

## EXECUTIVE

**Thursday, 24 June 2021**
**6.00 pm**
**Committee Rooms 1 and 2,  
City Hall**

Membership: Councillors Ric Metcalfe (Chair), Donald Nannestad (Vice-Chair), Chris Burke, Sue Burke, Bob Bushell and Neil Murray

Officers attending: Angela Andrews, Democratic Services, Kate Ellis, Jaclyn Gibson, Daren Turner, Simon Walters and Carolyn Wheeler

## A G E N D A

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<b>MINUTES AND EXTRACTS</b>	
1. Confirmation of Minutes - 17 March 2021	<b>3 - 16</b>
2. Declarations of Interest	
Please note that, in accordance with the Members' Code of Conduct, when declaring interests members must disclose the existence and nature of the interest, and whether it is a disclosable pecuniary interest (DPI) or personal and/or pecuniary.	
<b>OUR PEOPLE AND RESOURCES</b>	
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You are asked to resolve that the press and public be excluded from the meeting during the consideration of the following items because it is likely that if members of the press or public were present, there would be disclosure to them of 'exempt information'.

In accordance with the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, notice is hereby given of items which will be considered in private, for which either 28 days' notice has been given or approval has been granted by the appropriate person specified in the Regulations. For further details please visit our website at <http://www.lincoln.gov.uk> or contact Democratic Services at City Hall, Beaumont Fee, Lincoln.

These items are being considered in private as they are likely to disclose exempt information, as defined in Schedule 12A of the Local Government Act 1972. No representations have been received in relation to the proposal to consider these items in private.

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## **SECTION B**

- |  |                                 |                  |
|--|---------------------------------|------------------|
| 11. Strategic Risk Register - Quarterly Review | <b>[Exempt Para(s) 3]</b>       | <b>215 - 232</b> |
| 12. Public Conveniences-Service Review         | <b>[Exempt Para(s) 1, 2, 3]</b> | <b>233 - 272</b> |

**Present:** Councillor Ric Metcalfe (*in the Chair*),  
Councillor Donald Nannestad, Councillor Chris Burke,  
Councillor Bob Bushell, Councillor Rosanne Kirk and  
Councillor Neil Murray

**Apologies for Absence:** None.

**87. Minutes of the Previous Meeting**

RESOLVED that the minutes of the meeting held on 22 February 2021 be confirmed.

**88. Declarations of Interest**

No declarations of interest were received.

**89. Lincoln Town Deal Programme**

Purpose of Report

To approve the Heads of Terms offered by the Government in respect of the Lincoln Town Deal and the proposed management and governance arrangements for the next stage of the process.

**Decision**

That the Executive:

- (1) Approves the Heads of Terms offered by Government in respect of the Lincoln Town Deal.
- (2) Approves the proposed management and governance arrangements for the next stage of the process, set out within the appended Local Assurance Document.
- (3) In approving the Local Assurance Document, delegates the following decisions to the Section 151 Officer and the Strategic Director of Major Developments, working in partnership with the Town Board and its Investment Sub-Committee:
  - the final selection of projects to be taken forward to full business case;
  - approval of final project business cases and funding awards, except for projects to be delivered directly by the Council, which would be subject to full Executive approval;
  - any future changes which are required to the Local Assurance Document to reflect the terms of the Heads of Terms Offer or any further guidance for this programme.

- (4) Authorises the submission of a planning application in respect of the Central Market project and delegates approval of the final planning submission to the Strategic Director of Major Developments and Portfolio Holder for Economic Growth.

#### Alternative Options Considered and Rejected

None.

#### Reason for Decision

As part of the Government's analysis of the projects associated with Lincoln's Town Deal Fund bid, fourteen of the fifteen projects had scored high enough to qualify for this stage of the process equating to an offer of a £19 million investment in the city.

The next stage of the process consisted of the following:

- confirmation of Lincoln's acceptance of the Heads of Terms by 24 March 2021;
- confirmation of which projects, out of the fourteen accepted as part of the bid, Lincoln wished to progress further, within two months of accepting the Heads of Terms;
- within twelve months of the Town Deal being agreed, development and submission of final businesses cases for those projects selected.

The report set out an Assurance Framework and governance model that would be used to determine how the Lincoln Town Fund Programme would be managed and governed, taking account of the Heads of Terms agreement with the Government. It also provided further detail to support the arrangements set out within Lincoln's Investment Plan.

The framework and governance had been drafted with reference to the Local Growth Assurance Framework developed by the Greater Lincolnshire Local Enterprise Partnership for the management of its programmes and the existing policies and protocols which were in place for the City of Lincoln Council, as accountable body for the Town Fund Programme. The document outlined specific information in relation to governance, transparency, confirmation of the accountable body, scope and undertaking of due diligence, decision-making, contracting and claims, monitoring and grant claims, independent evaluation, claw-back and variation orders.

The newly established Investment Sub-Committee would have responsibility for approving final business cases, mirroring the principles followed by the Greater Lincolnshire Local Enterprise Partnership. To assist in the decision-making, each business case would be subject to an independent due diligence check in the same way as for the Local Enterprise Partnership funding projects to ensure transparent and robust decision-making. It was reported that having this framework in place would enable the determination of projects to be fast-tracked in order that delivery could commence as soon as possible, once the final selection of projects to proceed to business case stage had been confirmed.

Councillor Ric Metcalfe put on record his thanks to the City Council's team for the excellent work they had undertaken in preparing Lincoln's bid. These sentiments were shared by Councillor Christopher Burke.



Councillor Neil Murray commended an excellent result for the city in confirming £19 million of funding for investment in Lincoln. He was particularly pleased to see inclusion of the Central Market project and the associated recommendation contained within the report.

Councillor Donald Nannestad asked whether the Investment Sub-Committee reported to the main Lincoln Town Deal Board.

It was reported that the Investment Sub-Committee would assess individual business cases when they came through for specific projects, which was a process mirroring that used by the Greater Lincolnshire Local Enterprise Partnership, and make recommendations to the Town Deal Board and, ultimately the Council's Executive for final approval. Councillor Metcalfe responded to this point and said that it was hoped a consensus would be achieved by the Town Deal Board, however, if a consensus could not be reached and the Board was unable to agree upon a way forward, final adjudication would rest with the City Council as accountable body, through its Executive.

**90. Business Support & Economic Recovery: Proposals for the use of Additional Restrictions Grant Funding**

Purpose of Report

To approve proposals for the use of the Additional Restrictions Grant funding to provide ongoing support to businesses impacted by Covid-19 and promote the economic recovery of the city.

**Decision**

- (1) That the proposals set out in the report for the use of the Additional Restrictions Grant funding to provide ongoing support to businesses impacted by Covid-19 and promote the economic recovery of the city, be approved.
- (2) That the final allocation of funding for each of the measures outlined in the report be delegated to the Section 151 Officer and Strategic Director of Major Developments.

Alternative Options Considered and Rejected

None.

Reason for Decision

A total of £2,868,060 had been awarded to the City of Lincoln Council to administer on a discretionary basis, known as the Additional Restrictions Grant. This funding could be deployed at the discretion of the authority, up to March 2022, and had to be focussed on providing direct support to businesses but could not be used as a wage top-up.

As of 15 February 2021, £440,143 had been spent supporting those businesses who were unable to receive grant funding through the previous mandatory support schemes. The Additional Restrictions Grant fund would continue to be deployed to support businesses that did not meet the mandatory criteria as long

as lockdown or restrictions continued which it was envisaged would be at least until April 2021.

In addition to offering continued support with running costs, officers were working on a package of further support to assist economic recovery. To inform how best to utilise these funds and support economic recovery with the resources available, the Council had engaged with a number of stakeholders. A survey had also been undertaken on business needs, embedded within the grant application process, and research undertaken by the Greater Lincolnshire Local Enterprise Partnership and the Greater Lincolnshire Economic Recovery Plan had also been taken into account. Key findings and analysis of this important piece of work was appended to the report.

Draft proposals were presented to members of the City Council's Community Leadership Scrutiny Committee on 9 March 2021 as it had been undertaking a scrutiny review of the impact of Covid-19 on businesses and the economy since September 2020. Comments from members of the Committee had been incorporated into the proposals set out in the report.

The proposal set out in the report consisted of ringfencing the remaining £2.43 million of the grant funding and utilising those resource as follows:

- £500,000 safeguarded to continue to operate discretionary, ongoing support to businesses during any further periods of restrictions during 2021/22;
- £500,000 ringfenced for a Business Revival scheme to support businesses to adapt, diversify, digitalise and prepare for re-opening;
- up to £900,000 for a Visitor Economy Support Package, to help fund a renewed place marketing campaign;
- up to £350,000 for a High Street Recovery Package to support retail businesses and high street recovery as a whole;
- up to £180,000 for measures to support young people in business or with a route to employment.

Full rationale and timescales associated with each allocation were detailed in the report.

Councillor Neil Murray had personally received very positive feedback from businesses who had benefited from support grants during the Covid-19 pandemic and had been very complimentary of the Council's staff and the timely way in which they had been able to help. He placed on records his thanks to all involved for a job well done, the sentiments of which were shared by the Leader of the Council.

## **91. HR Policies (Redundancy, Pension and MARS)**

### **Purpose of Report**

To seek approval to implement the proposed changes to the Council's Mutually Agreed Resignation Scheme and to provide an update on further changes following the revocation of the Restriction of Public Sector Exit Payments Regulations 2020.

## **Decision**

- (1) That the report be noted in relation to the revocation of the Restriction of Public Sector Exit Payments Regulations 2020 and the subsequent policy amendments.
- (2) That the proposed changes to the Council's Mutually Agreed Resignation Scheme be approved.

### Alternative Options Considered and Rejected

None.

### Reason for Decision

Recent reviews of the Council's Redundancy Policy, Pension Policy, and Mutually Agreed Resignation Scheme were undertaken following the implementation of the Restriction of Public Sector Exit Payments Regulations 2020.

Changes to the Council's Redundancy and Pension Policies were previously agreed by the Executive in January 2021, however the Restriction of Public Sector Exit Payments Regulations had now been revoked by the Government, and any changes which were made to the Council's policies in relation to these Regulations were now obsolete. Based on this the authority had reverted its Redundancy Policy and Pension Policy back to their original versions, noting this revocation.

Additionally, the Council had now removed any reference or provisions associated with those Regulations from its Mutually Agreed Resignation Scheme. The report provided an overview of the additional changes proposed as part of the Mutually Agreed Resignation Scheme Policy following its review, set out in paragraph 3.2 of the report.

## **92. The CIPFA Financial Management Code**

### Purpose of Report

To inform Executive of the new CIPFA Financial Management Code which was applicable in shadow form during 2020/21 with compliance expected from 2021/22.

## **Decision**

- (1) That the publication of the Financial Management Code be noted and that the first year, 2020/21, be a shadow year where local authorities are able to demonstrate that they are working towards full implementation which, for the first full year of compliance, will be 2021/22.
- (2) That the initial assessment, attached at Appendix A, setting out the Council's assessed level of compliance compared to standards contained within the Financial Management Code and resulting actions required be noted.

- (3) That progress against the actions identified be monitoring through the Annual Governance Statement monitoring process.

#### Alternative Options Considered and Rejected

None.

#### Reason for Decision

Local government finance in the United Kingdom was governed by primary legislation, regulation and professional standards. The general financial management of a local authority, however, was not supported by a professional code. This situation changed when, in December 2019, the Chartered Institute of Public Finance and Accountancy published its Financial Management Code to provide guidance for good and sustainable financial management in local authorities. It had been produced to assist local authorities in demonstrating their financial sustainability through a set of standards of financial management.

The standards had different practical applications according to the size and different circumstances of individual authorities, and their use locally should reflect this. The principle of proportionality applied to the Financial Management Code and reflected a nonprescriptive approach to how each standard was met.

The Covid-19 crisis had seen local authorities placed under extreme pressure to respond to the needs of their communities by providing services and support to an unprecedented extent. Understanding these pressures, the CIPFA Financial Management and Governance Panel had considered these changes against workload, reprioritisation and resource issues facing local authority staff. It concluded that while the first full year of compliance with the Financial Management Code could remain as 2021/2022, it could do so within a more flexible framework where a proportionate approach was encouraged. In practice this was likely to mean that adherence to some parts of the Code would demonstrate a direction of travel.

As a first step towards ensuring that the City Council met the Code in 2021/22 the Chief Finance Officer had produced a draft Self-Assessment against the Code, attached to the report at Appendix A. The Self-Assessment would be continually reviewed and refined. The completion of this Self-Assessment had identified a range of further actions required, the majority of which were already planned areas of work for 2021/22. These were detailed in paragraph 4.8 of the report.

### **93. Housing Delivery Programme - Rookery Lane**

#### Purpose of Report

To provide an update on the programme of development and acquisitions to maintain a pipeline of affordable housing delivery.

## Decision

That the Executive:

- (1) Approves the submission of a bid for grant funding under the Affordable Homes Programme 2021-26 Continuous Market Engagement route for an affordable housing scheme on land owned by the Council off Rookery Lane.
- (2) Subject to receiving planning consent, approves, in principle, to enter into a delivery agreement for the development of new build affordable homes on land owned by the Council off Rookery Lane.
- (3) Subject to receiving planning consent, delegates the final approval of the delivery agreement to the Section 151 Officer and the Director of Housing and Investment, in consultation with the Strategic Director of Major Developments, provided that the final total scheme cost is financially viable.
- (4) Agrees to widen the scope of the Acquisitions Policy to allow non-registered providers to apply for retained usable Right to Buy receipts in order to provide additional social housing and approves the draft set out in Appendix II.

### Alternative Options Considered and Rejected

None.

### Reason for Decision

Since the previous report to Executive in January 2020, during 2020-21 the Council had successfully delivered the following pipeline:

- 5 new-build homes developed for affordable rent at Swift Gardens
- 15 new-build homes acquired for affordable rent at Sandal Street
- 38 homes acquired under the Council's Purchase and Repair and Move-On Accommodation Programmes

In addition, the Council had completed the demolition of Garfield and Woodburn Views and Trelawney Church as a first step towards enabling the redevelopment of the land north of Queen Elizabeth Road.

Delivery of De-Wint Court was progressing well, with the 70 unit extra care sheltered housing scheme due to complete before the end of the calendar year.

Proposals for the development of Rookery Lane had been informed by detailed surveys and site investigations and the scheme had been refined to take account of comments received as part of the planning consultation process. The final scheme, which was subject to planning consent, comprised 42 high quality homes. Subject to consent and approval of the final budget and delivery agreement, works would commence during Summer 2021, with scheduled completion by December 2022.

The delivery of quality, affordable housing remained a priority for the Council and significant progress had been made despite the challenges presented by the current Covid-19 pandemic. The table set out at paragraph 3.1 of the report provided an update on delivery over the period 2019-23. Further information regarding the Council's housing delivery programme was set out in the report.

An update regarding Rookery Lane and associated details were also set out in the report. It was noted that the final scheme now comprised a total of 42 new build affordable homes, all of which would be provided for affordable rent upon completion. The design had taken full account of the constraints and opportunities presented by this site and was considered to be in keeping with the surrounding area, making a positive overall contribution to the housing offer within the city. The housing mix had been informed by local need and demand, with the breakdown set out in the table at paragraph 4.6 of the report.

In terms of supporting local housing organisations to deliver additional social housing, since the introduction of the Council's Acquisition Policy the Council had not received any applications from registered providers for the retained Right to Buy receipts, which was likely due to the availability of alternative funding such as the Homes England grant. However, in order to support all local providers of social housing to provide additional social housing it was proposed to extend the Acquisition Policy to allow all providers of social housing to apply for useable retained Right to Buy receipts. Proposed changes to the Policy were set out in Appendix II attached to the report.

Councillor Donald Nannestad said that the proposals set out in the report were important in terms of the Council's bid to have more Council properties, particularly welcoming the inclusion of more three and four bedroomed properties. It was important for the Council to ensure that it replaced those properties it sold because there was still a high demand for Council housing.

#### **94. Draft Lincoln Zero Carbon Update Report**

##### **Purpose of Report**

To inform and update members of the Executive on the Council's progress to address the challenge of climate change and to seek approval of climate change projects for delivery in 2021/22.

##### **Decision**

That the Executive:

- (1) Agrees to continue to improve the Council's Environmental Management System, implementing the recommendations from the iiE audit and prepare for accreditation by Investment in the Environment in Summer 2021.
- (2) Approves the draft Decarbonisation Plan for internal and external consultation prior to reporting back to Executive with a final draft Plan in Summer 2021.

- (3) Approves to provide necessary resources to set up and deliver the Climate Assembly, including officer time and a revenue budget of £10,000, in the absence of external grant, with funding to be approved from the Vision 2025 earmarked reserve.
- (4) Agrees for the Climate Change Manager to continue to support the Lincoln Climate Commission to deliver 'Lincoln 2030 - A Strategy for consultation' within the proposed timeframe.
- (5) Approves officers to proceed with preparing a Green Homes Grant delivery plan and delegates acceptance of the subsequent allocation and grant conditions to the Strategic Director of Major Developments and the Chief Finance Officer, with a further report to the Executive setting out the detailed financial implications of the scheme.

#### Alternative Options Considered and Rejected

None.

#### Reason for Decision

In January 2020 the Council appointed a Climate Change Manager to develop, implement, co-ordinate and champion the Council's policies, strategies and action plans to adapt to the impact of climate change and reduce Lincoln's carbon footprint. Since this appointment the Council had achieved the following:

- establishment of a new City Council Environmental Management System and accreditation from an independent body;
- approval of a new Environmental Policy and Environmental Policy Statement for the Lincoln Christmas Market;
- successfully securing £72 000 to install new 'fast' electric vehicle charge points for use by residents, without access to off road parking, in city centre locations due to be completed by the end of March 2021;
- preparation of the City Council's Single Use Plastic Audit and Action Plan for 2020;
- reduction of the Council's Carbon Dioxide emissions by 14% since the 2018/19 baseline year;
- supporting the Lincoln Climate Commission to prepare the 'Lincoln Roadmap to Zero Carbon' setting out climate projections and emission pathways to achieving net zero Carbon by 2030;
- supporting Lincolnshire County Council to submit the Road to Zero programme of projects as part of the Lincoln Towns Fund bid;
- working with Lincolnshire County Council to prepare and inform the Lincoln Cycling and Walking Network Plans and the Lincoln Transport Strategy;
- applying the Government's Public Sector Decarbonisation Fund to secure skills funding to prepare feasibility studies to decarbonise three Council buildings, awaiting outcome of the decision;
- commencing work with the Central Lincolnshire Local Plan Team to review and consider the opportunities for preparing a carbon neutral Local Plan;
- ensuring that the Housing Investment Team recycled and reused, wherever possible, building materials to significantly reduce waste.

Further details were outlined in the report in relation to the following specific elements of the challenges facing the authority in respect of climate change:

- the City Council's Environmental Management System;
- the Lincoln Climate Assembly;
- Lincoln 2030 – a Climate Strategy and Action Plan for consultation;
- Green Homes Grant, Local Authority Delivery, Phase 2.

Councillor Bob Bushell commended the report and said that it spoke for itself in terms of the progress that had been made on this important agenda, representing an excellent achievement for the Council. He put on record his congratulations to everyone involved in achieving the silver award and welcomed a wider representation on the Lincoln Climate Assembly.

Councillor Christopher Burke echoed these sentiments and said that Kate Bell in her new role as Climate Change Manager had done a brilliant job, together with Councillor Bushell as Portfolio Holder for Remarkable Place who had showed real leadership. He referred to the Central Lincolnshire Joint Strategic Planning Committee and reported that the City Council was leading the way on climate change, with other district authorities in the county working positively in partnership.

Councillor Neil Murray highlighted that the Government had introduced Local Authority Delivery Schemes before and take up had been disappointingly low. It was noted that officers shared the same concerns but that improvements to the scheme had been made. The dynamic purchasing system introduced by the Midlands Energy Hub, for example, had made a significant difference. Part of the Council's delivery plan would be to identify a minimum of 25 properties that could benefit from the scheme, with the team having had quite a lot of experience and success with other similar schemes, such as the Warm Homes Fund. In addition to the Local Authority Delivery Scheme, other funding mechanisms could potentially be used in addition to improve those properties identified.

## **95. Management Agreement Relating to an Area of Hobblers Hole**

### **Purpose of Report**

To seek approval to enter into a ten year management agreement with Long Leys Residents Association for the general management and improvement of an area of open space known as 'Hobblers Hole' off Long Leys Road, Lincoln.

### **Decision**

That approval be given to the Council entering into a ten year management agreement for the environmental improvement of a section of Hobblers Hole by Long Leys Residents Association.

### **Alternative Options Considered and Rejected**

None.

### **Reason for Decision**

In early 2020 officers were approached by the Chair of Long Leys Residents Association, who was keen to explore the potential to improve the biodiversity of an ephemeral pond on Hobblers Hole. In addition, the Association was developing plans to undertake a range of other environmental improvements in the vicinity to create a focal point for the general public. The whole project had



been designed to further galvanise the work of Residents Association and therefore presented a strong opportunity to bring the community together on a project to enhance a green space in the city.

In order for Long Leys Residents Association to undertake this work it was seeking a 10-year management agreement. It was anticipated that this duration would enable the Association to access external grant funding to realise their plans for the site. The site was identified in Appendix A attached to the report, with the essence of the agreement set out in paragraph 3.2 of the report. It was noted that the management agreement would include a range of terms, conditions and safeguards to ensure that the site remained available for the public at all times and to comply with the covenant on the land.

Councillor Neil Murray took this opportunity to thank Simon Walters, Strategic Director of Communities and Environment, for all his hard work and patience in respect of this project which he said was a very good example of how the Council could work with local resident groups.

**96. Exclusion of the Press and Public**

RESOLVED that the press and public be excluded from the meeting during consideration of the following items of business because it was likely that if members of the public were present there would be a disclosure to them of 'exempt information' as defined by Section 100I and Schedule 12A to the Local Government Act 1972.

These items were considered in private as they were likely to disclose exempt information, as defined in Schedule 12A of the Local Government Act 1972. No representations had been received in relation to the proposal to consider these items in private.

**97. Housing Delivery Programme - Rookery Lane**

The decision relating to this item was reflected in minute number 93 above.

**98. Exchange of Properties between Housing Revenue Account and General Fund**

Purpose of Report

To consider a mutual exchange of properties between the Housing Revenue Account and the General Fund by way of appropriation.

**Decision**

The recommendations contained within the report were agreed.

Alternative Options Considered and Rejected

Alternative options considered and rejected were set out in the report.

Reason for Decision

The reason for the decision was set out in the report.

**99. Management of Change - Proposal to Delete the Post of Enforcement Officer**

Purpose of Report

To seek approval on a proposal to delete the post of Enforcement Officer within the Public Protection and Anti-social Behaviour Team.

**Decision**

The recommendations contained within the report were agreed.

Alternative Options Considered and Rejected

Alternative options considered and rejected were set out in the report.

Reason for Decision

The reason for the decision was set out in the report.

Additional information arising from comments made at the meeting of the Joint Consultative Committee on 16 March 2021 were considered prior to the Executive reaching its decision.

**100. Management of Change - Proposal to Delete one Full Time Equivalent Booking Coordinator Post**

Purpose of Report

To seek approval on a proposal to delete one fulltime equivalent Booking Coordinator post within the Sports, Leisure and Bereavement Team.

**Decision**

The recommendations contained within the report were agreed.

Alternative Options Considered and Rejected

Alternative options considered and rejected were set out in the report.

Reason for Decision

The reason for the decision was set out in the report.

**101. Management of Change in Development Management**

Purpose of Report

To seek approval for a reduction in resource within Development Management.

**Decision**

The recommendations contained within the report were agreed.

#### Alternative Options Considered and Rejected

Alternative options considered and rejected were set out in the report.

#### Reason for Decision

The reason for the decision was set out in the report.

### **102. Management of Change - Detailed Case for Restructure of Systems Team**

#### Purpose of Report

To seek approval for a revised structure for the System and Information Team.

#### **Decision**

The recommendations contained within the report were agreed.

#### Alternative Options Considered and Rejected

Alternative options considered and rejected were set out in the report.

#### Reason for Decision

The reason for the decision was set out in the report.

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**SUBJECT: FINANCIAL PERFORMANCE – OUTTURN 2020/21**

**REPORT BY: CORPORATE MANAGEMENT TEAM**

**LEAD OFFICER: COLLEEN WARREN, FINANCIAL SERVICES MANAGER**

## 1. Purpose of Report

- 1.1 To present to the Executive the provisional 2020/21 financial outturn position on the Council's revenue and capital budgets, including:
- General Fund
  - Housing Revenue Account
  - Housing Repairs Service
  - Capital Programmes
- 1.2 This report will provide the Executive with a summary of actual income and expenditure compared to revised budget and how any surpluses have been allocated to reserves.
- 1.3 The Executive should note that the financial outturn is still subject to Audit by Mazars, the Councils external auditors.

## 2. Executive Summary

- 2.1 This report covers the General Fund Revenue, Housing Revenue Account budgets and Investment Programmes for the current financial year. It sets out the provisional financial outturn position including the financial impact of the Covid-19 pandemic on the Council.
- 2.2 Covid-19 has taken its toll on the financial resilience of the Council as income streams have plummeted and there has been a requirement to incur costs to ensure services are being provided throughout this difficult period and to respond to consequences of the pandemic. The impacts of this are not simply restricted to the current financial year but will have a significant impact over the period of the MTFS and possibly beyond. In terms of the current financial year, 2020/21, the key challenges faced are in respect of:
- Exceptional costs of dealing with Covid-19 and increased service demand
  - Loss of income

The cumulative impact of these challenges has resulted in significant shortfalls on the General Fund prior to the offset of any Government funding.

- 2.3 In response to the financial risks it was exposed to, and in advance of any financial support from Government, the Council took early action in 2020/21 to implement a range of measures to reduce some areas of expenditure. These measures were aimed at ensuring the Council was able to continue to deliver its critical services

and to ensure its balances remained at an adequate level to provide resilience for future years.

- 2.4 Subsequently, and in response to calls from the sector the Government have allocated a total of £4.6bn of general purpose grant funding to support local authorities to cover expenditure related pressures and announced an income compensation scheme to recompense councils for approx. 75p in every £1 of lost sales, fees and charges income. In addition a local tax income guarantee scheme was announced which will see the Government compensate local authorities for 75% of irrecoverable losses in Council Tax and Business Rates. To date the Council has received funding support of £1.877m for Covid-19 related pressures and is estimating to receive c£2.989m through the income compensation scheme and a further £0.519m through the local tax income guarantee scheme. There has been no additional financial support provided to the Housing Revenue Account.
- 2.5 Despite this one-off financial support package announced by the Government, the General Fund would still have been unable to maintain a balanced budget position without having taken the measures implemented during quarter one.
- 2.6 The table below sets out a summary of the financial position of the Council for the financial year 2020/21, based on the provisional outturn:

	<b>2020/21</b>		
	<b>Budget £'000</b>	<b>Actual £'000</b>	<b>Variance £'000</b>
<b>Revenue Accounts</b>			
General Fund – Contribution to/(from balances)	286	434	148
Housing Revenue Account (HRA) (Surplus)/Deficit in year	75	(0)	(75)
Housing Repairs Service (surplus)/deficit	0	322	322
<b>Capital Programmes</b>			
General Fund Investment Programme	16,430	3,212	(13,218)
Housing Investment Programme	28,505	16,377	(12,128)
<b>Capital Receipts</b>			
General Fund	1,650	100	(1,550)
HRA	845	1,047	202
<b>Reserves &amp; Balances</b>			
General Fund Balances	2,522	2,670	148
HRA Balances	1,000	1,075	75

	<b>2020/21</b>		
	<b>Budget £'000</b>	<b>Actual £'000</b>	<b>Variance £'000</b>
HRS Balances	0	0	0
General Fund Earmarked Reserves	6,513	12,643	19,156
HRA Earmarked Reserves	1,403	1,192	2,595

- 2.7 The detailed financial position is shown in sections 3-7 and accompanying appendices.
- 2.8 Although both the General Fund and HRA have maintained balanced budget positions in 2020/21 this does not mean that the financial issues for the Council are resolved, it simply means that the in-year budget challenges have been addressed. Beyond 2020/21 the Council is set to face ongoing reductions in resources and increased service costs from the legacy of impacts of Covid-19. This will require ongoing reductions in the net cost base in order to live within a significantly reduced resources envelope. The Council's MTFs 2021-2026, approved by Full Council in March 2021 sets out the detail of the financial challenge the Council faces.

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

- 3.1 For 2020/21 the Council's net General Fund revenue budget was set at £12,963,220, including a planned contribution from balances of £286,310 (resulting in an estimated level of general balances at the year-end of £2,522,188).
- 3.2 The financial performance quarterly monitoring report for the 3<sup>rd</sup> quarter predicted an underspend against the revised budget of £122,723. The provisional outturn for 2020/21 now indicates that this underspend has increased by £25,658, resulting in an overall budget underspend of £148,381 (including proposed transfers to/from earmarked reserves and carry forward requests). This represents a variance against the revised budget of 0.6%.
- 3.3 There are a significant number of forecast year-end variations in income and expenditure against the approved budget, primarily as a result of Covid-19 along with variances arising from measures taken to address the budget pressures and the financial support provided by Government. Full details of the main variances are provided in appendix B while the table below sets out the key variances:

	<b>Forecast £'000</b>
Increased expenditure arising as a result of Covid-19	721
Income losses as a result of Covid-19	6,242
Income Compensation Scheme	(2,989)
Government Grants (Covid-19, Rough Sleeping, New Burdens, Test & Trace support and Compliance & Enforcement).	(2,675)
Measures approved at Q1 (budget review, furlough, review of capital, increased TFS)	(1,898)
Coronavirus Job Retention Scheme (in addition to Q1)	(102)
2020/21 national pay award implications	110

Covid-19 Grant - Contribution to reserves for use in future years (approved at Q2)	622
Local Tax Income Guarantee scheme	(519)
Mutually Agreed Resignation Scheme (MARS)	193
Housing Benefit overspend as a result of under-recovery of overpayments (offset by a reduction in the HB bad debt provision)	127
Repairs and Maintenance of corporate assets	(136)
Net other variances	156
<b>Overall Budget Shortfall/(Surplus)</b>	<b>(148)</b>

3.4 The following paragraphs, 3.5 – 3.7 set out further detail on the key financial challenges arising as result of Covid-19 that the Council is facing in 2020/21.

