Based Learning	WBL 3	Percentage of apprentices moving into Education, Employment or Training	N/A	Volumetric	Volumetric	Q2 - 21/22	0.00	Q3 - 21/22	0.00	%	V	In Q3 2021/22 there were no completers so no data available for WBL 3. *Please see notes for WBL1
	Customer Services	CS 1	Number of face to face enquiries in customer services	N/A	Volumetric	Volumetric	Q2 - 21/22	72	Q3 - 21/22	73	Number	V	Very similar to previous quarter, with other sections also mainly seeing customers by appointment 198 seen in total
	Customer Services	CS 2	Number of telephone enquiries answered in Channel Shift Areas (Rev & Bens, Housing & Env. Services)	N/A	Volumetric	Volumetric	Q2 - 21/22	31,960	Q3 - 21/22	29,692	Number	V	we had more calls than the same quarter last year. The breakdown is 3812 refuse/environmental calls 4985 housing solution/homeless calls, 13089 housing calls and 7806 council tax/benefit calls, plus 260 other calls, a total of 29952
	Customer Services	CS 3	Average time taken to answer a call to customer services	Low is good	300	180	Q2 - 21/22	413	Q3 - 21/22	272	Seconds	A	▲ An improvement on the previous quarter, over 3000 chasing a repair or an appointment and over 4000 calls for new repairs
	Accountancy	ACC 1	Average return on investment portfolio	High is good	0.12	0.18	Q2 - 21/22	0.13	Q3 - 21/22	0.14	%	A	▲ BoE rate increased to 0.25 - interest receivable expected to increase in future quarters
	Accountancy	ACC 2	Average interest rate on external borrowing	Low is good	4.75	3.75	Q2 - 21/22	3.15	Q3 - 21/22	3.10	%	G	▲ Shorter term borrowing and low rate PWLB loans accessed in Q3 reducing the overall rate of loans outstanding
	Revenues Administration	REV 1	Council Tax - in year collection rate for Lincoln	High is good	75.00	79.00	Q2 - 21/22	49.58	Q3 - 21/22	75.82	%	A	▲ Collection is down by 0.38%. We still have some covid funding to apply to the council tax accounts and are waiting for the scripts from our software supplier to add this discount onto the accounts. The total discount is equivalent to 1.10% of the council tax debt. The covid pandemic is still affecting the collection rates as this has not returned to pre-covid levels.
	Revenues Administration	REV 2	Business Rates - in year collection rate for Lincoln	High is good	82.50	83.39	Q2 - 21/22	55.70	Q3 - 21/22	84.11	%	G	▲ The NDR collection is still down by 6.31% when compared to last year. The mathematics of how the liability is spread over 2021-22 will still be affecting this figure as explained at the end of quarter 2. The government have announced a new rate relief - Covid Additional Relief Fund and Lincoln have received £2.7m to target the people who have been most affected by the pandemic. these monies are to be paid towards their 2021-22 liability. Unfortunately, this has only just been announced but we are currently working with our partners in creating a scheme for applying this monies to the accounts. As customers have to evidence their losses, this is not likely to be applied to accounts before the end of the financial year and will therefore be backdated. £2.7m equates to 7% of the NDR liability for 2021/22.
	Revenues Administration	REV 3	Number of outstanding customer changes in the Revenues team	Low is good	700	550	Q2 - 21/22	3,737	Q3 - 21/22	1,738	Number	R	▲ The council tax admin team are still in the position of having one member of the team on long term sickness. In quarter 2, vacancies had been filled but since then there have been two FTE who have left the team and gone to work elsewhere, leaving the team understaffed once again. To ensure that the council tax documents are brought up to date as quickly as possible we have had some staff working overtime and have taken on an agency worker. There has certainly been a huge improvement in the documents outstanding. As some of these are in the emails and some are in Enterprise, we are reporting the number of documents and not the number of customers as we are unable to get that information.
	Housing Benefit Administration	BE 1	Average (YTD) days to process new housing benefit claims from date received	Low is good	19.50	17.50	Q2 - 21/22	17.50	Q3 - 21/22	16.45	Days	G	▲ Weekly monitoring of HB claims continues to enable 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	8.00	6.50	Q2 - 21/22	5.49	Q3 - 21/22	5.37	Days	G	▲ Monthly changes in UC continue as Covid cases increase again and people's circumstances alter.
DCE	Housing Benefit Administration	BE 3	Number of Housing Benefits / Council Tax support customers awaiting assessment	Low is good	1,500	1,300	Q2 - 21/22	1,411	Q3 - 21/22	1,643	Number	R	▼ 1643 customers of which 1383 are awaiting a first contact from us.
	Housing Benefit Administration	BE 4	Percentage of risk-based quality checks made where Benefit entitlement is correct	High is good	88.00	91.00	Q2 - 21/22	95.26	Q3 - 21/22	96.40	%	G	▲ There has been an increase in QA completed and 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	Q2 - 21/22	1,995	Q3 - 21/22	2,966	Number	V	645 Housing Benefit and 2321 Council Tax Reduction
	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	Q2 - 21/22	0.00	Q3 - 21/22	97.90	%	A	▲ This measure must be treated with some caution as it is the first time, we are reporting on this and the number of businesses that are included is less than half (465) of the total businesses that are food registered in the City (1164). As we move through the next 2 or 3 quarters, we could see this measure change as more of the businesses are included. What we can report is that there was a high percentage of new business inspection 49% which tend to be on the first assessment to be fully or broadly compliant.
	Food and Health & Safety Enforcement	FHS 2	Average time from actual date of inspection to achieving compliance	Low is good	13.00	8.00	Q2 - 21/22	33.21	Q3 - 21/22	40.30	Days	R	▼ During this quarter there was a member of staff off on long term sick but who returned to full duties towards the end of the quarter. I reviewed those inspections which caused the value to increase, and compliance was delayed due to structural work that needed to be completed or the businesses had shut and so revisits could not be undertaken.

Food and Health & Safety Enforcement	<a href="#">FHS 3</a>	Percentage of food inspections that should have been completed and have been in that time period	High is good	85.00	97.00	Q2 - 21/22	0.00	Q3 - 21/22	100.00	%	<b>G</b>	▲	The FSA Recovery Plan was officially put in place from the 1 October; however, we had identified which of the businesses would have been included in the recovery plan before the recovery plan date. Inspections were carried from late June onwards to ensure that we used our resources as effectively as possible. This had meant that a total of 94 premises have been inspected up to the end of December.
Development Management (Planning)	<a href="#">DM 1</a>	Number of applications in the quarter	N/A	Volumetric	Volumetric	Q2 - 21/22	235	Q3 - 21/22	227	Number	<b>V</b>		Figure remains high shows continued confidence in the market generally
Development Management (Planning)	<a href="#">DM 2</a>	End to end time to determine a planning application (Days)	Low is good	85.00	65.00	Q2 - 21/22	61.91	Q3 - 21/22	68.96	Days	<b>A</b>	▼	End to end times remain within our target tolerance
Development Management (Planning)	<a href="#">DM 3</a>	Number of live planning applications open	Low is good	180	120	Q2 - 21/22	135	Q3 - 21/22	156	Number	<b>A</b>	▼	Live applications remain constant and within manageable levels with current resource levels
Development Management (Planning)	<a href="#">DM 4</a>	Percentage of applications approved	High is good	85.00	97.00	Q2 - 21/22	97.00	Q3 - 21/22	95.00	%	<b>A</b>	▼	Consistently high figure which reflects the positive approach of the service
Development Management (Planning)	<a href="#">DM 5</a>	Percentage of decisions on planning applications that are subsequently overturned on appeal	Low is good	10.00	5.00	Q2 - 21/22	0.00	Q3 - 21/22	0.00	%	<b>G</b>	→	Shows robust decisions are made as no decisions overturned
Development Management (Planning)	<a href="#">DM 6</a>	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	Q2 - 21/22	94.00	Q3 - 21/22	90.89	%	<b>G</b>	▼	Slight reduction, however level is well within national threshold and is due to a few applications with specific issues to resolve
Development Management (Planning)	<a href="#">DM 7</a>	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	Q2 - 21/22	88.00	Q3 - 21/22	82.50	%	<b>A</b>	▼	Figure remains within national thresholds and major applications remain the focus of prioritisation for performance
Private Housing	<a href="#">PH 1</a>	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	Q2 - 21/22	30.80	Q3 - 21/22	23.60	Weeks	<b>A</b>	▲	17 adaptations were completed in this quarter and there has been an improvement in the end to end time from quarter 2 which was anticipated as restrictions were being lifted.
Private Housing	<a href="#">PH 2</a>	Average time from date of inspection of accommodation to removing a severe hazard to an acceptable level	N/A	Volumetric	Volumetric	Q2 - 21/22	13.60	Q3 - 21/22	4.90	Weeks	<b>V</b>		During this quarter, 22 disrepair/condition cases were resolved. Once again Park and Abbey wards in the city had the highest disrepair reported at 60% of cases. As from the beginning of September 2021 we started to carry out more onsite visits and this could be one of the reasons why this measure has improved.
Private Housing	<a href="#">PH 3</a>	Number of empty homes brought back into use	High is good	7	25	Q2 - 21/22	12	Q3 - 21/22	17	Number	<b>A</b>	▲	Whilst we continue to assist owners to bring back their empty properties, the restrictions on inspections and face to face interactions with owners has severely curtailed the effectiveness of the Empty Homes Officer's role. In the last quarter a further 5 properties were returned to use which had involvement from the Empty Homes work. So far this year 17 properties have been returned to use with the project's assistance. Sincil Bank LTE numbers have started to climb back upwards with more empty properties remaining empty for more than 6 months. An increase of 12 properties in the last quarter.
Public Protection and Anti-Social Behaviour Team	<a href="#">ASB 1</a>	Number of cases received in the quarter (ASB)	N/A	Volumetric	Volumetric	Q2 - 21/22	88	Q3 - 21/22	73	Number	<b>V</b>		this is slightly higher than q3 of 2020/21 and shows the continued increase in demand which is currently across all PPASB services. so far in 2021/22 we have received a total of 276 ASB Service requests. in 2020/21 full year we received 314 and the current projection is that this we be exceeded.
Public Protection and Anti-Social Behaviour Team	<a href="#">ASB 2</a>	Number of cases closed in the quarter	N/A	Volumetric	Volumetric	Q2 - 21/22	849	Q3 - 21/22	747	Number	<b>V</b>		this remains higher than Q3 last year but is relative compared to requests for services which remains higher for 2021/22 than 2020/21
Public Protection and Anti-Social Behaviour Team	<a href="#">ASB 3</a>	Number of live cases open at the end of the quarter	Low is good	260	220	Q2 - 21/22	189	Q3 - 21/22	194	Number	<b>G</b>	▼	this is a little higher than normal but currently isn't of concern, the monthly data shows that in October the cases open were 192, November 177 and December 194.
Sport & Leisure	<a href="#">SP 1</a>	Quarterly visitor numbers to Birchwood and Yarborough Leisure Centres	High is good	213,355	213,991	Q2 - 21/22	122,034	Q3 - 21/22	110,339	Number	<b>R</b>	▼	Quarter 3 with being the winter months and the approach to Christmas is usually lower than Quarter 2 which is the summer and the lighter months, this is a drop of 4% visits for Birchwood and 12% for Yarborough. Yarborough is 44% of pre-pandemic levels (Q3 19/20) Birchwood is 58% of pre-pandemic levels (Q3 19/20) Resistance to re-join fitness gyms is industry wide (nationally), this could be due to the surge in Omicron numbers on the lead up to Christmas with the possibility of a lock down, new members were low, with the fear regarding the transmissibility of Omicron there is still a resistant to going back into public places.
Sport & Leisure	<a href="#">SP 2</a>	Artificial Grass Pitch usage at Yarborough Leisure Centre & Birchwood Leisure Centre	High is good	520.00	650.00	Q2 - 21/22	790.00	Q3 - 21/22	806.00	Hours	<b>G</b>	▲	Q3 Total slots used 806 Birchwood 471 bookings which is approx. 50% capacity and is up on Q2 by 52 slots. Yarborough 371 which is 35% capacity and is slightly down on Q2 by 35 slots. The 12 week period includes the Christmas and New Year period when a reduced amount of training takes place.
CCTV	<a href="#">CCTV 1</a>	Total number of incidents handled by CCTV operators	N/A	Volumetric	Volumetric	Q2 - 21/22	2,665	Q3 - 21/22	2,181	Number	<b>V</b>		Numbers fell slightly during this period possibly as a result of a reduction in staffing numbers. Public order incidents specifically drunken behaviour increased as venues began to open.
Waste & Recycling	<a href="#">WM 1</a>	Percentage of waste recycled or composted	High is good	33.50	39.00	Q2 - 21/22	35.39	Q3 - 21/22	34.82	%	<b>A</b>	▼	This figure relates to Quarter 2 (July - September 2021). 15.14% has been recorded as waste being recycled, whereas 19.68% was recorded of waste being composted, equating to 34.82% being composted or recycled.
Waste & Recycling	<a href="#">WM 2</a>	Contractor points achieved against target standards specified in contract - Waste Management	Low is good	150	50	Q2 - 21/22	125	Q3 - 21/22	95	Number	<b>A</b>	▲	95 points were recorded in Q3. This has been broken down into 30 points in October, 20 points in November, and 45 points in December.



DHI	Street Cleansing	SC 1	Contractor points achieved against target standards specified in contract - Street Cleansing	Low is good	150	50	Q2 - 21/22	75	Q3 - 21/22	80	Number	A	▼	Points were recorded as 80 collectively. This has been broken down into 35 points in October, 30 points in November and 15 points in December.
	Grounds Maintenance	GM 1	Contractor points achieved against target standards specified in contract - Grounds Maintenance	Low is good	150	50	Q2 - 21/22	75	Q3 - 21/22	135	Number	A	▼	Points were recorded as 135 collectively, broken down into 105 in October 10 in November and 20 in December. The large peak in October was due to Verge grass cutting.
	Allotments	AM 1	Percentage occupancy of allotment plots	High is good	84.00	92.00	Q2 - 21/22	97.00	Q3 - 21/22	97.00	%	G	→	As at the end of December 2021, 1061, plots of a total 1153 were let. Of the 1153 total plots, 1099 plots are currently lettable. 1061 occupied lettable plots equates to 97% occupancy rate. There continues to be a steady 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.  We are also mindful that allotment tenancies may decrease from February 2022, as allotment rent charges are being increased significantly (and the age-related discount is being removed; discounts are still available for anyone on unemployment and means-tested benefits). This will undoubtedly have an impact on whether tenants decide to continue with their plots or not.
	Parking Services	PS 1	Overall percentage utilisation of all car parks	High is good	50.00	60.00	Q2 - 21/22	40.00	Q3 - 21/22	48.00	%	R	▲	Good figure reflecting the Christmas period and no Covid restrictions re shops closing this year
	Parking Services	PS 2	Number of off street charged parking spaces	N/A	Volumetric	Volumetric	Q2 - 21/22	3,796	Q3 - 21/22	3,796	Number	V		No change
	Licensing	LIC 1	Total number of committee referrals (for all licensing functions)	N/A	Volumetric	Volumetric	Q2 - 21/22	6	Q3 - 21/22	9	Number	V		1 PH Vehicle revocation, 1 LA2003 contested variation, 7 PH drivers due to points/convictions.
	Licensing	LIC 2	Total number of enforcement actions (revocations, suspensions and prosecutions)	N/A	Volumetric	Volumetric	Q2 - 21/22		Q3 - 21/22	1	Number	V		1 PH Driver suspended with immediate effect following allegations of sexual assault.
	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	Q2 - 21/22	1.50	Q3 - 21/22	1.06	%	R	▲	We currently have 82 properties that do not currently meet the decent homes standard. A majority of these (58) are in programme for a replacement door. A further 22 are recorded as electrical failures, this is due to encountering failed access to undertake the 5 year electrical inspection of the property. 2 properties require a replacement roof.
	Housing Investment	HI 2	Number of properties 'not decent' as a result of tenants refusal to allow work (excluding referrals)	N/A	Volumetric	Volumetric	Q2 - 21/22	188	Q3 - 21/22	178	Number	V		The level of refusals is recorded but cannot be controlled by the Council. We have had a slight drop in the number of refusals during the current reporting year. A vast majority of these refusals relate to the declining of boiler replacement work.
	Housing Investment	HI 3	Percentage of dwellings with a valid gas safety certificate	High is good	99.80	99.96	Q2 - 21/22	99.26	Q3 - 21/22	99.14	%	R	▼	We continue to encounter a small number of properties each month, which do not allow access for the annual gas service/safety inspection. Our robust processes are followed, and these failed access addresses are referred to legal services to obtain access.
	Control Centre	CC 2	Percentage of Lincare Housing Assistance calls answered within 60 seconds	High is good	97.50	98.75	Q2 - 21/22	98.25	Q3 - 21/22	98.30	%	A	▲	Although with staff shortages and continuing covid disruption we have maintained the target at above 97.5% for this quarter
	Rent Collection	RC 1	Rent collected as a proportion of rent owed	High is good	96.50	98.00	Q2 - 21/22	97.61	Q3 - 21/22	100.52	%	G	▲	The in-year collection rate achieved at the end of Q3 was 100.52%, compared to 98.9% for the same point last financial year. This is a positive improvement in collection, resulting in a decrease in arrears from last year.
	Rent Collection	RC 2	Current tenant arrears as a percentage of the annual rent debit	Low is good	4.50	3.50	Q2 - 21/22	4.88	Q3 - 21/22	3.68	%	A	▲	Current rent arrears as of the end Q3 are £1,052,680. This is £78,149 less than Q3 for the 2020/21 financial year. Arrears as a % of the debit stands at 3.68% compared to 4% for the comparative quarter last year. Rent collection has continued to be challenging with continued changes to legislation for landlords in place until October 2021. Universal Credit claims have increased by 1,028 claims on last year with an increase of £48,796 of arrears on these cases, taking the total arrears on Universal Credit claims to £666,390. Despite these challenges, the arrears have reduced, and their year collection achieved was 100.52%, compared to 98.9% at the same point last year. Tenancy have placed significant emphasis on contact through calls and visits, with new targets in place for staff.
	Housing Solutions	HS 1	The number of people currently on the housing list	N/A	Volumetric	Volumetric	Q2 - 21/22	1,338	Q3 - 21/22	1,448	Number	V		During the first two months of the Covid pandemic we saw a small decrease in the number of Housing Register applications submitted, however since that time we have continued to receive significant numbers. On average in 21-22 we have received around 250 applications each month, compared to an average of around 190 during the same period in 20-21.
	Housing Solutions	HS 2	The number of people approaching the council as homeless	N/A	Volumetric	Volumetric	Q2 - 21/22	461	Q3 - 21/22	707	Number	V		During the pandemic we saw slightly lower numbers of approaches, however those we did receive tended to be extremely complex and often involved domestic abuse. Since the eviction ban was lifted, we have received much higher numbers of enquiries and applications, including higher numbers of applicants who require temporary accommodation. We expect this situation to remain steady, or worsen, in the coming months as many eviction notices will expire meaning the landlords can legally pursue court action.
	Housing Solutions	HS 3	Successful preventions and relief of homelessness against total number of homelessness approaches	High is good	50.00	55.00	Q2 - 21/22	45.93	Q3 - 21/22	43.70	%	R	▼	The team continues to work with applicants to try to prevent or relieve homelessness. This has been extremely challenging over the past 18 months as shared living arrangements have irretrievably broken down following the national lockdowns and there have been fewer properties available in both the private rented sector, and within our own stock. Wherever possible and in accordance with government instruction, we have continued to prioritise those facing homelessness for available accommodation.
	Housing Voids	HV 1	Percentage of rent lost through dwelling being vacant	Low is good	0.80	0.90	Q2 - 21/22	1.37	Q3 - 21/22	1.44	%	R	▼	Current rent lost through vacant dwellings is 1.44% against the target of 0.9% and has increased by 0.07% compared to last quarter. The void process has faced several challenges with labour, contractors, lettings, and difficulty carrying out pre-termination inspections which has resulted in an increase in void time and consequently % of rent lost. Voids Repair Team are currently instituting a plan with the voids support team which will utilise additional contractors, maximise supplies in order to reduce the voids turnaround time.
	Housing Voids	HV 2	Average re-let time calendar days for all dwellings - standard re-lets	Low is good	32.00	29.00	Q2 - 21/22	44.83	Q3 - 21/22	51.94	Days	R	▼	The current void turn-around time for void requiring minor works is 51.94 days against the target of 32 days. Void Repairs Team have experienced increased challenges since their initial contractor went into administration in the summer, leaving significant pressure on the DLO. There is a high, national demand for labour, coupled with covid restrictions and isolation within our workforce meaning that COLC has had difficulty in securing the necessary workforce to turnaround the empty properties to achieve the target of 32 days. There have also been additional pressures on

												<div>tenants when trying to move, meaning delays throughout the void process. We have experienced delays in ordering kitchens, plastering products and certain timber lines.</div> <div>The Voids Support Team has seen an increase in the number of terminations through deaths meaning that pre-termination inspections cannot be completed, resulting in more difficulty when planning required works. The data shows that when we can complete a pre-termination our average time for void repairs, cleansing and overall end to end time reduces.</div> <div>We have now appointed five additional contractors to carry out void works and have allocated additional staff from the DLO. Subsequently, we are seeing an increase in the properties being completed and relet so performance for the remainder of the financial year will likely increase however this is due to numerous longer-term voids now being completed. This will put us in a better position as we move into quarter one 2022/23.</div>
Housing Voids	<a href="#">HV 3</a>	Average re-let time calendar days for all dwellings (including major works)	Low is good	38.00	35.00	Q2 - 21/22	53.09	Q3 - 21/22	59.88	Days	R	▼ <div>The current void turnaround time for all properties is 59.98 days against the target of 38 days. This has increased by just over 6 days since last financial year. Properties requiring major works have seen increased difficulty with sourcing necessary materials and labour, resulting in an increase in the re-let time.</div> <div>As with all relets, new tenants have often struggled to move due to isolation, or difficulty sourcing removals in a timely manner resulting in further delays.</div> <div>With the additional contractors that are now in place and the increase in available materials, the current voids in the system should be completed and the overall voids in the system will reduce, however we won't see the average re-let time reduce until they are cleared.</div> <div>We've also experienced a deterioration in the standard and condition of the properties being returned to COLC. This is a knock-on effect due to the reduction in the repairs carried out during the national lockdowns and the limited amount of inspections carried out on our properties by our officers.</div>
Housing Maintenance	<a href="#">HM 1</a>	Percentage of reactive repairs completed within target time (priority and urgent repairs) - HRS only	High is good	97.00	99.00	Q2 - 21/22	91.74	Q3 - 21/22	92.66	%	R	▲ <div>Performance is still below target and not where we aspire to be, this mainly down to the urgent repairs (3 days) tickets. This has prompted further investigation into the reasons why. The conclusions are materials/ supplier/ limited resources issues are still in play however this is not exclusive to ourselves and benchmarking will confirm this. More to the point the issues we can fix ourselves are to be addressed, this includes resource planners prioritising 1- &amp; 3-day jobs over 100 day tickets that are already in the diaries, any reluctance to follow this guideline, resource planners will escalate to Team Leaders for action.</div> <div>The introduction of a new Repairs co-ordinator who will reinforce best practice and improve communication between the operatives and the planners. This closer management of the function will result in improved performance and ultimately see this performance improving quickly and see it reach an acceptable level.</div>
Housing Maintenance	<a href="#">HM 2</a>	Percentage of repairs fixed first time (priority and urgent repairs) - HRS only	High is good	90.00	93.00	Q2 - 21/22	91.95	Q3 - 21/22	92.91	%	A	▲ <div>Performance is within target; however, we aspire to improve further on this measure by reviewing our stock and increasing the stock in time for our new fleet provision in August 2022. We have also increased the amount of inspections carried out in the planning stage of scheduled repairs to ensure materials are ordered and delivered prior to the delivery stage of scheduled repairs.</div>
Housing Maintenance	<a href="#">HM 4</a>	Appointments kept as a percentage of appointments made (priority and urgent repairs) - HRS only	High is good	94.00	97.00	Q2 - 21/22	99.40	Q3 - 21/22	99.30	%	G	▼ <div>Performance is in line with previous quarters. During the year there are only a minority of appointments that get missed, however we continue to communicate updates to the tenant and rebook these appointments. This element is being reviewed in the scheduled repairs pilot.</div>
Business Development	<a href="#">D 1</a>	Number of users logged into the on-line self service system this quarter	High is good	8,409	8,700	Q2 - 21/22	10,515	Q3 - 21/22	9,026	Number	G	▼ <div>Reduction in numbers. May possibly be affected by performance issues in aging system. Staff are working to resolve and look at options for replacement</div>
IT	<a href="#">ICT 1</a>	Number of calls logged to IT helpdesk	N/A	Volumetric	Volumetric	Q2 - 21/22	927	Q3 - 21/22	993	Number	V	<div>General variation in call numbers. More incidents recorded due to some recurring issues</div>
IT	<a href="#">ICT 2</a>	Percentage of first time fixes	N/A	Volumetric	Volumetric	Q2 - 21/22	56.30	Q3 - 21/22	58.60	%	V	<div>General variation in issues - log on issues meaning can be resolved quickly</div>

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ANNUAL MEASURES - Q3

G

At or above target

A

Acceptable performance - results are within target boundaries

R

Below target

V

Volumetric/contextual measures that support targeted measures

Strategic Measures

	Service Area	Measure ID	Measure	High Or Low	Low Target	High Target	Previous Data Period	Previous Value	Current Year	Current Value	Unit	Status	Commentary
CX	Democratic Services	DEM 1	The number of individuals registered on the electoral register (local elections)	N/A	Volumetric	Volumetric	2020/21	68,203	2021/22	62,292	Number	V	Registration is expected to increase through monthly updates throughout the year, with more application expected around the May Elections.
	Procurement Services	PRO 1	Percentage spend on contracts that have been awarded to "local" contractors (as the primary contractor)	High is good	20.00	45.00	2019/20	35.00	2020/21	45.00	%	G	£14,544,085 awarded to local suppliers out of total spend of £32,305,683.
	Procurement Services	PRO 2	Percentage value of the top 10 spend contracts that have been sub-contracted (wholly or partly) to "local" suppliers to deliver	N/A	Volumetric	Volumetric	2019/20	24.00	2020/21	23.60	%	V	Total contract spend was £21,269,767 with £5,105,677 sub contracted to local suppliers.
	Procurement Services	PRO 3	Percentage of total contract spend that is with an SME	High is good	20.00	40.00	2019/20	40.00	2020/21	42.10	%	G	total contract spend of £32,305,683 with £13,616,818 spent with SME's.
	Procurement Services	PRO 4	Percentage of total contract spend that is with an SME who meets the "local" definition	High is good	20.00	40.00	2019/20	46.00	2020/21	48.20	%	G	total spend with SME's of £13,616,818 of which £6,565837.27 is with local SME's.
DCE	Waste & Recycling	WM 3	Satisfaction with refuse service (collected via Citizens' Panel)	High is good	90.00	96.00	2020/21	96.30	2021/22	97.00	%	G	Citizen Panel respondents were recorded as 97% being satisfied or very satisfied with the refuse collection service.
	Waste & Recycling	WM 4	Satisfaction with recycling service (collected via Citizens' Panel)	High is good	90.00	96.00	2020/21	94.80	2021/22	94.50	%	A	94.5% of Citizen Panel respondents reported being satisfied or very satisfied with the recycling collection service overall.
	Food and Health & Safety Enforcement	FHS 4	Percentage of Citizens' Panel respondents who are satisfied with the standard of hygiene in restaurants/cafes/ shops and takeaways in Lincoln	High is good	80.00	85.00	2020/21	91.00	2021/22	87.80	%	G	87.8% of Citizen Panel respondents reported being satisfied or very satisfied with the standard of hygiene in restaurants/cafes/shops/takeaways in Lincoln.