### 3.5 **Exceptional costs of dealing with Covid-19 and increased service demand**

In response to the pandemic, the Council has had to adjust its service provision to meet the needs of its users and residents as well as establish new services/responses cells and meet increased costs through contractual arrangements. This has increased costs across of a range of services including:

- Increased demand on Licensing and Health & Safety Teams
- Supporting compliance and enforcement activities within the City
- Supporting the establishment of local testing sites
- Setting up the civic society and business support cells.
- Moving rough sleepers into temporary accommodation
- Provision of PPE and Covid-19 secure status for Council services and buildings
- Requirements under existing contracts for services
- Increased demand on the Revenues and Benefits Service
- Other service costs

### 3.6 **Income losses**

The most significant impact of Covid-19 has been on the Council's income streams with monthly income levels plummeting across a range of discretionary services as well as through investments and rental streams, as a result of the shutdown of the economy and its likely phased path to recovery. The Council's reliance on local income streams has increased significantly in recent years as Government funding has reduced through austerity measures and new funding mechanisms have been introduced resulting in the Council having to be more self-sufficient and secure its own funding sources. Prior to the implement of new funding mechanisms in 2013 less than 20% of the Council's funding sources were subject to any level of volatility, for 2020/21 90% is now subject to volatility and emphasises the financial risk that the Council faces from its income streams.

3.7 The table below set out the losses incurred during 2020/21, along with the level of compensation provided the Government.



<b>Income Area</b>	<b>2020/21 Budget £'000</b>	<b>2020/21 Actual £'000</b>	<b>2020/21 Variance £'000</b>	<b>2020/21 Govt Compensation £'000</b>
Car Parks	5,996	1,927	4,069	2,704
Hartsholme Country Park	75	24	51	25
Leisure Services	85	0	85	61
Community Centres & Rec Grounds	81	0	81	19
Visitor Information Centre	146	32	114	20
Development Management	420	326	94	37
Land Charges	127	101	26	7
Building Control	211	137	74	47
Licensing	126	112	14	3
Hackney Carriages & Private Hire	122	93	29	11
Enforcement Officer	25	2	23	0
Public Conveniences	32	16	16	1
Fairs & Circuses	18	0	18	12
Christmas Market	651	0	651	14
Bus Station	133	111	22	11
Markets	219	170	49	18
Lincoln Properties	1,988	1,477	512	0
The Terrace	272	228	44	0
Court Cost Income - CT	310	75	236	0
Treasury Investment Income	92	54	38	0
<b>TOTAL</b>	<b>11,129</b>	<b>4,885</b>	<b>6,246</b>	<b>2,989</b>

### 3.8 MHCLG Financial Support

Financial support received from the Government has been provided through a package of measures:

£4.6bn of un-ringfenced funding to respond to spending pressures – from this allocation of funding the Council has received three allocations totalling £1,876,803.

An income compensation scheme, whereby councils will pay the first 5% of all lost planned sales, fees and charges income, with the government compensating them for 75p in every pound of net loss (after deducting expenditure saving and other funding e.g. CRJS) thereafter. Although commercial and investment income is specifically excluded from the scheme the provisional outturn includes compensation of c. £2.989m.

Targeted grants to cover specific costs pressures and new burdens arising during Covid-19, for the Council these include:

- New Burdens: Business Support Grants - £355,300
- New Burdens: Business Rate Reliefs - £25,739
- Rough Sleepers - £82,276 (offsets direct expenditure)
- Compliance and Enforcement (ringfenced) - £58,022 offsets direct expenditure)
- Test & Trace Support Payments Administration - £72,029

A local tax income guarantee scheme whereby the Government will compensate local authorities for 75% of 'irrecoverable losses' in council tax and business rates income in respect of 2020/21. This guarantee covers expected Council Tax and Business Rates liabilities, expected at the time of the 2020/21 budget, that did not materialise. This might be due to an increase in local council tax support costs, unachieved council tax base growth, increase in empty property reliefs, unachieved business rates base growth, etc. The provisional outturn includes compensation of £410k for business rates and £109k for Council Tax.

### 3.9 **Measures to address budget shortfall**

In response to the financial risks it was exposed to, and in advance of any financial support from Government, the Council took early action in 2020/21 to implement a range of measures aimed at reducing expenditure in the current financial year. These measures, approved at Q1, included:

- Budget Review – A review of all of the Council's revenue budgets undertaken to identify one off budget reductions.
- Coronavirus Job Retention Scheme – a range of staff from primarily income generating areas were placed on furlough.
- Towards Financial Sustainability – in the year savings programme target was increased.
- Direct Revenue Finance (DRF) – a review of capital financing was undertaken.
- Covid-19 Reserve – monies allocated as part of the 19/20 closedown process and held in an earmarked reserve.

The total of these measures amounted to £2.194m, although as a result of further government grant allocations the use of the Covid-19 reserve is not required in 2020/21, resulting in measures totalling £1.898m.

3.10 As previously reported, although the measures taken were primarily one-off opportunities and not ongoing reductions in services they have, in some circumstances, led to reduced service standards and performance during 2020/21 as recruitment activity was restricted, expenditure budgets reduced and staff were placed on furlough for period of time.

3.11 The measures taken now exceed the remaining impact of Covid-19, after Government funding, on the General Fund. This allowed, at quarter 2, the recommendation that the 4th tranche of Covid-19 funding from Central Government of £622k to be contributed to an earmarked reserve to be used to offset budget pressures in future years arising from the legacy impacts of Covid-19 (subject to the final outturn position).

### 3.12 **Earmarked Reserves**

The provisional outturn of a £148,381 budget underspend includes a number of proposed transfers to/from earmarked reserves in addition to those transfers to/from earmarked reserves already budgeted for. These further contributions to/from earmarked reserves are set out below:

Directorate	Reserve	£
<b>Contributions to Reserves</b>		
CX-CFINOFF	Council Tax Hardship Fund – balance of government grant to support hardship payments in 21/22	(531,441)
DCE-ADHENV	Birchwood Leisure Centre – R&M reserve.	(20,000)
DCE-ADHENV	Active Nation Bond – additional contribution to reserves in respect of performance bond.	(97,000)
DCE-ADHENV	AGP Sinking Fund – contribution to new Sinking Fund reserve for future replacement/maintenance of pitches.	(2,435)
DCE-ADPLAN	Towns fund Grant – net contribution of capacity grant funding less in year expenditure.	(24,503)
DMD	Unused DRF – DMD Capitalised salaries	(179,594)
GF HSG	Flexible Homelessness Grant – residual grant contribution to reserves	(17,500)
GF HSG	Preventing Homelessness Grant – residual grant contribution to reserves	(259,137)
GF HSG	Rough Sleeping Grant – residual grant contribution to reserves	(200,916)
GF HSG	Community Chest – contribution of grant and additional funding to reserves for project planned for 21/22	(23,373)
BRATES	Business Rates Relief Grant & Business Rates Tax Income Guarantee funding – contribution to reserves to fund 3 year spread of deficit	(10,873,862)
CTAX	Council Tax Income Guarantee funding – contribution to reserves to fund 3 year spread of deficit	(108,783)
<b>Contributions from Reserves</b>		
CX-STRATDEV	Invest to Save Reserve – M365 rollout	106,232
DCE-ADCOMS	Tree Risk Reserve – 20/21 works carried out less planned contribution	8,831
DCE-ADCOMS	Commons Parking – 20/21 works carried out	7,441
DCE-ADPLAN	Brownfield Sites Grant – 20/21 funded expenditure	1,425
DCE-ADPLAN	Custom Build Grant – 20/21 funded expenditure	6,000
DCE-ADPLAN	WGC Planning Reserve – 20/21 funded expenditure	20,228
DMD	Strategic Growth Reserve (WGC) – 20/21 Revenue expenditure	14,905

DMD	Strategic Growth Reserve (WGC) – 20/21 Capital expenditure	24,685
<b>TOTAL</b>		<b>(12,147,105)</b>

All of the above proposed transfers to/from reserves are reflected in the provisional outturn position.

### 3.13 Carry Forward Requests

Financial Procedure Rules state that Assistant Directors are able to carry forward any budget provision not utilised during the financial year, subject to their Directorate as a whole not being overspent. As at quarter 3 monitoring there were two carry forward proposals:

Directorate	Reason for Carry Forward	Amount £
CX City Solicitor	Municipal Elections – roll over of budget associated with the election now deferred to 21/22	(49,000)
CORP	New Burdens Grant – carry forward funding to support ongoing administration costs in 21/22	(35,000)
	<b>Total additional reserve contribution required:</b>	<b>(84,000)</b>

3.14 Following confirmation of the final cash limited outturn for each Directorate in 2020/21, a further list of requests (which have been transferred from the surplus to earmarked reserves for drawdown in future years) is shown below totalling £466,869:-

Directorate	Reason for Carry Forward	£	Requested At Q3?
Corporate	Invest to Save - to fund further upfront costs of implementing the TFS Programme and provide resources to support the One Council programme of works	(100,000)	N
Corporate	Corporate Repairs & Maintenance – to provide resources to meet future R&M demand which were delayed/haven't materialised during 20/21	(100,000)	N
CX-CITYSOL	Staff Wellbeing – to provide resources to maintain ongoing support to staff following pandemic	(15,000)	N
CX-CITYSOL	Corporate Training - to provide resources to support ongoing staff training	(15,000)	N
CX-CITYSOL	IER Funding Grant – contribution from 20/21 grant funding to support ongoing resource requirements	(20,000)	N
CX- STRATDEV	Lincoln Lottery – contribution from balance of earmarked lottery income	(69)	N

DCE-ADHENV	Outbreak Prevention Funding – carry forward remainder of grant to support Intervention Team in 21/22	(50,000)	N
DMD	Officer resource to support delivery of key schemes, e.g. Central Market, WGC, Tentercroft Street etc.	(166,800)	N
<b>TOTAL</b>		<b>(466,869)</b>	

- 3.15 All of the above proposed carry forward requests to earmarked reserves are reflected in the provisional outturn.
- 3.16 The remaining underspend of £148,381 will result in a contribution of £434,721 to balances (£286,340 budgeted), with balances as at 31<sup>st</sup> March 2021 of £2,670,599. This is £148,381 more than the £2,522,218 assumed in the MTFS and is slightly above prudent levels, however given the financial risks the Council faces, this is deemed an appropriate level.
- 3.17 The level of each of the current earmarked reserves, as at 31<sup>st</sup> March 2021 is attached at Appendix G. The appendix takes account of the contributions to earmarked reserves and the drawdown of funding to cover expenditure as per budget approvals and the additional transfers set out in para. 3.13 and 3.14 above.
- 3.18 **Towards Financial Sustainability Programme** – The savings target included in the MTFS for 2020/21 was originally £500,000, this was increased by £50,000 as part of the budget measures approved at quarter one. Progress against this target, based on the provisional outturn performance shows that secured savings total £559,070. This results in an over achievement of the increased target in 2019/20 by £9,070. A summary of the specific reviews that have contributed to this target are shown in Appendix M.

#### 4. Housing Revenue Account

- 4.1 For 2020/21 the Council's Housing Revenue Account (HRA) net revenue budget was set at (£75,000), resulting in an estimated level of general balances at the year-end of £1,000,141
- 4.2 The financial performance quarterly monitoring report for the 3<sup>rd</sup> quarter predicted an underspend of £772,391. The provisional outturn for 2020/21 now indicates an underspend of £74,512. This would result in HRA balances at 31 March 2021 of £1,074,653.
- 4.3 Although the forecast position is an underspend there are a number of forecast year-end variations in income and expenditure as a result of Covid-19 along with variances arising from measures taken to address the budget pressures. Full details of the main variances are provided in Appendix D while the table below sets out the key variances:

	<b>Forecast £'000</b>
Increased expenditure arising as a result of Covid-19	487
Reduced repairs and maintenance expenditure	(1,385)

Budget Review Savings	(257)
Coronavirus Job Retention Scheme (Furlough)	(191)
Increased rental income arising from Buy-Backs	(235)
HRS Repatriation	458
Reduction in borrowing costs	(104)
Contributions to Reserves	1,143
Gain on sale of assets	(172)
Net other variances	182
<b>Overall forecast budget surplus</b>	<b>(75)</b>

The significant movement from Q3 to provisional outturn position includes:

- the final outturn position in the HRS, which was previously forecasted to be an underspend – movement £526,758,
- interlinked to this is a reduction in the cost of repairs and maintenance following completion of billing process for HRS – movement £779,492,
- the outturn position on rent arrears was improved resulting in a lower contribution being required to the bad debt position – movement £374,460,
- Contribution to the Repairs Reserve (£750k) and the Strategic Priorities Reserve (£550k), as due to Covid-19 there were delays in the delivery of schemes in both of these areas, which will be delivered in future years – movement £1,300,000.

4.4 In line with the General Fund the HRA has also borne the financial impacts of Covid-19 resulting in exceptional costs in responding to the pandemic and pressure on income streams. These have included:

**Exceptional Expenditure:**

- Establishment of Housing Rent Hardship Fund
- Provision of PPE and Covid-19 secure status for HRA services and buildings

**Income Pressures:**

- Housing Rent Arrears
- Housing Voids
- Investment Income
- Court Cost Income

The impacts on the HRA have not however been on the same scale as the General Fund and despite initial early forecasts the overall impact of Covid-19 has resulted in a significant underspend primarily due to delays in repairs and maintenance expenditure being incurred and rent arrears performance being in excess of that anticipated.

4.5 As per the General Fund, early action was taken to mitigate the impact of Covid-19 on the HRA. The measures taken were similar to those in the General Fund and are summarised as follows:

- **Budget Review** – A review of all of the Council's revenue budgets undertaken to identify one off budget reductions.
- **Coronavirus Job Retention Scheme** – a range of staff from primarily income generating areas were placed on furlough.
- **Savings through Repairs and Maintenance** – further savings in addition to the budget review.
- **Earmarked Reserves** – When announcing the Rent Hardship Fund, as set out above, funding for the initiative was agreed from a specific earmarked reserve.

4.6 The total of these measures along with other income and expenditure variances in year have resulted in a significant underspend for the HRA. In light of this it is therefore proposed that the following contributions are made to earmarked reserves:

- Repairs Reserve - £750,000, to provide resources to meet future repairs and maintenance demand which have been delayed/haven't materialised during 2020/21.
- Strategic Priorities Reserve - £550,000, to enable major improvement works linked to IT and One Council, along with project and other associated costs.

These proposed transfers to/from reserves are reflected in the provisional outturn position.

4.7 Subject to approval of the proposed transfers to earmarked reserves the underspend of £74,512 would result in HRA general balance of £1,074,653 as at 31st March 2021, although higher than assumed in the MTFS, these still remain within prudent levels.

4.8 The level of each of the current earmarked reserves, as at 31<sup>st</sup> March 2021 is attached at Appendix G. The appendix takes account of the contributions to earmarked reserves agreed as part of the revised budget and the drawdown of funding to cover expenditure and the additional transfers set out in para. 4.6 above.

## 5. Housing Repairs Service

5.1 For 2020/21 the Council's Housing Repairs Service (HRS) net revenue budget was set at zero, reflecting its full cost recovery nature.

5.2 The financial performance quarterly monitoring report for the 3<sup>rd</sup> quarter predicted a £204,670 surplus outturn for 2020/21. The provisional outturn for 2020/21 shows a trading deficit of £322,088, a movement of £526,758. The movement is as a result of the delay in billing as highlighted at Quarter 3 which made forecasting the outturn position difficult. Now that billing is up to date the full financial impacts of Covid-19 have resulted in a loss to HRS.

5.3 The net trading deficit of £322,088 is the result of several year-end variations in income and expenditure against the approved budget. The main over and underspends included within the provisional outturn are detailed in Appendix F, while the key variances are summarised below:

- Reduction of jobs within the year due to Covid-19 – reduced income £565,511
- Reduction in material costs due to less jobs being carried out – reduced expenditure (£694,653)
- Staff vacancies not recruited for within the year – reduced expenditure (£217,770)
- Sub-contractor costs have increased due to CoL staff shielding during pandemic – additional expenditure £385,916
- Fleet leasing contract saving – reduced expenditure (£61,819)
- Reduction in labour hours charged out – reduced income £100,340
- Increased hire of equipment costs – additional expenditure £110,083

5.4 The deficit of £322,088 has been recharged to the HRA, which is the major service user. This is reflected in the HRA outturn within this report.

## 6. Earmarked Reserves

6.1 The details of all the earmarked reserves and their balance as at 31st March 2021 are attached in Appendix G. In summary:

	Opening Balance	Increase	Decrease	Closing Balance
	01/04/20			31/03/21
	£'000	£'000	£'000	£'000
General Fund	6,513	14,471	(1,828)	19,156
HRA	1,403	1,375	(183)	2,595
Capital Resources	19,538	13,949	(10,961)	22,526

## 7. Capital Programme

### 7.1 General Investment Programme

7.2 The last quarterly report approved a General Fund Investment Programme for 2020/21 of £5,117,557. Movements in the programme since revised budget approval decreased actual capital expenditure in 2020/21 to £3,212,056. A summary of the changes is shown below:

	2020/21	2021/22	2022/23	2023/24	2024/25
	£'000	£'000	£'000	£'000	£'000
Budget Q3	5,118	14,393	1,160	948	500
Budget changes approved under CFO delegated authority	(1,976)	1,866	0	0	183



Budget changes in Qtr to be approved by Executive	0	552	0	0	0
Budget changes in Qtr approved by Executive	70	130	0	22	0
<b>Revised Budget</b>	<b>3,212</b>	<b>16,941</b>	<b>1,160</b>	<b>970</b>	<b>683</b>

7.3 New projects/changes requiring the approval of the Executive approval are

- **Disabled Facilities Grant** – 2021/22 budget increased by £551,990 to match the grant funding allocation.

The changes that have been approved by either portfolio holders or Executive and included within the final quarter (further details in Appendix I) are:

- **Electric Vehicle Charging points** – Approved in December 2020 under portfolio holder delegation, a grant funded scheme for £70k to support the installation of Electric Vehicle charging points within the council's portfolio of car parks.
- **Whittons Park** – Approved by Executive on 22 February 2021 a £152k scheme to improve a play area funded by S106 contributions.

7.4 Changes in the final quarter approved by the CFO under delegated authority are detailed in Appendix I.

7.5 The table below provides a summary of the provisional outturn position for the General Investment Programme:

	20/21 Budget at Q3	Q4 Change	Revised budget	Outturn	Variance	Re-profiles (to)/from 2021/22	Released to available resources
Active Programme	£'000	£'000	£'000	£'000	£'000	£'000	£'000
DCE - Communities & Environment	1909	0	1,909	834	(1,075)	(1,075)	0
DCE - Community Services	839	70	909	672	(237)	(235)	0
DCE - Planning Services	260	0	260	142	(118)	(118)	0
General Fund Housing	50	0	50	10	(40)	(40)	0
Major Developments	1,400	76	1,476	1220	(256)	(256)	0
Chief Executives - Corporate Policy	22	0	22	0	(22)	(20)	(2)

Chief Executives - Chief Finance Officer	566	0	566	332	(234)	(234)	0
<b>Total Active schemes</b>	<b>5,047</b>	<b>146</b>	<b>5,193</b>	<b>3,211</b>	<b>(1,982)</b>	<b>(1,978)</b>	<b>(2)</b>
Schemes Currently Under Review	71	0	71	1	(69)	(72)	0
<b>Total Capital Programme</b>	<b>5,118</b>	<b>146</b>	<b>5,263</b>	<b>3,212</b>	<b>(2,051)</b>	<b>(2,049)</b>	<b>(2)</b>

7.6 The overall spending on the General Investment Programme for 2020/21 was £3,212,056, which is 62% of the revised 2020/21 programme as per the MTFS 2021-26.

Although this would appear to be low, the following points should be taken into consideration: -

- Disabled Facilities Grants of £1m have been reprofiled into 2021/22 this has been due to a reduction in works being undertaken during the pandemic as a result of households not wanting tradesman to attend as well as issues with construction supply chain. Although work has been re-profiled into 2021/22 the issues in the supply chain with materials and labour availability may cause further delays in the delivery of the programme.
- Covid-19 has also delayed other capital work programmes, with slippage moved into the next financial year.
- The issues in the construction supply chain have also delayed a number of other smaller schemes, with slippage moved into the next financial year.

## 7.7 Housing Investment Programme

7.8 The last quarterly report approved a Housing Investment Programme for 2020/21 of £19,960,118. Movements in the programme since approval of the revised budget decreased actual capital expenditure to £16,376,767 in 2020/21.

	2020/21	2021/22	2022/23	2023/24	2024/25
	£'000	£'000	£'000	£'000	£'000
Budget Q3	19,960	22,491	14,959	11,504	10,802
Budget changes approved under CFO delegated authority	(3,313)	3,348	0	0	0
Budget changes for Executive approval at Outturn	0	0	0	1,414	0
<b>Revised Budget</b>	<b>16,377</b>	<b>25,839</b>	<b>14,959</b>	<b>12,918</b>	<b>10,802</b>

7.9 There is one change to be approved by the executive at Q4 – the increase in budget in 2023/24 reflects the levels of 141 receipts during the 20/21 year and associated borrowing to fund expenditure on new social housing.

Changes in the final quarter approved by the CFO under delegated authority are detailed in Appendix K.

7.10 The table below provides a summary of the final outturn position:

	2020/21 Budget	Outturn	Variance	Re-profiles (to)/from 2021/22
	£'000	£'000	£'000	£'000
Decent Homes/ Lincoln Standard	4,406	3,474	(932)	(932)
Health and Safety	314	179	(135)	(135)
New Build Programme	14,310	12,382	(1,928)	(2,012)
Land Acquisition Fund	0	0	0	0
Other Schemes	370	322	(48)	(48)
IT/Infrastructure Schemes	290	20	(270)	(270)
Contingency	0	0	0	66
<b>Total Capital Programme</b>	<b>19,690</b>	<b>16,377</b>	<b>3,313</b>	<b>(3,349)</b>

7.11 The overall spending on the Housing Investment Programme for 2020/21 was £16,376,767 which is 83.17% of the revised 2020/21 programme as per MTFS 2020-25.

The following points should be taken into consideration: -

- Due to Covid-19 various scheduled work programmes have slipped or been delayed into 2020/21, with the 2020/21 budget impact still being assessed and will be reflected within 2021/22 reports.
- The budgets for DeWint Court have been reprofiled into 21/22 in line with expected expenditure outflows.

### 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 2020/21 in order that we can continue to deliver services in support of Vision 2025.

### 9. Resource Implications

9.1 The financial implications are contained throughout the report.

Under the Local Government Act 2003 the Chief Finance Officer (S151 Officer) is required to give Council an opinion on the robustness of the budget estimates and the adequacy of reserves.

General Balances, on both the General Fund and HRA, are the only resource not earmarked 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 provisional outturn the level of balances as at 31<sup>st</sup> March 2021 will be maintained within these ranges with the General Fund level slightly in excess of this.

Although the primary focus of this report has been to set out the financial challenges that the Council has faced in the current financial year and the measures actioned to mitigate the budget shortfalls, this does not mean that the financial issues for the Council are resolved, it simply means that the in-year budget challenges have been addressed. Beyond 2020/21 the Council is set to face ongoing reductions in resources and increased service costs from the legacy of impacts of Covid-19. This will require ongoing reductions in the net cost base in order to live within a significantly reduced resources envelope. The Council's MTFS 2021-2026, approved by Full Council in March 2021 sets out the detail of the financial challenge 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

## 10. Risk Implications

- 10.1 As set out in the report a range of measures were actioned during 2020/21 in order to maintain a balanced budget position, these were primarily one-off opportunities and not ongoing reductions in services. However, they have still, in some circumstances limited service standards and performance during 2020/21 as recruitment was initially restricted, expenditure budgets were reduced and staff were furloughed. These interventions were not all 'easy wins' and will have had implications for the Council both now and in future years.

## 11. Recommendations

The Executive are recommended to:

- 11.1 Note the provisional 2020/21 financial outturn for the General Fund, Housing Revenue Account, Housing Repairs Service and Capital Programmes as set out in sections 3 – 7, and in particular the reasons for any variances;
- 11.2 Approve the proposed transfer to General Fund and HRA earmarked reserves detailed in paragraphs 3.12 and 4.6;
- 11.3 Approve the new General Fund carry forward requests, not requested at Q3, as detailed in paragraph 3.14;
- 11.4 Approve the financial changes to both the General Investment Programme and the Housing Investment Programme (paragraphs 7.3 and 7.9) that are above the 10% budget variance limit delegated to the Chief Finance Officer.

<b>Key Decision</b>	No
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<b>Key Decision Reference No.</b>	N/A
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<b>Do the Exempt Information Categories Apply</b>	No
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<b>Call in and Urgency:</b> Is the decision one to which Rule 15 of the Scrutiny Procedure Rules apply?	No
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<b>Does the report contain Appendices?</b>	Yes
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<b>List of Background Papers:</b>	Medium Term Financial Strategy 2020-2025
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<b>Lead Officer:</b>	Colleen Warren, Financial Services Manager Telephone 01522 873361.
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**GENERAL FUND SUMMARY – OUTTURN 2020/21**

	Ref	Revised Budget £'000	Outturn £'000	Variance £'000
Strategic Development	A	1,949	2,022	73
Chief Finance Officer (S.151)	B	(1,234)	(1,441)	(207)
Major Developments	C	218	218	0
City Solicitor	D	1,314	1,274	(40)
Housing	E	201	202	1
Communities and Street Scene	F	1,694	837	(857)
Health & Environmental Services	G	1,464	1,490	26
Planning	H	865	932	67
		<b>6,470</b>	<b>5,534</b>	<b>(936)</b>
Corporate Expenditure	I	1,415	1,548	133
<b>TOTAL SERVICE EXPENDITURE</b>		<b>7,885</b>	<b>7,082</b>	<b>(803)</b>
Capital Accounting Adjustment	J	3,054	6,374	3,320
Specific Grants	K	(1,393)	(2,668)	(1,275)
Contingencies	L	1,416	0	(1,416)
Savings Targets	M	9	0	(9)
Earmarked Reserves	N	12,643	12,643	0
Insurance Reserve	O	45	76	31
<b>TOTAL EXPENDITURE</b>		<b>23,659</b>	<b>23,506</b>	<b>(153)</b>
<b>CONTRIBUTION TO BALANCES</b>		<b>286</b>	<b>434</b>	<b>148</b>
<b>NET REQUIREMENT</b>		<b>23,945</b>	<b>23,941</b>	<b>(5)</b>
Retained Business Rates Income	P	(18,389)	(18,574)	(185)
Tariff	Q	13,094	13,094	0
Section 31 Grant	R	(12,543)	(12,657)	(114)
Levy	S	1,140	1,444	304
Revenue Support Grant	T	(23)	(23)	0
Council Tax	U	(6,915)	(6,973)	(58)
Council Tax Section 31 Grant		(109)	(109)	0
Council Tax Surplus	V	(58)	0	58
NNDR Deficit	W	(144)	(144)	0
<b>TOTAL RESOURCES</b>		<b>(23,947)</b>	<b>(23,942)</b>	<b>5</b>
<b>BALANCES B/F 1ST APRIL</b>		<b>(2,236)</b>	<b>(2,236)</b>	<b>0</b>
(USE OF)/CONTRIBUTION TO BALANCES		(286)	(434)	(148)
<b>BALANCES C/F 31ST MARCH 2021</b>		<b>(2,522)</b>	<b>(2,670)</b>	<b>(148)</b>

### **General Fund Forecast Variances - Outturn 2020/21**

The variances analysed in the table below exclude any technical adjustments and only cover the true under or over spends. Figures in brackets indicate an under spend of expenditure or additional income.

Ref		£	Reason for variance
	<b><u>Additional Expenditure</u></b>		
A	Call Monitoring	37,064	Increased costs due to call diversions as a result of remote working.
A	Customer Services	60,063	Cost pressure due to shortfall on planned TFS savings as a result of reduced attrition during lockdown combined with addition cost of MARS scheme.
A	CX Corporate Policy	38,515	Increased staffing costs as a result of MARS scheme.
B	Buildings Cleaning/City Hall	49,279	Additional costs of enhanced cleaning regimes and other Covid-19 secure buildings measures (offset by reduced expenditure below).
B	Property Management	92,094	Agency costs incurred to cover vacant post and consultancy fees for asset appraisals/schemes.
B	Financial Services	34,032	Agency costs incurred covering vacant posts.
C	Representation of People Act	30,361	Increased postage/printing costs as a result of Covid-19 restrictions.
D	Rough Sleeping	108,962	Costs incurred in ensuring all rough sleepers are provided accommodation as part of Covid-19 measures (net cost after offset of housing benefit).
D	Control Centre	92,859	Increased expenditure due to MARS payments, additional overtime and increased telephone costs as a result of Covid-19.
G	Active Nation	343,101	Active Nation Covid-19 related claims for the lockdown periods.
G	Crematorium	54,825	Additional live streaming costs and staffing costs due to Covid-19.
G	Health & Safety	98,586	Additional staffing requirements to support testing, tracing, outbreak planning and support to businesses (offset by funding from LCC).

<b>Ref</b>		<b>£</b>	<b>Reason for variance</b>
G	Health & Safety	58,657	Additional costs incurred relation to compliance and enforcement (Covid-19 Marshalls) (offset by Government grant).
M	Annual Vacancy Savings Target	72,680	Vacancy savings target offset by vacancies within service areas.
N	Earmarked Reserves	466,869	Proposed carry forwards to Earmarked Reserves as detailed in paragraph 3.14 above.
<b><u>Reduced Income</u></b>			
A	Land Charges	25,399	Shortfall in income due reduced demand during lockdown (offset by £6,878 SFC Income Compensation below).
B	The Terrace	56,030	Reduction in Rental and Fees & Charges income as a result of Covid-19 and lower occupancy levels (offset by reduced expenditure below).
B	Lincoln Properties	527,723	Reduction in rental income as a result of Covid19, including impact of CVA for Travelodge.
B	Council Tax	235,644	Reduction in court cost income due to closure of courts as a result of Covid-19.
B	Housing Benefits	266,286	Under-recovery of overpayments offset by reduction Bad Debt provision.
B	Treasury Investment Income	38,084	Reduction in interest received due to lower base rate.
C	CX Workbased Learning	39,341	Reduced income as a result of year on year drop in apprenticeship courses (offset by reduced expenditure on CoLC Apprentices below).
F	Car Parks	4,066,494	Reduced income following Covid-19 lockdowns and the ongoing impact of local economic recovery (offset by expenditure savings and SFC Income Compensation detailed below).
F	Hartsholme Country Park	58,185	Reduction in departure fees due to reduction in the service levels during Covid-19 and recovery period (offset by reduced expenditure below).



<b>Ref</b>		<b>£</b>	<b>Reason for variance</b>
F	Bus Station	21,220	Reduction in departure fees due to reduction in the service levels during Covid-19 and recovery period (offset by reduced expenditure below).
F	Bus Station	29,580	Reduction in Rental income as a result of unoccupied office space (offset by reduced expenditure and SFC Income Compensation detailed below).
G	Enforcement Officer	23,115	Shortfall of income following Covid-19 disruption.
G	Yarborough/Birchwood Leisure Centres	85,030	Loss of swimming and pitch income due to closure of centres during lockdown and ongoing impact of social distancing (offset by £60,584 SFC Income Compensation detailed below).
G	Christmas Market	653,000	Loss of income from cancellation of 2020 Xmas Market (offset by reduced expenditure and SFC Income Compensation detailed below).
G	Community Centres & Rec Grounds	81,025	Loss of income due to ongoing closure of centres and reduction in demand at recreational grounds (offset by expenditures savings and SFC Income Compensation detailed below).
G	Visitor Information Centre	107,921	Loss of income at VIC due to Covid-19 closure and impact on footfall and tourism during recovery (offset by reduced expenditure and SFC Income compensation detailed below).
G	Markets	56,744	Reduction in stall licence fee income as a result of Covid-19 and lower occupancy levels (offset by £18,145 SFC Income Compensation detailed below).
H	Development Control	93,803	Fees and charges losses anticipated following Covid-19 and subsequent impact on local economy and market conditions.
H	Building Control	74,332	Fees and charges losses anticipated following Covid-19 and subsequent impact on local economy and market conditions.
<b><u>Reduced Expenditure</u></b>			
A	External Grants	(44,145)	Savings due to reduction in grants paid as a result of closures during Covid-19 restrictions.

<b>Ref</b>		<b>£</b>	<b>Reason for variance</b>
B	City Hall	(37,014)	Reduced premises running costs as a result of lower occupancy during Covid-19 restrictions.
B	The Terrace	(51,504)	Underspend on Direct Business Rates and Running costs as a result of lower occupancy levels due to the ongoing impact of Covid-19 restrictions.
C	Civic	(32,822)	Underspend due to a reduction in civic activities as a result of ongoing Covid-19 restrictions.
C	Human Resources & Payroll	(30,295)	Underspend on Corporate & departmental Training Courses as a result of ongoing Covid-19 restrictions.
C	CoLC Apprentices	(69,140)	Underspend due to a reduced number of Apprentices this year, average 11 out of 20 budgeted FTE.
D	Rough Sleepers	(55,422)	Salary savings due to vacant posts.
E	Homeless Bed & Breakfast	(68,973)	Reduction in the usage of Bed & Breakfast due to alternative accommodation being used, partly offset by a reduction in HB claims.
F	Car Parks	(97,507)	Underspend on repairs and maintenance and cleaning requirements due to reduced car park usage (offsets income losses above).
F	Bus Station	(52,990)	Underspend on repairs and maintenance requirements, potential to contribute to Bus Station Sinking Fund subject to year-end outturn.
F	Public Conveniences	(37,940)	Underspend due to vacant post and reduced overtime due to closure of toilets and reduced usage during Covid-19 restrictions.
G	Christmas Market	(602,806)	Savings arising from non-delivery of 2020 Christmas Market (offsets income losses above, net effect £50,194).
G	Community Centres & Rec Grounds	(32,446)	Underspend on utilities & cleaning costs due to ongoing closure of centres and reduction in demand at recreational grounds (offsets income losses above).
G	Visitor Information Centre	(26,680)	Reduced costs at VIC due to Covid-19 closures and impact on footfall and tourism during recovery (offsets income losses above).

<b>Ref</b>		<b>£</b>	<b>Reason for variance</b>
G	Markets	(34,448)	Vacancy savings and reduced running costs (offsets income losses above).
I	Bad Debt Provision - Housing Benefits	(139,518)	Reduction in the required contribution to the bad debt provision for housing benefits.
I	Bad Debt Provision - General Fund	(43,309)	Reduction in the required contribution to the bad debt provision for general fund debtor balances.
I	Corporate Repairs & Maintenance	(136,972)	Underspend on Corporate R&M expenditure as a result of Covid-19 pandemic restrictions.
L	Contingencies – Budget measures taken at Q1	(1,168,170)	A combination of all the budgets measures approved at Q1 to offset the income and expenditure pressures as a result of the national lockdown and subsequent recovery period.
<b><u>Additional Income</u></b>			
B	City Hall	(102,789)	Increased rental and service charge income from existing tenants requirements for out of hours working.
B	Test & Trace Support	(72,029)	New Burdens funding to compensate for work associated with administering the Test & Trace Support Payment grants.
B	Managed Workspace – CoLC Profit Share	(25,668)	CoLC profit share as a result of cost savings at Greetwell, Managed Workspace.
B	Industrial Estates	(50,522)	Increased rental income following in year rent reviews.
C	Representation of People Act	(51,435)	IER Funding awarded in Q4.
D	Rough Sleepers	(62,026)	Grant received in respect of increased rough sleeping costs as a result of Covid-19 measures (additional expenditure set out above).
D	Rough Sleepers	(55,028)	Housing Benefit contribution towards Rough Sleeper bed & breakfast costs.
G	Health & Safety	(189,470)	Additional funding to resource staffing requirements to support testing, tracing, outbreak planning and support to businesses.
G	Health & Safety	(58,020)	Ring fenced Government grant for Local Authority Compliance and Enforcement.

<b>Ref</b>		<b>£</b>	<b>Reason for variance</b>
G	Crematorium	(66,319)	Additional income from cremations, partly offset by additional staffing costs (see above).
G	Cemeteries	(31,454)	Additional income from burials
I	Corporates Services	(320,300)	New Burdens funding to compensate for work associated with administering the business support grants (total grant £355.3k less agreed £35k carry forward to 2021/22).
L	Contingencies – Income	(38,630)	No asset sales anticipated in year with income losses.
L	Contingencies – Job Retention Scheme	(102,340)	Funding through access to Job Retention Scheme, income relates to August to March claims (previous months included in Q1 measures).
L	Contingencies - SFC Income Compensation Scheme	(2,989,360)	Income losses arising as result of Covid-19 to be compensated for through government scheme. Net income losses, after a 5% deductible and offset for savings arising during period, are compensated for a 75p for each £1 loss (offsets income losses detailed above). See 3.7 for further detail.
L	Government Grant	(1,254,690)	Government funding to offset local authority expenditure pressures arising due to Covid-19 (total grant £1.877m less agreed £622.1k carry forward to 2021/22).

**HOUSING REVENUE ACCOUNT FUND SUMMARY – OUTTURN 2020/21**

<b>HRA PROVISIONAL OUTTURN - 2020/21</b>				
		<b>Revised Budget £'000</b>	<b>Outturn £'000</b>	<b>Variance £'000</b>
Gross Rental Income	A	(28,666)	(28,761)	(95)
Charges for Services & Facilities	B	(306)	(294)	11
Contribs towards Expenditure	C	(50)	(21)	29
Repairs & Maintenance	D	8,959	7,575	(1,385)
Supervision & Management:	E	6,828	7,315	487
Rents, Rates and Other Premises	G	95	127	32
Increase in Bad Debt Provisions	H	297	279	(18)
Insurance Claims Contingency	I	106	2	(104)
Contingencies	J	516	0	(516)
Depreciation	K	6,637	6,700	62
Impairments	L	0	0	0
Debt Management Expenses	M	12	5	(7)
HRS Trading Deficit/(Surplus)	N	(136)	322	458
<b>Net Cost of Service</b>	<b>O</b>	<b>(5,707)</b>	<b>(6,752)</b>	<b>(1,044)</b>
Loan Charges Interest	P	2,530	2,427	(104)
Investment/Mortgage Interest	Q	(43)	(23)	20
<b>Net Operating Inc/Exp</b>	<b>R</b>	<b>(3,219)</b>	<b>(4,348)</b>	<b>(1,129)</b>
Capital Accounting Adjustments	S	0	0	0
Major Repairs Reserve Adjustment	T	3,184	2,940	(244)
Transfers to/from reserves	U	111	1,330	1,219
<b>(Surplus)/Deficit in Year</b>		<b>75</b>	<b>(79)</b>	<b>(154)</b>
Pension Reserve	W	0	0	0
<b>Balances b/f @ 1st April</b>	<b>X</b>	<b>(1,075)</b>	<b>(996)</b>	<b>79</b>
(Increase)/Decrease in Balances	Y	75	(79)	(154)
<b>Balances c/f @ 31st March</b>	<b>Z</b>	<b>(1,000)</b>	<b>(1,075)</b>	<b>(75)</b>

### **Housing Revenue Account Variances - Outturn 2020/21**

The variances analysed in the table below exclude any technical adjustments and only cover the true under or over spends. Figures in brackets indicate an under spend of expenditure or additional income.

Ref		£	Reason for variance
<b><u>Increased Expenditure</u></b>			
N	HRS Trading Deficit -Repatriation	458,237	HRS deficit repatriated to the HRA (see HRS for detail).
A	Discretionary Housing Payments	70,421	Discretionary housing rent hardship payments as a result of Covid-19.
A	Supervision & Management	486,613	Increased expenditure largely as a result of void works orders, agency staff payments, disrepair claims and both Pain & Gain share (£46.7k) and redundancy costs for TUPE staff (£82k) on Kiers contract.
U	Transfers to/from Reserves	1,191,860	Contributions to the Repairs Reserve (£750k) and the Strategic Priorities Reserve (£550k), as due to Covid-19 there were delays in the delivery of schemes in both of these areas, which will be delivered in future years, partly offset by reduced drawdown from reserves not required.
<b><u>Increased Income</u></b>			
A	Rental Income	(234,462)	Dwelling social & affordable rent higher than budget due to additional properties coming online from NSAP & Purchase and Repair properties.
<b><u>Reduced Expenditure</u></b>			
D	Repairs & Maintenance	(1,384,865)	Variance due to Covid-19 delaying repairs, with savings incurred during lockdown and recovery period. Majority of underspend on Painting programme within External Decorations.
J	Contingencies	(44,050)	Savings attributable to the HRA and HRS arising from savings reviews undertaken in the General Fund as part of the TFS programme.

## Appendix D

J	Contingencies	(257,320)	Budget Review savings as a result of Covid-19.
J	Contingencies	(190,940)	Additional funding from the Government for Furloughed staff.
P	Loan Charges Interest	(103,937)	Reduction in borrowing costs due to a change in financing.
	<b><u>Reduced Income</u></b>		
A	Dwelling Rents	65,335	Increase in void numbers during lockdown and increased length of time voids being relet due to social distancing requirements resulting in lost rental income.
C	Reduced Income	49,188	Reduction in Court Cost income due to Covid-19.

**HOUSING REPAIRS SERVICE SUMMARY - OUTTURN 2020/21**

	<b>Revised Budget £'000</b>	<b>Outturn £'000</b>	<b>Variance £'000</b>
Employees	3,223	3,005	(218)
Premises	44	45	1
Transport	367	323	(44)
Materials	1,415	721	(694)
Sub-Contractors	1,916	2,302	386
Supplies & Services	214	352	138
Central Support Costs	336	522	186
Capital Charges	0	2	2
<b>Total Expenditure</b>	<b>7,515</b>	<b>7,271</b>	<b>(244)</b>
Income	(7,514)	(6,948)	566
<b>(Surplus)/Deficit</b>	<b>0</b>	<b>322</b>	<b>322</b>



**Housing Repairs Service Variances - Outturn 2020/21**

The table below provides a summary of the provisional outturn position.

	£	Reason for Variance
<b><u>Reduced Income</u></b>		
Income - Other	565,511	Reduced Income due to fewer jobs being carried out within the year as a result of Covid-19.
HRS Administration	185,627	Reduction in income due to reduced labour hours charged as a result of Covid-19.
<b><u>Reduced Expenditure</u></b>		
Transport	(61,819)	Saving on leasing contract due to a 10% reduction on contract price for extending the contract for 1 year.
Materials	(694,653)	Reduced material costs due to fewer jobs being carried out, as a result of Covid-19.
Employees	(217,770)	Due to vacancies within the red book staff, following delays in recruitment due to Covid-19.
<b><u>Increased Expenditure</u></b>		
Supplies & Services	113,694	Increase in equipment hire costs due to a change in policy to hire equipment as opposed to purchasing.
Sub-Contractors	385,916	Increased use of sub-contractors whilst Council officers were required to shield during pandemic.

**EARMARKED RESERVES – OUTTURN 2020/21**

<b><u>General Fund</u></b>	<b>Revised Opening Budget £000's</b>	<b>Budgeted Contribution £000's</b>	<b>In Year Movements £000's</b>	<b>Closing Balance £000's</b>
Grants & Contributions (see tab for detail)	987	(140)	538	1,385
Carry Forwards (see tab for detail)	81	0	401	482
Active Nation Bond	0	0	180	180
AGP Sinking Fund	0	0	2	2
Air Quality Initiatives	5	6	0	11
Asset Improvement	(0)	0	0	(0)
Backdated rent review	0	0	0	0
Birchwood Leisure Centre	26	0	20	46
Boston Audit Contract	0	0	0	0
Business Rates Volatility	1,959	27	10,983	12,969
Christmas Decorations	14	0	0	14
City Hall Sinking Fund	60	0	0	60
Commons Parking	27	0	(7)	20
Corporate Training	45	0	15	60
Council Tax Hardship Fund	0	0	531	531
Covid-19 Recovery	425	0	622	1,047
Covid-19 Response	354	0	0	354
Crem Income	0	0	0	0
DRF Unused	199	(167)	309	341
Electric Van replacement	15	4	0	19
Funding for Strategic Priorities	721	(276)	(272)	174
Income Volatility Reserve	0	0	0	0
Invest to Save (GF)	336	7	110	453
IT Reserve	94	29	0	124
Lincoln Lottery	9	0	0	9
Mayoral car	27	0	0	27
Mercury Abatement	371	(54)	0	317
MSCP & Bus Station Midlife Refurb - Sinking Fund	60	0	0	60
Organisational Development	0	0	0	0
Private Sector Stock Condition Survey	15	12	0	27
Property Searches	0	0	0	0
Revenues & Benefits shared service	25	0	(25)	0
Section 106 interest	32	0	0	32
Strategic Growth Reserve	57	0	(40)	17
Strategic Projects - revenue costs	131	(120)	(9)	2
Tank Memorial	10	0	0	10
Tree Risk Assessment	106	20	(29)	97
Vision 2025	220	191	(206)	204
WGC Planning	100	0	(20)	80

## Appendix G

Yarborough Leisure Centre	0	0	0	0
<b>Total General Fund Reserves</b>	<b>6,513</b>	<b>(460)</b>	<b>13,103</b>	<b>19,156</b>

<b><u>HRA</u></b>	<b>Revised Opening Budget £000's</b>	<b>Budgeted Contribution £000's</b>	<b>In Year Movements £000's</b>	<b>Closing Balance £000's</b>
Capital Fees Equalisation Reserve	140	(30)	0	110
De Wint Court Reserve	73	0	0	73
Housing Business Plan Reserve (NEW)	0	77	0	77
Housing Repairs Service	126	0	0	126
HRA DRF	0	0	0	0
HRA Repairs Account	579	(79)	750	1,250
HRA Strategic Priority Reserve	176	75	550	801
HRA Survey Works	54	(54)	0	0
Invest to Save (HRA)	133	0	0	133
Stock Retention Strategy	22	(22)	0	0
Strategic Growth Reserve	101	0	(75)	26
<b>Total HRA Reserves</b>	<b>1,403</b>	<b>(34)</b>	<b>1,225</b>	<b>2,595</b>

<b>Total Earmarked Reserves</b>	<b>7,916</b>	<b>(493)</b>	<b>14,329</b>	<b>21,752</b>
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**CAPITAL RESOURCES – OUTTURN 2020/21**

	<b>Opening Balance 01/04/2020 £'000</b>	<b>Contributions £'000</b>	<b>Used in Financing/ Adjustments £'000</b>	<b>Forecast Balance 31/03/2021 £'000</b>
Capital Grants/Contributions	1,298	2,895	(2,452)	1,741
Capital Receipts	802	100	(279)	623
Capital Receipts (HRA)	4,345	1,047	(1,504)	3,888
Capital Grants/Contributions HRA	3,926	310	(2,101)	2,135
Major Repairs Reserve	5,109	6,698	(4,044)	7,763
DRF	4,058	3,184	(581)	6,661
<b>Total Capital Resources</b>	<b>19,538</b>	<b>14,234</b>	<b>(10,961)</b>	<b>22,811</b>

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

	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
2020/21 MTFS Budget as at Q3	5,117,557	14,393,118	1,160,126	948,033	500,000
Budget for approval	3,212,056	16,941,404	1,160,126	970,446	683,021
<b>Total changes for Q4</b>	<b>(1,905,501)</b>	<b>2,548,286</b>	<b>0</b>	<b>22,413</b>	<b>183,021</b>

<b>Approved by Chief Finance Officer</b>					
Disabled Facilities Grant	(997,095)	997,095	0	0	0
AGPs	(88,307)	88,307	0	0	0
New Software- Crematorium	(2,250)	2,250	0	0	0
Crematorium refurbishment	12,450	(12,450)	0	0	0
Boultham Park Masterplan	(49,700)	49,700	0	0	0
Boultham Park Lake Restoration	(135,105)	135,105	0	0	0
Car Park Improvements- Ticket Machines	(2,424)	0	0	0	0
Car Park Improvements- CCTV in MSCPs	(6,142)	6,142	0	0	0
Electric Vehicle Charging Points	(43,982)	43,982	0	0	0
Heritage Action Zone	(118,038)	118,038	0	0	0
Housing Renewal Area Unallocated	(40,015)	40,015	0	0	0
Western Growth Corridor	(86,908)	86,908	0	0	0
Town's Fund	(169,010)	169,010	0	0	0
New Telephony System	(16,066)	16,066	0	0	0
New Website	(2,240)	0	0	0	0
Infrastructure Upgrade	(3,772)	3,772	0	0	0
Compulsory Purchase Orders	1,473	(1,473)	0	0	0
IT Reserve	(70,562)	70,562	0	0	0
Planned Capitalised Works	(71,919)	73,944	0	0	0

Guildhall	(609)	609	0	0	0
Play Area Surfacing Works	(11,639)	11,639	0	0	0
Long Leys Road Drainage	(10,438)	10,438	0	0	0
Lucy Tower Lifts	(2,025)	0	0	0	0
YLC Diving Boards	(39,825)	39,825	0	0	0
40 Michaelgate Structural works	(2,283)	2,283	0	0	0
Brayford Viewing Platform	(8,246)	8,246	0	0	0
Greyfriars	(42,679)	42,679	0	0	0
Monks Abbey Bowls Pavilions Externals	(9,061)	9,061	0	0	0
Guildhall Walkway/ Access Improvements.	(11,219)	11,219	0	0	0
Grandstand Terracing Improvements	(12,837)	12,837	0	0	0
West Common External Rendering Improvements	(4,980)	4,980	0	0	0
City Hall Lightning Protection	(6,104)	6,104	0	0	0
Skate Park	0	(183,021)	0	0	183,021
Capital Contingencies	0	2,424	0	0	0
Western Growth Corridor	75,685	0	0	0	0
Available Resources	0	0	0	0	0
<b>To be approved by Executive</b>					
Disabled Facilities Grant	0	551,990	0	0	0
Available Resources	0	0	0	0	0
<b>Approved by Executive</b>					
Electric Vehicle Charging points	70,371	0	0	0	0
Whittons Park	0	130,000	0	22,413	0
<b>Total changes in Quarter 4</b>	<b>(1,905,501)</b>	<b>2,548,286</b>	<b>0</b>	<b>22,413</b>	<b>183,021</b>

	2020/21	2021/22	2022/23	2023/24	2024/25
	£'000	£'000	£'000	£'000	£'000
<b>2020/21 MTFS Budget as at Q3</b>	<b>5,118</b>	<b>14,393</b>	<b>1,160</b>	<b>948</b>	<b>500</b>

Approved by Chief Finance Officer	(1,976)	1,866	0	0	183
To be approved by Executive	0	552	0	0	0
Approved by Executive	70	130	0	22	0
Revised Budget	3,212	16,941	1,160	970	683

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

	2020/21 Approved Budget	Changes in Q4	Revised budget	2020/21 Actual	2020/21 Variance	Spend
	£	£	£	£	£	%
<b><u>ACTIVE SCHEMES</u></b>						
<b><u>DCE - Communities &amp; Environment</u></b>						
Disabled Facilities Grant	1,605,581	0	1,605,581	608,486	997,095	37.90%
Transformation of Birchwood Leisure Centre	30,000	0	30,000	30,000	0	100.00%
AGPs	188,301	0	188,301	99,994	88,307	53.10%
New Software- Crematorium	11,375	0	11,375	9,125	2,250	80.22%
Crematorium refurbishment	0	0	0	12,450	(12,450)	0.00%
Swift Gardens Play Area	74,200	0	74,200	74,200	0	100.00%
	<b>1,909,457</b>		<b>1,909,457</b>	<b>834,254</b>	<b>1,075,203</b>	43.69%
<b><u>DCE - Community Services</u></b>						
Boultham Park Masterplan	49,700	0	49,700	0	49,700	0.00%
Boultham Park Lake Restoration	695,026	0	695,026	559,921	135,105	80.56%
Allotment Capital Improvement Programme	1,059	0	1,059	1,059	0	100.00%
Car Park Improvements- Ticket Machines	87,360	0	87,360	84,936	2,424	97.23%
Car Park Improvements- CCTV in MSCPs	6,142	0	6,142	0	6,142	0.00%
Electric Vehicle Charging Points	0	70,371	70,371	26,389	43,982	37.50%
	<b>839,287</b>	<b>70,371</b>	<b>909,658</b>	<b>672,305</b>	<b>237,353</b>	73.91%
<b><u>DCE - Planning Services</u></b>						
Heritage Action Zone	260,000	0	260,000	141,962	118,038	
	<b>260,000</b>	<b>0</b>	<b>260,000</b>	<b>141,962</b>	<b>118,038</b>	54.60%
<b><u>General Fund Housing</u></b>						
Housing Renewal Area Unallocated	50,000	0	50,000	9,985	40,015	19.97%
	<b>50,000</b>	<b>0</b>	<b>50,000</b>	<b>9,985</b>	<b>40,015</b>	19.97%



**Major Developments**

Western Growth Corridor	400,000	75,685	475,685	388,777	86,908	81.73%
Town's Fund	1,000,000	0	1,000,000	830,990	169,010	83.10%
	<b>1,400,000</b>	<b>75,685</b>	<b>1,475,685</b>	<b>1,219,767</b>	<b>255,918</b>	<b>82.66%</b>

**Chief Executives Department - Corporate Policy**

New Telephony System	16,066	0	16,066	0	16,066	0.00%
New Website	2,240	0	2,240	0	2,240	0.00%
Infrastructure Upgrade	3,772	0	3,772	0	3,772	0.00%
	<b>22,078</b>	<b>0</b>	<b>22,078</b>	<b>0</b>	<b>22,078</b>	<b>0.00%</b>

**Chief Executives - Chief Finance Officer**

Planned Capitalised Works	71,919	0	71,919	0	71,919	0.00%
Guildhall	609	0	609	0	609	0.00%
Play Area Surfacing Works	11,639	0	11,639	0	11,639	0.00%
Long Leys Road Drainage	10,438	0	10,438	0	10,438	0.00%
Lucy Tower Lifts	137,005	0	137,005	134,980	2,025	98.52%
YLC Diving Boards	42,550	0	42,550	2,725	39,825	6.41%
BLC Roof	3,267	0	3,267	3,267	0	100.00%
40 Michaelgate Structural works	2,283	0	2,283	0	2,283	0.00%
Greetwell Hollow	150,000	0	150,000	150,000	0	100.00%
Brayford Viewing Platform	38,900	0	38,900	30,654	8,246	78.80%
Greyfriars	53,362	0	53,362	10,683	42,679	20.02%
Monks Abbey Bowls Pavilions External Improvements	9,061	0	9,061	0	9,061	0.00%
Guildhall Walkway/ Access Improvements.	11,219	0	11,219	0	11,219	0.00%
Grandstand Terracing Improvements	12,837	0	12,837	0	12,837	0.00%
West Common External Rendering Improvements	4,980	0	4,980	0	4,980	0.00%
City Hall Lightning Protection	6,104	0	6,104	0	6,104	0.00%
	<b>566,173</b>	<b>0</b>	<b>566,173</b>	<b>332,309</b>	<b>233,864</b>	<b>58.69%</b>
<b>TOTAL BUDGET FOR ACTIVE SCHEMES</b>	<b>5,046,995</b>	<b>146,056</b>	<b>5,193,051</b>	<b>3,210,583</b>	<b>1,982,468</b>	<b>63.61%</b>

**Schemes Currently Under Review**

Compulsory Purchase Orders	0	0	0	1,473	(1,473)	0.00%
IT Reserve	70,562	0	70,562	0	70,562	0.00%
<b>TOTAL BUDGET FOR SCHEMES UNDER REVIEW</b>	<b>70,562</b>	<b>0</b>	<b>70,562</b>	<b>1,473</b>	<b>69,089</b>	2.09%
<b>TOTAL GENERAL INVESTMENT PROGRAMME</b>	<b>5,117,557</b>	<b>146,056</b>	<b>5,263,613</b>	<b>3,212,056</b>	<b>2,051,557</b>	62.77%

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

Project Name						
	Approved Budget Qtr3	Budget to be Approved	Budget Increase/ (Reduction)	Movements (To)/from Available Resources	Movements Within Financial Year	Reprofile (to) / from future years
<b>Decent Homes</b>	£	£	£	£	£	£
Bathrooms & WC's	400,000	423,561	23,561	0	0	23,561
DH Central Heating Upgrades	1,625,000	1,280,439	(344,561)	0	0	(344,561)
Thermal Comfort Works	5,000	5,636	636	0	0	636
Kitchen Improvements	550,000	753,542	203,542	0	0	203,542
Rewiring	18,791	24,716	5,925	0	0	5,925
Re-roofing	60,000	68,555	8,555	0	0	8,555
Lincoln Standard Windows Replacement	150,000	132,073	(17,927)	0	0	(17,927)
Structural Defects	5,000	3,580	(1,420)	0	0	(1,420)
Door Replacement	80,000	139,692	59,692	0	0	59,692
New services	7,964	7,843	(121)	0	0	(121)
Void Capitalised Works	1,334,628	521,043	(813,585)	0	0	(813,585)
Fire Doors	50,000	2,121	(47,879)	0	0	(47,879)
Fire Compartment works	20,000	37,005	17,005	0	17,005	0
<b>Lincoln Standard</b>						
Over bath showers (10 year programme)	100,000	74,215	(25,785)	0	0	(25,785)

<b>Health &amp; Safety</b>						
Asbestos Removal	183,816	138,326	(45,490)	0	0	(45,490)
Asbestos Surveys	89,885	40,745	(49,140)	0	0	(49,140)
Fire Alarms	40,000	0	(40,000)	0	0	(40,000)
<b>Other</b>						
Environmental works	150,000	172,503	22,503	0	0	22,503
2 Gunby Avenue	3,333	0	(3,333)	0	0	(3,333)
Landscaping and Boundaries	0	133,347	133,347	0	0	133,347
Communal Electrics	81,150	15,471	(65,679)	0	0	(65,679)
Garages	88,778	709	(88,069)	0	0	(88,069)
HRA Assets - Shops/Buildings	20,000	0	(20,000)	0	0	(20,000)
CCTV	26,685	0	(26,685)	0	0	(26,685)
Contingency Reserve	0	0	0	0	(66,364)	66,364
<b>Other Schemes</b>						
Infrastructure Upgrade	251,633	0	(251,633)	0	0	(251,633)
Operation Rose	38,611	19,495	(19,116)	0	0	(19,116)
<b>Total Housing Investment Programme</b>	<b>5,380,274</b>	<b>3,994,617</b>	<b>(1,385,657)</b>	<b>0</b>	<b>(49,359)</b>	<b>(1,336,298)</b>
<b>Housing Strategy &amp; Investment</b>						
<b>New Build Programme</b>						
New Build Site - Searby Road	62,497	0	(62,497)	0	0	(62,497)
New Build Site - Queen Elizabeth Road	195,051	168,290	(26,761)	0	0	(26,761)
New Build Site - Rookery Lane	446,935	309,216	(137,719)	0	0	(137,719)