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**PERFORMANCE SCRUTINY COMMITTEE**

**17 FEBRUARY 2022**

<b>SUBJECT:</b>	<b>FINANCIAL PERFORMANCE – QUARTERLY MONITORING</b>
<b>REPORT BY:</b>	<b>CHIEF EXECUTIVE &amp; TOWN CLERK</b>
<b>LEAD OFFICER:</b>	<b>COLLEEN WARREN, FINANCIAL SERVICES MANAGER</b>

**1. Purpose of Report**

1.1 To present to PSC the third quarter's performance (up to 31<sup>st</sup> December), on the Council's:

- General Fund
- Housing Revenue Account
- Housing Repairs Service
- Capital Programmes

And to seek approval for changes to both the revenue and capital programmes.

1.2 Financial Procedure Rules require members to receive, on a quarterly basis, a report prepared jointly by the Chief Finance Officer and Corporate Management Team commenting on financial performance to date. This report is designed to meet this requirement.

**2. Executive Summary**

2.1 This report covers the General Fund Revenue, Housing Revenue Account budgets and Investment Programmes for the current financial year.

2.2 Following the unprecedented impact of Covid19 on the Council's finances in 2020/21, budgets for 2021/22 were revised as part of the MTFS 2021-26 based on a number of assumptions around the speed and extent of the national and local recoveries particularly in relation to income budgets. Whilst in many cases these assumptions reflect the actual position to date and have in fact exceeded assumptions, there are still some areas where the rate of recovery is impacting adversely on the Council's finances. In addition, the impact of Covid19 is still being felt throughout the authority in relation to service delivery both in terms of backlogs of outstanding work but also due to the current economic operating conditions in terms of supply chain issues, escalating costs and availability of labour etc, whilst these issues are being addressed, they are likely to continue in the medium term and impact on the Council's finances. Close monitoring of the position and ongoing implementation of mitigating actions over quarter 4 will be key to ensuring the Council maintains a balanced budget position for 2021/22.

2.3 Based on a significant number of planning variables, as at the end of the third quarter (up to 31<sup>st</sup> December), the forecast financial position of the Council for 2021/22 is:

	<b>2021/22</b>		
	<b>Budget</b>	<b>Forecast</b>	<b>Variance</b>
	<b>£'000</b>	<b>@ Q3</b>	<b>@ Q3</b>
		<b>£'000</b>	<b>£'000</b>
<b>Revenue Accounts</b>			
General Fund – Contribution to/(from) balances	(477)	(420)	(57)
Housing Revenue Account (HRA) (Surplus)/Deficit in year	15	(31)	(46)
Housing Repairs Service (HRS) (Surplus)/Deficit	0	717	717

<b>Capital Programmes</b>			
General Investment Programme	20,398	11,328	0
Housing Investment Programme	30,248	19,668	0

<b>Reserves &amp; Balances</b>			
General Fund Balances	(2,193)	(2,250)	57
HRA Balances	(1,059)	(1,105)	46
HRS Balances	0	0	0
General Fund Earmarked Reserves	(12,384)	(7,375)	4,244
HRA Earmarked Reserves	(177)	(178)	(121)

- 2.4 The detailed financial position is shown in sections 3-7 and accompanying appendices.

### **3. General Fund Revenue Account**

- 3.1 For 2021/22 the Council's net General Fund revenue budget was set at £978,410 including a planned contribution from balances of £477,240 (resulting in an estimated level of general balances at the year-end of £2,193,359, after allowing for the 2020/21 outturn position).
- 3.2 The General Fund Summary is currently projecting a forecast underspend of £57,063 (appendix A provides a forecast General Fund Summary), resulting in general balance at the year-end of £2,250,422.

- 3.3 There are a number of forecast year-end variations in income and expenditure against the approved budget, full details of the main variances are provided in Appendix B while the table below sets out the key variances:

	<b>Forecast £'000</b>
Potential pay award	150
Housing benefit under recovery of overpayments	50
Anticipated in year losses at Yarborough Leisure Centre	142
Proposed additional contribution to reserves for anticipated pressures in 22/23	721
Sales, Fees & Charges income gains	(564)
Government Grants (New Burdens, Test & Trace support)	(273)
Release of Contingencies	(155)
Increase Rent and Service Charge income	(84)
Net other variances	(44)
<b>Overall forecast budget shortfall/(surplus)</b>	<b>(57)</b>

- 3.4 The most significant of the forecast variations is in relation to fees and charges income which is currently forecasting an increase in income of £564,050. This increase has mainly arisen as a result of significant improvements, predominantly within car parking income, with a much quicker than anticipated recovery in quarter three following vastly reduced income levels in the first half of the year. In addition, there is a new income stream from the enforcement of Civil Penalty Notices on HiMO properties.

This increase includes additional income of £66,348, through the Government's Sales, Fees and Charges Income Compensation scheme which provided additional financial support for losses in quarter one only.

The significant improvement in the forecast position since quarter two demonstrates the high volatility of these income streams to the Council, it is therefore proposed that a proportion of this increase be contributed to an earmarked reserve to provide resilience in future years.

All key income budgets are monitored closely and reported to Corporate Management Team on a monthly basis. Officers are responding to, and will continue to do so through quarter 4, to identify and implement appropriate mitigations to ensure the budget remains balanced in 2021/22.

- 3.5 Although the forecast outturn for the General Fund is a surplus of £57,063 at this stage, the forecast outturn remains difficult to predict due to volatility, and uncertainty, particularly around income streams.

### 3.6 **Contributions to/from Earmarked Reserves**

Included in the forecast outturn underspend of £57,063 is the following proposed additional contributions (to)/from earmarked reserves:

Directorate	Reserve	Amount £
<b>Contributions from Reserves:</b>		
DHI	County Homelessness Partnership – payment of NKDC share of grant	12,270
<b>Contributions to Reserves:</b>		
DCE-ADCOMSS	Income Volatility Reserve – utilise in year over-achievement of income to support volatility of income streams in future years	(320,000)
DCE-ADHENV	YLC - fund to support ongoing impact of YLC pool closures	(200,000)
DCE-ADHENV	Domestic Abuse Grant – carry forward specific grant income in line with planned expenditure	(32,200)
DCE-ADHENV	LOEB Grant – balance of grant to support ongoing outbreak prevention in 22/23	(96,660)
DCE-ADHENV	HiMO Civil Penalty Notice Appeals – hold income on CPN's until potential appeals are concluded	(84,880)
	<b>Total Contribution to Reserves:</b>	<b>(721,470)</b>

- 3.7 PSC should be aware that the forecast underspend of £57,063 does not take into account any requested carry forwards. In addition to the above reserve movements, the following carry forward has been requested to be transferred into earmarked reserves to offset expenditure next financial year:

Directorate	Reason for Carry Forward	Amount £
DMD	The Terrace Roof Repairs – utilise in year underspends to fund R&M required in 22/23	(52,400)
	<b>Total Contribution to Reserves:</b>	<b>(52,400)</b>

- 3.8 The forecast outturn for the General Fund would therefore be an underspend of £4,663 if the above carry forward and the earmarked reserve requests were to be agreed.

PSC are asked to consider the proposed transfers to and from earmarked reserves and the proposed carry forward requests.

- 3.9 Further details of the General Fund earmarked reserves are set out in paragraph 6 and Appendix G.

### 3.10 Towards Financial Sustainability Programme

The savings target included in the MTFs for 2021/22 was £850,000. Progress against this target, based on quarter 3 performance shows that secured savings total £756,350. A summary of the specific reviews that have contributed to this target are shown in Appendix N.

#### 4. Housing Revenue Account

- 4.1 For 2021/22 the Council's Housing Revenue Account (HRA) net revenue budget was set at a £14,910 use of balances, resulting in an estimated level of general balances at the year-end of £1,059,743, after allowing for the 2020/21 outturn position.
- 4.2 The HRA is currently projecting an in-year variance of a £31,226 underspend, which would increase the General Balances to £1,105,879 at the end of 2021/22.
- 4.3 There are a number of forecast year-end variations in income and expenditure against the approved budget, full details of the main variances are provided in Appendix D while the table below sets out the key variances:

	<b>Forecast £'000</b>
Reduced dwelling rent income for Affordable, Social Housing and Leases	370
Reduced income from Contracts	280
Increased utility and Council Tax charges	150
Reduced repairs and maintenance expenditure	(1,363)
HRS forecast deficit	717
Depreciation	715
Reduced MRR contribution	(715)
Net other variances	(185)
<b>Overall forecast budget (surplus)/deficit</b>	<b>(31)</b>

- 4.4 The financial pressures that the HRA is facing, and the HRS (set out further in section 5), is a direct result of the ongoing impacts of Covid19 and the current economic position in the UK.
- 4.5 The largest variance for HRA is the current forecast underspend on Repairs and Maintenance. This is due to the ongoing impact of Covid19 affecting the ability to carry out repairs, the current reduction in charges from HRS (detailed in section 5 below) and the lack of tradespeople to carry out the repairs required. HRA and HRS are working hard to address these issues and so this underspend may be reduced over the remainder of the year. In part this is offset by large overspend forecast by HRS due to a reduction in rechargeable works and inability to recover the overhead costs of HRS (details of which are contained within section 5.2).
- 4.6 In addition, there is forecast reduction in dwelling rental income of £370,814, this is due to increased voids, a reduction in leasing income and lost rents from RTB sales. Void properties are currently on the increase due to a lack of labour force in the HRS and as a result of the designated Voids contractor entering into administration at short notice leaving the service without a key resource to respond to growing void numbers. Void numbers have increased due to a

backlog created over the last 18 months as national restrictions were imposed. This has then been compounded by a high level of tenancies ending as a result of; people now seeking to move post pandemic, an unprecedented (sadly) number of deaths in Council properties and people leaving due to other more restrictive reasons such as being detained in prison by the courts. In addition, as a result of the successful bids for the Next Steps and Rough Sleeping Accommodation Programmes, the HRA has acquired a number of units of move accommodation across the city to alleviate the pressure on temporary accommodation and negate the use of bed and breakfast facilities. Whilst this has been successful and consequently saved the general fund huge costs the pressure has fallen on HRS to bring these units up to letting standards before they can be occupied. This has added to the numbers being managed through the void process. At budget setting voids are budgeted at 1% of the current housing stock, currently voids are closer to 1.4% of the current housing stock, this is an improvement on quarter 2 when voids were 1.7%.

#### **4.7 Contributions to/from Earmarked Reserves**

There are no further contribution (to)/from earmarked reserves requested as at quarter 3.

- 4.8 Further details of the HRA earmarked reserves are set out in paragraph 6 and Appendix G.

### **5. Housing Repairs Service**

- 5.1 For 2021/22 the Council's Housing Repairs Service net revenue budget was set at zero, reflecting its full cost recovery nature.
- 5.2 At quarter 3 HRS are forecasting a deficit of £716,516 in 2021/22 (Appendix E provides a forecast HRS Summary), with full details of the main variances provided in appendix F. This is an improvement on the forecast overspend of £811,418 estimated at quarter 2.
- 5.3 The main contributory factor for this deficit is the ongoing impact of Covid19. The loss of one of the main sub-contractors locally (due to administration) and the inability to recruit to the workforce is causing problems with repairs scheduling and void turnarounds. Repairs numbers are down, at a time of high demand, as a result lower recharges are being made to the HRA due to less work being carried out by the Council's workforce. Although the reduction in staffing costs offsets the reduction in income recharged to the HRA, the overhead cost of the repairs service, which is ordinarily charged in addition to the service hourly rate is not being recovered due to the reduction in internal jobs, this is creating the majority of the forecast overspend. In addition, to try and fill the productivity gap, local sub-contractors are being utilised however, they are struggling with the same labour shortages. Any contracts awarded to help alleviate the system are now at hugely inflated prices which reflects the sector as a whole. This use of more expensive subcontractors has increased costs which at this stage are not reflected in the service hourly rate and therefore also contributes to the forecast overspend.

5.4 The forecast overspend reflects the national position in relation the construction industry. A significant number of companies are going into liquidation for many reasons. This is putting huge pressure on the those remaining in the sector, contract prices are increasing significantly reflecting increasing material and labour costs. Qualified and skilled labour is becoming increasingly hard to recruit. Locally, as evidenced in recruitment, the Council is not immune from this environment and HRS are in a difficult “trading position”.

5.5 In response to the financial and service delivery challenges that the HRA/HRS are facing the Housing Management Team have instigated a range of measures aimed at combating the areas and issues that the Council has some control or influence over.