# Appendix K

New Build Capital Salaries	40,560	40,560	0	0	0	0
New Build- De Wint Court	4,982,554	3,996,980	(985,574)	0	0	(985,574)
New Build - Markham House	526,849	526,850	1	0	0	0
Western Growth Corridor - Phase 1	9,766	48,062	38,296	48,062	0	(9,766)
Acquisition Riseholme Road	1,779,149	1,768,185	(10,964)	0	0	0
Acquisition BuyBack Programme	4,767,233	4,661,481	(105,752)	71,950	(35,975)	(141,727)
Acquisition NSAP Properties	1,499,250	862,527	(636,723)	0	0	(636,723)
New Build unallocated						(10,964)
<b>New Build Programme</b>	<b>14,309,844</b>	<b>12,382,150</b>	<b>(1,927,694)</b>	<b>120,012</b>	<b>(35,957)</b>	<b>(2,011,731)</b>
<b>Total Housing Strategy &amp; Investment Programme</b>	<b>14,309,844</b>	<b>12,382,150</b>	<b>(1,927,694)</b>	<b>120,012</b>	<b>(35,957)</b>	<b>(3,348,029)</b>
<b>Total Programmes</b>	<b>19,690,118</b>	<b>16,376,767</b>	<b>(3,313,351)</b>	<b>120,012</b>	<b>(85,334)</b>	<b>(3,348,029)</b>

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

	2020/21 Q3 Approved Budget	2020/21 Actual	2020/21 Variance	Spend
	£	£	£	%
<b><u>Decent Homes</u></b>				
Bathrooms & WC's	400,000	423,561	23,561	105.89%
DH Central Heating Upgrades	1,625,000	1,280,439	(344,561)	78.80%
Thermal Comfort Works	5,000	5,636	636	112.72%
Kitchen Improvements	550,000	753,542	203,542	137.01%
Rewiring	18,791	24,716	5,925	131.53%
Re-roofing	60,000	68,555	8,555	114.26%
Lincoln Standard Windows Replacement	150,000	132,073	(17,927)	88.05%
Structural Defects	5,000	3,580	(1,420)	71.59%
Door Replacement	80,000	139,692	59,692	174.62%
New services	7,964	7,843	(121)	98.48%
Void Capitalised Works	1,334,628	521,043	(813,585)	39.04%
Fire Doors	50,000	2,121	(47,879)	4.24%
Fire Compartment works	20,000	37,005	17,005	185.03%
<b><u>Lincoln Standard</u></b>				
Over bath showers (10 year programme)	100,000	74,215	(25,785)	74.22%
<b><u>Health &amp; Safety</u></b>				
Asbestos Removal	183,816	138,326	(45,490)	75.25%
Asbestos Surveys	89,885	40,745	(49,140)	45.33%
Fire Alarms	40,000	-	(40,000)	0.00%

<b><u>Other</u></b>				
Environmental works	150,000	172,503	22,503	115.00%
2 Gunby Avenue	3,333		(3,333)	0.00%
Landscaping and Boundaries		133,347	133,347	0.00%
Communal Electrics	81,150	15,471	(65,679)	19.06%
Garages	88,778	709	(88,069)	0.80%
HRA Assets - Shops/Buildings	20,000		(20,000)	0.00%
CCTV	26,685		(26,685)	0.00%
<b><u>Other Schemes</u></b>				
Housing Support Services Computer Fund	-		0	0.00%
Infrastructure Upgrade	251,633		(251,633)	0.00%
Operation Rose	38,611	19,495	(19,116)	50.49%
<b><u>Total Housing Investment Programme</u></b>	<b>5,380,274</b>	<b>3,994,617</b>	<b>(1,385,657)</b>	<b>74.25%</b>
<b><u>Housing Strategy &amp; Investment</u></b>				
<b><u>New Build Programme</u></b>				
New Build Site - Searby Road	62,497		(62,497)	0.00%
New Build Site - Queen Elizabeth Road	195,051	168,290	(26,761)	158.53%
New Build Site - Rookery Lane	446,935	309,216	(137,719)	37.65%
New Build Capital Salaries	40,560	40,560	0	100.00%
New Build- De Wint Court	4,982,554	3,996,980	(985,574)	80.22%
New Build - Markham House	526,849	526,850	1	100.00%
Western Growth Corridor - Phase 1	9,766	48,062	38,296	492.13%
Acquisition Riseholme Road	1,779,149	1,768,185	(10,964)	99.38%
Acquisition BuyBack Programme	4,767,233	4,661,481	(105,752)	97.78%

Acquisition NSAP Properties	1,499,250	862,527	(636,723)	57.53%
New Build Unallocated	-	-	0	0.00%
New Build Programme	14,309,844	12,382,150	(1,927,694)	86.53%
<b><u>Total Housing Strategy &amp; Investment Programme</u></b>	<b>14,309,844</b>	<b>12,382,150</b>	<b>(1,927,694)</b>	<b>86.53%</b>
<b><u>Total Programmes</u></b>	<b>19,690,118</b>	<b>16,376,767</b>	<b>(3,313,351)</b>	<b>83.17%</b>



**TFS Phase7 programme: progress at Q4 - 2020/2021**

Service	Summary of project	Dir.	Total savings in 2020/21 £000's	GF savings in 2020/21 £000's	HRA savings in 2020/21 £000's	Comments
<b>ACTIONS COMPLETED AS OF END Q3 2020/21</b>						
Waste/Street Cleansing Collection Contract	Agree an extension to current contract	DCE	160	160	0	Approved Exec Feb 2020
Drill Hall Grant	Review payment of the current Drill Hall grant	DCE	0	0	0	Approved Exec Aug 2020 - savings from 2021/22 onwards
One Council review ( Year one: 2020/21	Review the way in which the council works – how, where, who and when	CX	101	87	14	Part of a programme of reviews, further work to be undertaken in 2021/22
MFD/Post/Mobile Phones	Minimise use and maximise savings options within these service charges	DHI	31	25	6	Action Completed
Call Monitoring	Reduction in landline calling	DHI	10	7	3	Action Completed
Communities and Street scene ( Waste	Remove annual contribution towards a countywide waste officer	DCE	7	7	0	Action Completed
Community Leadership & Sustainability	Replacement of community funds through social value element of contracts	DHI	5	5	0	Action Completed
Housing regeneration	Review of capital element of existing staffing costs	DCE	66	66	0	Action Completed
Property Management	Removal of vacant hours on this service ( no longer required	CX	22	19	3	Action Completed
CX Work based Learning	Removal of vacant hours on this service ( no longer required	CX	14	14	0	Action Completed
Human Resources & Payroll	Removal of vacant hours on this	CX	6	4	2	Action Completed

## Appendix M

	service ( no longer required					
Development Control	Removal of vacant hours on this service ( no longer required	DCE	33	33	0	Action Completed
City Hall	Income levels achieved ( higher than budgeted	CX	11	10	1	Action Completed
Your Lincoln electronic	Replace printed copies of Your Lincoln with an electronic version	CX	8	6	2	Action Completed
Bus station reception desk provision	Temporary contracts not renewed	CX	20	11	9	Action Completed
Managed Workspace	Removal of vacant post as a temporary measure in advance of ongoing consideration.	CX	41	41	0	To be further reviewed in 2021/22 for ongoing saving potential
CoLC Apprentices	Reduction in apprentices as a temporary measure in advance of a wider review of the service.	CX	18	13	5	To be further reviewed in 2021/22 for ongoing saving potential
CX Business Management	Removal of vacant hours on this service ( no longer required	CX	23	21	2	Action Completed
Democratic Support	Removal of vacant hours on this service ( no longer required	CX	15	15	0	Action Completed
Post Office Payment Cards	Reduce usage over time of post office payment cards	CX	6	5	1	Action Completed
Internal Audit	Removal of vacant hours on this service ( no longer required, reduction in audit programme days.	CX	9	7	2	Action Completed
DCE Administration	Removal of vacant hours on this service ( no longer required	DCE	3	3	0	Action Completed
<b>TOTAL SAVINGS</b>			<b>609</b>	<b>559</b>	<b>50</b>	

**SUBJECT: TREASURY MANAGEMENT STEWARDSHIP AND ACTUAL PRUDENTIAL INDICATORS REPORT 2020/21 (OUTTURN)**

**REPORT BY: CHIEF FINANCE OFFICER**

**LEAD OFFICER: COLLEEN WARREN – FINANCIAL SERVICES MANAGER**

## 1. Purpose of Report

- 1.1 The annual Treasury Management stewardship report is a requirement of the Council's reporting procedures under regulations issued under the Local Government Act 2003. It covers the treasury management activities and the actual prudential and treasury indicators for 2020/21. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).

## 2. Executive Summary

- 2.1 During 2020/21 the Council complied with its legislative and regulatory requirements. The key prudential indicators for the year, with comparators, are as follows:

<b>Actual Prudential Indicators</b>	<b>2020/21 £000</b>	<b>2019/20 £000</b>
Actual Capital Expenditure	19,589	22,033
Capital Financing Requirement		
General Fund	67,501	68,562
HRA	70,274	62,174
Total	<b>137,775</b>	<b>130,736</b>
Net borrowing (borrowing less investments)	<b>89,548</b>	<b>89,603</b>
External debt (borrowing)	<b>123,448</b>	<b>120,153</b>
Investments		
• Longer than 1 year*		
• Under 1 year	33,900	30,550
• Total	<b>33,900</b>	<b>30,550</b>

Other prudential and treasury indicators are to be found in section 4.

### 3. Background

- 3.1 The prudential system for capital expenditure is now well established. One of the requirements of the Prudential Code is to ensure adequate monitoring of the capital expenditure plans, prudential indicators (PIs) and treasury management response to these plans. This report fulfils that requirement and shows the status of the Prudential Indicators at 31<sup>st</sup> March 2021. For the 2020/21 financial year the minimum reporting requirements were that members should receive the following reports:
- an annual Treasury Management Strategy in advance of the year (Council 3<sup>rd</sup> March 2020)
  - a mid-year Treasury Update report (Executive 23<sup>rd</sup> November 2020)
  - an annual report following the year describing the activity compared to the strategy (this report)
- 3.2 Recent changes in the regulatory environment place a much greater onus on members for the review and scrutiny of treasury management policy and activities. This report is important in that respect, as it provides details of the outturn position for treasury activities and highlights compliance with the Council's policies previously approved by members.
- 3.3 In compliance with the Prudential Code treasury management reports are scrutinised by Performance Scrutiny Committee and reviewed by the Executive prior to reporting to full Council if required. Member training for the Performance Scrutiny and Audit Committees was undertaken on 19<sup>th</sup> November 2020 and 2<sup>nd</sup> February 2021 in order to support their roles in scrutinising the treasury management strategy and policies.

### 4. Summary of Performance against Treasury Management Strategy 2020/21

- 4.1 The full details of transactions in the year and performance against the Prudential Indicators are included at Appendices A and B.

4.2

Actual Prudential Indicators	2020/21	2019/20
Actual Capital Expenditure	19,589	22,033
Capital Financing Requirement		
General Fund	67,501	68,562
HRA	70,274	62,174
Total	<b>137,775</b>	<b>130,736</b>
Financing Costs as a proportion of Net Revenue Stream		
General Fund	22.6%	15.4%
HRA	31.4%	32.2%

- 4.3 The Chief Finance Officer confirms that borrowing was only undertaken for a capital purpose and the statutory borrowing limit, the Authorised Limit was not breached.

Additional borrowing of £3.5m was taken in 2020/21.

At 31<sup>st</sup> March 2021, the principal value of the Council's external debt was £123.448m (£120.153m at 31<sup>st</sup> March 2020) and that of its investments was £33.9m (£30.5m at 31<sup>st</sup> March 2020).

- 4.4 The increase in General Fund Financing costs as a % of net revenue stream in 2020/21, when compared with 2019/20, is due additional MRP charges and lower rates of return on investments. The slight decrease in HRA Financing costs results borrowing arrangements being at rates lower than those for borrowing taken previously.

- 4.5 The financial year 2020/21 continued the challenging environment of previous years; the effect of the Covid-19 pandemic, low investment returns and continuing counterparty risk were the main features.

- 4.6 Key issues to note from activity during 2020/21:

- The Council's total debt (including leases and lease-type arrangements) at 31<sup>st</sup> March 2021 was £123.448m (Appendix A section 4.4) compared with the Capital Financing Requirement of £137.775m (Appendix A section 3.5). This represents an under-borrowing position of £14.327m, which is currently being supported by internal resources. Additional long-term borrowing will be taken in future years to bring levels up to the Capital Financing Requirement, subject to liquidity requirements, if preferential interest rates are available.
- The Council's Investments at the 31<sup>st</sup> March 2021 were £33.9m (Appendix A section 4.3), which is £3.35m higher than at 31<sup>st</sup> March 2020. Average investment balances for 2020/21 were £35.8m, which was higher than estimated balances of £24.7m in the Medium Term Financial Strategy 2020-25 due to high balances being made available through government grants. It should be noted that this refers to the principal amounts of investments held, whereas the investment values included in the balance sheet are based on fair value. In most cases, this will simply be equal to the principal invested, unless the investment has been impaired.
- Actual investment interest earned on balances was £72k compared to £131k estimated in the Medium Term Financial Strategy 2020-25 (Appendix A section 10.2).
- The interest rate achieved on investments was 0.2% which was 0.27% above the target average 7-day LIBID rate (for 2020/21 the average was 0.53%).

- 4.7 Risk Benchmarking

The following reports the outturn position against the security and liquidity benchmarks in the Treasury Management Strategy.

#### **Security**

- The Council's actual average security risk for the portfolio as at 31<sup>st</sup> March 2020 is 0.007%, which compares with the 0.009% for the budgeted portfolio.

This gives the estimated default rate on the investment counterparties which comprise the portfolio at 31<sup>st</sup> March 2021. This equates to a potential financial loss of £1,355 on the investment portfolio of £19m (£14.9m of our instruments do not have a counterparty credit rating).

- Specified Investments are high security sterling investments (i.e. high credit quality) with a maturity of no more than one year. Non-specified investments are all other investments representing a potentially greater risk; however the risk is still minimal due to the stringent controls over counterparty credit quality contained within the Investment Strategy. The 2020/21 strategy set a maximum limit of 75% of the portfolio to be held in non-specified investments. At 31<sup>st</sup> March 2021, 85% of the investment portfolio was held in specified investments with the remaining 15% held in deposits with other local authorities. The Chief Finance Officer can report that the investment portfolio was maintained within this limit throughout the year.

### **Liquidity**

In respect of this area the Council set liquidity benchmarks to maintain:

- Liquid short term deposits of at least £5 million available with a week's notice.
- Weighted Average Life benchmark was expected to be 0.25 years (91 days).

The actual liquidity indicators at 31<sup>st</sup> March 2020 were as follows:

- Liquid short term deposits of £14.9 million as at 31<sup>st</sup> March 2021.
- Weighted Average Life of the investment portfolio was 0.09 years (32 days). This reflects that larger amounts of investments were deposited in short term accounts to deal with cash flow requirements.

The Chief Finance Officer can report that liquidity arrangements were adequate throughout the year.

## **4.8 Benchmarking**

The Council participates in the following benchmarking club:

- The Link Asset Services benchmarking club. Link Asset Services is the Council's treasury management advisors and they offer a benchmarking club for their clients. This is organised on a regional group basis. The group to which City of Lincoln belongs has 9 members within the East Midlands region. The following summary shows performance against the group average, indicating a lower than average risk portfolio, with much lower levels of investment balances achieving a similar level of return.

	City of Lincoln Council	Average
Principal at 31/3/20	£33,900,000	£79,785,814
Weighted Average rate of return at 31/3/21	0.10%	0.18%
Weighted average maturity at 31/3/21	32 days	82 days
Weighted average credit risk at 31/3/21	2.65	2.92

## **5. Strategic Priorities**

- 5.1 Through its Treasury Management Strategy the Council seeks to reduce the amount of interest it pays on its external borrowing and maximise the interest it achieves on its investments in order to support the Medium Term Financial Strategy and the delivery of the Council's Vision 2020.

## **6. Organisational Impacts**

- 6.1 Finance - The financial impacts are contained within the main body of the report and within appendices A and B.
- 6.2 Legal Implications including Procurement Rules - Section 15 of the Local Government Act 2003 requires local authorities 'to have regard (a) to such guidance as the Secretary of State may issue, and (b) to such other guidance as the Secretary of State may by regulations specify'. The Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 in Regulation 24 require local authorities to have regard to the TM Code of Practice. Investment guidance issued by the Ministry for Housing Communities and Local Government (MHCLG) which came into effect from 1st April 2010 requires investment policy to emphasise security and liquidity over income.

## **7. Risk Implications**

- 7.1 The Council has the freedom to adopt its own treasury management policies. The CIPFA code of practice, which specifies the format and frequency of reporting, is part of the risk management procedures for treasury.

## **8. Recommendation**

- 8.1 That the Executive approves the actual prudential indicators contained within appendices A and B.
- 8.2 That the Executive approve the annual treasury management report for 2020/21.

**Key Decision** No

**Do the Exempt Information Categories Apply?** No

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

**How many appendices does the report contain?** 2

**List of Background Papers:**

Link Annual Stewardship Reports for 2020/21  
Medium Term Financial Strategy 2020-25 and 2021-26  
Prudential Indicators 2020/21 – 2021/22 and Treasury  
Management Strategy 2020/21 and 2021/22

**Lead Officer:** Colleen Warren – Financial Services Manager



## Annual Report on the Treasury Management Service and Actual Prudential Indicators 2020/21

### 1. Introduction

1.1 The Council undertakes capital expenditure on long-term assets. These activities can be:

- Financed immediately through the application of capital or revenue resources (capital receipts, capital grants, revenue contributions etc.), which has no resultant impact on the Council's borrowing need; or
- If insufficient financing is available, or a decision is taken not to apply resources, the capital expenditure will give rise to a borrowing need.

Capital expenditure activity is regulated by the CIPFA Prudential Code, which requires actual outturn to be reported in the following areas: -

- Capital expenditure;
- Capital Financing Requirement;
- Debt;
- Ratio of financing costs to net revenue stream.

The remaining prudential indicators are included to make the annual reporting comprehensive and to comply with the requirements of the Treasury Management Code.

1.2 Part of the Council's treasury activities is to address any borrowing need, either through borrowing from external bodies, or utilising temporary cash resources within the Council. The wider treasury activities also include managing the Council's cash flows, its previous borrowing activities and the investment of surplus funds. These activities are structured to manage risk foremost, and then optimise performance. This area of activity is regulated by the CIPFA Code of Practice on Treasury Management.

1.3 Wider information on the regulatory requirements is shown in section 11.

### 2. The Council's Capital Expenditure and Financing 2020/21

2.1 This forms one of the required prudential indicators and shows total capital expenditure for the year and how this was financed.

	2020/21 Actual £'000	2020/21 Revised Estimate £'000	2019/20 Actual £'000
General Fund capital expenditure	3,212	5,117	10,057
HRA capital expenditure	16,377	19,690	11,976
Total capital expenditure	<b>19,589</b>	<b>24,807</b>	<b>22,033</b>
Resourced by:			
Capital receipts	1,633	2,588	1,534
Capital grants & contributions	4,553	8,571	1,758
Direct Revenue Financing	663	2,589	202
Major repairs reserve	4,044	5,380	6,789
<b>Un-financed capital expenditure (additional need to borrow)</b>	<b>8,696</b>	<b>5,679</b>	<b>11,750</b>

- 2.2 Further details on 2020/21 Capital Expenditure and Financing can be found in the Financial Performance Detailed Outturn 2020/21 report elsewhere on the agenda.

### 3. The Council's Overall Borrowing Need

- 3.1 The Council's underlying need to borrow is called the Capital Financing Requirement (CFR). This figure is a gauge for the Council's debt position and represents 2020/21 and prior years' net capital expenditure that has not yet been charged to revenue or other resources.
- 3.2 Part of the Council's treasury activities is to address this borrowing need, either through borrowing from external bodies, or utilising temporary cash resources within the Council.
- 3.3 The General Fund element of the CFR is reduced each year by a statutory revenue charge (called the Minimum Revenue Provision - MRP). The total CFR can also be reduced by:
- the application of additional capital resources (such as unapplied capital receipts); or
  - charging more than the statutory revenue charge (MRP) each year through a Voluntary Revenue Provision (VRP) or depreciation.
- 3.4 The Council's MRP policy for 2020/21 was approved by Council on 3<sup>rd</sup> March 2020 as part of the Prudential Indicators 2020/21 – 2022/23 and Treasury Management Strategy 2020/21.
- 3.5 The Council's CFR for the year is shown below, and represents a key prudential indicator. The CFR includes leasing schemes which increase the Council's

borrowing need. No borrowing is actually required against these schemes as a borrowing facility is included in the contract. During the year land appropriations resulted in an appropriation between the General Fund and HRA CFR.

<b>Capital Financing Requirement General Fund</b>	<b>31 March 2021  Actual £'000</b>	<b>31 March 2021 Revised Estimate £'000</b>	<b>31 March 2020  Actual £'000</b>
Opening balance 1 April	68,562	68,562	61,803
Plus un-financed capital expenditure	597	1,002	7,884
Finance leases	(105)	(105)	(237)
Less MRP/VRP*	(1,552)	(1,553)	(758)
Land Appropriation	0	0	20
<b>Closing balance 31 March</b>	<b>67,502</b>	<b>67,906</b>	<b>68,562</b>

<b>Capital Financing Requirement HRA</b>	<b>31 March 2021  Actual £'000</b>	<b>31 March 2021 Revised Estimate £'000</b>	<b>31 March 2020  Actual £'000</b>
Opening balance 1 April	62,174	62,174	58,328
Plus un-financed capital expenditure	8,099	4,677	3,866
Land Appropriation	0	0	(20)
<b>Closing balance 31 March</b>	<b>70,273</b>	<b>66,851</b>	<b>62,174</b>

\* includes finance lease repayments

#### 4. Treasury Position at 31st March 2021

- 4.1 Whilst the Council's gauge of its underlying need to borrow is the CFR, the Chief Finance Officer and the treasury team manage the Council's actual borrowing position by either:
- borrowing to the CFR,
  - choosing to temporarily utilise some flow funds instead of borrowing (under-borrowing)
  - borrowing for future increases in the CFR (borrowing in advance of need).
- 4.2 It should be noted that the figures in this report are based on the principal amounts borrowed and invested and so may differ from those in the final accounts by items

such as accrued interest (outstanding interest due to be paid and received as at 31<sup>st</sup> March), or where the carrying amount is based on fair values .

- 4.3 During 2020/21 the Chief Finance Officer managed the borrowing position to £123.448 million. The treasury position at the 31<sup>st</sup> March 2020 compared with the previous year was:

	31 March 2021		31 March 2020	
	Principal £'000	Average Rate (full year)	Principal £'000	Average Rate (full year)
<b>Borrowing Position</b>				
Fixed Interest Rate Debt	123,448	3.25%	120,153	3.62%
Variable Interest Rate Debt	0	N/a	0	N/a
Total Debt (borrowing) *	123,448	3.25%	120,153	3.62%
Capital Financing Requirement (borrowing only)	137,775	N/A	130,736	N/A
Over/(under) borrowing	(14,327)	N/A	(10,583)	N/A
<b>Investment Position</b>				
Fixed Interest Investments	19,000	0.41%	12,000	0.98%
Variable Interest Investments	14,900	0.10%	18,550	0.49%
Total Investments **	33,900	0.20%	30,550	0.67%
<b>Net Borrowing Position</b>	<b>89,548</b>		<b>89,603</b>	

\* Excludes local Bonds & Mortgages and other long-term liabilities ( e.g. finance leases)

\*\* The interest rate given differs from the interest rate given in Paragraph 4.6 of the main report because the rates above are for investments held at 31 March whereas the average rate of investment is for investments held during 2020/21.

- 4.4 The total debt position also includes other long term liabilities such as finance leases and embedded leases within service contracts. The total debt position at 31<sup>st</sup> March 2021 was £123,448 million as shown below:

	31 March 2021  Actual £'000	31 March 2021 Revised Estimate £'000	31 March 2020  Actual £'000
Gross borrowing	123,448	121,000	120,153
Other long term liabilities	0	0	105
<b>Total External debt</b>	<b>123,448</b>	<b>121,000</b>	<b>120,258</b>

4.5 The maturity structure of the debt portfolio was as follows:

	<b>31 March 2021 Actual £'000</b>	<b>31 March 2020 Actual £'000</b>
Under 12 months	7,710	9,705
12 months and within 24 months	8,215	2,710
24 months and within 5 years	6,072	5,160
5 years and within 10 years	10,696	9,565
10 years and above	90,755	93,013
<b>Total</b>	<b>123,448</b>	<b>120,153</b>

4.6 The maturity structure of the investment portfolio was as follows:

	<b>31 March 2021 Actual £'000</b>	<b>31 March 2020 Actual £'000</b>
Longer than 1 year	0	0
Under 1 year	33,900	30,550
<b>Total</b>	<b>33,900</b>	<b>30,550</b>

## 5. The Strategy for 2020/21

5.1 The Council's overall core borrowing objectives are:

- To reduce the revenue costs of debt in line with the targets set for the Chief Finance Officer by Council (see local indicators).
- To manage the Council's debt maturity profile, leaving no one future year with a high level of repayments that might cause problems in re-borrowing.
- To effect funding at the cheapest cost commensurate with future risk.
- To forecast average future interest rates and borrow accordingly i.e. short term/variable when rates are 'high', long term/fixed when rates are 'low'.
- To monitor and review the level of variable rate loans in order to take greater advantage of interest rate movements.
- To proactively reschedule debt in order to take advantage of potential savings as interest rates change. Each rescheduling exercise will be considered in terms of the effect of premiums and discounts on the General Fund and the Housing Revenue Account.
- To manage the day-to-day cash flow of the Authority in order to, where possible, negate the need for short-term borrowing. However, short-term borrowing will be incurred, if it is deemed prudent to take advantage of good investment rates.

## 6. Actual Debt Management Activity during 2020/21

### 6.1 Borrowing

- 6.1.1 Long term borrowing, totalling £8m, was taken in 2020/21; short term borrowing of £5m was taken in 2020/21; PWLB, short term and annuity borrowing of £9.705m was repaid in 2020/21; new borrowing of £3.5m was taken in 2020/21.
- 6.1.2 The average rate achieved for borrowing (excluding finance and embedded leases) in 2020/21 was 3.25%, which compares favourably to the target of 4.75% (2019/20 3.62% actual compared to the target of 4.75%). The decrease in rate is due to short term borrowing through other local authorities replacing PWLB borrowing at favourable rates.

	31 March 2021 Actual £'000	31 March 2020 Actual £'000
Interest payable on borrowing	3,912	3,895
- General Fund	1,485	1,471
- HRA	2,427	2,424
Interest payable on finance leases	2	21
- General Fund	2	21
- HRA	0	0

### 6.2 Rescheduling

- 6.2.1 No rescheduling was undertaken during the year as the differential between PWLB new borrowing rates and premature repayment rates made rescheduling unviable.

## 7. Prudential Indicators and Compliance Issues

- 7.1 Some of the required prudential indicators provide either an overview or specific limits on treasury activity. These are shown below:

## 7.2 Net Borrowing and the CFR

- 7.2.1 In order to ensure that borrowing levels are prudent over the medium term the Council's external borrowing, net of investments, must only be for a capital purpose. This essentially means that the Council is not borrowing to support revenue expenditure. Net borrowing should not therefore, except in the short term, have exceeded the CFR for 2020/21 plus the expected changes to the CFR over 2020/21 and 2021/22 from financing the capital programme. This indicator allows the Council some flexibility to borrow in advance of its immediate capital needs in 2020/21. The table below highlights the Council's net borrowing position against the CFR. The Council has complied with this prudential indicator.

	<b>31 March 2021  Actual £'000</b>	<b>31 March 2021 Revised Estimate £'000</b>	<b>31 March 2020  Actual £'000</b>
<b>Net borrowing position</b>	89,548	101,000	89,603
<b>Capital Financing Requirement</b>	137,775	134,757	130,736

## 7.3 The Authorised Limit and Operational Boundary

- 7.3.1 The Authorised Limit is the "Affordable Borrowing Limit" required by section 3 of the Local Government Act 2003. The Council does not have the power to borrow above this level. The table below demonstrates that during 2020/21 the Council has maintained gross borrowing within its Authorised Limit.
- 7.3.2 The Operational Boundary is the expected borrowing position of the Council during the year, and periods where the actual position is either below or over the Boundary is acceptable subject to the Authorised Limit not being breached.
- 7.3.3 The table below shows the highest borrowing position reached in the year (including temporary borrowing and other long term liabilities) compared to the Authorised Limit and Operational Boundary.

	<b>2020/21 £'000</b>
Authorised Limit (revised estimate)	152,148
Maximum gross borrowing position during 2020/21	127,448
Operational Boundary (revised estimate)	137,148
Average gross borrowing position during 2020/21	120,482
Minimum gross borrowing position during the year	117,448

## 7.4 Actual financing costs as a proportion of net revenue stream

- 7.4.1 This indicator identifies the trend in the cost of capital (borrowing and other long-term obligation costs net of investment income) against the net revenue stream.

Financing costs as a proportion of net revenue stream -	2020/21 Actual %	2020/21 Revised Estimate %	2019/20 Actual %
General Fund	22.6%	23.8%	15.4%
HRA	31.4%	30.9%	32.2%

The increase in General Fund Financing costs as a % of net revenue stream in 2020/21, when compared with 2019/20, is due to increased MRP charges and lower rates of return on investments.

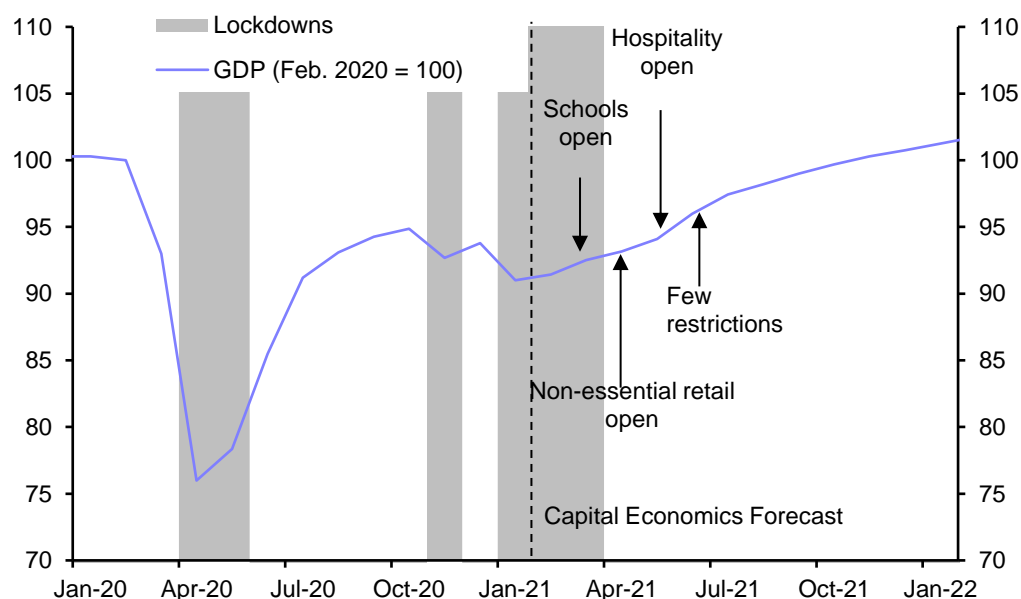
The slight decrease in HRA Financing costs results from replacement borrowing being available at rates which are lower than previous borrowing.

## 8. Economic Background for 2020/21

The following commentary on the economic conditions for 2020/21 is provided by Link Asset Services, the Council's treasury management advisers.

- 8.1 **UK. Coronavirus.** The financial year 2020/21 will go down in history as being the year of the pandemic. The first national lockdown in late March 2020 did huge damage to an economy that was unprepared for such an eventuality. This caused an economic downturn that exceeded the one caused by the financial crisis of 2008/09. A short second lockdown in November did relatively little damage but by the time of the third lockdown in January 2021, businesses and individuals had become more resilient in adapting to working in new ways during a three month lockdown so much less damage than was caused than in the first one. The advent of vaccines starting in November 2020, were a game changer. The way in which the UK and US have led the world in implementing a fast programme of vaccination which promises to lead to a return to something approaching normal life during the second half of 2021, has been instrumental in speeding economic recovery and the reopening of the economy. In addition, the household saving rate has been exceptionally high since the first lockdown in March 2020 and so there is plenty of pent-up demand and purchasing power stored up for services in the still-depressed sectors like restaurants, travel and hotels as soon as they reopen. It is therefore expected that the UK economy could recover its pre-pandemic level of economic activity during quarter 1 of 2022.





Both the Government and the Bank of England took rapid action in March 2020 at the height of the crisis to provide support to financial markets to ensure their proper functioning, and to support the economy and to protect jobs.

The **Monetary Policy Committee** cut Bank Rate from 0.75% to 0.25% and then to 0.10% in March 2020 and embarked on a £200bn programme of quantitative easing QE (purchase of gilts so as to reduce borrowing costs throughout the economy by lowering gilt yields). The MPC increased then QE by £100bn in June and by £150bn in November to a total of £895bn. While Bank Rate remained unchanged for the rest of the year, financial markets were concerned that the MPC could cut Bank Rate to a negative rate; this was firmly discounted at the February 2021 MPC meeting when it was established that commercial banks would be unable to implement negative rates for at least six months – by which time the economy was expected to be making a strong recovery and negative rates would no longer be needed.

**Average inflation targeting.** This was the major change adopted by the Bank of England in terms of implementing its inflation target of 2%. The key addition to the Bank's forward guidance in August was a new phrase in the policy statement, namely that "it does not intend to tighten monetary policy until there is clear evidence that significant progress is being made in eliminating spare capacity and **achieving the 2% target sustainably**". That seems designed to say, in effect, that even if inflation rises to 2% in a couple of years' time, do not expect any action from the MPC to raise Bank Rate – until they can clearly see that level of inflation is going to be persistently above target if it takes no action to raise Bank Rate. This sets a high bar for raising Bank Rate and no increase is expected by March 2024, and possibly for as long as five years. Inflation has been well under 2% during 2020/21; it is expected to briefly peak at just over 2% towards the end of 2021, but this is a temporary short lived factor and so not a concern to the MPC.

**Government support.** The Chancellor has implemented repeated rounds of support to businesses by way of cheap loans and other measures, and has protected jobs by paying for workers to be placed on furlough. This support has come at a huge cost in terms of the Government's budget deficit ballooning in

20/21 and 21/22 so that the Debt to GDP ratio reaches around 100%. The Budget on 3rd March 2021 increased fiscal support to the economy and employment during 2021 and 2022 followed by substantial tax rises in the following three years to help to pay the cost for the pandemic. This will help further to strengthen the economic recovery from the pandemic and to return the government's finances to a balanced budget on a current expenditure and income basis in 2025/26. This will stop the Debt to GDP ratio rising further from 100%. An area of concern, though, is that the government's debt is now twice as sensitive to interest rate rises as before the pandemic due to QE operations substituting fixed long-term debt for floating rate debt; there is, therefore, much incentive for the Government to promote Bank Rate staying low e.g. by using fiscal policy in conjunction with the monetary policy action by the Bank of England to keep inflation from rising too high, and / or by amending the Bank's policy mandate to allow for a higher target for inflation.

**BREXIT.** The final agreement on 24<sup>th</sup> December 2020 eliminated a significant downside risk for the UK economy. The initial agreement only covered trade so there is further work to be done on the services sector where temporary equivalence has been granted in both directions between the UK and EU; that now needs to be formalised on a permanent basis. There was much disruption to trade in January as form filling has proved to be a formidable barrier to trade. This appears to have eased somewhat since then but is an area that needs further work to ease difficulties, which are still acute in some areas.

**USA.** The US economy did not suffer as much damage as the UK economy due to the pandemic. The Democrats won the presidential election in November 2020 and have control of both Congress and the Senate, although power is more limited in the latter. This enabled the Democrats to pass a \$1.9trn (8.8% of GDP) stimulus package in March on top of the \$900bn fiscal stimulus deal passed by Congress in late December. These, together with the vaccine rollout proceeding swiftly to hit the target of giving a first jab to over half of the population within the President's first 100 days, will promote a rapid easing of restrictions and strong economic recovery during 2021. The Democrats are also planning to pass a \$2trn fiscal stimulus package aimed at renewing infrastructure over the next decade. Although this package is longer-term, if passed, it would also help economic recovery in the near-term.

After Chair Jerome Powell spoke on the **Fed's adoption of a flexible average inflation target** in his Jackson Hole speech in late August 2020, the mid-September meeting of the Fed agreed a new inflation target - that *"it would likely be appropriate to maintain the current target range until labour market conditions were judged to be consistent with the Committee's assessments of maximum employment and inflation had risen to 2% and was on track to moderately exceed 2% for some time."* This change was aimed to provide more stimulus for economic growth and higher levels of employment and to avoid the danger of getting caught in a deflationary "trap" like Japan. It is to be noted that inflation has actually been under-shooting the 2% target significantly for most of the last decade, (and this year), so financial markets took note that higher levels of inflation are likely to be in the pipeline; long-term bond yields duly rose after the meeting. There is now some expectation that where the Fed has led in changing its policy towards implementing its inflation and full employment mandate, other major central banks will follow, as indeed the Bank of England has done so already. The Fed expects

strong economic growth during 2021 to have only a transitory impact on inflation, which explains why the majority of Fed officials project US interest rates to remain near-zero through to the end of 2023. The key message is still that policy will remain unusually accommodative – with near-zero rates and asset purchases – continuing for several more years. This is likely to result in keeping treasury yields at historically low levels. However, financial markets in 2021 have been concerned that the sheer amount of fiscal stimulus, on top of highly accommodative monetary policy, could be over-kill leading to a rapid elimination of spare capacity in the economy and generating higher inflation much quicker than the Fed expects. They have also been concerned as to how and when the Fed will eventually wind down its programme of monthly QE purchases of treasuries. These concerns have pushed treasury yields sharply up in the US in 2021 and is likely to have also exerted some upward pressure on gilt yields in the UK.

**EU.** Both the roll out and take up of vaccines has been disappointingly slow in the EU in 2021, at a time when many countries are experiencing a sharp rise in cases which are threatening to overwhelm hospitals in some major countries; this has led to renewed severe restrictions or lockdowns during March. This will inevitably put back economic recovery after the economy had staged a rapid rebound from the first lockdowns in Q3 of 2020 but contracted slightly in Q4 to end 2020 only 4.9% below its pre-pandemic level. Recovery will now be delayed until Q3 of 2021 and a return to pre-pandemic levels is expected in the second half of 2022.

Inflation was well under 2% during 2020/21. **The ECB** did not cut its main rate of -0.5% further into negative territory during 2020/21. It embarked on a major expansion of its QE operations (PEPP) in March 2020 and added further to that in its December 2020 meeting when it also greatly expanded its programme of providing cheap loans to banks. The total PEPP scheme of €1,850bn is providing protection to the sovereign bond yields of weaker countries like Italy. There is, therefore, **unlikely to be a euro crisis** while the ECB is able to maintain this level of support.

**China.** After a concerted effort to get on top of the virus outbreak in Q1 of 2020, economic recovery was strong in the rest of the year; this has enabled China to recover all of the contraction in Q1. Policy makers have both quashed the virus and implemented a programme of monetary and fiscal support that has been particularly effective at stimulating short-term growth.

**Japan.** Three rounds of government fiscal support in 2020 together with Japan's relative success in containing the virus without draconian measures so far, and the roll out of vaccines gathering momentum in 2021, should help to ensure a strong recovery in 2021 and to get back to pre-virus levels by Q3.

**World growth.** World growth was in recession in 2020. Inflation is unlikely to be a problem in most countries for some years due to the creation of excess production capacity and depressed demand caused by the coronavirus crisis.

**Deglobalisation.** Until recent years, world growth has been boosted by increasing globalisation i.e. countries specialising in producing goods and commodities in which they have an economic advantage and which they then trade with the rest of the world. This has boosted worldwide productivity and growth, and, by lowering costs, has also depressed inflation. However, the rise of China as an economic superpower over the last 30 years, which now accounts for nearly 20% of total world GDP, has unbalanced the world economy. In March 2021, western

democracies implemented limited sanctions against a few officials in charge of government policy on the Uighurs in Xinjiang; this led to a much bigger retaliation by China and is likely to mean that the China / EU investment deal then being negotiated, will be torn up. After the pandemic exposed how frail extended supply lines were around the world, both factors are now likely to lead to a sharp retrenchment of economies into two blocs of western democracies v. autocracies. It is, therefore, likely that we are heading into a period where there will be a reversal of world globalisation and a decoupling of western countries from dependence on China to supply products and vice versa. This is likely to reduce world growth rates.

**Central banks' monetary policy.** During the pandemic, the governments of western countries have provided massive fiscal support to their economies which has resulted in a big increase in total government debt in each country. It is therefore very important that bond yields stay low while debt to GDP ratios slowly subside under the impact of economic growth. This provides governments with a good reason to amend the mandates given to central banks to allow higher average levels of inflation than we have generally seen over the last couple of decades. Both the Fed and Bank of England have already changed their policy towards implementing their existing mandates on inflation, (and full employment), to hitting an average level of inflation. Greater emphasis could also be placed on hitting subsidiary targets e.g. full employment before raising rates. Higher average rates of inflation would also help to erode the real value of government debt more quickly.

## 9. Investment Position

- 9.1 The Council's investment policy is governed by MHCLG Guidance, which has been implemented in the Annual Investment Strategy approved by Council on 3<sup>rd</sup> March 2020. This policy sets out the approach for choosing investment counterparties, and is based on credit ratings provided by the three main credit rating agencies supplemented by additional market data (such as rating outlooks, credit default swaps, bank share prices etc.). The investment activity during the year conformed to the approved strategy, and the Council had no liquidity difficulties.
- 9.2 The Council's longer-term cash balances comprise primarily revenue and capital resources, although these are influenced by cash flow considerations. The Council's core cash resources comprised as follows, and meet the expectations of the budget.

<b>Balance Sheet Resources (draft)</b>	<b>31 March 2021</b>	<b>31 March 2020</b>
<b>- General Fund</b>	<b>£'000</b>	<b>£'000</b>
Balances	2,670	2,522
Earmarked reserves	19,156	6,513
Provisions	2,353	2,405
Usable capital receipts	623	802
<b>Total</b>	<b>24,802</b>	<b>12,242</b>
<b>Balance Sheet Resources (draft)</b>	<b>31 March 2021</b>	<b>31 March 2020</b>
<b>- HRA</b>	<b>£'000</b>	<b>£'000</b>
Balances	1,075	976

Earmarked reserves	2,595	825
Usable capital receipts	3,889	4,345
Total	<b>7,559</b>	<b>6,146</b>
<b>Total General Fund &amp; HRA</b>	<b>32,361</b>	<b>19,461</b>

*Please note that at the time of writing the year end position is yet to be finalised and the balance sheet resources are draft figures.*

## 10. Investments Held by the Council

- 10.1 The Council does not have the expertise or resources to actively use a wide range of investment products and therefore performance tends to be more stable but lower over the longer term than for professionally managed funds (whose performance may fluctuate more). The Council maintained an average balance of £35.804m and received an average return of 0.20%. The comparable performance indicator is the average 7-day LIBID rate, which was -0.07%. Based on the average investment balance this performance margin of 0.27% in the Council's favour.
- 10.2 In 2020/21, £72k interest was earned on balances (£242k in 2019/20). This is £59k less than the £131k estimated in the Medium Term Financial Strategy 2020-25. The analysis of this result is shown in the table below.

	<b>MTFS 2020-25 Budget £'000</b>	<b>Outturn 2020/21 £'000</b>
Interest earned - General fund & other commitments	89	49
- HRA	42	23
<b>Total interest earned</b>	<b>131</b>	<b>72</b>
Average balance invested in year	28,073	35,804
Average interest rate achieved	0.85%	0.20%

\* The interest rate given differs from that given in Paragraph 4.3 of the main report because this is an average interest for the year whereas the interest rate given in paragraph 4.3 is a rate for balances at 31 March 2021.

The Economic Background for 2020/21 (see Section 8) sets out the economic conditions during this period, resulting in still falling deposit rates. The Coronavirus outbreak prompted a sharp reduction in the Bank of England base rate - below is Link's forecast for interest rates at 31 March 2021.

Link Group Interest Rate View		8.3.21											
	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24
BANK RATE	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
3 month ave earnings	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
6 month ave earnings	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
12 month ave earnings	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20
5 yr PWLB	1.20	1.20	1.20	1.20	1.20	1.20	1.20	1.30	1.30	1.40	1.40	1.40	1.40
10 yr PWLB	1.60	1.60	1.60	1.60	1.70	1.70	1.70	1.80	1.80	1.90	1.90	1.90	1.90
25 yr PWLB	2.10	2.10	2.10	2.20	2.30	2.30	2.30	2.40	2.40	2.50	2.50	2.50	2.50
50 yr PWLB	1.90	1.90	1.90	2.00	2.10	2.10	2.10	2.20	2.20	2.30	2.30	2.30	2.30

## 11. Risk Benchmarking

The regulatory framework also requires the consideration and approval of security and liquidity benchmarks. Yield benchmarks are currently widely used to assess investment performance (i.e. rate achieved compared with the 7-day LIBID). Security and liquidity benchmarks are used to assess the level of risk in the investment portfolio and whether sufficient liquidity is being maintained.

### 11.1 The following reports the current position against the benchmarks originally approved in the 2020/21 Treasury Management Strategy.

#### Security

- The Council's security risk for the portfolio as at 31<sup>st</sup> March 2021 is 0.007%, which compares with the 0.009% for the budgeted portfolio. This gives the estimated default rate on the investment counterparties which comprise the portfolio at 31<sup>st</sup> March 2020. This equates to a potential financial loss of £1,355 on the investment portfolio of £19m - £14.9m of the portfolio is not subject to historic counterparty risk information
- Specified Investments are high security sterling investments (i.e. high credit quality) with a maturity of no more than one year. Non-specified investments are all other investments representing a potentially greater risk however the risk is still minimal due to the stringent controls over counterparty credit quality contained within the Investment Strategy. The 2020/21 strategy set a maximum limit of 75% of the portfolio to be held in non-specified investments. At 31<sup>st</sup> March 2020, 85% of the investment portfolio was held in specified investments. The Chief Finance Officer can report that the investment portfolio was maintained within this limit throughout the year.

#### Liquidity

In respect of this area the Council set liquidity benchmarks to maintain:

- Liquid short term deposits of at least £5 million available with a week's notice.
- Weighted Average Life benchmark was expected to be 0.25 years (91 days).

The actual liquidity indicators at 31<sup>st</sup> March 2021 were as follows:

- Liquid short term deposits of £14.9 million as at 31<sup>st</sup> March 2021.
- Weighted Average Life of the investment portfolio was 0.09 years (32 days).

### 11.2 Performance Indicators set for 2020/21

#### 11.3 The Code of Practice on Treasury Management requires the Council to set performance indicators to assess the adequacy of the treasury management function over the year. The Chief Finance Officer set 8 local indicators for 2019/20,

which aim to add value and assist the understanding of the main prudential indicators. These indicators, detailed in Appendix B, are:

- Debt – Borrowing rate achieved against average 7 day LIBOR.
- Investments – Investment rate achieved against average 7 day LIBID.
- Average rate of interest paid on the Councils Debt during the year – this will evaluate performance in managing the debt portfolio to release revenue savings.
- The amount of interest on debt as a percentage of gross revenue expenditure.
- Limit on fixed interest rate investments
- Limit on fixed interest rate debt
- Limit on variable rate investments
- Limit on variable rate debt

### Regulatory Framework, Risk and Performance

**12.** The Council's treasury management activities are regulated by a variety of professional codes, statutes and guidance:

- The Local Government Act 2003 (the Act), which provides the powers to borrow and invest as well as providing controls and limits on this activity;
- The Act permits the Secretary of State to set limits either on the Council or nationally on all local authorities restricting the amount of borrowing which may be undertaken (although no restrictions were made in 2020/21);
- Statutory Instrument (SI) 3146 2003, as amended, develops the controls and powers within the Act;
- The SI requires the Council to undertake any borrowing activity with regard to the CIPFA Prudential Code for Capital Finance in Local Authorities;
- The SI also requires the Council to operate the overall treasury function with regard to the CIPFA Code of Practice for Treasury Management in the Public Services;
- Under the Act the ODPM has issued Investment Guidance to structure and regulate the Council's investment activities;

Under section 238(2) of the Local Government and Public Involvement in Health Act 2007 the Secretary of State has taken powers to issue guidance on accounting practices.

**12.1** The Council has complied with all of the above relevant statutory and regulatory requirements, which limit the levels of risk associated with its treasury management activities. In particular its adoption and implementation of both the Prudential Code and the Code of Practice for Treasury Management means both that its capital expenditure is prudent, affordable and sustainable, and its treasury practices demonstrate a low risk approach.

**13.** The Council is aware of the risks of passive management of the treasury portfolio and, with the support of Capita Asset Services, the Council's advisers, has proactively managed its treasury position over the year. The Council has

continued to utilise historically low borrowing costs and has complied with its internal and external procedural requirements. There is little risk of volatility of costs in the current debt portfolio as the interest rates are predominantly fixed, utilising long-term loans.

- 13.1 Shorter-term variable rates and likely future movements in these rates predominantly determine the Council's investment return. These returns can therefore be volatile and, whilst the risk of loss of principal is minimised through the annual investment strategy, accurately forecasting future returns can be difficult.



**Prudential and Treasury Indicators 2020/21**

<b>1. PRUDENTIAL INDICATORS</b>	<b>2020/21 Actual</b>	<b>2020/21 Estimated</b>	<b>2019/20 Actual</b>
<b>Capital Expenditure</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
General Fund	3,212	5,117	10,057
HRA	16,377	19,690	11,976
TOTAL	19,589	24,807	22,033
<b>Ratio of financing costs to net revenue stream</b>	<b>%</b>	<b>%</b>	<b>%</b>
General Fund	22.9%	22.0%	15.4%
HRA	31.4%	31.6%	32.2%
<b>Borrowing requirement General Fund</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Borrowing requirement at 1 April	68,562	68,562	61,803
Borrowing requirement at 31 March	67,501	67,906	68,562
In-year borrowing requirement	597	5,679	6,759
<b>Borrowing requirement HRA</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Borrowing requirement at 1 April	62,174	62,174	58,353
Borrowing requirement at 31 March	70,274	66,851	62,174
In-year borrowing requirement	8,099	4,677	3,846
<b>Net Debt</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Actual borrowing less investments	89,548	101,000	89,603
<b>CFR</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
General Fund	67,501	67,906	68,562
HRA	70,274	66,851	62,174
TOTAL	137,775	134,757	130,736
<b>Annual change in Capital Financing Requirement</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
General Fund	(1,060)	(656)	6,759
HRA	8,099	4,677	3,846
TOTAL	7,039	4,021	10,605

<b>2. TREASURY MANAGEMENT INDICATORS</b>	<b>2020/21 Revised</b>	<b>2020/21 Estimated</b>	<b>2019/20 Actual</b>
<b>Authorised Limit for external debt –</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Borrowing	123,448	150,768	120,153
Other long term liabilities	0	1,380	105
<b>TOTAL</b>	<b>123,448</b>	<b>152,148</b>	<b>120,258</b>
<b>Operational Boundary for external debt -</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Borrowing	123,448	135,948	120,153
Other long term liabilities	0	1,200	105
<b>TOTAL</b>	<b>123,448</b>	<b>137,148</b>	<b>120,258</b>
<b>Actual external debt</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
General Fund	52,909	54,805	55,154
HRA	70,539	66,195	65,113
<b>TOTAL</b>	<b>123,448</b>	<b>121,000</b>	<b>120,258</b>
<b>Upper limit for fixed interest rate exposure</b>	<b>£m</b>	<b>Target £m</b>	<b>£m</b>
Net principal re fixed rate borrowing / investments	104.5	120	112.5
<b>Upper limit for variable rate exposure</b>	<b>£m</b>	<b>Target £m</b>	<b>£m</b>
Net principal re variable rate borrowing / investments	14.9	49.9	25.1
<b>Upper limit for total principal sums invested for over 1 year</b>	<b>£'000</b>	<b>£</b>	<b>£'000</b>
(per maturity date)	0	5	Nil

<b>Maturity structure of fixed rate borrowing during 2020/21</b>	<b>Actual %</b>	<b>Upper limit %</b>	<b>Lower limit %</b>
Under 12 months	6%	40	0
12 months and within 24 months	7%	40	0
24 months and within 5 years	5%	60	0
5 years and within 10 years	9%	80	0
10 years and above	74%	100	10

## Local Indicators Treasury Management Indicators

	2020/21 Actual %	2020/21 Revised %	2019/20 Actual %
<b>Debt - Borrowing rate achieved i.e. temporary borrowing (loans of less than 1 year)</b>	Achieved 0.40% LIBOR 0.054% +0.36%	Less than 7 day LIBOR	No new short term borrowing taken in 19/20

	2020/21 Actual %	2020/21 Revised %	2019/20 Actual %
<b>Investment rate achieved</b>	Achieved 0.2% LIBID - 0.07% +0.27%	Greater than 7 day LIBID	Achieved 0.84% LIBID 0.53% +0.21%

	2020/21 Actual %	2020/21 Revised %	2019/20 Actual %
<b>Average rate of Interest Paid on Council Debt (%)</b>	3.25%	3.75%	3.62%

	2020/21 Actual %	2020/21 Target %	2019/20 Actual %
<b>Interest on Debt as a % of Gross Revenue Expenditure</b>	3.6%	4.4%	4.1%
General Fund	1.88%	2.43%	2.14%
HRA	8.02%	8.09%	8.72%

	2020/21 Actual (ave) %	2020/21 Target %	2019/20 Actual %
<b>Upper limits on fixed interest rate investments</b>	56%	100%	46%

	<b>2020/21 Actual %</b>	<b>2020/21 Target %</b>	<b>2019/20 Actual %</b>
<b>Upper limits on fixed interest rate debt</b>	100%	100%	100%

	<b>2020/21 Actual (ave) %</b>	<b>2020/21 Target %</b>	<b>2019/20 Actual %</b>
<b>Upper limits on variable interest rate investments</b>	44%	75%	54%

	<b>2020/21 Actual %</b>	<b>2020/21 Target %</b>	<b>2019/20 Actual %</b>
<b>Upper limits on variable interest rate debt</b>	0%	40%	0%

**SUBJECT: OPERATIONAL PERFORMANCE REPORT Q3-Q4 2020/21**

**DIRECTORATE: CHIEF EXECUTIVE'S**

**REPORT AUTHOR: PAT JUKES – BUSINESS MANAGER CORPORATE POLICY**

## **1. Purpose of Report**

- 1.1 To present to Executive an outturn summary of the council's performance in the year 2020/21.

## **2. Executive Summary**

- 2.1 This report covers the last two quarters of 2020/21 in detail, reverting back to the standard performance reporting format.

In the quarterly performance report there are 17 quarterly performance measures with RED (below target) statuses – almost all of which have been worsened as a direct or indirect result of the pandemic situation

There are also 18 quarterly measures with GREEN (above target) statuses, with the remaining 14 being within the acceptable boundaries.

Note the 16 volumetric measures are there to add context to the performance measures where appropriate, but they are not considered performance as such and hence retained under the violet colour.

## **3. Background**

- 3.1 City of Lincoln Council, like all other local authorities, has had to make dramatic changes as a result of the three national lockdowns resulting from the COVID-19 pandemic, not only to ensure that we kept our critical services functioning, but also to deliver a community leadership role for our city in a time of crisis.

- 3.2 Previous position reports to committee have highlighted the excellent work undergone within and across services which has enabled us to maintain all key services to customers with minimal negative effect.

They have shown the journey from the start of the pandemic towards the recovery stage and indicated how the whole council has performed together as One Council in the challenge of reprioritising our workload to meet our customer needs.

- 3.3 So it is pleasing to be able to report that at the end of quarter four we are now able to report performance figures for most of our key services - therefore we will now resume our usual performance reporting format.

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

#### **4. The data appendices**

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

#### **5. Strategic Priorities**

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

#### **6. Organisational Impacts**

- 6.1 Finance (including whole life costs where applicable) - there are no direct financial implications as a result of this report. Further details on the Council's financial position can be found in the financial performance quarterly report elsewhere on the agenda.
- 6.2 Legal Implications including Procurement Rules - There are no direct legal implications
- 6.3 Equality, Diversity and Human Rights There are no direct equality implications as a result of this report, as this report summarises service performance only.

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

#### **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 The Executive is asked to comment on the achievements and issues identified this quarter.

<b>Is this a key decision?</b>	No
<b>Do the exempt information categories apply?</b>	No
<b>Does Rule 15 of the Scrutiny Procedure Rules (call-in and urgency) apply?</b>	No
<b>How many appendices does the report contain?</b>	Three (A, B and C)
<b>List of Background Papers:</b>	None
<b>Lead Officer:</b>	Pat Jukes Business Manager, Corporate Policy

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CITY OF  
*Lincoln*  
COUNCIL

# Operational Performance Report Q3-Q4 2020/21

Pat Jukes

Business Manager, Corporate Policy

June 2021

# Introduction

In this year-end report we are in a position to return to standard performance reporting as we are able to report on the majority of performance measures within the key services in the council.

As we approach the staged removal of lockdown in the year-long COVID-19 pandemic, more teams are slowly returning to a full unrestricted service provision and are able to report somewhat limited performance for Q3 and Q4. In many of these areas there remains a legacy, created by the pandemic, of backlogs that will take time to clear.

This report returns to the usual format for performance reporting and shows each directorate's outturn, with commentary on measures that have reported both above and below their targets. All these should be viewed within the context of the impact the pandemic has had.

In addition, we have also collated reports on our corporate performance measures, with data on complaints, sickness, and vacancies available.