- Engaged four local subcontractors to support the void process
- Instigated different recruitment processes; advertising in different area and using different channels, offering fixed term and variable contracts as well as extolling the benefits of working on the public sector (sick pay, pensions, holiday entitlement, etc.)
- Looked at the data we have on why properties are becoming void to effectively see if we can slow the flow into the void system down.
- Seeking to invest in tenancy sustainment officers to help new tenants, particularly those from vulnerable groups, manage and effectively maintain their tenancy.
- Undertaken detailed analysis of what is driving the void process and now can look to head off any property entering the system if at all possible.
- Using the legal process to access properties where tenants have refused access for gas and electrical testing
- Sourced new contractors to pick up issues such as fire door upgrades that were left outstanding by our previous investment contractor.
- Increased communication in the local media making tenants and the wider public aware of the operating constraints we have.
- Worked with the LTP on messaging through their channels.
- Assessed uplifting recharge rates to reflect the higher construction sector.

In addition, a cross departmental short life working group has been established which is reporting to CMT monthly in order to review the mitigations being undertaken.

Many of the actions taken above have started to have an impact on these issues with the forecast overspend reducing by £94,872 since quarter 2. Work continues on these actions in order to manage in the year financial position. In addition, the budgets for 2022/23 have been revised to reflect some of the more longer-term and structural changes in HRA/HRS income and expenditure.

5.6 It should be noted that consequential costs in the HRA are also greatly reduced (as noted earlier in the report) and therefore financial picture for the directorate is not as unhealthy as the HRS position alone implies, with a forecast underspend anticipated in the HRA. Surpluses from HRS have been repatriated



to the HRA over the last few years and as such healthy reserves remain within the HRA. These reserves were increased at the end of last financial year to allow for HRS to catch up with any back log of repairs that had built up due to Covid19 restrictions.

## 6. Earmarked Reserves

- 6.1 The details of all the earmarked reserves and their forecast balance as at 31st March 2022 are attached in Appendix G. In summary:

	<b>Opening Balance</b>	<b>Budgeted Contribution</b>	<b>Actual s Q1- Q3</b>	<b>Forecast Q4</b>	<b>Forecas t Balance</b>
	<b>01/04/21</b>				<b>31/03/2 2</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
General Fund	19,563	(11,619)	(578)	4,822	12,188
HRA	2,617	(57)	(121)	0	2,439
Capital Resources	22,423	(2,215)	10,595	(12,810)	20,208

## 7. Capital Programme

### 7.1 General Investment Programme

- 7.2 The revised General Investment Programme for 2021/22 amounted to £20.397m following Quarter 2 report. At quarter 3 the programme has decreased by £9.069m to £11.328m, as shown below:

	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Revised budget Quarter 2	20,397	7,080	1,872	683	500
Budget changes for approval	(9,069)	12,327	0	0	0
<b>Revised Budget</b>	<b>11,328</b>	<b>19,407</b>	<b>1,872</b>	<b>683</b>	<b>500</b>

- 7.3 The Chief Finance Officer has delegated authority to approve financial changes up to an approved limit as set out under Financial Procedure Rules. The following changes were approved by the Chief Finance Officer during this quarter.

	<b>2021/22</b>	<b>2022/23</b>
	<b>£'000</b>	<b>£'000</b>
Brayford Viewing Platform – scheme complete	(6)	0
Capital Contingency	(2)	8
Town's Deal – Lincoln Central Market and Vibrant Public Realm	(4)	

Allotments Asbestos Sheds - Reprofile	(34)	34
Compulsory Purchase Orders - Reprofile	(151)	151
Compulsory Purchase Orders - Reprofile	(82)	82
Infrastructure Upgrade - Reprofile	(4)	0
IT Reserve - Reprofile	(71)	75
Planned Capitalised Works- Reprofile	(130)	130
The Terrace Heat Mitigation Works - Reprofile	(247)	247
WGC Phase1a - Reprofile	(8,500)	8,500
<b>Total schemes approved by CFO</b>	<b>(9,231)</b>	<b>9,227</b>

- 7.4 All changes over the approved limit require approval by the Executive. There was one change requiring Executive approval for the third quarter resulting from notification of additional grant funding:

	<b>2021/22</b>
	<b>£'000</b>
Heritage Action Zone (HAZ) – Additional grant awarded by Historic England: £90,000 for the Barbican and £87,310 for the St Mary's Guildhall Scheme. This change also includes a £4,500 adjustment from Markets.	182

All new projects are subject to Executive approval. During the third quarter the following schemes were added to the GIP, having been considered by the Executive in the third quarter:

	<b>2021/22</b>	<b>2022/23</b>
	<b>£'000</b>	
New Telephony System – approved by Executive 13 <sup>th</sup> December 2021, funded through existing capital scheme underspend and direct revenue finance.	(20)	73
Local Authority Delivery (LAD) 3 Green Homes Grant – approved by Executive 25 <sup>th</sup> October 2021, fully funded by external grant.	0	2,203
Flood Alleviation Scheme Hartsholme Park – approved by Executive 17 <sup>th</sup> January, 2022 funded through prudential borrowing.	0	279
<b>Total Schemes Approved by Executive in Quarter 3</b>	<b>(20)</b>	<b>2,555</b>

In addition, there are two further new projects that require the approval of the Executive. These projects form part of the Local Authority Delivery Green Homes Scheme and result from additional funding awarded:

	2021/22	2022/23
	£'000	
Local Authority Delivery (LAD) 3 Green Homes Top Up Grant, in addition to scheme approved by Executive on 25 <sup>th</sup> October 2021.	0	440
Home Upgrade Grant (HUG) Scheme. This scheme is part of the LAD Energy Efficiency Award and is additional funding for rural areas that do not have gas	0	105
<b>Total New Schemes to be Approved by Executive</b>	<b>0</b>	<b>545</b>

7.5 The table in 7.7 provides a summary of the projected outturn position for the General Investment Programme.

7.6 The overall cumulative spending on the General Investment Programme for the third quarter of 21/22 is £4.131m, which is 36.47% of the 2021/22 programme and 36.47% of the active programme. This is detailed further at Appendix J.

Although this is a low percentage of expenditure at this stage of the financial year, further expenditure is expected on all schemes showing an underspend in Appendix J.

7.7 General Investment Programme projected outturn

	2021-22 Budget following Q2 report	Revised Budget	Forecast Outturn	Variance
	£'000	£'000	£'000	£'000
<b>Active Programme</b>				
Housing & Investment	320	320	320	0
Communities & Environment	5,562	5,744	5,744	0
Chief Executive	1,041	601	1,041	0
Major Developments	11,806	3,301	3,301	0
Externally Delivered Towns Fund Schemes	1,362	1,362	1,362	0
<b>Total Active Schemes</b>	<b>20,091</b>	<b>11,328</b>	<b>11,328</b>	<b>0</b>
Schemes on Hold/Contingencies	306	0	0	0
<b>Total Capital Programme</b>	<b>20,397</b>	<b>11,328</b>	<b>11,328</b>	<b>0</b>

7.8 Housing Investment Programme

- 7.9 The Housing Investment Programme for 2021/22 following the Quarter 2 report amounted to £30.248m. This has been further adjusted to £19.668m during the third quarter of 2021/22. A summary of the changes are shown below:

	2021/22	2022/23	2023/24	2024/25	2025/26
	£'000	£'000	£'000	£'000	£'000
Revised budget following Q2 Report	30,248	18,959	12,918	10,802	11,328
Budget changes to be approved during Q3	(10,580)	2,762	0	1,871	0
<b>Revised Budget</b>	<b>19,668</b>	<b>21,721</b>	<b>12,918</b>	<b>12,673</b>	<b>11,328</b>

- 7.10 The Chief Finance Officer has delegated authority to approve financial changes up to an approved limit as set out under Financial Procedure Rules. The following changes were approved by the Chief Finance Officer during this quarter.

Project Name	2021/22 Budget following Q2	Budget increase/ (reduction)	Budget to be Approved	Reprofile to/(from) future years
	£'000	£'000	£'000	£'000
<b>Decent Homes</b>				
Kitchen Improvements	50	(35)	15	35
Re-roofing	20	(10)	10	10
Re-wiring	50	(15)	35	15
Structural Defects	10	(10)	0	10
Fire Doors	48	(43)	5	43
New Services	30	(5)	25	0
<b>Other</b>				
2 Gunby Avenue	3	(3)	0	0
Communal Electrics	37	(27)	10	0
Garages	44	(19)	25	19
Communal TV Aerials	10	(5)	5	0
<b>Total</b>	<b>302</b>	<b>(172)</b>	<b>130</b>	<b>132</b>

- 7.11 All changes over the approved limit require approval by the Executive. The following changes require Executive approval for the third quarter:

Project Name	2021/22 Budget following Q2	Budget increase/ (reduction)	Budget to be Approved	Reprofile to/(from) future years
<b>Decent Homes</b>				
Door Replacement	750	(150)	600	150
<b>Other</b>				

Environmental Works	248	(198)	50	0
HRA Assets– Shops/Buildings	60	(60)	0	60
<b>Health and Safety</b>				
Replacement Door Entry Systems	94	(69)	25	69
<b>Other Schemes</b>				
Housing Support Services Computer Fund	180	(130)	50	130
Infrastructure Upgrade	252	(252)	0	166
<b>Contingency Schemes</b>				
Contingency Reserve	4,209	(3,992)	218	0
<b>Land Acquisition</b>				
Land Acquisition Fund	95	(95)	0	0
<b>Housing New Build</b>				
New Build Programme	1,203	(1,203)	0	0
De Wint Court	9,127	(2,000)	7,127	0
Western Growth Corridor	1,260	(1,000)	260	1,000
Property Acquisitions	2,339	76	2,415	0
Rough Sleepers Accommodation Project	1,619	(1,339)	280	0
<b>Total budget movements to be approved by Executive</b>	<b>21,436</b>	<b>(10,412)</b>	<b>11,024</b>	<b>1,575</b>

- 7.12 All new projects are subject to Executive approval. During the third quarter the following scheme was added to the HIP, having been considered by the Executive during the quarter;

	<b>2021/22</b>	<b>2022/23</b>
	<b>£'000</b>	<b>£'000</b>
New Telephony System – approved by Executive 13 <sup>th</sup> December 2021, funded through existing HIP budget allocation	4	81
	<b>4</b>	<b>81</b>

- 7.13 The table below provides a summary of the 2021/22 projected outturn position:

	<b>2021/22 Budget Following Q2 Report</b>	<b>Revised Budget</b>	<b>Forecast Outturn</b>	<b>Variance</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Decent Homes/ Lincoln Standard	4,834	4,566	4,566	0
Health and Safety	507	438	438	0

Contingent Major Repairs/ Works	4,210	218	218	0
New Build Programme	19,640	14,173	14,173	0
Land Acquisition Fund	95	0	0	0
Other Schemes	450	137	137	0
Computer Fund	513	136	136	0
<b>Total Capital Programme</b>	<b>30,248</b>	<b>19,668</b>	<b>19,668</b>	<b>0</b>

- 7.14 Expenditure against the HIP budget to the third quarter was £9.472m, which is 48.17% of the revised programme. A further £0.92m has been spent as at the end of January 2022. The expenditure is detailed further at Appendix L.

Although this is a lower percentage than would be expected at this stage of the financial year, works have been constrained by the ongoing issues arising during the Covid19 pandemic and the availability of contractors to carry out works to properties following the cessation of the planned maintenance contract.

## 8. Strategic Priorities

- 8.1 The MTFS underpins this policy and financial planning framework and set out the overall framework on which the Council plans and manages its financial resources to ensure that they fit with, and support, the direction of the Council's vision and strategic priorities. Vision 2025 identifies the Council's strategic priorities, setting the vision and direction for the council and the city for the next five years. The proposals in this report allow the Council to maintain a balanced budget position in 2021/22 in order that we can continue to deliver services in support of Vision 2025.

## 9. Resource Implications

- 9.1 General Balances, on both the General Fund and HRA, are the only resource not ear-marked to a particular future need. The prudent minimum level of balance that should be maintained on the General Fund is between £1.5m-£2m and £1m-£1.5m on the HRA. Based on the latest forecasts of income and expenditure and measures to be applied the level of balances in 2021/22 for the General Fund and the HRA will be maintained within these ranges.

Although the primary focus of this report has been to set out the financial variances being faced in the current financial year, beyond 2021/22 the Council still faces significant financial challenges. Ongoing reductions in resources and increased service costs from the legacy of impacts of Covid19 require ongoing reductions in the net cost base if the Council is to live within a significantly reduced resources envelope. The MTFS 2022-2027, to be considered by Full Council on 1<sup>st</sup> March 2022 sets out the financial challenges the Council faces.

- 9.2 Legal Implications including Procurement Rules

There are no legal implications arising from this report.

### 9.3 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 this report there are no direct equality, diversity or human rights implications,

## 10. Risk Implications

- 10.1 A full financial risk assessment is included in the Medium Financial Strategy 2021-26.

## 11. Recommendations

PSC are recommended to:

- 11.1 Review the financial performance for the period 1<sup>st</sup> April to 31<sup>st</sup> December 2021, and the projected outturns for 2021/22.
- 11.2 Note the underlying impact of the pressures and underspends identified in paragraphs 3.3 (and appendix B), 4.3 (and appendix D), and 5.2 (and appendix F).
- 11.3 Review the proposed contributions (to)/from earmarked reserves as set out in paragraph 3.6 and proposed carry forward request as set out in paragraph 3.7.
- 11.4 Review the changes made by the Executive/to be approved by the Executive to the General Investment Programme and the Housing Investment Programme as detailed in paragraphs 7.4, 7.11 and 7.12.
- 11.5 Consider any specific recommendations to be referred to Executive when considering this report.