## Contents

How to read this report – Page 3

Authority Wide Summary – Page 4

Chief Executives Directorate

- Performance – Pages 5 - 8

Directorate for Communities and Environment

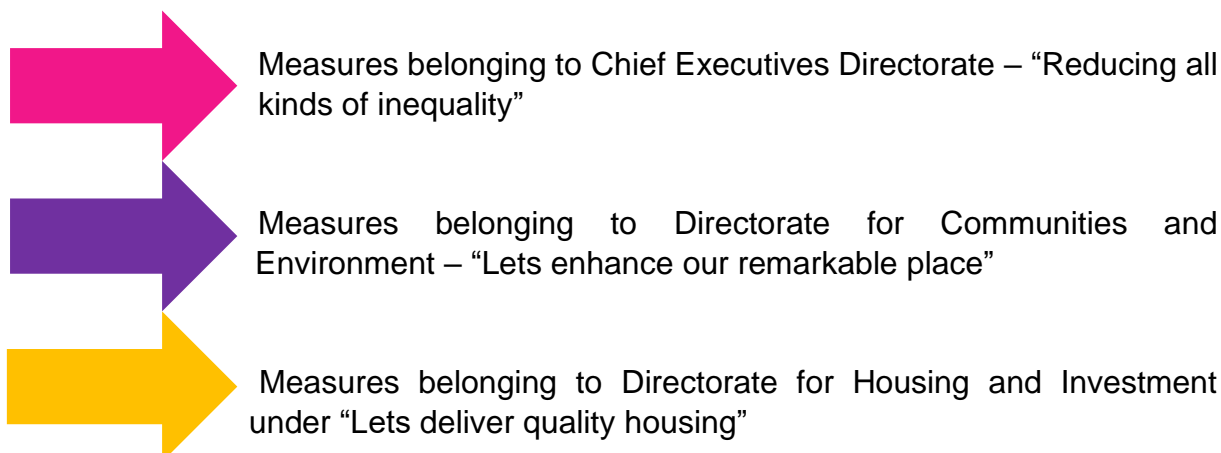
- Performance – Pages 10 - 14

Directorate for Housing and Investment

- Performance – Pages 16 - 18

Corporate Measures – Pages 20 - 24

## How to read this report

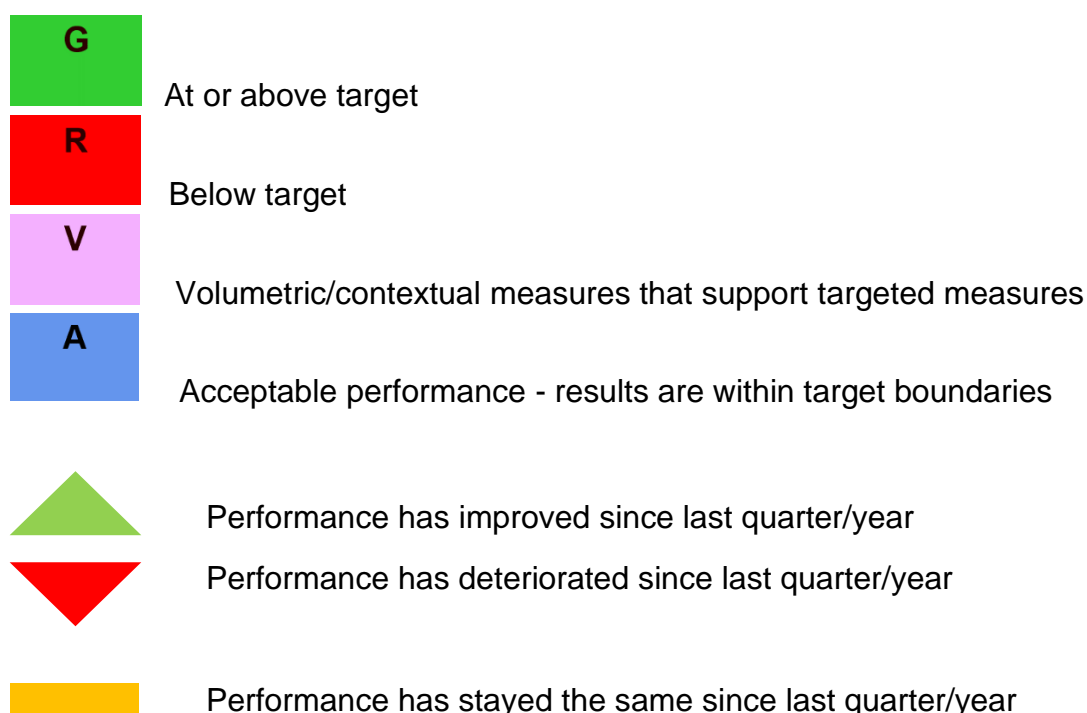


Directorate for Major Developments doesn't monitor its performance through strategic measures, and instead is performance managed by the progress of the various projects DMD owns under "Driving Inclusive Economic Growth".

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

The report also includes data on our corporate measure categories:

- Sickness
- Corporate complaints including Ombudsman rulings
- Resource information



# Authority Wide Performance Summary

Below shows 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	6	1	8	3	18
DCE	5	11	5	8	29
DHI	6	2	5	5	18
Total	17	14	18	16	65
Quarterly Strategic measure performance by direction					
Directorate	Deteriorating	No change	Improving	Total	
CX	4	6	8	18	
DCE	13	10	6	29	
DHI	4	5	9	18	
Total	21	21	23	65	

# Chief Executives Directorate Performance

Service Area	Measure	Current Value	Status	Direction
Communications	Percentage of media enquiries responded to within four working hours	87.00	G	▲
Communications	Number of proactive communications issued that help maintain or enhance our reputation	47	G	▲
Work Based Learning	Percentage of apprentices completing their qualification on time	100.00	G	▲
Work Based Learning	Number of new starters on the apprenticeship scheme	11	R	▬
Work Based Learning	Percentage of apprentices moving into Education, Employment or Training	75.00	R	▬
Customer Services	Number of face to face enquiries in customer services	15	V	▬
Customer Services	Number of telephone enquiries answered in Channel Shift Areas (Rev & Bens, Housing & Env. Services)	27,453	V	▬
Customer Services	Average time taken to answer a call to customer services	156	R	▼
Accountancy	Average return on investment portfolio	0.20	G	▲
Accountancy	Average interest rate on external borrowing	3.25	G	▲
Revenues Administration	Council Tax - in year collection rate for Lincoln	94.78	R	▲
Revenues Administration	Business Rates - in year collection rate for Lincoln	98.97	A	▬
Revenues Administration	Number of outstanding customer changes in the Revenues team	1,650	R	▼
Housing Benefit Administration	Average (YTD) days to process new housing benefit claims from date received	16.91	G	▼
Housing Benefit Administration	Average (YTD) days to process housing benefit claim changes of circumstances from date received	3.00	G	▲
Housing Benefit Administration	Number of Housing Benefits / Council Tax support customers awaiting assessment	2,123	R	▼
Housing Benefit Administration	Percentage of risk-based quality checks made where Benefit entitlement is correct	92.87	G	▲
Housing Benefit Administration	The number of new benefit claims year to date (Housing Benefits/Council Tax Support)	5,335	V	▬

## Annual Measures at Q3

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	DEM 1	The number of individuals registered on the electoral register (local elections)	N/A	Volumetric	Volumetric	2019/20	67,919	2020/21	68,203	Number	V	As you will see we have had a significant increase in registration since last reported.

## Annual Measures at Q4

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	DC1 1	Percentage of invoices paid within 30 days	High is good	95.00	97.00	2019/20	96.22	2020/21	96.92	%	G	Figures are calculated on all invoices & credit notes (not refunds or grants) paid 01/04/2020 to 31/03/2021. Figures are adjusted based on certain assumptions as below: - 1) No invoice collected for payment by supplier from CoLC by Direct Debit or standing order classified as late. 2) No credit note taken by CoLC outside of the 30 days classified as late. 3) Assumption that 0.5% of those invoices paid after 30 days were held in dispute at some point, hence paid later after dispute was resolved and not classified as late 4) 1.0% of those invoice paid after 30 days were held back from payment because the overall balance with the supplier was in credit.
Debtors & Creditors	DC2 2	Percentage of invoices that have a Purchase Order completed	High is good	40.00	50.00	2019/20	45.60	2020/21	45.40	%	A	Based on supplier expenditure only. 15,323 GL lines in total representing all supplier expenditure. Of these 6,948 lines were linked to either an Agresso or UH order number.

## **Communications**

The introduction of Microsoft Teams across most of the authority has meant we have been able to contact other staff members quicker and easier than previously. This has resulted in responses being able to be acquired to all but the most complex of enquiries within the four-hour target. In quarter three, 84% of media enquiries were responded to within our four-hour target, and in quarter four that increased to 87%, which against its target of 85%, was acceptable in quarter three and above target in quarter four.

The benefits outlined above also help us to achieve a higher rate of proactive communications, increasing to 41 in quarter three and to 47 in quarter four. This is mostly because of our introduction of testing facilities in the city, which increased the number of proactive communications we had to issue in Q4, especially because of our duty to residents to make sure all relevant information is available both clearly and accessibly.

Throughout Q3 and Q4, we have continued to examine how we engage with our residents and businesses. In addition to the usual press releases and social media graphic posts, we have expanded our use of video – both in longer form and in short, bite-sized chunks. These have helped deliver a wider reach on social media than a generic graphic post

## **Work Based Learning**

Both the number of new starters joining our apprenticeship scheme, and those who finishing their qualification moving into Education, Employment or further training have reported below target. We had 2 new starters in quarter four, which brings the total cumulative new starters on the scheme in 2020/21 to 11. The percentage of learners who moved into education, employment or further training is below its lower target of 95%, with a figure of 75%, due to 2 apprentices not being able to progress to level 3 due to the pandemic. Unfortunately they were unable to find employment at the end of their apprenticeship and, as recorded at the time, they were not seeking further education or training. The pandemic has had an impact on our ability to recruit new apprentices, as well as on the logistical challenge of training apprentices.

## **Customer Services**

During Q3 and Q4, Customer Services have seen further decreases in the number of face to face enquiries held at City Hall, at 32 in Q3 and 15 in Q4. Throughout lockdown, face to face enquiries were limited to essential appointments only. Customers are still given assistance with routine enquiries but queries about benefits, council tax accounts or tenancy matters remain by appointment only. Whilst demand from the public is relatively low at present, we expect this to increase gradually as customers become more comfortable with the lifting of restrictions

In Q3 the **total** number of telephone enquires answered (including channel shift areas Revenues and Benefits, Housing and Environmental services) returned to similar

levels when compared against the same quarter in 2019/20, while in Q4, 32,529 calls were answered, exceeding the previous high of 29,739 calls answered in Q4 2019/20. As well as the increase in calls received, we have also seen a large increase in the number of email enquiries, especially for waste, recycling and environmental enquiries.

Calls in Q3 and Q4, were answered on average in 81 seconds and 156 seconds respectively. The Q4 figure of 156 does not reach its lower target of 120 seconds, however as already indicated, the amount of calls answered has risen in comparison to previous quarters. In addition, the complexity of calls that COVID-19 unfortunately has created for some residents, has extended the length of the call needed. The average length of call is now at 6 minutes 30 seconds.

The logging of customer satisfaction with phone calls has still not been able to be collected, and as such there is as yet no reliable data to provide for customer satisfaction with either phone calls or face to face visits.

### **Accountancy**

Both the average return on our investment portfolio and the average interest rate on our external borrowing are above target, at 0.2% and 3.25% respectively. It should be noted this is the average for 20/21 and at the end of Q4 (0.2%) the rates are at historically low levels with little sign of improvement for the forthcoming financial year.

### **Revenues Administration**

At the end of 2020/21 the Council tax collection figure was 94.78% which is 1.99% below the 2019/20 collection – this equates to £896,741. As a result of COVID-19, we have undertaken deferrals of April and May instalments. However, due to a lack of court hearing dates during the year, recovery action on unpaid accounts was limited. On 1st April, a total of 6,660 unpaid accounts with a value of £2,177,390 were brought forward without a liability order being obtained. A further 1,167 accounts with a total debt of £1,141,776 were brought forward with a liability order having been obtained through the courts. Council Tax Support hardship funding was awarded to a total of 3,808 claimants with a value of £676,604. A balance of just over £500,000 of the Covid funding has been carried forward into the year 2021/22 and this will be distributed in due course. Due to the impacts of Covid-19 on taxpayers' finances, this level of collection has to be considered with regard to the economic situation.

At the end of 2020/21 the Business Rates collection figure was 98.97% which is 0.08% above the 2019/20 collection. During the year 2020/21, 1,070 ratepayers received a Rates 'Holiday' when the Government introduced the "Expanded Retail Relief" in April 2020 due to COVID-19. This Rate relief targeted customers in the Retail/Leisure and Hospitality sectors who were required to shut their doors to visiting members of the public in March 2020 and there was no limit to the amount of rate relief a ratepayer could claim during 2020/21. The total award of this relief was £27,119,332. There remained several businesses who were not supported via a rates relief during the pandemic. For the year 2021/22, there is a further Expanded Retail Relief, but this comes with a 'limit' of the amount of rate relief a customer may claim on their business.

For the months April, May, and June the ratepayer can claim 100% exemption, and this has no limit. From July to March, the claim is 66% of the liability and the award is limited to £105,000 (nationally) if they were not mandated to close, and £2m if they were mandated to close. The Rates team have begun sending out the forms for the new rates reduction.

Due to new processes introduced to facilitate safe working, customers have primarily been asked to provide electronic documents, causing email correspondence to increase. In Q4 there were 1,650 outstanding council tax support changes to make, which is above the target of 300 – 450, and an increase on the 963 seen in Q3. The recovery team are supporting the billing team by helping to reduce the outstanding changes backlog - this support from other teams is possible as elements of the recovery teams work has reduced due to the impacts of Covid-19.

### **Benefit Administration**

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

However, despite the additional workloads, in Q3 and Q4, the average time to process new housing benefit claims was better than its target of 24 days, achieving 16.72 days in Q3 and 16.91 in Q4 (low is good). New Claims have been processed on average 3.69 days quicker in 2020/21 than in 2019/20.

In respect of processing changes of circumstance, whilst there has been a small increase in the time taken since Q4 of 2019/20, Q3 and Q4 are both better than their targets of 4.5 to 6. Days, with 4.27 days achieved in Q3, and 3 days achieved in Q4 (again low is good). This does include numerous '1-day' changes due to rent increases and income uprating. Changes of Circumstances have been processed on average 0.29 days quicker in 2020/21 than in 2019/20.

In Q3 and Q4, the number of Housing Benefits/Council Tax support customers awaiting assessment has increased, from 1,835 in Q3, to 2,123 in Q4. Both figures are below their lower quarterly targets of 1,150 and 1,100 in quarters 3 and 4 respectively. Workload continues to increase due to effects of COVID-19's impact on resident's income and debt levels, leading to frequent changes in people's circumstances. A significant proportion of the increased incoming workload is relating to Universal Credit. As people return to work and wages increase this is then likely to create further work in amending and in some cases ceasing claims.

It is also good to see that the team has managed to retain a high-quality level achieving 92.87% of correct benefit entitlement as found in the risk-based quality checks conducted.







# 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	n/a	A	▼
Food and Health & Safety Enforcement	Average time from actual date of inspection to achieving compliance	n/a	A	▲
Food and Health & Safety Enforcement	Percentage of food inspections that should have been completed and have been in that time period	n/a	A	▼
Development Management (Planning)	Number of applications in the quarter	271	V	—
Development Management (Planning)	End to end time to determine a planning application (Days)	66.85	A	▼
Development Management (Planning)	Number of live planning applications open	148	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	C	▲
Development Management (Planning)	Percentage of Non-Major Planning Applications determined within the government target (70% in 8 weeks) measured on a <a href="#">3-month</a> rolling basis	82.71	A	▼
Development Management (Planning)	Percentage of Major Planning Applications determined within the government target (80% in 13 weeks) measured on a <a href="#">3-month</a> rolling basis	100.00	C	—
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)	23.00	A	▲
Private Housing	Average time from date of inspection of accommodation to removing a serious hazard to an acceptable level	n/a	V	—
Private Housing	Number of empty homes brought back into use	30	A	▲
Public Protection and Anti-Social Behaviour Team	Number of cases received in the quarter (ASB)	80	V	—
Public Protection and Anti-Social Behaviour Team	Number of cases closed in the quarter	676	V	—
Public Protection and Anti-Social Behaviour Team	Number of live cases open at the end of the quarter	157	C	▼
Public Protection and Anti-Social Behaviour Team	Satisfaction of complainants relating to how the complaint was handled	75.00	A	—
Sport & Leisure	Quarterly visitor numbers to Birchwood and Yarborough Leisure Centres	10,631	M	▼
Sport & Leisure	Artificial Grass Pitch usage at Yarborough Leisure Centre (exp. to open July 19) & Birchwood Leisure Centre (exp. to open June 19)	83.00	M	▼
CCTV	Total number of incidents handled by CCTV operators	2,216	V	—
Waste & Recycling	Percentage of waste recycled or composted	33.45	M	▼
Waste & Recycling	Contractor points achieved against target standards specified in contract - Waste Management	245	M	▼
Street Cleansing	Contractor points achieved against target standards specified in contract - Street Cleansing	110	A	▲
Grounds Maintenance	Contractor points achieved against target standards specified in contract - Grounds Maintenance	20	C	▼
Allotments	Percentage occupancy of allotment plots	98.00	C	▲
Parking Services	Overall percentage utilisation of all car parks	9.67	M	▼
Parking Services	Number of off <a href="#">street</a> charged parking spaces	3,750	V	—
Licensing	Total number of committee referrals (for all licensing functions)	6	V	—
Licensing	Total number of enforcement actions (revocations, suspensions and prosecutions)	3	V	—

DCE	Waste & Recycling	WM 3	Satisfaction with refuse service (collected via Citizens' Panel)	High is good	90.00	96.00	2019/20	97.00	2020/21	96.30	%	G	Citizen Panel respondents were recorded as 96.3% 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	94.00	2019/20	97.00	2020/21	94.80	%	G	94.8% 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	2019/20	88.00	2020/21	91	%	G	64% of residents were satisfied with the standard of hygiene in restaurants, cafes takeaways and shops whilst 26.6% were very satisfied.

## **Food Health and Safety**

The food premise inspection programme was partially suspended during the pandemic and lockdown measures. The Food Standards Agency provided a framework on how LA's should manage food official controls over the last year, recognising these staff were re-deployed to tackle Covid related activity . This has seen the team, within the capacity available, focus on those food premises where the risk to public health is high or the risk is unknown. This means that in terms of inspections the team have targeted the 0, 1 and 2 rated businesses in the City and have also processed all new food business registrations. A total of 153 inspections have been carried during the year following strict Covid protocols.

In addition to this, Covid compliance inspections and visits have been undertaken across wider range of businesses to reduce the likelihood of community spread of Covid.

The team have had to implement a substantial amount of new legislation during the year and the number of Covid related complaints and service requests has been over 120% higher than general service requests/complaints in the previous year with 2659 being recorded. That is in excess of 650 cases per officer. The team have been instrumental in managing and co-ordinating the Covid Ambassadors across the City since November last year.

There are nearly 400 food inspections that would ideally have been carried out during the year that are now being carried forwards. The Food Standards Agency have issued guidance nationally on how to deal with this backlog and within this there are a number of deadlines set based on risk. Full recovery is expected by March 2023.

## **Development Management (Planning)**

There has been continued strong performance in the planning areas - Q3 saw 266 planning applications submitted, while Q4 saw 271 submitted. Work levels continue to increase in this area, as smaller scale domestic applications are being submitted as more people continue to stay at home, as well as an increased confidence building in the sector overall. During Q3, it took 56.91 days to determine the outcome of those applications, whilst in Q4 that time increased to 66.85 days. This increase is due to the knock-on effect of additional pre application enquiries combined with significant complexities of specific applications which have taken more officer time and therefore prevented a higher degree of throughput. It is still within the acceptable range however and is to some extent part of a natural fluctuation in the sector. That fluctuation is also reflected in the increase in planning applications still open, which saw 129 in Q3 and increased again to 148 in Q4 – however, again this is within the acceptable range.

The key measures required centrally are the percentage of non-major and major planning applications determined within the government target (70% in eight weeks and 60% in 13 weeks respectively measured on a two-year rolling basis). Whilst our non-major planning applications have taken slightly longer to be determined, with 92% being determined within target in Q3, this has decreased to 82.71% in Q4. This correlates to the increase in time taken to determine a planning application and should be noted that this is simply a reprioritisation of workload to ensure targets are always

met, or at least within boundary, and indeed this measure still sits comfortably above the government target of 70%.

Major applications determined within the government set target have reported at 100% for both Q3 and Q4. As noted above, this is because focus remains on the performance of major applications, as these are often more complex and require more work from members of the team to determine. This workload was completed against a background where 96% of planning applications were approved in Q3 and 95% in Q4, with no decisions being overturned on appeal in Q4.

### **Private Sector Housing**

It has been challenging delivering housing assistance (primarily Disabled Facilities Grants) during the last year. There have been some difficulties with contractors being able to obtain building supplies for the adaptations and some clients have been shielding, hence preventing access. In the period from the 1 April 2020 to the 31 March 2021 we completed 81 adaptations in an average time of 23 weeks (which is within boundaries). Very few were undertaken in Q1 and Q2 although referrals had been received. Quarters 3 and 4 have seen an upsurge in the completion of adaptations and works. It is expected that performance in 21/22 will improve further.

Collection has not been possible on the “Average **time** from date of inspection of accommodation to removing a severe hazard to an acceptable level”, as inspections of properties and accommodations has been limited to those where intelligence has given reason to believe that a serious health and safety issue may be present. Complaints regarding housing standards have been managed remotely with tenants providing photographs or video footage of the matters that they have been concerned about. The private housing team have engaged with landlords and letting agents to seek the required improvement to the properties complained about. A total of 113 have been completed in the period and further 22 cases are subject to ongoing investigation and negotiation.

The Empty Homes team has not been able to follow our strategy fully in the last year due to the restrictions on inspections and the survey letters to owners at 6 months empty. However, having achieved 30 homes brought back into use against a target of 25 - 50 in these circumstances is excellent. There has been a dramatic rise in the number of furnished empty properties, this is in part due to the number of students who did not return to university and therefore did not take up occupancy as expected. Nationally the number of Empty Homes has continued to increase over this last year, most local authorities have reported an increase in their 6 months plus figures and their two year plus figures. However the City of Lincoln has bucked this trend and figures for both of these empty homes categories have seen a small decrease since April 2020.

### **Public Protection and Anti-Social Behaviour**

Whilst the number of cases received in the quarter is a volumetric measure (meaning it is not something the team can influence), the number of cases received has increased from quarter three's figure of 65, to 80 in quarter four. This is up considerably on the quarter four figure reported in 2019/20. We believe this increase is in part, due

to lockdown and the impact this is having on behaviour and tolerance levels. The highest number of ASB cases are normally during warmer months when more people can socialise in the city centre and in gardens, so this is particularly high for this time of year. During Q4, the service has received a total of 660 service requests (not cases) and has closed 676 with 157 open/ongoing cases remaining. After a change in the way the number of live cases open at the end of quarter is measured, there is currently no comparative data from 2019/20, however from the data available from 2020/21 the data is looks to be in line with the overall number of open cases.

Satisfaction of complainants relating to how the complaint was handled is not currently being collected due to the impact on our Customer Services team from COVID-19.

### **Sports and Leisure**

Members will recall that leisure centres were impacted significantly during the Covid period with only very short periods where they were able to open before being locked down again. The figures for 2019/20 reflect that.

Leisure Centres have now reopened in line with government guidance, although they are limited on the number and types of activities that can take place until May 17th. However, we are still taking the necessary extra steps to ensure that we keep both our staff and visitors to the centres safe. The numbers of users permitted in the centre at any one time are reduced, and we continue to respond to the changes as per the government's national roadmap out of lockdown.

Towards the end of Q4, we started to see usage figures come through on both our Leisure Centres as well as our All-Weather Pitches. At 10,631 indoor visits, these are clearly significantly lower than usual, which is a direct result of COVID-19 restricting the use of both indoor and outdoor sport facilities - the only things that were running during the lockdown were on-line classes. The 2 days in January include socially distanced gym and swimming use, and the 29<sup>th</sup> of March includes some outdoor use artificial grass pitch usage – but at 83 hours is again far lower than 'normal' expectations.

### **Waste and Recycling**

Note that the data presented here is as usual lagged by one quarter and thus refers to Q2 and Q3 2020/21 respectively. In Q3 (October – December 2020), 19.09% of waste was recycled, 14.36% of waste was composted, equating to 33.45% of waste being composted or recycled. This was just under the lower target of 35%.

We recorded a below target 245 contractor points collectively. This was broken down to 70 in January, 85 in February and 90 in March (Low is good).

An additional challenge throughout Covid-19 has been accessing the narrower streets in the city with waste collection vehicles, due to there being more people at home and more cars parked in those streets in the daytime. For the most part, although this meant collection rounds took longer, it was manageable. The January lockdown coincided with some vehicle problems especially on garden waste rounds, which together with the parking issues resulted in delays on certain days, hence the

higher number of points. This issue has now been resolved and we are back to dealing with the greater on-street parking issue only.

### **Grounds Maintenance**

We have recorded 20 contractor points, which is under the higher target of 50 set as acceptable per quarter. The points came from four Category E incidents, at five points each. A category incident is one of a set of defined incidents and each time one is reported, various levels of points are put against them (depending on the severity of the incident) to be reviewed as part of the contract monitoring.

### **Allotments**

As at the end of March 2021, 1,059 plots of a total 1,144 were let. Of the 1,144 total plots, 1,083 plots are currently lettable. 1,059 occupied lettable plots equate to a 98% occupancy rate, which is above the target of 88%. There has been a significant increase in demand for allotment tenancies since the COVID-19 pandemic began in March 2021. This occupancy level is the highest it has been for several years, and it is hoped that the high levels of occupancy remain when normality resumes, and that people continue with the plots they have chosen and not decide to give them up. However, all sites now have waiting lists for plots, so any returned plots should not be vacant for long. In addition, February 2021 was the start of the new allotment year (and annual invoices issued) so we are still in the process of identifying unpaid accounts. This could also lead to plots being given up but as there are waiting lists, hopefully if this happens, plots will be re-allocated quite speedily, and we can keep occupancy levels high.

### **Parking**

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

The overall percentage utilisation of all car parks, obviously continues to be at a much lower level in comparison to previous years, reporting at 31% over Q3 when we had some lockdown, but also some shops open pre-Christmas – but then a drop to 9.67% in Q4, which was almost fully locked down.

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





# Directorate of Housing and Investment Performance

Service Area	Measure	Current Value	Status	Direction
Housing Investment	Percentage of council properties that are not at the 'Decent Homes' standard (excluding refusals)	0.84	R	▲
Housing Investment	Number of properties 'not decent' as a result of tenants refusal to allow work (excluding referrals)	199	V	▬
Housing Investment	Percentage of dwellings with a valid gas safety certificate	96.28	R	▲
Control Centre	Percentage of Lincare Housing Assistance calls answered within 60 seconds	97.37	R	▼
Rent Collection	Rent collected as a proportion of rent owed	99.46	G	▼
Rent Collection	Current tenant arrears as a percentage of the annual rent debit	3.74	A	▲
Housing Solutions	The number of people currently on the housing list	1,380	V	▬
Housing Solutions	The number of people approaching the council as homeless	704	V	▬
Housing Solutions	Successful preventions against total number of homelessness approaches	525.00	G	▲
Housing Voids	Percentage of rent lost through dwelling being vacant	1.12	R	▼
Housing Voids	Average re-let time calendar days for all dwellings - standard re-lets	44.44	R	▲
Housing Voids	Average re-let time calendar days for all dwellings (including major works)	50.21	R	▲
Housing Maintenance	Percentage of reactive repairs completed within target time (priority and urgent repairs) - HRS only	98.32	G	▼
Housing Maintenance	Percentage of repairs fixed first time (priority and urgent repairs) - HRS only	92.00	A	▲
Housing Maintenance	Appointments kept as a percentage of appointments made (priority and urgent repairs) - HRS only	99.89	G	▲
Business Development	Number of users logged into the on-line self service system this quarter	15,276	G	▲
IT	Number of calls logged to IT helpdesk	614	V	▬
IT	Percentage of first time fixes	56.50	V	▬



## **Housing Investment**

The percentage of council properties that are not at the 'Decent Homes' standard (excluding refusals) has decreased from the 0.89% reported in Q3, to 0.84% in Q4. It should be noted that most of the outstanding properties for Electrical Testing have long-term access issues and whilst the figure is high, progress is being made. The situation with doors remains the same as previous months, and we expect to see a continued increase until a new supplier is instated and on site, which we expect to be in May.

- Doors x53
- Electrical Testing x11,
- Roofing x4

The percentage of dwellings with a valid gas safety certificate has increased from 95.45% in Q3 to 96.28% in Q4. Whilst both respective figures are below target, it should be noted that the servicing team and our contractor Aaron Services have worked very well together over the last year. The Health and Safety Executive advised that gas servicing must continue throughout the COVID-19 pandemic. However, the government advised some of our most vulnerable customers to shield during lockdown. Therefore, these customers would not allow us to access their homes to undertake the annual gas servicing. To enable us to continue with our gas servicing programme, our contractor revised risk assessments and method statements in accordance with government guidance to ensure the safety of our customers when working within properties. We worked closely with our most vulnerable customers and individually risk assessed those properties, then reviewed when gas servicing appointments would take place. Our performance has not reached the target of 100%, during the year, however our programme quickly recovered following the governments shielding period ending.

## **Control Centre**

Lincare has continued to operate its 24/7 telecare services for clients throughout the pandemic. The data from Q4 shows that response times fell slightly, just below the lower target of 97.50%, reporting at 97.37%. The team have seen a number of workplace process changes implemented – there have been some resignations, and a change to the night time cover schedule. This is not seen as an ongoing issue, just a settling in time as new rotas are implemented. Focus is now in place on achieving target for quarter one.

## **Rent collection (Tenancy Services)**

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

In year collection as of the end of March reached 99.46% ahead of the 98% collection target. Arrears overall increased to £1,060,439 compared to £825,237 at the end of March 2020, an increase of £235,202 resulting in arrears as a % of the debit standing at 3.74%, only marginally ahead of the 3.65% target. Universal Credit claims have continued to increase with 727 more Universal Credit claims this financial year with arrears across all 2,145 claims standing at £625,765, an increase of £222,100 compared to the same point last year. Tenancy Services continue to focus on rent

collection and income maximisation for tenants and are committed to reducing the arrears over this coming financial year.

Income collection has been carried out remotely as we have been unable to enter tenants' homes. We have invited tenants into City Hall where appropriate for further advice and support and will be reinstating our rent visits to maximise income and help sustain tenancies. Our processes and procedures have been reviewed and amended to reflect changes in legislation, particularly in relation to rent collection. The national ban on evictions has been extended once again to 31 May 2021 and we continue to work closely with HMCTS to ensure we adhere to relevant changes.

### **Housing Solutions**

With a higher target of 300, the Homelessness team has successfully prevented 397 and 525 people who approached the council as homeless, from being homeless in Q3 and Q4 respectively. This is above target and is a great achievement. We believe there are several reasons why we are successfully preventing more vulnerable people from becoming homeless.

1. We continue to enhance our relationship with partners and other agencies.
2. We regularly stay in contact with the Housing Related Contract to ensure that we are preventing homelessness at the earliest stage, county wide.

### **Housing Voids**

The Voids Team have repaired and let 410 properties with an average re-let time for all dwellings (including major work) of 50.21 days overall against the target of 35-38 days, which has led to some rent losses. Restricting the number of trades people working in a void property at any one time as a result of safety measures to protect the workforce, resulted in an increase in void time as did our inability to enter homes to carry out pre-termination inspections.

New tenants have also found moving accommodation difficult throughout the pandemic, with many having to isolate or unable to secure assistance with moving.

The temporary pressure on Voids due to the 'Everyone In' MHCLG initiative also meant that a significant level of resource is now spent on maintaining temporary homelessness accommodation for the NSAP and buy-back programmes which has not been included in performance monitoring in the past. In addition, there is a national shortage of materials and skilled labour which will affect the team for a short time. When performance targets are reviewed, this aspect will be taken into consideration

Over the past three months the Void Team have seen a considerable improvement in performance which the restrictions easing and will continue to work to reduce the overall void time.

### **Housing Maintenance**

HRS have ensured a significant percentage of appointments (99.89%) have been made and kept in 2020/21, with only a handful of appointments not met in the initial time window. This measure only includes priority and urgent repairs (1- and 3-day tickets). With the introduction of the new pilot for a scheduled repairs service and the ongoing difficulties with COVID-19, it is pleasing to see that our performance is near 100%. The percentage of repairs fixed first time has increased from the Q3 figure of 89.95%, to 92% in Q4. Performance throughout Q4 has improved. So whilst it has been a tough year to manage workload due to the Covid pandemic and the safety measures needed, HRS have ensured our first-time fix rate has exceeded target and the need to revisit properties for follow on visits has reduced.



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# Authority Wide Measures

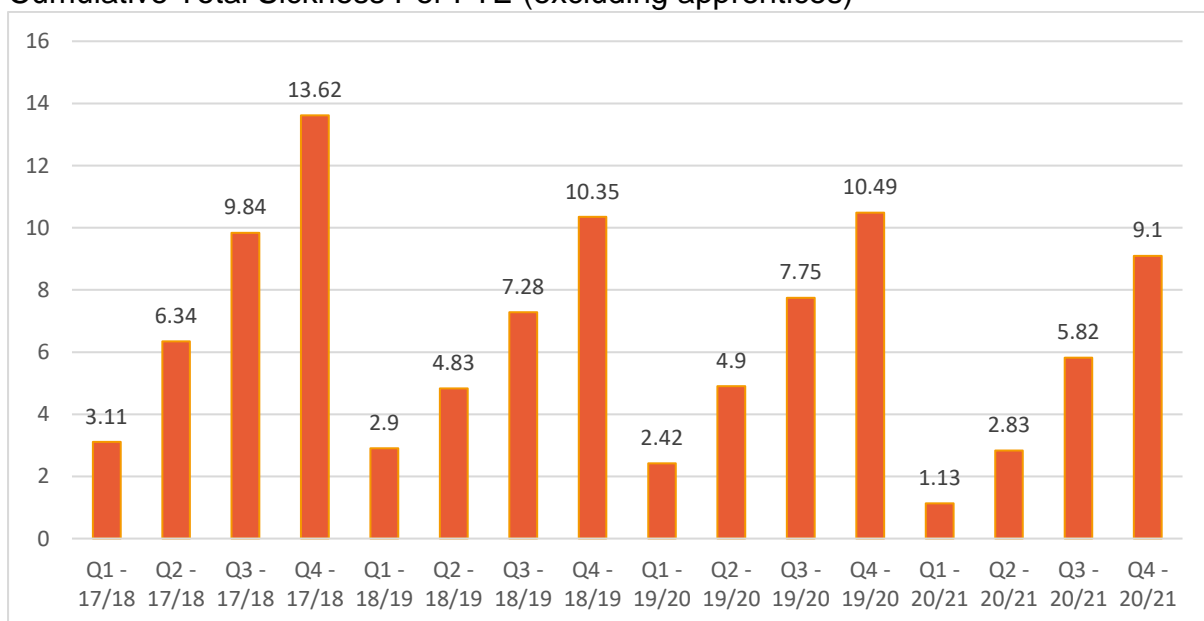
## Sickness performance

Overall sickness absence rates have reduced since the COVID-19 pandemic and staff began working from home; it should be noted that these are the lowest they have been for several years. Health and wellbeing still remains a priority for us, but it is pleasing to see the overall health of the workforce see such an improvement. The HR team regularly provides a range of advice and guidance to support all staff with their physical and mental wellbeing.

### Q4 2020/21 ONLY

Directorate	CX (Excluding Apprentices)	DCE	DMD	DHI	Total (Excluding Apprentices)	Apprentice Sickness
Short Term Days Lost	142	63	1	246.50	452.50	13
Long Term Days Lost	260	181	0	907	1,348	0
Total days lost	402	244	1	1,153.50	1,800.50	13
Number of FTE	177.40	139.65	9.4	222.31	548.76	7
Average Short-Term Days lost per FTE	0.80	0.45	0.11	1.11	0.82	1.86
Average Long-Term Days lost per FTE	1.47	1.30	0	4.08	2.46	0
Average Total Days lost per FTE	2.27	1.75	0.11	5.19	3.28	1.86

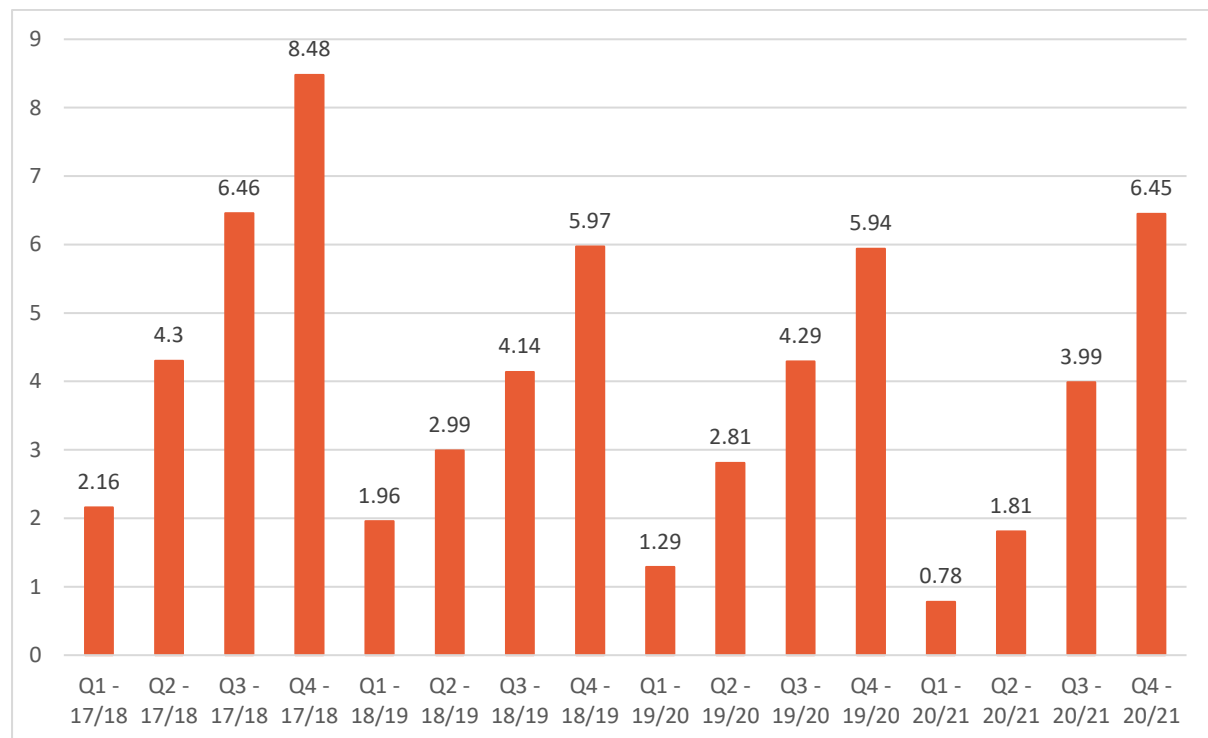
### Cumulative Total Sickness Per FTE (excluding apprentices)



### Cumulative Short-Term Sickness Per FTE in Days



### Cumulative Long-Term Sickness Per FTE in Days

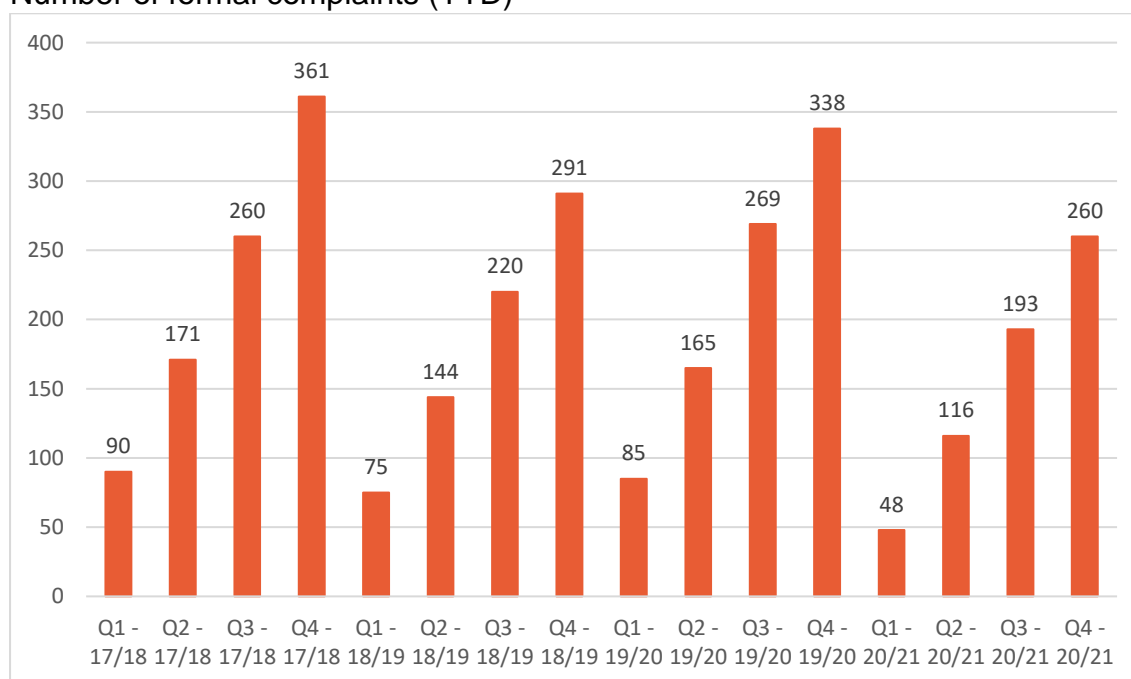


## Complaints Performance

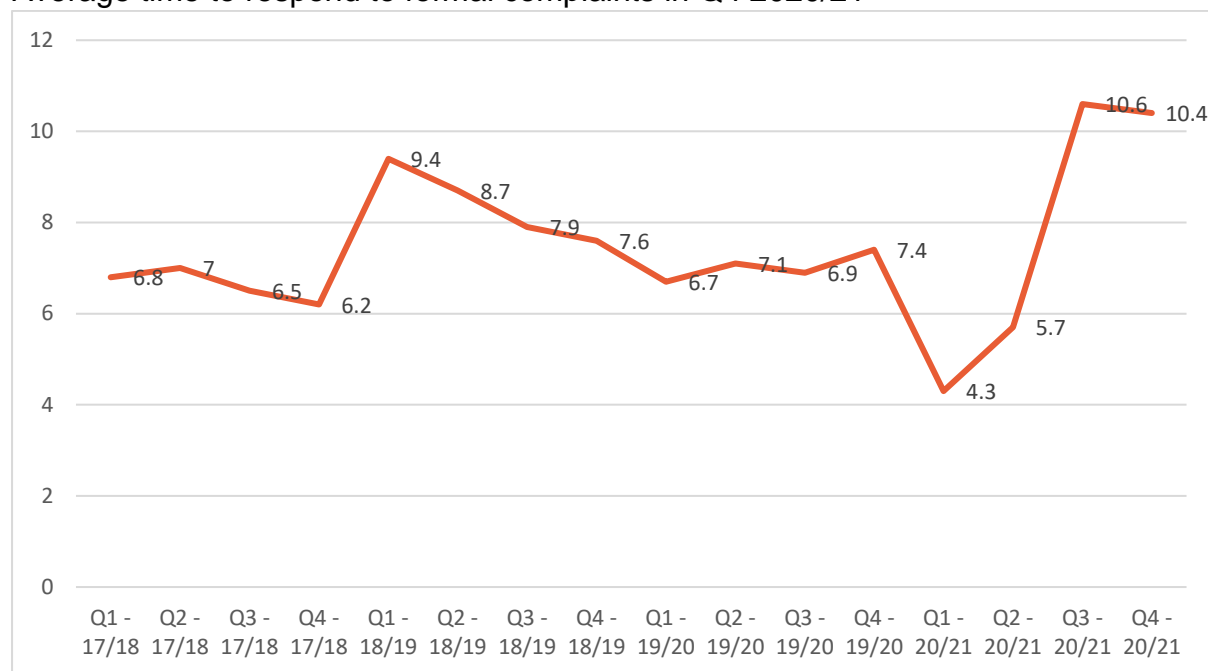
Quarter four outturn shows that over 2020/2021 there were 260 complaints investigated. The cumulative average time year to date across all directorates to respond to formal complaints was 8.1 days. In quarter four, we had one LGO complaint decided - which was upheld.

	CX	DCE	DMD	DHI	TOTAL
<b>Number of Formal complaints dealt with this quarter</b>	13	5	2	47	67
<b>Number of Formal complaints Upheld this quarter</b>	7 (54%)	2 (40%)	0	15 (32%)	24 (36%)
<b>YTD total number of complaints investigated Cumulative (Q1)</b>	31	53	3	173	260
<b>YTD Number of Formal complaints Upheld</b>	17 (55%)	12 (23%)	1 (33%)	72 (42%)	102 (39%)
<b>Average response time in days this quarter</b>	6	25.6	5	10	10.4 days
<b>YTD average response time</b>	5	8.2	4.7	8.7	8.1 days
<b>LGO complaints decided</b>	0	0	0	1	1

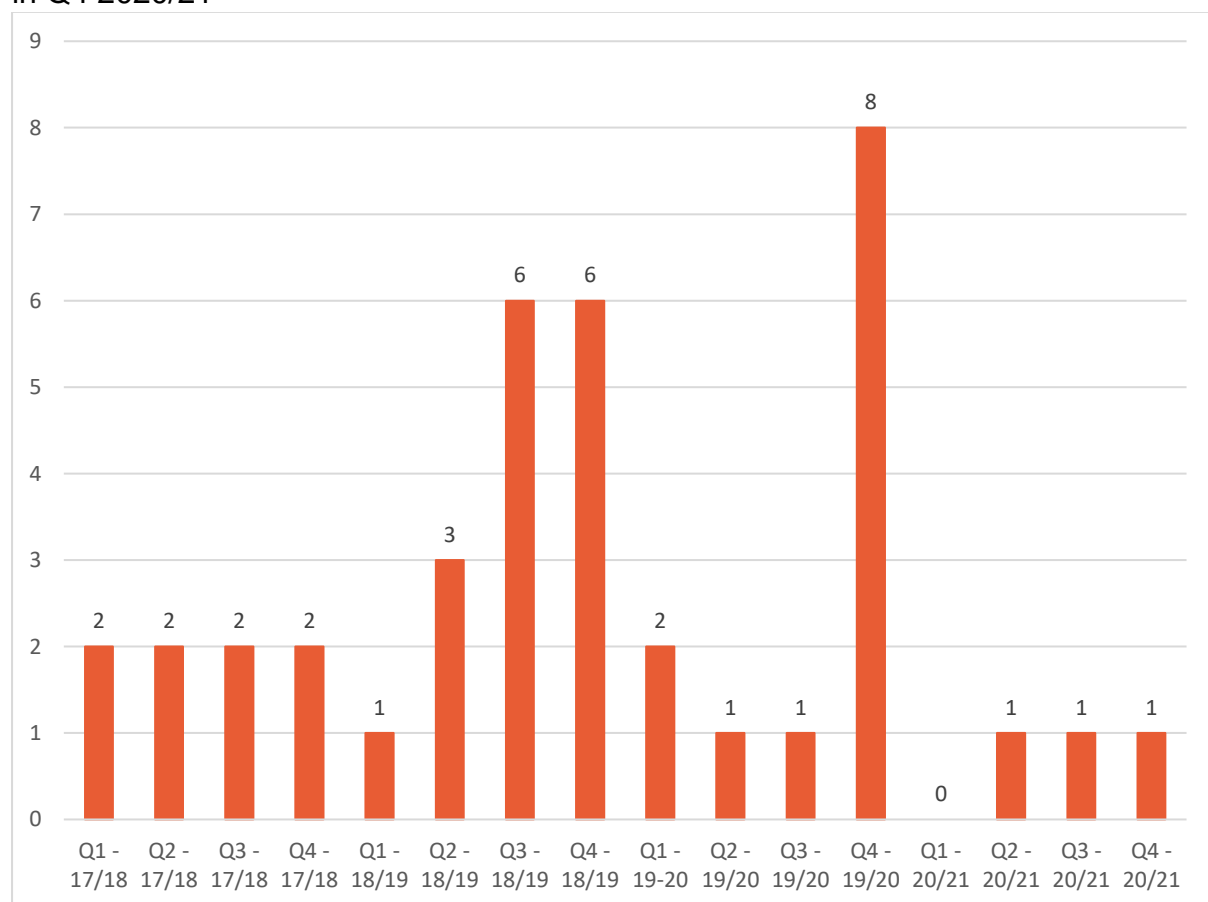
Number of formal complaints (YTD)



### Average time to respond to formal complaints in Q4 2020/21



### Local Government Ombudsman and Local Housing Ombudsman Complaints Decided in Q4 2020/21





## Resource Information

The total number of FTE employees (excluding apprentices) at the end of quarter four was 548.76 with an average of 7 apprentices over the period. In terms of the level of vacancies at quarter four - budgeted establishment unfilled positions (FTE) stood at 97.77, which is higher than normal due to the offer of MARS which was taken by a number of staff in January, and not all are being recruited to. It should be noted that the Council are actively recruiting 25.89 FTE, with a strong focus on essential and business critical roles due to the financial environment .

The percentage of staff turnover at the end of quarter two was 2.97% (excluding apprentices). Appraisals have now been restarted as of April 2021 with an extended deadline of September 2021 and figures will be reported in quarter one and two of the new financial year.

Directorate	CX (Excluding Apprentices)	DCE	DMD	DHI	Total (Excluding Apprentices)
Number of FTE employees	177.40	139.65	9.40	222.31	548.76
Average number of apprentices (as at quarter end)	Authority Wide				7
Percentage of staff turnover	Authority Wide				2.97%
Total number of FTE vacancies	Authority Wide				97.77
Active vacancies which are being recruited (FTE)	Authority Wide				25.89



QUARTERLY  
MEASURES

To add data, click [here](#)

G

At or above target

A

Acceptable performance - results are within target boundaries

R

Below target

V

Volumetric/contextual measures that support targeted measures



Performance has improved since last quarter



Performance has stayed the same since last quarter



Performance has deteriorated since last quarter

Strategic Measures

	Service Area	Measure ID	Measure	High or Low	Low Target	High Target	Previous Data Period	Previous Value	Current Quarter	Current Value	Unit	Status	Commentary
CX	Communications	COM 1	Percentage of media enquiries responded to within four working hours	High is good	70.00	85.00	Q3 - 20/21	84.00	Q4 - 20/21	87.00	%	G	▲ Little change to response times due to continued homeworking and ease of access to senior members of staff.
	Communications	COM 2	Number of proactive communications issued that help maintain or enhance our reputation	High is good	25	40	Q3 - 20/21	41	Q4 - 20/21	47	Number	G	▲ The introduction of the testing facilities in the city account for the increase in enquiries over the period. This will likely drop away slightly next quarter.
	Work Based Learning	WBL 1	Percentage of apprentices completing their qualification on time	High is good	92.00	95.00	Q3 - 20/21	75.00	Q4 - 20/21	100.00	%	G	▲ In Q4 2020/21 8/8 apprentices completed their apprenticeship on time
	Work Based Learning	WBL 2	Number of new starters on the apprenticeship scheme	N/A	18	20	Q3 - 20/21	9	Q4 - 20/21	11	Number	R	▼ We had 2 new starts in Q4 of 2020/21 - both of which were progressions. The cumulative figure up to Q4 is now 11
	Work Based Learning	WBL 3	Percentage of apprentices moving into Education, Employment or Training	N/A	Volumetric	Volumetric	Q3 - 20/21	100.00	Q4 - 20/21	75.00	%	R	▼ In Q4 2020/21 6/8 (75%) of apprentices on programme moved into Employment Education or Training
	Customer Services	CS 1	Number of face to face enquiries in customer services	N/A	Volumetric	Volumetric	Q3 - 20/21	32	Q4 - 20/21	15	Number	V	City hall is still only offering limited face to face appointments mainly of for communal door keys
	Customer Services	CS 2	Number of telephone enquiries answered in Channel Shift Areas (Rev & Bens, Housing & Env. Services)	N/A	Volumetric	Volumetric	Q3 - 20/21	25,396	Q4 - 20/21	27,453	Number	V	Lower than quarter 4 last year, we have seen an increase in email enquiries, especially for refuse and environment.
	Customer Services	CS 3	Average time taken to answer a call to customer services	Low is good	300	180	Q3 - 20/21	81	Q4 - 20/21	156	Seconds	G	▼ The waiting time has gone up, we answered 32529 calls in quarter 4, the highest number of quarterly calls answered this year. The number of calls in March was 12613, the highest month this year. The average length of call has gone up to 6 minutes 30 seconds, the reasons for this are not yet confirmed, it could show more complicated calls or delays with technology.
	Accountancy	ACC 1	Average return on investment portfolio	High is good	0.12	0.18	Q3 - 20/21	0.09	Q4 - 20/21	0.20	%	G	▲ Please note this is the average for 20/21 at the end of Q4 (0.20%)- rates are at historically low levels with little sign of improvement for the forthcoming financial year
	Accountancy	ACC 2	Average interest rate on external borrowing	Low is good	4.75	3.75	Q3 - 20/21	3.64	Q4 - 20/21	3.25	%	G	▲ 3.25% average achieved during 20/21 financial year
	Revenues Administration	REV 1	Council Tax - in year collection rate for Lincoln	High is good	96.75	97.00	Q3 - 20/21	76.20	Q4 - 20/21	94.78	%	R	▲ At the end of 20/21 the Council tax collection figure was 94.78% which is 1.99% below the 2019/20 collection - this equates to £896,741.
	Revenues Administration	REV 2	Business Rates - in year collection rate for Lincoln	N/A	98.60	99.00	Q3 - 20/21	90.42	Q4 - 20/21	98.97	%	A	At the end of 2021 the Non-Domestic Rates collection figure was 98.97% which is 0.08% above the 2019/20 collection.
	Revenues Administration	REV 3	Number of outstanding customer changes in the Revenues team	Low is good	450	300	Q3 - 20/21	963	Q4 - 20/21	1,650	Number	R	▼ In quarter four there were 1,650 outstanding council tax support changes to make.
	Housing Benefit Administration	BE 1	Average (YTD) days to process new housing benefit claims from date received	Low is good	25.00	23.50	Q3 - 20/21	16.72	Q4 - 20/21	16.91	Days	G	▼ Weekly monitoring has continued all year to ensure 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	6.00	4.50	Q3 - 20/21	4.27	Q4 - 20/21	3.00	Days	G	▲ Numerous 1-day changes due to rent increases and income uprating's
	Housing Benefit Administration	BE 3	Number of Housing Benefits / Council Tax support customers awaiting assessment	Low is good	1,100	950	Q3 - 20/21	1,835	Q4 - 20/21	2,123	Number	R	▼ 2123 customers have work outstanding on their claims, workload continues to increase due to effects of Covid, leading to changes in people's circumstances. As people return to work, and wages increase this creates further work in amending and ending claims.
	Housing Benefit Administration	BE 4	Percentage of risk-based quality checks made where Benefit entitlement is correct	High is good	88.00	91.00	Q3 - 20/21	92.31	Q4 - 20/21	92.87	%	G	▲ We have increased the number of Quality Checks for this quarter
	Housing Benefit Administration	BE 5	The number of new benefit claims year to date (Housing Benefits/Council Tax Support)	N/A	Volumetric	Volumetric	Q3 - 20/21	4,192	Q4 - 20/21	5,335	Number	V	937 Housing Benefit and 4398 Council Tax reduction
DCE	Food and Health & Safety Enforcement	FHS 1	Percentage of premises fully or broadly compliant with Food Health & Safety inspection	High is good	96.00	98.00	Q2 - 20/21	95.00	Q4 - 20/21	n/a	%	A	▼ A zero value has been inputted as this measure will not have changed as there has been limited risk rating of food businesses during the pandemic. A significant resource of the team has been focused on Covid outbreak management and the prevention of spread of the disease.
	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 - 20/21	13.00	Q4 - 20/21	n/a	Days	A	▲ Please read the commentary for FHS3.
	Food and Health & Safety Enforcement	FHS 3	Percentage of food inspections that should have been completed and have been in that time period	High is good	85.00	97.00	Q2 - 20/21	85.00	Q4 - 20/21	n/a	%	A	▼ The food premise inspection programme has been impacted significantly by the pandemic and lockdown measures. The Food Standards Agency provided a framework on how LA's should manage food official controls over the last year. This has seen the team focus on those premises where the risk to public health is high or the risk is unknown. This means that in terms of inspections were have targeted the 0, 1 and 2 rated businesses in the City and have processed all new food business registrations. A total of 153 inspections have been carried during the year following strict Covid protocols. In addition to this Covid compliance inspections and visits have been undertaken to reduce the likelihood of community spread of Covid.

												<p>The team have had to implement a substantial amount of new legislation during the year and as a result of Covid the number of complaints and service requests increased over 120% on the previous year with 2659 being recorded, that is in excess of 650 cases per officer. The team have been instrumental in managing and co-ordinating the Covid Ambassadors across the City since November last year.</p> <p>There are nearly 400 food inspections that would ideally have been carried out during the year that will now be carried forward. The Food Standards Agency have issued a local authority recovery proposal and within this there are a number of deadlines set based on risk for the inspection backlog and ongoing programmed to be managed with full recovery expected by March 2023.</p>
Development Management (Planning)	DM 1	Number of applications in the quarter	N/A	Volumetric	Volumetric	Q3 - 20/21	266	Q4 - 20/21	271	Number	V	A slight increase here reflecting the steady increase in confidence in the sector.
Development Management (Planning)	DM 2	End to end time to determine a planning application (Days)	Low is good	85.00	65.00	Q3 - 20/21	56.91	Q4 - 20/21	66.85	Days	A	▼ This increase is due to the knock-on effect of additional pre application enquiries combined with significant complexities of specific applications which have taken more officer time and therefore prevented a higher degree of throughput. It is still an acceptable range however, and is to some extent part of a natural fluctuation
Development Management (Planning)	DM 3	Number of live planning applications open	Low is good	180	120	Q3 - 20/21	129	Q4 - 20/21	148	Number	A	▼ A slight increase here reflecting the steady increase in confidence in the sector
Development Management (Planning)	DM 4	Percentage of applications approved	High is good	85.00	97.00	Q3 - 20/21	96.00	Q4 - 20/21	95.00	%	A	▼ This figure continues to remain consistently high reflecting the positive approach of the service
Development Management (Planning)	DM 5	Percentage of decisions on planning applications that are subsequently overturned on appeal	Low is good	10.00	5.00	Q3 - 20/21	50.00	Q4 - 20/21	0.00	%	G	▲ No decision overturned on appeal this quarter, so target met
Development Management (Planning)	DM 6	Percentage of Non-Major Planning Applications determined within the government target (70% in 8 weeks) measured on a 2-year rolling basis	High is good	70.00	90.00	Q3 - 20/21	92.00	Q4 - 20/21	82.71	%	A	▼ This statistic is closely aligned with DM2 and is still comfortably above the threshold set nationally.
Development Management (Planning)	DM 7	Percentage of Major Planning Applications determined within the government target (60% in 13 weeks) measured on a 2-year rolling basis	High is good	60.00	90.00	Q3 - 20/21	100.00	Q4 - 20/21	100.00	%	G	→ Critically, focus remains on the performance of major applications
Private Housing	PH 1	Average time in weeks from occupational therapy notification to completion of works on site for a DFG grant (all DFG's exc. extensions)	Low is good	26.00	19.00	Q2 - 20/21	26.00	Q4 - 20/21	23.00	Weeks	A	▲ It has been challenging delivering housing assistance during the last year. There have been some difficulties with contractors being able to obtain building supplies and clients have been shielding. In the period from the 1 April 2020 to the 31 March 2021 we completed 81 adaptations. Very few were undertaken in quarter 1 and 2 although the recommendations had been received. Quarter 3 and 4 has seen an upsurge in the completion of adaptations and works. It is expected that performance in 21/22 will improve.
Private Housing	PH 2	Average time from date of inspection of accommodation to removing a severe hazard to an acceptable level	N/A	Volumetric	Volumetric	Q2 - 20/21	0.00	Q4 - 20/21	n/a	Weeks	V	Collection has not been possible, actual inspections of properties and accommodations has been limited to those where intelligence has given reason to believe that a serious health and safety issue may be present. Complaints regarding housing standards have been managed remotely with tenants providing photographs or video footage of the matters that they have been concerned about. The private housing team have engaged with landlords and letting agents to seek the required improvement to the properties complained about. A total of 113 have been completed in the period and further 22 cases are subject to ongoing investigation and negotiation.
Private Housing	PH 3	Number of empty homes brought back into use	High is good	25	50	Q2 - 20/21	12	Q4 - 20/21	30	Number	A	▲ The Empty Homes has not been able to follow our strategy fully in the last year due to the restrictions on inspections and the survey letters to owners at 6 months empty, this following year 2021 to 22 could see a different set of results for next year. That said to achieve the 30 against a target of 50 is exceptional. There has been a dramatic rise in the number of furnished empty properties, this is in part due to the number of students who did not return to university and therefore did not take up occupancy as expected..
Public Protection and Anti-Social Behaviour Team	ASB 1	Number of cases received in the quarter (ASB)	N/A	Volumetric	Volumetric	Q3 - 20/21	65	Q4 - 20/21	80	Number	V	this is up considerably on q4 2019/20. The team have seen an increase overall in ASB complaints, we believe this is in part due to lockdown and the impact this is having on behaviour and tolerance levels. the highest number of ASB cases are normally during warmer months and so this is particularly high for this time of year.
Public Protection and Anti-Social Behaviour Team	ASB 2	Number of cases closed in the quarter	N/A	Volumetric	Volumetric	Q3 - 20/21	594	Q4 - 20/21	676	Number	V	during q4 the service has received a total of 660 service requests and has closed 676 with 157 open/ongoing cases remaining. This number is higher than q4 2019/20.
Public Protection and Anti-Social Behaviour Team	ASB 3	Number of live cases open at the end of the quarter	Low is good	260	220	Q3 - 20/21	147	Q4 - 20/21	157	Number	G	▼ As we have changed how this is captured there isn't comparative data from q4 2019/20 however from the data available from 2020/21 this looks to be in keeping with the overall number of open cases
Public Protection and Anti-Social Behaviour Team	ASB 4	Satisfaction of complainants relating to how the complaint was handled	High is good	75.00	85.00	Q3 - 20/21	75.00	Q4 - 20/21	75.00	%	A	→ A 'Low Target' value has therefore been inserted to indicate an 'acceptable' performance status, reflecting the special circumstances during the quarter.
Sport & Leisure	SP 1	Quarterly visitor numbers to Birchwood and Yarborough Leisure Centres	High is good	213,355	213,991	Q3 - 20/21	36,488	Q4 - 20/21	10,631	Number	R	▼ Quarter 4 January - March 21. Lockdown 3 from the 4th of January to the 28th of March. Leisure Centres reopened on the 29th of March with outdoor areas being able to host, children's group use and individual adults, adult group use was in line with the governing body guidance and only where it was professionally organised. Online fitness classes were available for all ages.