**Is this a key decision?**

Yes

**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?**

Fourteen

**List of Background Papers:**

MTFS 2021-2026

**Lead Officer:**

Colleen Warren, Financial Services Manager  
Telephone (01522) 873361

**GENERAL FUND SUMMARY - AS AT 31 DECEMBER 2021**

Service Area	Ref	Revised Budget £'000	Projected Outturn £'000	Variance £'000
Strategic Development	A	1,986	1,971	(15)
Chief Finance Officer (S. 151)	B	(498)	(549)	(51)
City Solicitor	C	1,566	1,494	(72)
Housing	D	494	505	11
Director of Major Developments	F	285	207	(78)
Communities and Street Scene	G	4,599	4,548	(51)
Health & Environmental Services	H	128	186	58
Planning	I	927	820	(106)
		<b>9,488</b>	<b>9,183</b>	<b>(305)</b>
Corporate Expenditure	J	2,070	1,974	(96)
<b>TOTAL SERVICE EXPENDITURE</b>		<b>11,558</b>	<b>11,158</b>	<b>(401)</b>
Capital Accounting Adjustment	K	3,170	3,170	0
Specific Grants	L	(1,320)	(1,320)	0
Contingencies	M	(17)	127	144
Savings Targets	N	(94)	(94)	0
Earmarked Reserves	O	(11,364)	(7,375)	3,989
Insurance Reserve	P	(478)	(478)	0
<b>TOTAL EXPENDITURE</b>		<b>1,456</b>	<b>5,188</b>	<b>3,732</b>
<b>CONTRIBUTION FROM BALANCES</b>		<b>(477)</b>	<b>(420)</b>	<b>57</b>
<b>NET REQUIREMENT</b>		<b>978</b>	<b>4,768</b>	<b>3,789</b>
Retained Business Rates Income	Q	5,143	8,932	3,789
<i>Tariff</i>	<i>R</i>	0	0	0
<i>Section 31 grant</i>	<i>S</i>	0	0	0
<i>Levy</i>	<i>T</i>	0	0	0
Collection Fund surplus/ (deficit)	U	(11,143)	(11,143)	0
Revenue Support Grant	V	23	23	0
Council Tax	W	6,956	6,956	0
<b>TOTAL RESOURCES</b>		<b>978</b>	<b>4,768</b>	<b>3,789</b>

**General Fund Forecast Variances - Quarter 3**

Many items of income and expenditure are demand led and difficult to predict. Consequently, judgement has been applied in order to provide the most realistic indication of the financial position at the year-end. Figures in brackets indicate an underspend of expenditure or additional income.

Ref		£	Reason for variance
	<b><u>Additional Expenditure</u></b>		
A	Call Monitoring	28,640	Additional telephone systems resulting from current working from home arrangements.
B	Revenues Local Taxation	27,923	Additional costs related to the Empty Homes Review (compensated by additional grant income through the New Homes Bonus in 2022/23).
B	Benefits	28,305	Additional overtime costs for administration of Test and Trace payments (offset by additional grant).
D	Homeless Bed & Breakfast	39,081	Additional costs of unrecoverable Bed & Breakfast expenditure due to increased costs of accommodation.
D	Control Centre	35,134	Additional costs due to supplying digital equipment rather than analogue as a result of Covid restrictions.
F	Car Parks	65,400	Additional costs on overtime, equipment maintenance and deep cleaning at Central car park.
G	Other Housing Issues	72,330	Administrative costs associated with Civil Penalty Notices on HiMO properties.
G	Yarborough Leisure Centre	142,000	Estimated losses as a result of pool closure.
H	Development Control	25,000	Court fees incurred as a result of a planning challenge, less compensation received.
L	Pay Award	150,000	The 2021/22 budget assumed an in year pay freeze in line with the Government Autumn Statement that public sector pay would face a pay freeze. Although the local government pay award has not been agreed a pay increase is now currently forecasted.
M	Vacancy Savings Target	151,500	Vacancy savings target, offset by savings in service areas.

Ref		£	Reason for variance
N	Earmarked Reserves	200,000	Proposed contribution to reserve for anticipated income losses at Yarborough Leisure Centre in 22/23.
<b><u>Reduced Income</u></b>			
B	Council Tax	30,533	Reduction in anticipated court cost income as a result of reduced court dates due to covid restrictions.
B	Housing Benefits	50,000	Anticipated reduction in overpayments funded through housing subsidy due to overall reduction in overpayments raised and improved collection of arrears.
B	Housing Benefits	40,816	Funding allocation shortfall, offset by additional New Burdens funding below.
C	CX Work Based Learning	48,010	Reduced income through national scheme due to lower apprentice numbers during Covid19.
E	Managed Workspace	29,620	Deficit on MWS contract following end of existing contract.
G	Xmas Market	71,082	Anticipated shortfall in income from stallholders and park and ride.
G	Community Centre	38,630	Loss of income due to closure of centres due to Covid restrictions during quarter one.
N	Earmarked Reserves	404,880	Proposed transfers to Earmarked reserves for Car Parking Income Volatility and HiMO CPN Appeals.
<b><u>Reduced Expenditure</u></b>			
A	Business Dev & IT Manager	(68,020)	Vacancy savings after proposed contribution towards the One Council savings target.
C	CoLC Apprentices	(100,790)	Underspend, after agreed contribution to TFS, as a result of a reduced number of Apprentices in year due to ongoing impact of Covid19.
D	Housing Solutions	(42,060)	Vacancy savings offset against corporate vacancy savings target.
E	DMD Director	(37,550)	Vacancy savings offset against corporate vacancy savings target.
E	The Terrace	(37,780)	Vacancy savings, proposed for carry forward for future years maintenance works.

<b>Ref</b>		<b>£</b>	<b>Reason for variance</b>
E	Major Development Team	(51,360)	Vacancy savings plus underspends on supplies and services, predominantly Consultancy fees.
F	Car Parks	(48,740)	Underspend on specialist maintenance and electric requirements due to reduced car park usage.
F	Bus Station	(45,630)	Underspend on repairs & maintenance and cleaning
G	Health and Safety	(35,888)	Vacancy savings and Outbreak Prevention recharges, offset against corporate vacancy savings target.
G	Food Health and Safety	(84,364)	Vacancy savings and Outbreak Prevention recharges, offset against corporate vacancy savings target.
G	Housing Regeneration	(27,584)	Vacancy savings offset against corporate vacancy savings target.
M	Covid Mitigation	(154,900)	Contingency budget set aside to mitigate in year pressures resulting from in-year impacts of Covid19 on the local recovery.

#### **Additional Income**

B	Test & Trace Support	(133,524)	New Burdens funding to compensate for work associated with administering the Test & Trace Support Payment grants.
B	Benefits	(76,358)	Additional New Burdens funding including HBAA, VEP and Welfare Reform.
B	City Hall	(44,150)	Increased income as a result of in year rent and service charges reviews.
B	Lincoln Properties	(40,331)	Increased income as a result of in year rent reviews.
F	Car Parks	(402,410)	Overachievement on Car Parking income as a result of easing of covid restrictions.
G	Other Housing Issues	(84,880)	Income related to Civil Penalty Notices on HiMO properties.
G	Visitor Information Centre	(34,840)	Anticipated over-achievement of income due to increased visitors throughout summer and over the festive period.
H	Development Control	(140,800)	Additional income from major applications received in year, less reduction in SFC Income Compensation.

<b>Ref</b>		<b>£</b>	<b>Reason for variance</b>
I	Covid 19 Business Grants	(104,000)	New Burdens funding to compensate for work associated with administering Business Rate Support grants.

## HOUSING REVENUE ACCOUNT FUND SUMMARY - AS AT 31 DECEMBER 2021

	Ref	Revised Budget £'000	Forecast Outturn £'000	Variance £'000
Gross Rental Income	A	(29,433)	(28,918)	515
Charges for Services & Facilities	B	(312)	(304)	8
Contribution towards Expenditure	C	(50)	(11)	39
Supervision & Management Income	D	(912)	(749)	162
Repairs Account Income	D2	0	(9)	(9)
Repairs & Maintenance	E	9,574	8,211	(1,363)
Supervision & Management: Expenditure	F	8,049	7,799	(250)
Rents, Rates and Other Premises	G	334	484	150
Increase in Bad Debt Provisions	H	305	305	0
Insurance Claims Contingency	I	164	164	0
Contingencies	J	(24)	(24)	0
Depreciation	K	6,735	7,450	715
Debt Management Expenses	L	12	12	0
HRS Trading (Surplus) / Deficit	M	0	717	717
<b>Net Cost of Service</b>	M	<b>(5,558)</b>	<b>(4,873)</b>	<b>685</b>
Loan Charges Interest	O	2,650	2,650	0
Investment/Mortgage Interest	-P	(20)	(21)	(1)
<b>Net Operating Inc/Exp</b>		<b>(2,928)</b>	<b>(2,244)</b>	<b>684</b>
Major Repairs Reserve Adjustment	Q	3,042	2,327	(715)
Transfers to/from reserves	R	(92)	(92)	0
<b>(Surplus)/Deficit in Year</b>		<b>22</b>	<b>(9)</b>	<b>(31)</b>



**Housing Revenue Account Variances - Quarter 3**

Many items of income and expenditure are demand led and difficult to predict. Consequently, judgement has been applied in order to provide the most realistic indication of the financial position at the year-end. Figures in brackets indicate an underspend of expenditure or additional income.

Ref		£	Reason for variance
	<b><u>Reduced Expenditure</u></b>		
F	Supervision & Management	(342,308)	Staff vacancies across HRA.
T	Major Repairs Reserve Adjustment	(715,030)	Reduced DRF contribution following revaluation of Council's Housing Stock and subsequent increase in depreciation charge (offset below).
E	Repairs & Maintenance	(1,577,247)	Reduced expenditure on minor works, responsive repairs, voids and external decoration due to Covid19 and current impacts within HRS.
	<b><u>Increased Expenditure</u></b>		
L	HRS Trading Deficit	716,516	Estimated deficit position for HRS (refer to HRS vacancies).
G	Rent, Rates and Other Premises	149,687	Increased costs for Amenity and Footpath lighting & void Council Tax charge.
E	Repairs & Maintenance	213,560	Increase in expenditure due to HRA electrical testing, skip charges & works to improve community assets.
A	Gross Rental Income	56,555	Payment to HMRC for previous financial years understated private garage rent VAT.
F	Supervision & Management	80,000	Overspend on work on void properties in relation to property clearance.
K	Depreciation	715,030	Increase in depreciation charge within financial year post valuation of Council's Housing Stock (offset above).
	<b><u>Reduced Income</u></b>		

Ref		£	Reason for variance
A	Gross Rental Income	296,908	Reduction of rental income predominantly due to large number of voids within financial year, and reduction of houses from Housing Stock due to RTB sales, decants to De Wint Court.
C	Contributions towards Expenditure	39,007	Court income reduction due to courts being closed due to Covid19.
D	Supervision & Management	280,000	Lower than budgeted 5% admin fee income for invoice processing – predominantly due to loss of contractor, and reduction of contracted works.
	<b><u>Increased Income</u></b>		
D	Supervision & Management	(40,000)	Additional income from Garden Voids income.

## HOUSING REPAIRS SERVICE SUMMARY - AS AT 31 DECEMBER 2021

	Revised Budget	Forecast Outturn	Variance
	£'000	£'000	£'000
Employees	3,351	2,963	(388)
Premises	55	109	54
Transport	333	333	0
Materials	1,415	1,087	(328)
Sub-Contractors	1,969	2,823	854
Supplies & Services	272	328	56
Central Support Charges	572	572	0
Capital Charges	0	0	0
<b>Total Expenditure</b>	<b>7,967</b>	<b>8,216</b>	<b>249</b>
Income	(7,965)	(7,499)	465
<b>(Surplus)/Deficit</b>	<b>3</b>	<b>717</b>	<b>714</b>

**Housing Repairs Service Variances - Quarter 3**

Many items of income and expenditure are demand led and difficult to predict. Consequently, judgement has been applied in order to provide the most realistic indication of the financial position at the year-end. Figures in brackets indicate an underspend of expenditure or additional income.

	£	Reason for Variance
<b><u>Reduced Expenditure</u></b>		
Employee Costs	(387,709)	Operative/labourer vacancies, due to current market conditions recruitment to posts has been difficult.
Supplies & Services	(328,400)	Reduction in use of direct materials due to fewer jobs being carried out.
<b><u>Increased Expenditure</u></b>		
Supplies & Services	854,058	Additional use of sub-contractors due to current vacancies and the conclusion of the Planned Maintenance contract.
<b><u>Reduced Income</u></b>		
Premises	54,082	Reduced rental income for Hamilton House due to the conclusion of Planned Maintenance contract.
Income	465,347	Reduction in income due to a reduction of jobs carried out by CoL operatives and a backlog of jobs due to contractor going into administration. (see paragraph 5.3)

**EARMARKED RESERVES – Q3 MONITORING 2021/22**

<b>GENERAL FUND</b>	<b>Revised Opening Budget</b>	<b>Budgeted Contribn</b>	<b>Actuals Q1-Q3</b>	<b>Forecast Q4</b>	<b>Closing Balance</b>
Grants & Contributions	1,385	(71)	(69)	584	1,829
Carry Forwards	482	(49)	(43)	(21)	369
Active Nation Bond	180	0	0	200	380
AGP Sinking Fund	2	0	0	41	43
Air Quality Initiatives	11	6	0	0	16
Asset Improvement	0	0	0	0	0
Backdated rent review	0	0	0	0	0
Birchwood Leisure Centre	46	0	0	20	66
Boston Audit Contract	0	0	0	0	0
Business Rates Volatility	13,376	(11,666)	0	3,789	5,499
Christmas Decorations	14	0	0	0	14
City Hall Sinking Fund	60	0	0	0	60
Commons Parking	20	0	0	(20)	0
Corporate Training	60	0	0	0	60
Council Tax Hardship Fund	531	0	0	0	531
Covid-19 Recovery	1,047	0	0	0	1,047
Covid-19 Response	354	0	0	0	354
DRF Unused	341	(129)	(9)	0	202
Electric Van replacement	19	4	0	0	24
Funding for Strategic Priorities	174	(85)	0	0	89
HiMO CPN Appeals	0	0	0	85	85
Income Volatility Reserve	0	0	0	320	320
Invest to Save (GF)	453	15	(319)	(98)	52
IT Reserve	124	28	0	26	178
Lincoln Lottery	9	0	0	0	9
Mayoral car	27	0	0	0	27
Mercury Abatement	317	(317)	0	0	0
MSCP & Bus Station Sinking Fund	60	44	0	0	104
Organisational Development	0	0	0	0	0
Private Sector Stock Condition Survey	27	12	0	0	39
Property Searches	0	0	0	0	0
Revenues & Benefits shared service	0	0	0	0	0
Section 106 interest	32	0	0	0	32
Strategic Growth Reserve	17	0	0	0	17
Strategic Projects - revenue costs	2	0	(2)	0	0
Tank Memorial	10	0	0	0	10
Tree Risk Assessment	97	20	0	(37)	81
Vision 2025	204	568	(136)	(11)	626
WGC Planning	80	0	0	(57)	23
Yarborough Leisure Centre	0	0	0	0	0
	<b>19,563</b>	<b>(11,619)</b>	<b>(578)</b>	<b>4,822</b>	<b>12,188</b>

## Appendix G

	<b>Closing Balance</b>	<b>Budgeted Contribn</b>	<b>Actuals Q1-Q3</b>	<b>Forecast Q4</b>	<b>Closing Balance</b>
<b>HRA</b>					
Capital Fees Equalisation Reserve	110	0	0	0	110
De Wint Court Reserve	73	0	0	0	73
Housing Business Plan Reserve (NEW)	0	77	0	0	77
Housing Repairs Service	126	0	0	0	126
HRA DRF	0	0	0	0	0
HRA Repairs Account	1,351	0	0	0	1,351
HRA Strategic Priority Reserve	722	(57)	(95)	0	571
HRA Survey Works	54	(54)	0	0	0
Invest to Save (HRA)	133	0	(26)	0	106
Stock Retention Strategy	22	(22)	0	0	0
Strategic Growth Reserve	26	0	0	0	26
	<b>2,617</b>	<b>(57)</b>	<b>(121)</b>	<b>0</b>	<b>2,439</b>
<b>Total Earmarked Reserves</b>	<b>22,180</b>	<b>(11,676)</b>	<b>(699)</b>	<b>4,822</b>	<b>14,628</b>

**CAPITAL RESOURCES – Q3 MONITORING 2021/22**

	Opening balance £'000	Adj to Opening balance £'000	Contributions £'000	Used in financing £'000	Forecast balance 31/03/2022 £'000
Capital Grants/Contributions	3,773	-	10,058	(13,831)	0
Capital receipts General Fund	623	-	30	(623)	30
Capital receipts HRA	1,674	-	1,000	(322)	2,352
Capital receipts 1-4-1	2,214	-	677	(983)	1,908
Major Repairs Reserve	7,763	-	7,450	(5,494)	9,719
HRA DRF	6,661	(285)	3,042	(3,219)	6,199
<b>Total Capital Resources</b>	<b>22,708</b>	<b>(285)</b>	<b>22,257</b>	<b>(24,322)</b>	<b>20,208</b>
As the contributions for 1:4:1 receipts depend upon levels of RTB sales, no budget is set for these receipts. Currently the HIP has schemes planned to facilitate use of all 1:4:1 receipts with no repayment required in 21/22.					

**General Investment Programme – Summary of Financial Changes**

	2021/22	2022/23	2023/24	2024/25	2025/26
	£'000	£'000	£'000	£'000	£'000
Revised budget following Q2 Report	20,397	7,080	1,872	683	500
Budget changes at Q3	(9,069)	12,327	0	0	0
<b>Revised Budget</b>	<b>11,328</b>	<b>19,407</b>	<b>1,872</b>	<b>683</b>	<b>500</b>
<b>Approved by Chief Finance Officer</b>					
Allotments Asbestos Sheds	(34)	34	0	0	0
Brayford Viewing Platform	(6)	0	0	0	0
Capital Contingencies	(2)	8	0	0	0
Infrastructure Upgrade	(4)	0	0	0	0
Town's Deal – Lincoln Central Market and Vibrant Public Realm	(4)	0	0	0	0
Compulsory Purchase Orders	(151)	151	0	0	0
Planned Capitalised Works	(130)	130	0	0	0
IT Reserve	(71)	75	0	0	0
Compulsory Purchase Orders	(82)	82	0	0	0
The Terrace Heat Mitigation Works	(247)	247	0	0	0
WGC Pre-planning	(8,500)	8,500	0	0	0
<b>Approved During the quarter by Executive</b>					
Flood Alleviation Scheme	0	279	0	0	0
LAD 3 – Green Homes Grant Local Authority Delivery Scheme	0	2,203	0	0	0
New Telephony System	(20)	73			
<b>For Approval by Executive:</b>					
Heritage Action Zone	182	0	0	0	0
Home Upgrade Grant	0	105	0	0	0
LAD 3 – Top up BEIS	0	440	0	0	0
<b>Total changes</b>	<b>(9,069)</b>	<b>12,327</b>	<b>0</b>	<b>0</b>	<b>0</b>



**General Investment Programme – Summary of Expenditure as at 31<sup>st</sup> December 2021**

Scheme	Revised Budget following Q2 report	Budget to be approved	Actuals as at Q3	Variance	Spend
	£	£	£	£	%
<b>ACTIVE SCHEMES</b>					
<b>DCE (Communities &amp; Environment)</b>					
Disabled Facilities Grant	1,849,085	1,849,085	446,931	(1,402,154)	24%
Artificial Grass Pitches (AGP)	88,307	88,307	0	(88,307)	0%
New Software (Crem)	2,250	2,250	0	(2,250)	0%
Crematorium	2,487,550	2,487,550	2,260,462	(227,088)	91%
Whittons Park Play Area	130,000	130,000	0	(130,000)	0%
	<b>4,557,192</b>	<b>4,557,192</b>	<b>2,707,393</b>	<b>(1,849,799)</b>	<b>59%</b>
<b>DCE (Community Services)</b>					
Flood alleviation scheme (Hartsholme Park)	55,415	55,415	2,150	(53,265)	4%
Boultham Park Masterplan	49,700	49,700	9,130	(40,570)	18%
Boultham Park Lake	272,306	272,306	343,230	70,924	126%
Car Park Ticket Machines	0	0	(6,200)	(6,200)	0%
Car Park Improvements (CCTV in MSCPs)	6,142	6,142	4,808	(1,334)	78%
EV Charging Points	43,982	43,982	26,389	(17,593)	60%
Traveller deterrent	30,000	30,000	2,499	(27,501)	8%
Safer Streets	184,126	184,126	0	(184,126)	0%
	<b>641,671</b>	<b>641,671</b>	<b>382,006</b>	<b>(259,665)</b>	<b>60%</b>

## Appendix J

Scheme	Revised Budget following Q2 report	Budget to be approved	Actuals as at Q3	Variance	Spend
	£	£	£	£	%
<b>DCE (Planning)</b>					
Heritage Action Zone	254,505	436,315	65,078	(371,237)	15%
St Mary's Guildhall	109,000	109,000	20,673	(88,327)	19%
	<b>363,505</b>	<b>545,315</b>	<b>85,751</b>	<b>(459,564)</b>	<b>23%</b>
<b>DCE Total</b>	<b>5,562,368</b>	<b>5,744,178</b>	<b>3,175,150</b>	<b>(2,569,028)</b>	<b>55%</b>
<b>General Fund Housing</b>					
Housing Renewal Area Unallocated	320,152	320,152	-	(320,152)	0%
	<b>320,152</b>	<b>320,152</b>	<b>-</b>	<b>(320,152)</b>	<b>0%</b>
<b>Major Developments</b>					
LAD 2 Green Homes	479,600	479,600		(479,600)	0%
Lincoln Transport HUB	-	-	(59,202)	(59,202)	0%
Central Markets	163,383	163,383	395	(162,988)	0%
Western Growth Corridor (Phase 1a)	9,339,303	839,303	154,015	(685,288)	18%
Towns Fund	169,010	169,010	452,353	283,343	268%
Lincoln Central Market & Vibrancy Project	1,654,533	1,650,033	244,671	(1,405,362)	15%
Towns Deal Programme Management	-	-	51,237	51,237	0%
<b>Externally delivered Town's Fund Schemes</b>					
Lincoln City FC and Foundation	300,000	300,000	-	(300,000)	0%
Drill Hall	1,000,000	1,000,000	-	(1,000,000)	0%
Wigford Way	29,000	29,000	-	(29,000)	0%
Sincil Bank	33,000	33,000	-	(33,000)	0%
	<b>13,167,829</b>	<b>4,663,329</b>	<b>843,469</b>	<b>(3,819,860)</b>	<b>18%</b>

# Appendix J

Scheme	Revised Budget following Q2 report	Budget to be approved	Actuals as at Q3	Variance	Spend
<b>Chief Executives (Corporate Policy)</b>					
New Telephony System	24,099	4,000	-	(4,000)	0%
Infrastructure Upgrade	3,772	-	-	-	0%
	<b>27,871</b>	<b>4,000</b>	<b>-</b>	<b>(4,000)</b>	<b>0%</b>
<b>Chief Executives (Chief Finance Officer)</b>					
Planned Capitalised Works	187,541	57,541	11,125	(46,416)	19%
Allotments Asbestos Sheds	33,795	-	-	-	0%
City Hall Improvements	-	-	-	-	0%
Guildhall Works	17,630	17,630	-	(17,630)	0%
Stamp End Demolition	139,400	139,400	-	(139,400)	0%
Greyfriars Roof Improvements	4,050	4,050	-	(4,050)	0%
City Hall 3rd Floor Fire Works	0	0	-	0	0%
Guildhall	0	0	-	0	0%
Michaelgate Structural Works	2,283	2,283	-	(2,283)	0%
Play Area Surfacing Works	21,446	21,446	-	(21,446)	0%
Long Leys Road Drainage	10,438	10,438	7,163	(3,275)	69%
YLC Diving Boards	39,825	39,825	-	(39,825)	0%
The Terrace	0	0	(2,712)	(2,712)	0%
The Terrace Heat Mitigation Works	246,547	-	-	-	0%
Brayford Viewing Platform	8,246	2,500	1,484	(1,016)	59%
Greyfriars	174,317	174,317	95,364	(78,953)	55%
Monks Abbey Bowls Pavilions External Works	11,125	11,125	-	(11,125)	0%
Guildhall Walkway/ Access Improvements.	11,959	11,959	-	(11,959)	0%
Grandstand Terracing Improvements	15,000	15,000	-	(15,000)	0%

## Appendix J

Scheme	Revised Budget following Q2 report	Budget to be approved	Actuals as at Q3	Variance	Spend
West Common External Rendering Improvements	4,980	4,980	-	(4,980)	0%
City Hall Lightning Protection	6,104	6,104	-	(6,104)	0%
High Bridge Cafe	50,000	50,000	-	(50,000)	0%
Broadgate Fire Alarm	7,545	7,545	-	(7,545)	0%
St Nicholas Church Wall	11,125	11,125	-	(11,125)	0%
Canwick Road Cemetery Railings	9,500	9,500	-	(9,500)	0%
	<b>1,012,856</b>	<b>596,768</b>	<b>112,424</b>	<b>(484,344)</b>	<b>19%</b>
<b>TOTAL BUDGET FOR ACTIVE SCHEMES</b>	<b>20,091,076</b>	<b>11,328,427</b>	<b>4,131,043</b>	<b>(7,197,384)</b>	<b>36%</b>
<b>Schemes Currently Under Review</b>					
Capital Contingencies	2,424	-	-	-	0%
IT Reserve	70,562	-	-	-	0%
Compulsory Purchase Orders	233,481	-	-	-	0%
	<b>306,467</b>	-	-	-	<b>0%</b>
<b>TOTAL GENERAL INVESTMENT PROGRAMME</b>	<b>20,397,542</b>	<b>11,328,427</b>	<b>4,131,043</b>	<b>(7,197,384)</b>	<b>36%</b>

**Housing Investment Programme – New Build/Acquisitions Programme– Summary of Financial Changes**

Project Name	2021/22 MTFS Budget Following Q2 report	Budget increase/ (reduction)	Budget to be Approved	Reprofile to/(from) future years
Unallocated new build budget	1,203,265	(1,203,265)	0	1,203,265
New Build Programme 60% Match funding	0	0	0	(53,025)
New Build Programme (141 eligible)	0	0	0	(22,725)
New Build Capital Salaries	42,416	0	42,416	0
New Build (De Wint Court)	9,126,588	(2,000,000)	7,126,588	0
New Build (Searby Road)	62,497	0	62,497	0
Western Growth Corridor	1,259,766	(1,000,000)	259,766	1,000,000
New Build (QER)	26,761	0	26,761	0
Rookery Lane	3,369,420	0	3,369,420	0
Next Steps Accommodation Project	591,105	0	591,105	0
Property Acquisitions	2,338,689	75,750	2,414,439	0
Rough Sleepers Accommodation Project	1,619,250	(1,338,793)	280,457	0
<b>New Build Programme</b>	<b>19,639,757</b>	<b>(5,466,308)</b>	<b>14,173,449</b>	<b>2,127,515</b>
<b>Land Acquisition</b>				
Land Acquisition fund	94,689	(94,689)	0	94,689
<b>Land Acquisition</b>	<b>94,689</b>	<b>(94,689)</b>	<b>0</b>	<b>0</b>
<b>Total New Build/Acquisitions</b>	<b>19,734,446</b>	<b>(5,560,997)</b>	<b>14,173,449</b>	<b>2,222,204</b>

**Housing Investment Programme – Decent Homes– Summary of Financial Changes**

Project Name	2021/22 MTFS Budget Following Q2 Report	Budget increase/ (reduction)	Budget to be Approved	Reprofile to/(from)future years
	£	£	£	£
<b><u>Decent Homes</u></b>				
Bathrooms & WC's	15,000	0	15,000	0
DH Central Heating Upgrades	2,060,491	0	2,060,491	0
Thermal Comfort Works	0	0	0	0
Kitchen Improvements	50,000	(35,000)	15,000	35,000
Rewiring	50,000	(15,000)	35,000	15,000
Reroofing	20,000	(10,000)	10,000	10,000
Lincoln Standard Windows Replacement	295,159	0	295,159	0
Structural Defects	10,000	(10,000)	0	10,000
Door Replacement	750,000	(150,000)	600,000	150,000
New services	30,000	(5,000)	25,000	0
Void Capitalised Works	1,500,000	0	1,500,000	0
Fire doors	47,879	(42,879)	5,000	42,879
Fire compartment works	0	0	0	0
<b>Total Decent Homes</b>	<b>4,828,529</b>	<b>(267,879)</b>	<b>4,560,650</b>	<b>262,879</b>
<b><u>Lincoln Standard</u></b>				
Over bath showers (10(year programme)	5,000	0	5,000	0
<b>Total Lincoln Standard</b>	<b>5,000</b>	<b>0</b>	<b>5,000</b>	<b>0</b>
<b><u>Health &amp; Safety</u></b>				
Asbestos Removal	195,850	0	195,850	0
Asbestos Surveys	167,640	0	167,640	0

## Appendix L

Replacement Door Entry Systems	93,740	(68,740)	25,000	68,740
Renew stair structure	10,000	0	10,000	0
Fire Alarms	40,000	0	40,000	0
<b>Total Health &amp; Safety</b>	<b>507,230</b>	<b>(68,740)</b>	<b>438,490</b>	<b>68,740</b>
<b>Other</b>				
Environmental new works	248,293	(198,293)	50,000	198,293
Gunby Avenue	3,333	(3,333)	0	0
Communal Electrics	37,469	(27,469)	10,000	27,469
Garages	44,409	(19,409)	25,000	19,409
HRA Assets (Shops/Buildings)	60,094	(60,094)	0	60,094
CCTV	46,685	0	46,685	0
Communal TV Aerials	10,000	(5,000)	5,000	5,000
<b>Total Other</b>	<b>450,283</b>	<b>(313,598)</b>	<b>136,685</b>	<b>310,265</b>
<b>Contingency Schemes</b>				
Contingency Reserve	4,209,563	(3,991,667)	217,896	0
<b>Total Contingency Schemes</b>	<b>4,209,563</b>	<b>(3,991,667)</b>	<b>217,896</b>	<b>0</b>
<b>Other Schemes</b>				
Housing Support Services Computer Fund	179,602	(129,602)	50,000	129,602
Infrastructure Upgrade	251,633	(251,633)	0	166,383
Operation Rose	81,769	0	81,769	0
Telephony	0	4,000	4,000	81,250
<b>Total Other Schemes</b>	<b>513,004</b>	<b>(377,235)</b>	<b>135,769</b>	<b>377,235</b>
<b>Total Housing Investment</b>	<b>10,513,608</b>	<b>(5,019,119)</b>	<b>5,494,489</b>	<b>1,019,119</b>

**Housing Investment Programme – Summary of Expenditure as at 31<sup>st</sup> December 2021**

<b>Housing Investment</b>						
<b>Project Name</b>	<b>2021/22 Budget following Q2 report</b>	<b>Q3 Budget Changes</b>	<b>Revised Budget</b>	<b>Actual expenditure as at Q3</b>	<b>Variance</b>	<b>% Spend</b>
<b>Decent Homes</b>						
Bathrooms & WC's	15,000	0	15,000	(4,447)	(19,447)	0%
DH Central Heating Upgrades	2,060,491	0	2,060,491	1,130,132	(930,359)	55%
Thermal Comfort Works	0	0	0	(822)	(822)	0%
Kitchen Improvements	50,000	(35,000)	15,000	(15,833)	(30,833)	0%
Rewiring	50,000	(15,000)	35,000	21,940	(13,060)	63%
Reroofing	20,000	(10,000)	10,000	(2,290)	(12,290)	0%
Lincoln Standard Windows Replacement	295,159	0	295,159	(1,846)	(297,005)	0%
Structural Defects	10,000	(10,000)	0	(177)	(177)	0%
Door Replacement	750,000	(150,000)	600,000	38,673	(561,327)	6%
New services	30,000	(5,000)	25,000	5,550	(19,450)	22%
Void Capitalised Works	1,500,000	0	1,500,000	322,256	(1,177,743)	21%
Fire Doors	47,879	(42,879)	5,000	(1,499)	(6,499)	0%
Fire Compartment Works	0	0	0	(1,915)	(1,915)	0%
<b>Total Decent Homes</b>	<b>4,828,529</b>	<b>(267,879)</b>	<b>4,560,650</b>	<b>1,489,722</b>	<b>(3,070,928)</b>	<b>33%</b>
<b>Lincoln Standard</b>						
Over bath showers (10 year programme)	5,000	0	5,000	(585)	(5,585)	0%
<b>Total Lincoln Standard</b>	<b>5,000</b>	<b>0</b>	<b>5,000</b>	<b>(585)</b>	<b>(5,585)</b>	<b>0%</b>



## Appendix M

<b>Health &amp; Safety</b>						
Asbestos Removal	195,850	0	195,850	66,593	(129,257)	34 %
Asbestos Surveys	167,640	0	167,640	39,254	(128,386)	23%
Replacement Door Entry Systems	93,740	(68,740)	25,000	0	(25,000)	0%
Renew stair structure	10,000	0	10,000	0	(10,000)	0%
Fire Alarms	40,000	0	40,000	33,309	(6,691)	83%
<b>Total Health &amp; Safety</b>	<b>507,230</b>	<b>(68,740)</b>	<b>438,490</b>	<b>139,156</b>	<b>(299,334)</b>	<b>32%</b>
<b>Other</b>						
Environmental works	248,293	(198,293)	50,000	(697)	(50,697)	0%
Landscaping & Boundaries	0	0	0	(6,052)	(6,052)	0%
2 Gunby Avenue	3,333	(3,333)	0	0	0	0%
Communal Electrics	37,469	(27,469)	10,000	(795)	(10,795)	0%
Garages	44,409	(19,409)	25,000	116	(24,884)	0%
HRA Assets (Buildings)	60,094	(60,094)	0	0	0	0%
CCTV	46,685	0	46,685	0	(46,685)	0%
Communal TV Aerials	10,000	(5,000)	5,000	0	(5,000)	0%
<b>Total Other</b>	<b>450,283</b>	<b>(313,598)</b>	<b>136,685</b>	<b>(7,428)</b>	<b>(144,113)</b>	<b>0%</b>
<b>Contingency Schemes</b>						
Contingency Reserve	4,209,563	(3,991,667)	217,896	0	(217,896)	0.00%
<b>Total Contingency Schemes</b>	<b>4,209,563</b>	<b>(3,991,667)</b>	<b>217,896</b>	<b>0</b>	<b>(217,896)</b>	<b>0.00%</b>
<b>Other Schemes</b>						
Housing Support Services Computer Fund	179,602	(129,602)	50,000	0	(50,000)	0%
Operation ROSE	81,769	0	81,769	67,306	(14,463)	82%

# Appendix M

IT Infrastructure Upgrade	251,633	(251,633)	0	0	0	0%
Telephony	0	4,000	4,000	0	(4,000)	0%
<b>Other Schemes</b>	<b>513,004</b>	<b>(377,235)</b>	<b>135,769</b>	<b>67,306</b>	<b>(68,463)</b>	50%
<b>Total Housing Investment</b>	<b>10,513,608</b>	<b>(5,019,119)</b>	<b>5,494,489</b>	<b>1,688,170</b>	<b>(3,806,319)</b>	
<b>Housing Strategy</b>						
<b>New Build Programme</b>						
Unallocated New Build	1,203,265	(1,203,265)	0	0	0	0%
New Build Programme	131,674	0	131,674	0	(131,675)	0%
Purchase and repair	2,338,689	75,750	2,414,439	1,204,279	(1,210,160)	50%
Rookery Lane	3,369,420	0	3,369,420	1,601,635	(1,767,785)	48%
Western Growth Corridor	1,259,766	(1,000,000)	259,766	0	(259,766)	0%
NSAP Properties	591,105		591,105	592,567	1,462	100%
De Wint Court	9,126,588	(2,000,000)	7,126,588	4,106,094	(3,020,494)	58%
RSAP Properties	1,619,250	(1,338,793)	280,457	278,938	(1,518)	99%
<b>Total New Build Programme</b>	<b>19,639,758</b>	<b>(5,466,308)</b>	<b>14,173,450</b>	<b>7,783,513</b>	<b>(6,389,936)</b>	<b>55%</b>
<b>Land Acquisition</b>						
Land Acquisition Fund	94,689	(94,689)	0	0	0	0.00%
<b>Total Land Acquisition</b>	<b>94,689</b>	<b>(94,689)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>Total Housing Strategy</b>	<b>19,734,447</b>	<b>(5,560,997)</b>	<b>14,173,450</b>	<b>7,783,513</b>	<b>(6,389,936)</b>	
<b>Total Housing Investment &amp; Strategy</b>	<b>30,248,055</b>	<b>(10,580,116)</b>	<b>19,667,939</b>	<b>9,471,684</b>	<b>(10,196,255)</b>	<b>48%</b>

**TFS Phase7 programme: progress at Q3 - 2021/2022**

<b>Service</b>	<b>Summary of project</b>	<b>Dir.</b>	<b>Total savings in 2021/22 £000's</b>	<b>GF savings in 2021/22 £000's</b>	<b>HRA savings in 2021/22 £000's</b>	<b>Comments</b>
<b>ACTIONS COMPLETED AS OF END Q3 2021/22</b>						
Major Developments	Carry forward of new burdens funding	DMD	35	35	0	Complete for 21/22 – future business case required
Revenues & Benefits Shared Service	Deletion of vacant hours/post	CX	35	35	0	Complete
Sports, Leisure & City Services	Review of Recreational Services	DCE	21	21	0	Executive 17.03.21
Development Control	Review of Development Control	DCE	32	32	0	Executive 17.03.21
Development Control	Reinstatement	DCE	(36)	(36)	0	Complete
Business Development & IT	Review of Systems & Info Team	CX	27	26	1	Executive 17.03.21
Council-Wise	Mutually Agreed Resignation Scheme	ALL	254	194	59	Executive 22.02.21
Property Services	Transfer of HRA shops to General Fund	CX	117	117	0	Executive 17.03.21
Corporate	Review of funding support to The Network	CORP	4	4	0	Complete
Facilities Management	Deletion of vacant post	CX	10	10	0	Complete
Community Services	Review or public conveniences	DCE	38	38	0	Executive 26.08.21
Parking Services	Deletion of vacant posts	DCE	39	39	0	Complete
Workbased Learning	Apprentice savings	CX	53	37	16	Complete
CCTV	Transfer to alternative provider	DCE	49	49	0	Executive 26.10.21

## Appendix N

BDIT	Business Analyst Vacancy	CX	34	23	11	Complete for 21/22
CX Management	AD Strategic Development (less Transformation Manager)	CX	28	28	0	Complete for 21/22
Policy	Various vacant posts less temp arrangements	CX	65	49	16	Complete for 21/22
Grants to External Bodies	LADAR & CAB grant less loss in Rental Income	CX	55	55	0	Complete
<b>TOTAL</b>			<b>860</b>	<b>756</b>	<b>103</b>	

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**Present:** Councillor Pat Vaughan (*in the Chair*),  
Councillor David Clarkson, Councillor Thomas Dyer,  
Councillor Rebecca Longbottom, Councillor  
Christopher Reid, Councillor Loraine Woolley and  
Councillor Ric Metcalfe

**Apologies for Absence:** Councillor Jane Loffhagen, Councillor Helena Mair and  
Councillor Lucinda Preston

### 3. Declarations of Interest

Councillor Pat Vaughan wished it recording that his granddaughter worked in the Council's finance department.

### 4. Draft Medium Term Financial Strategy 2022-2027

The Budget Review Group considered the draft Medium Term Financial Strategy 2022-2023 and provisional 2022/23 budget and Council Tax proposals. A copy of the Medium-Term Financial Strategy was appended to the report.

Jaclyn Gibson, Chief Finance Officer, presented the report and highlighted that the main objectives of this meeting were to:

- examine the principles and planning process that underlaid the proposed budget and Council Tax for the 2021/23 financial year
- ensure that at each stage the budget was clear, focused, achievable, realistic, and based on sound financial practices;
- ensure that at each stage the budget had clear linkages with corporate plans that formed the Council's Policy Framework, establishing that they were identifiable and designed to improve services in the Council's strategic priority areas.

A number of questions were provided in advance of the meeting which, together with responses provided, were noted as follows:

**Question:** What were the expected cost pressures as a result of the Environment Act?

**Response:** At this stage it was difficult to predict the costs for the Council until we knew exactly which statutory duties would be included in secondary legislation.

These new duties could include a number of areas e.g.

- The introduction of the Biodiversity Net Gain and impacts on the planning service
- The requirement to undertake community consultation prior to any tree felling
- The requirement for weekly separate food waste collection
- New legally binding long-term targets to improve air quality
- New enforcement powers for some control areas
- Requirement to provide free green waste collections.

It was also difficult to assess the full financial implications without knowing whether new burdens funding would be provided e.g., the sector was lobbying for authorities to be compensated if free green waste was introduced.

Officers were continuing to assess both the services and the financials of the potential new statutory duties and were developing options to mitigate impacts where possible e.g., work with partners across Central Lincolnshire on a joint approach to resourcing new systems for LPA's.

In summary the implications of the Environment Act would be considerable but as yet unquantified until further secondary legislation and funding support was known.

**Question:** In respect of Drainage Rates, did we now receive any money from Central Government in a different format.

Could it be explained to the Group how much the Council paid and could the rate payers in the city be informed somehow.

**Response:** The Drainage Levies for 2022/23 had been set at £922,696. This was a 5.9% increase, £51,447, from 2021/22.

In context, the total levy equated to 13% of our Council Tax requirement and the £51,447 increase equated to a 0.75% increase in Council Tax.

Historically the cost of drainage levies was included within the Revenue Support Grant formula, however our grant was now only £24,000 p.a

There was no other direct compensation for the drainage levies.

Three of the District Council's in the south of the county were currently lobbying Government for central funding for IBD's or for separate tax raising.

In terms of informing the Council Taxpayers, we were unable to include anything other than what was prescribed in legislation on the Council Tax bill.

We could though include reference in our MTFS and budget reports to the Council.

**Question:** Members asked how much it would cost if the council had to collect paper/food waste.

**Response:** This information wasn't currently available. However, Members should also note that in future the Council's contract for waste collection was due for renewal and the cost of the overall service was likely to change.

**Question:** Members asked if it could be recommended that information on the Environment Act budget be taken to Performance Scrutiny Committee.

**Response:** The specific budget implications of the Environment Act were likely to feature in either future financial performance reports or in future budget setting reports.

**Recommendation that once the full financial implications of the Environment Act were known that Performance Scrutiny Committee were updated.**

**Question:** Members asked whether there was a quarterly newsletter issued to residents regarding what services were included in their council tax payments.

**Response:** The Council's newsletter, Our Lincoln, was not in hardcopy anymore but was published online. A leaflet was included with the council tax bills which explained what was included in the council tax charge.

**Comment:** Members commented that it would be worth looking at other channels of communication to tell the public what was levied out of Council Tax.

**Recommendation that the Internal Drainage Boards be invited to attend an all-member briefing on the work of the drainage boards and use of council tax payers resources**

**Response:** A Member briefing would be ideal to explain to members what the Drainage Board did.

**Recommendation that the relevant Portfolio Holder included reference to the work of the Internal Drainage Board's in their annual report to Council**

Costs for the drainage boards across all Lincolnshire districts was in excess of £3m. Each districts costs would be sent to the group.

**Question:** Members asked whether the bond to Active Nation was paid yearly and whether we received any revenue from them.

**Response:** The bond was not given on a yearly basis but was kept in case any issues may arise. Profit sharing was in place regarding the contract and this element was budgeted for within the MTFS. Active Nation set their own charges; however, we did have strong partnership arrangements with Active Nation.

**Question:** Members asked how risks to budgets could be seen as a positive risk.

**Response:** An example of a positive risk would be interest rates changing, we could increase above the assumptions we had made and increase investment income.

**Question:** Members asked when the strategic car parking review would be released.

**Response:** An overachievement in car parking income was forecast for this year. It was not at pre-Covid levels, but monthly targets had been met. The predicted profit for car parking was £320K. The car parking strategy was an action in Vision 2025.

**Question:** Members asked what the priorities were when trying to avoid cutting back services.

**Response:** This was too early to say. There were so many uncertainties, and a number of reviews were still taking place. If we could limit the amount of cost cutting needed, this would help.



**Question:** Members asked if the financial situation changed whether we would consider not looking at some reviews.

**Response:** Savings had to be made in areas where there was long term revenue support needed for them. If ongoing revenue was repaired then yes, reviews would not take place, but this was unlikely as revenue from central government was unlikely to improve. Services were only cut as a last resort.

**Question:** Members asked how much financial risk we had put ourselves in with regard to the Western Growth Corridor Development and whether a company would be established.

**Response:** There were a number of decisions that still needed to be made on how the project would be delivered. A range of work now needed to take place. All options needed to be assessed.

**Question:** Members asked what oversight would be given to members on the Western Growth Corridor Project and whether Performance Scrutiny Committee would monitor the performance of the project.

**Response:** It was needed to be determined how it would be reported, as part of normal financial monitoring the capital scheme would be reported to Performance Scrutiny on a quarterly basis.

**Recommendation that the Director of Major Developments gave consideration to the oversight of performance monitoring for the Western Growth Corridor.**

**Question:** Members asked how much it would cost to correct the issues at Yarborough Leisure Centre and how it would be funded.

**Response:** Contractors were currently producing designs and specifications for the required works— these had not yet been costed by the contractor. The intention was to fund by capital receipts, but we may need to borrow for it. The building was built in 1970s and was not built to modern day standards.

**Question:** Members asked if the Vision 2025 reserve, which had levels predicted past 2025, would be reduced to zero after this time.

**Response:** The amount would go to zero and the reserve would be allocated to new priority areas.

**Question:** Members asked what happened to the £1m Business Rate retention.

**Response:** The savings target had been reduced as our income was greater than our expenditure. There were pressures in the short-term and the £1m reserve had been used to reduce the savings target.

**Question:** Members asked what thought had gone into deciding the increase in the amount charged to Christmas Market stallholders.

**Response:** There was a big increase in the rent to stallholders after the year the market was cancelled due to the weather and was increasing year on year. The

team that dealt with the market like to assess how the previous year had gone before the fees and charges were set for the following years.

## RESOLVED

That the Budget Review Group:

- (1) Agreed that at each stage the budget was clear, focused, achievable, realistic, and based on sound financial practices and had clear linkages with corporate and other plans that formed the Policy Framework to establish that they were identifiable and designed to improve services in the Council's strategic priority areas.
- (2) Agreed to provide its comments to the Performance Scrutiny Committee and Executive on the draft Medium Term Financial Strategy 2022-27 and 2022/23 budget and Council Tax proposals prior to formal consideration by Council at its meeting on 1 March 2022.

Councillors Thomas Dyer, David Clarkson and Christopher Reid requested that their abstentions from voting be noted.

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**PEFORMANCE SCRUTINY COMMITTEE**

**17 FEBRUARY 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

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**22 June 2021**

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
<b>Standard Items</b>		
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
<b>Homelessness Act 2018 (deferred to a later date)</b>	<b>Alison Timmins</b>	<b>Annual Report</b>

**8 July 2021 (postponed)**

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
<b>Standard Items</b>		
Confirmation of Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2021-22 - Update	Democratic Services	Regular Report
Portfolio Under Scrutiny Session – Our People and Resources	Portfolio Holder	Annual Session  Professional High Performing Services
<b>Monitoring Item(s)</b>		
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
<b>Standard Items</b>		
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
<b>Standard Items</b>		
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
<b>Standard Items</b>		
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
<b>Monitoring Items</b>		
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
<b>Standard Items</b>		
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
<b>Other Item(s)</b>		
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 Update (Section B)	Caroline Bird	

**18 November 2021 (Monitoring Overview)**

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
<b>Standard Items</b>		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2021-22 - Update	Democratic Services	Regular Report
Portfolio Under Scrutiny Session – Reducing Inequality	Portfolio Holder	Annual Session Reducing Inequality
<b>Monitoring Items</b>		
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
<b>Other Items:</b>		
Budget Theme Group – Nominees	Jaclyn Gibson	Annual Appointment Professional High Performing Services

**20 January 2022**

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
<b>Standard Items</b>		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2021-22 - Update	Democratic Services	Regular Report
<b>Monitoring Item(s)</b>		
Fire Safety Update	Andrew McNeil/Matt Hillman	Annual Report
Creating Value Processes	Simon Walters	Requested Report

**17 February 2022 (Monitoring Overview)**

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
<b>Standard Items</b>		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2021-22 - Update	Democratic Services	Regular Report
<b>Monitoring Items</b>		
Financial Performance (Detailed) – Quarterly Monitoring: Quarter 3	Colleen Warren	Quarterly Report Professional High Performing Services
Performance Quarterly Monitoring: Quarter 3	Pat Jukes	Quarterly Report Professional High Performing Services
Strategic Risk Register – Quarterly Report Quarter 3	Colleen Warren	Quarterly Report Professional High Performing Services
Feedback from Budget Review Group	Jaclyn Gibson/Colleen Warren	Annual Report Professional High Performing Services
Scrutiny Annual Report	Democratic Services	Annual Report Professional High Performing Services

**3 March 2022**

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
<b>Standard Items</b>		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Draft Work Programme for 2022-23	Democratic Services	Regular Report
Portfolio Under Scrutiny Session – Quality Housing ( <i>moved from Jan meeting</i> )	Portfolio Holder	Annual Session Lets Deliver Quality Housing
<b>Monitoring Item(s)</b>		
Lincoln City Profile	Robert Marshall	Annual Report
Targets for 2022/23	Robert Marshall	
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
3 March 2022	Quality Housing



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**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 the Members with a status report of the revised Strategic Risk Register as at the end of the third 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 November 2021 and contained thirteen strategic risks.
- 2.2 Since reporting to Members in August, the Strategic Risk Register has been refreshed and updated by the Corporate Leadership Team. The Strategic Risk Register reflects the significant change in circumstances in which the Council has been operating since the onset of Covid19 and the different challenges and opportunities it now faces. This review has identified that there have been some positive movements in the register.
- 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 the 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 A number of control actions have now been progressed or completed and the key movements are outlined as follows:

- Risk No 1. Failure to engage & influence effectively the Council's strategic partners, council staff and all stakeholders to deliver against the Council's Vision 2025 – The work to review Vision 2025 following the Covid19 pandemic has been completed and a draft Interim Review document and 3 year delivery plan has been prepared. These contain a greater focus on health inequalities. Consultation and scrutiny of the Interim Review are now scheduled for early 2022 with the final document being considered by Full Council in March 2022.
- Risk No 2. Failure to deliver a sustainable Medium-Term Financial Strategy (that supports delivery of Vision 2025) – following the announcement of the Spending Round 2021 and the Provisional Local Government Financial Settlement in quarter 3, the draft MTFS has now been prepared which presents a balanced and sustainable, over the medium term, budget proposal. Consultation and scrutiny of the MTFS are now scheduled for early 2022 with the final proposals being considered by Full Council in March 2022.
- Risk No 3. Failure to deliver the Towards Financial Sustainability Programme whilst ensuring the resilience of the Council – considerable progress has been made in achieving the current year target with over 90% of savings now secured. In light of additional one-off resources in the draft MTFS it is proposed that the level of savings targets in future years are lowered, with significant progress already in place to achieving these targets.
- Risk No 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 – new Ways of Working has been in place since the Autumn, although temporarily paused during new national restrictions. This has been supported by a new 'how to guide' along with FAQ's and support to managers. In addition, the Chief Executive has met with every team in the Council as part of a series of reconnection events. The Lincoln Charter has now also been embedded in the annual appraisal process, this sets out the behaviours and expectations of the way we all work together to realise Vision 2025. In terms of the rollout of M365, this is now substantially complete with only two teams remaining.

- Risk No 7. Insufficient levels of resilience and capacity exist in order to deliver key strategic projects & services within the Council – linked into the Interim Review of Vision 2025 a revised 3-year delivery plan has been developed, which includes the allocation of additional resources in the draft MTFS to support some of the key projects.
- Risk No 8. Decline in the economic prosperity of the City Centre – a number of further schemes, to be delivered externally, have been approved through the Towns Fund Board. Work is progressing well to deliver a range of events and initiatives with Lincoln BIG and Visit Lincoln as part of the Welcome Back Fund. Work is also progressing well with the implementation of the Safer Streets funding including new CCTV cameras and app, designed to support the night-time economy. Unfortunately, though the Council's bid for Levelling Up funding for the redevelopment of Wigford Way was unsuccessful. Work continues though, through the Towns Fund, to develop the feasibility study for this scheme.
- Risk No 13. Failure to mitigate against the risk of a successful cyber-attack against the council with significant / critical impact – work continues to deliver improvements, with enhanced malware protection implemented and improvements to vulnerabilities with internal scanning now implemented. Joint working is also ongoing with the East Midlands Warning, Advice and Reporting Point (WRAP).

3.3 The above movement in control actions has resulted in a change to the assessed levels of likelihood and impact of two risks identified on the risk register:

- Risk 3 has been decreased from Red: Critical/Probable to Amber: Major/Probable

The levels of assessed risks for all risks are summarised as follows:

<b>Risk No.</b>	<b>Risk Rating</b>	<b>Likelihood</b>	<b>Impact</b>
8	Red/High	Almost Certain	Critical
2, 10 & 13	Red/High	Probable	Critical
7	Red/High	Almost Certain	Major
3 & 9	Amber/Medium	Probable	Major
12	Amber/Medium	Possible	Critical
1, 4, 5 & 6	Amber/Medium	Possible	Major
11	Green/Low	Hardly Ever	Minor

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 MTFS.

#### **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 3 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

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<b>SUBJECT:</b>	<b>EXCLUSION OF THE PRESS &amp; PUBLIC</b>
<b>DIRECTORATE:</b>	<b>CHIEF EXECUTIVE &amp; TOWN CLERK</b>
<b>REPORT AUTHOR:</b>	<b>CAROLYN WHEATER, MONITORING OFFICER</b>

**1. Purpose of Report**

- 1.1 To advise members that any agenda items following this report are considered to contain exempt or confidential information for the reasons specified on the front page of the agenda for this meeting.

**2. Recommendation**

- 2.1 It is recommended that the press and public be excluded from the meeting at this point as it is likely that if members of the press or public were present there would be disclosure to them of exempt or confidential information.



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