Sport & Leisure	SP 2	Artificial Grass Pitch usage at Yarborough Leisure Centre & Birchwood Leisure Centre	High is good	520.00	650.00	Q3 - 20/21	1980.00	Q4 - 20/21	83.00	Hours	R	▼	Q4 Due to lockdown 3 maximum use was 3 days use 29th of March - 31st March.
CCTV	CCTV 1	Total number of incidents handled by CCTV operators	N/A	Volumetric	Volumetric	Q3 - 20/21	2,503	Q4 - 20/21	2,216	Number	V		Ongoing government restrictions are still having an effect on the general public accessing businesses in the city. As a result reduced numbers of incidents are being recorded. It is anticipated incidents will rise as the lockdown is eased in the first quarter of 2021.
Waste & Recycling	WM 1	Percentage of waste recycled or composted	High is good	Volumetric	Volumetric	Q3 - 20/21	36.25	Q4 - 20/21	33.45	%	R	▼	This figure relates to Q3 (October - December 2020). 19.09% of waste was recycled, 14.36% of waste was composted, equating to 33.45% of waste being composted or recycled.
Waste & Recycling	WM 2	Contractor points achieved against target standards specified in contract - Waste Management	Low is good	150	50	Q3 - 20/21	105	Q4 - 20/21	245	Number	R	▼	Points were recorded as 245 collectively. This was broken down to 70 in January, 85 in February and 90 in March.
Street Cleansing	SC 1	Contractor points achieved against target standards specified in contract - Street Cleansing	Low is good	150	50	Q4 - 20/21	245	Q4 - 20/21	110	Number	A	▲	The street cleansing points for quarter 4 is 110 collectively. This has been broken down into 20 in January, 20 in February and 70 in March
Grounds Maintenance	GM 1	Contractor points achieved against target standards specified in contract - Grounds Maintenance	Low is good	150	50	Q3 - 20/21	15	Q4 - 20/21	20	Number	G	▼	Contractor points have been recorded as 20 collectively, spreading out as 4 Category E incidents, 5 points each.
Allotments	AM 1	Percentage occupancy of allotment plots	High is good	84.00	92.00	Q3 - 20/21	95.00	Q4 - 20/21	98.00	%	G	▲	As at the end of March 2021, 1059 plots of a total 1144 were let. Of the 1144 total plots, 1083 plots are currently lettable. 1059 occupied lettable plots equates to 98% occupancy rate. There has been a significant increase in demand for allotment tenancies since the Covid-19 pandemic began in March 2021. This occupancy level is the highest it has been for a number of years. It is hoped that the high levels of occupancy remain when some kind of normality resumes and hope that people continue with the plots they have chosen and not decide to give them up. All sites now have waiting lists for plots.  It must be noted that February 2021 was the start of the new allotment year (and annual invoices issued) so we are still in the process of identifying unpaid accounts. This could lead to more plots being given up but as there are waiting lists, hopefully, if this happens, plots will be re-allocated quite speedily, and we can keep occupancy levels where they are.
Parking Services	PS 1	Overall percentage utilisation of all car parks	High is good	50.00	60.00	Q3 - 20/21	31.00	Q4 - 20/21	9.67	%	R	▼	Very low figure due to lockdown over the whole of the quarter.
Parking Services	PS 2	Number of off street charged parking spaces	N/A	Volumetric	Volumetric	Q3 - 20/21	3,750	Q4 - 20/21	3,750	Number	V		No change
Licensing	LIC 1	Total number of committee referrals (for all licensing functions)	N/A	Volumetric	Volumetric	Q3 - 20/21	1	Q4 - 20/21	6	Number	V		1 PH driver for points, 1 HC vehicle, 4 premises licence review applications.
Licensing	LIC 2	Total number of enforcement actions (revocations, suspensions and prosecutions)	N/A	Volumetric	Volumetric	Q3 - 20/21		Q4 - 20/21	3	Number	V		3 LA03 premises licence revocations for criminal activity/breaches of licence.
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	Q3 - 20/21	0.89	Q4 - 20/21	0.84	%	R	▲	Failures are now: Doors x53, Electrical Testing x11 and Roofs x4 (3x properties fail on two criteria). Most outstanding properties for Electrical Testing have long-term access issues but progress being made. The situation with doors remains the same as previous months. Expect to see a continued increase until new supplier is instated and on site – expected May.
Housing Investment	HI 2	Number of properties 'not decent' as a result of tenant's refusal to allow work (excluding referrals)	N/A	Volumetric	Volumetric	Q3 - 20/21	197	Q4 - 20/21	199	Number	V		As this measure focuses on tenant refusal, it can be difficult to comment on why it has either increased or decreased. It is however maintaining around this figure for the last financial year.
Housing Investment	HI 3	Percentage of dwellings with a valid gas safety certificate	High is good	99.80	99.96	Q3 - 20/21	95.45	Q4 - 20/21	96.28	%	R	▲	The servicing team and our contractor Aaron Services have worked very well together over the last year. The Health and Safety Executive advised that gas servicing must continue throughout the Covid 19 pandemic. Additionally the government advised some of our most vulnerable customers to shield during lockdown. Therefore these customers would not allow us to access their homes to undertake the annual gas servicing. To enable us to continue with our gas servicing programme, our contractor revised risk assessments and method statements in accordance with government guidance to ensure the safety of our customers when working within properties. We worked closely with our most vulnerable customers and individually risk assessed those properties in relation to gas safety, then reviewed when gas servicing appointments would take place. Our performance has not reached the target of 100%, during the year, however our programme quickly recovered following the governments shielding period ending. Our gas servicing programme has been managed and delivered exceptionally well by both Council officer's and our contractor Aaron Services during a very difficult year.
Control Centre	CC 2	Percentage of Lincare Housing Assistance calls answered within 60 seconds	High is good	97.50	98.75	Q3 - 20/21	97.53	Q4 - 20/21	97.37	%	R	▼	The data from quarter four shows that response times have fallen again slightly, just below its lower target of 97.50%, reporting at 97.37%.
Rent Collection	RC 1	Rent collected as a proportion of rent owed	High is good	96.00	97.00	Q3 - 20/21	99.86	Q4 - 20/21	99.46	%	G	▼	Central government's restrictions on enforcement action for rent arrears in response to the Covid-19 pandemic has meant a challenging year for income collection. Whilst Tenancy Services has continued to support tenants through the Hardship Fund, DHP and general advice and guidance it has not permitted the team to take robust action when tenants have the means to pay but fail to do so. In year collection as of the end of March reached 99.46% ahead of the 98% collection target. Arrears overall increased to £1,060,439 compared to £825,237 at the end of March 2020, an increase of £235,201 resulting in arrears as a % of the debit standing at 3.75%, only marginally ahead of the 3.65% target. Universal Credit claims have continued to increase with 727 more Universal Credit claims this financial year with arrears across all 2,145 claims standing at £625,765, an increase of £222,100 compared to the same point last year. Tenancy Services continue to focus on rent collection and income maximisation for tenants and are committed to reducing the arrears over this coming financial year.

Rent Collection	RC 2	Current tenant arrears as a percentage of the annual rent debit	Low is good	4.50	3.50	Q3 - 20/21	4.00	Q4 - 20/21	3.74	%	A	▲	Central government's restrictions on enforcement action for rent arrears in response to the Covid-19 pandemic has meant a challenging year for income collection. Whilst Tenancy Services has continued to support tenants through the Hardship Fund, DHP and general advice and guidance it has not permitted the team to take robust action when tenants have the means to pay but fail to do so. In year collection as of the end of March reached 99.46% ahead of the 98% collection target. Arrears overall increased to £1,060,439 compared to £825,237 at the end of March 2020, an increase of £235,201 resulting in arrears as a % of the debit standing at 3.75%, only marginally ahead of the 3.65% target. Universal Credit claims have continued to increase with 727 more Universal Credit claims this financial year with arrears across all 2,145 claims standing at £625,765, an increase of £222,100 compared to the same point last year. Tenancy Services continue to focus on rent collection and income maximisation for tenants and are committed to reducing the arrears over this coming financial year.
Housing Solutions	HS 1	The number of people currently on the housing list	N/A	Volumetric	Volumetric	Q3 - 20/21	1,436	Q4 - 20/21	1,380	Number	V		It is pleasing to see a further continued decrease in the number of people on the council homes waiting list. Its testament to the team in being able to effectively and sensitively rehouse families and residents.
Housing Solutions	HS 2	The number of people approaching the council as homeless	N/A	Volumetric	Volumetric	Q3 - 20/21	497	Q4 - 20/21	704	Number	V		To date, we have had 704 homelessness approaches to the council. 575 of which have come via our Housing Solutions Team and 129 through our Rough Sleeper Team.
Housing Solutions	HS 3	Successful preventions against total number of homelessness approaches	High is good	50.00	55.00	Q3 - 20/21	397.00	Q4 - 20/21	525.00	%	G	▲	There are a number of reasons why we are successfully preventing more vulnerable people from becoming homeless. We continue to improve our relationship with partners and other agencies. We are proud of this figure, and it shows how valuable cross collaborating between local authority and external agencies is.
Housing Voids	HV 1	Percentage of rent lost through dwelling being vacant	Low is good	0.80	0.90	Q3 - 20/21	1.06	Q4 - 20/21	1.12	%	R	▼	At the start of the first lockdown, the Government instructed local authorities to restrict people moving home to those with an urgent need to move or households who were homeless or threatened with homelessness. In addition, restrictions were introduced on the number of people able to work in a property and there were difficulties obtaining some essential building materials. This meant that the council was unable to repair properties as they had done before, letting some properties, e.g. sheltered housing, was extremely difficult and properties requiring substantial works took longer to repair. All these factors contributed to the delay in repairing and letting void properties which meant that the rental income target was not achieved. The team prioritised lettings to homeless households in line with Government Guidance and have successfully minimised the time households have spent in B+B, met the requirement to get 'Everybody in' and continued to keep rough sleeping and homelessness numbers managed well throughout the past year.
Housing Voids	HV 2	Average re-let time calendar days for all dwellings - standard re-lets	Low is good	32.00	29.00	Q3 - 20/21	44.58	Q4 - 20/21	44.44	Days	R	▲	The Voids Team have repaired and let 410 properties with an average re-let time of 44.44 days overall against the target of 32. Due to Covid-19 pandemic, a number of restrictions were put into place to protect the workforce but had a subsequent negative impact on performance. Restricting the number of trades people working in a void property at any one time resulted in an increase in void time as did our inability to enter homes to carry out pre-termination inspections. New tenants have also found moving accommodation difficult throughout the pandemic, with many having to isolate or unable to secure assisting moving which has further challenged our performance. The temporary pressure on Voids due to the 'Everyone In' MHCLG initiative also meant that a significant level of resource spent on providing temporary homelessness accommodation which is not included in the over- all performance . Over the past three months the repairs Team have seen an improvement in performance with the restrictions easing and will continue to work to reduce the overall void time.
Housing Voids	HV 3	Average re-let time calendar days for all dwellings (including major works)	Low is good	38.00	35.00	Q3 - 20/21	50.34	Q4 - 20/21	50.21	Days	R	▲	This indicator includes all void properties, some of which have required major works at the voids stage to bring the properties back to the Councils lettable standard. Managing the repairs to a major works void often requires co-ordination of trades and contractors and over the past year, this has not been an easy task. An explanation of some of the challenges is outline above (HV2) As a result the figure reported of 50.21 days is significantly higher than the target of 38 days. Repairs, Void support and allocations continue to work together to ensure the processes involved work together. Again, as restrictions ease, the repairs teams are confident that repairs times will improve, and the difficulties people may encounter trying to organise furniture or removal will hopefully ease over the coming months
Housing Maintenance	HM 1	Percentage of reactive repairs completed within target time (priority and urgent repairs) - HRS only	High is good	97.00	99.00	Q3 - 20/21	99.18	Q4 - 20/21	98.32	%	G	▼	The percentage of repairs fixed first time has increased from quarter three's figure of 89.95%, to 92% in quarter four. Performance throughout quarter four has improved. It has been a tough year to navigate due to the Covid pandemic, but HRS are having ensured our first-time fix rate has exceeded target and the need to revisit properties for follow on visits has reduced.
Housing Maintenance	HM 2	Percentage of repairs fixed first time (priority and urgent repairs) - HRS only	High is good	90.00	93.00	Q3 - 20/21	89.85	Q4 - 20/21	92.00	%	A	▲	Performance throughout quarter four has improved. It has been a tough year to navigate due to the Covid pandemic, but HRS have ensured our first-time fix rate has exceeded target and the need to revisit properties for follow on visits has reduced.
Housing Maintenance	HM 3	Appointments kept as a percentage of appointments made (priority and urgent repairs) - HRS only	High is good	94.00	97.00	Q3 - 20/21	99.81	Q4 - 20/21	99.89	%	G	▲	HRS have ensured a significant percentage of appointments have been made and kept in 2020/21, with only a handful of appointments not met in the initial time window. This measure only includes priority and urgent repairs (1 and 3 day tickets). With the introduction of a pilot for a scheduled repairs service and the ongoing difficulties with Covid-19 and the ever-changing guidelines, it is pleasing to see that our performance is near 100%.
Business Development	BD 1	Number of users logged into the on-line self-service system this quarter	High is good	Volumetric	Volumetric	Q3 - 20/21	10,232	Q4 - 20/21	15,276	Number	G	▲	Significant increase due to online services requirement
IT	ICT 1	Number of calls logged to IT helpdesk	N/A	Volumetric	Volumetric	Q3 - 20/21	701	Q4 - 20/21	614	Number	V		Less incidents recorded in February - general activity variation
IT	ICT 2	Percentage of first-time fixes	N/A	Volumetric	Volumetric	Q3 - 20/21	52.80	Q4 - 20/21	56.50	%	V		General Activity variation - lower overall activity in this quarter

Annual Measures at Q3

	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	2019/20	67,919	2020/21	68,203	Number	V	As you will see we have had a significant increase in registration since last reported.
DCE	Waste & Recycling	WM 3	Satisfaction with refuse service (collected via Citizens' Panel)	High is good	90.00	96.00	2019/20	97.00	2020/21	96.30	%	G	Citizen Panel respondents were recorded as 96.3% 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	94.00	2019/20	97.00	2020/21	94.80	%	G	94.8% 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	2019/20	88.00	2020/21	91	%	G	64.% of residents were satisfied with the standard of hygiene in restaurants, cafes takeaways and shops whilst 26.6% were very satisfied.

Annual Measures at Q4

	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	Debtors & Creditors	DCT 1	Percentage of invoices paid within 30 days	High is good	95.00	97.00	2019/20	96.22	2020/21	98.92	%	G	Figures are calculated on all invoices & credit notes (not refunds or grants) paid 01/04/2020 to 31/03/2021. Figures are adjusted based on certain assumptions as below: - 1) No invoice collected for payment by supplier from CoLC by Direct Debit or standing order classified as late. 2) No credit note taken by CoLC outside of the 30 days classified as late. 3) Assumption that 0.5% of those invoices paid after 30 days were held in dispute at some point, hence paid later after dispute was resolved and not classified as late 4) 1.0% of those invoice paid after 30 days were held back from payment because the overall balance with the supplier was in credit.
	Debtors & Creditors	DCT 2	Percentage of invoices that have a Purchase Order completed	High is good	40.00	50.00	2019/20	45.60	2020/21	45.40	%	A	Based on supplier expenditure only. 15,323 GL lines in total representing all supplier expenditure. Of these 6,948 lines were linked to either an Agresso or UH order number.
DCE	Sport & Leisure	SP 3	Percentage of respondents to satisfaction survey who would recommend Birchwood Leisure Centre and/or Yarborough Leisure Centre to others	High is good	62.00	70.00	2019/20	0.00	2020/21	Data not available due to impact of COVID-19 stopping collection of satisfaction data			
	Affordable Housing	AH1	Cumulative number of affordable homes delivered	High is good	150	172	2018/19	231	2020/21	Date Due	Number	Data Due	

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**SUBJECT: PERFORMANCE TARGETS FOR 2021/22**

**DIRECTORATE: CHIEF EXECUTIVE'S**

**REPORT AUTHOR: PAT JUKES, BUSINESS MANAGER – CORPORATE POLICY**

## **1. Purpose of Report**

- 1.1 To inform Members of agreed performance targets for 2021/22 for initial reporting in Q1 2021/22.

## **2. Executive Summary**

- 2.1 Performance targets need reviewing each year to reflect changes in the market place as well as current outturn achievements.

In 2020/21 targets across many measures were significantly impacted by changes due to the Covid-19 pandemic. As yet we are still uncertain about the ongoing impact the pandemic will have on some measures and therefore the review of targets for 2020/21 has been light touch, focusing on those measures and targets where have seen significant change. This report sets out the proposed changes to measures and targets for the year 2021/22.

- 2.2 **Appendix A** details the measures chosen to have targets monitored. The targets have been proposed by the Assistant Directors in consultation with their Service Managers and confirmed by Directors and Portfolio Holders.

## **3. Background**

- 3.1 The council's Performance Information Management System (PIMS) has now been in operation since April 2019. This system holds a set of 82 measures being a mix of quarterly and annual, volumetric and targeted indicators. There are currently 68 targeted indicators for which low and high targets have been set which form the 'acceptable' level of performance.

- 3.2 Performance targets are reviewed annually to reflect changes in the market place as well as current outturn achievements. During 2020/21 performance of a number of measures were significantly impacted by changes arising as a result of the Covid-19 pandemic. Data collection and performance reporting were also adversely affected by Covid-19 and uncertainty is likely to continue into 2021/22. We have therefore taken a slightly different approach to reviewing targets this year, maintaining the status quo unless there is clear evidence to suggest a change. We have also introduced the need for commentary on all measures when quarterly data is input to enable a greater understanding of performance whilst uncertainty continues.

#### 4. Targets for the year 2021/22

- 4.1 At the start of Q4 2021/22, all Assistant Directors and some Service Managers were consulted on the set of measures and individual targets for each measure – these include a high target, i.e. the point at which the measure will turn ‘green’, plus a second low target, which is the point at which performance is considered to be deteriorating enough to turn ‘red’ thus providing a strong alert to potential issues.
- 4.2 Full details of proposed high and low targets as well as details of volumetric measures are provided in **Appendix A**. There is a total of 19 proposed changes, highlighted in blue in the appendix and summarised below:
- a. It is proposed that four measures be removed altogether, all of which were targeted measures:
    - CS 4 - Average customer feedback score (face to face enquiries - score out of 10). Not currently able to be collected.
    - CS 5 - Customer satisfaction with their phone call to Customer Services. Not currently able to be collected.
    - PRS 1 - Return on new commercial investments - (Annual rental yield = Net Income/Purchase Price plus initial purchase costs). No longer pursuing any commercial property purchases.
    - HM 3- Percentage of tenants satisfied with repairs and maintenance. Currently reviewing the customer feedback framework.
  - b. It is proposed that a further three currently targeted measures should be changed to volumetric because of ongoing uncertainty. The measures proposed to are:
    - WBL 2 - Number of new starters on the apprenticeship scheme
    - WBL 3 - Percentage of apprentices moving into Education, Employment or Training
    - REV 2 - Business Rates - in year collection rate for Lincoln
  - c. Of the remaining targeted measures there are 12 proposed changes reflective of the current situation:
    - ACC 1 - Average return on investment portfolio
    - REV 1 - Council Tax - in year collection rate for Lincoln
    - REV 3 - Number of outstanding customer changes in the Revenues Team
    - BE 1 - Average (YTD) days to process new housing benefit claims from date received
    - BE 3 - Number of Housing Benefits / Council Tax support customers awaiting assessment
    - BE 4 - Percentage of risk-based quality checks made where Benefit entitlement is correct
    - PH 3 - Number of empty homes brought back into use
    - WM 1 - Percentage of waste recycled or composted
    - RC 1 - Rent collected as a proportion of rent owed
    - RC 2 - Current tenant arrears as a percentage of the annual rent debit
    - HV 2- Average re-let time calendar days for all dwellings - standard



- re-lets
- HV 3 - Average re-let time calendar days for all dwellings (including major works)

- 4.3 Corporate measures, monitored by the corporate centre (i.e. sickness, complaints and vacant establishment posts, are volumetric and do not have targets.
- 4.4 Due to the impact of Covid-19 service areas have considered the best way to measure performance in their service. This has varied, dependent on the nature of the service. For example, Parking targets have remained the same as we are not able to directly influence these figures and are not in a position to 'guess' what they might be, whereas Voids targets have been adjusted to reflect what we realistically know what we can achieve. Because of the both the short and longer term impacts of Covid-19 on council services all targets will be reviewed again in September to ensure they remain fit for purpose.
- 4.5 It will be noted that Customer Feedback measures have been removed. This is in part because of short term difficulties in collecting these measures, but also to allow a complete review of our Customer Feedback Framework to enable more bespoke feedback, providing meaningful data which can be responded to appropriately.

## **5. Strategic Priorities**

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

Performance targets are set with the aim of improving performance and therefore could result in positive effects on all priorities.

## **6. Organisational Impacts**

- 6.1 Finance (including whole life costs where applicable) – n/a
- 6.2 Legal Implications including Procurement Rules – n/a
- 6.3 Equality, Diversity & 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

Although there is no direct impact, effective performance monitoring will help us to deliver better services for all.

## **7. Risk Implications**

7.1 (i) Initial Options Explored – n/a

7.2 (ii) Key risks associated with the chosen approach - ability to provide clear commentary for subsequent reports where the statuses of the continuous improvement and target approaches are not in line with each other

## **8. Recommendation**

8.1 Members note the agreed targets to be used from Q1 2021/22.

**Is this a key decision?** No

**Do the exempt information categories apply?** No

**Does Rule 15 of the Scrutiny Procedure Rules apply?** No

**How many appendices does the report contain?** One

**List of Background Papers:** None

**Lead Officer:** Pat Jukes, Business Manager – Corporate Policy, CX Directorate

CX Strategic Measures

NB: Changes are highlighted in blue. It should be noted that the impact of Covid-19 has meant that in some cases it has been difficult to forecast what a realistic target might be. Depending on the service area, some services have therefore changed to volumetric measures, some have changed targets to reflect expected performance, and in some cases because expected performance is not known and not within our control targets have been retained as in previous years.

Service Area	Measure	Unit	Cumulative or Quarterly	High / Low is Good	Volumetric	2020-2021		High Target (Best)	Q2/19/20	Q3/19/20	Q4/19/20	Q1/20/21	Q2/20/21	Q3/20/21	2021-2022			Portfolio Holder	Owner	Comments (if required)	Updated on PIMS?
						Low Target (Worst)	On target		Outturn	Outturn	Outturn	Outturn	Outturn	Outturn	Low Target (Worst)	On target	High Target (Best)				
Communications	COM 1 - Percentage of media enquiries responded to within four working hours	%	Quarterly	High is good	No	70.00%	<->	85.00%	72	54	76	89	86		70.00%	<->	85.00%	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Steve Welsby - Communications Manager	Retain 2020/21 targets	Y
Communications	COM 2 - Number of proactive communications issued that help maintain or enhance our reputation	Number	Quarterly	High is good	No	25	<->	40	38	21	37	46	38		25	<->	40	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Steve Welsby - Communications Manager	Retain 2020/21 targets	Y
Work Based Learning	WBL 1 - Percentage of apprentices completing their qualification on time	%	Quarterly	High is good	No	92.00%	<->	95.00%	100.00%	100.00%	12.00%	100.00%	100.00%		92.00%	<->	95.00%	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Sharon Hylton - Work Based Learning Team Leader	Retain 2020/21 targets	Y
Work Based Learning	WBL 2 - Number of new starters on the apprenticeship scheme	Number	Cumulative	High is good	No	Q1 - 3 Q2 - 8 Q3 - 13 Q4 - 18	<->	Q1 - 5 Q2 - 10 Q3 - 15 Q4 - 20	13	19		29	3	2	Volumetric	<->	Volumetric	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Sharon Hylton - Work Based Learning Team Leader	Retain 2020/21 figures and change to volumetric	Y
Work Based Learning	WBL 3 - Percentage of apprentices moving into Education, Employment or Training	%	Quarterly	High is good	No	92.00%	<->	95.00%	100.00%	100.00%	85.00%	100.00%	100.00%		Volumetric	<->	Volumetric	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Sharon Hylton - Work Based Learning Team Leader	Retain 2020/21 figures and change to volumetric	Y
Customer Services	CS 1 - Number of face to face enquiries in customer services	Number	Quarterly	Volumetric	Yes	N/A	<->	N/A										Cllr Chris Burke - Portfolio Holder for Customer Experience and Review	Joanne Crookes - Customer Services Manager		Y
Customer Services	CS 2 - Number of telephone enquiries answered in Channel Shift Areas (Rev & Bens, Housing & Env. Services)	Number	Quarterly	Volumetric	Yes	N/A	<->	N/A										Cllr Chris Burke - Portfolio Holder for Customer Experience and Review	Joanne Crookes - Customer Services Manager		Y
Customer Services	CS 3 - Average time taken to answer a call to customer services	Seconds	Quarterly	Low is good	No	300	<->	180	197	159	142	124	109		300	<->	180	Cllr Chris Burke - Portfolio Holder for Customer Experience and Review	Joanne Crookes - Customer Services Manager	Retain 2020/21 targets	Y
Customer Services	CS 4 - Average customer feedback score (face to face enquiries - score out of 10)	Number	Quarterly	High is good	No	8	<->	9.5	10	10	Collection not possible - COVID	Collection not possible - COVID	Collection not possible - COVID			<->		Cllr Chris Burke - Portfolio Holder for Customer Experience and Review	Joanne Crookes - Customer Services Manager	Remove for 2021/22 as not currently collected	Y
Customer Services	CS 5 - Customer satisfaction with their phone call to Customer Services	%	Quarterly	High is good	No	80%	<->	95%	98	96	Collection not possible - COVID	Collection not possible - COVID	Collection not possible - COVID			<->		Cllr Chris Burke - Portfolio Holder for Customer Experience and Review	Joanne Crookes - Customer Services Manager	Remove for 2021/22 as not currently collected	Y
Accountancy	ACC 1 - Average return on investment portfolio	%	Quarterly	High is good	No	0.75%	<->	0.85%	0.86%	0.85%	0.80%	0.45%	0.18%		0.12%	<->	0.18%	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Sarah Hardy - Principal Finance Business Partner	0.18% is probably towards the high side of the likely interest receivable (given the base rate issues currently)	Y
Accountancy	ACC 2 - Average interest rate on external borrowing	%	Quarterly	Low is good	No	4.75%	<->	3.75%	3.38%	3.60%	3.69%	No data	3.69%		4.75%	<->	3.75%	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Sarah Hardy - Principal Finance Business Partner	Retain 2020/21 targets	Y
Revenues Administration	REV 1 - Council Tax - in year collection rate for Lincoln	%	Cumulative	High is good	No	Q1 - 26.50% Q2 - 52.50% Q3 - 78.50% Q4 - 96.75%	<->	Q1 - 27.00% Q2 - 53.00% Q3 - 79.00% Q4 - 97.00%	52.87%	79.03%	96.77%	25.90%	50.53%		Q1 - 25.00% Q2 - 50.00% Q3 - 75.00% Q4 - 95.00%	<->	Q1 - 27.00% Q2 - 53.00% Q3 - 79.00% Q4 - 96.75%	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Martin Walmsley - Head of Shared Revenues and Benefits	Targets updated	Y
Revenues Administration	REV 2 - Business Rates - in year collection rate for Lincoln	%	Volumetric	High is good	No	Q1 - 33.00% Q2 - 58.00% Q3 - 82.50% Q4 - 98.60%	<->	Q1 - 34.50% Q2 - 59.50% Q3 - 84.50% Q4 - 99.00%	59.58%	83.39%	99.46%	41.31%	65.15%		Volumetric	<->	Volumetric	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Martin Walmsley - Head of Shared Revenues and Benefits	Change to volumetric	Y
Revenues Administration	REV 3 - Number of outstanding customer changes in the Revenues Team	Number	Quarterly	Low is good	No	Q1 - 750 Q2 - 750 Q3 - 600 Q4 - 450	<->	Q1 - 600 Q2 - 600 Q3 - 450 Q4 - 300	1177	550	371	249	685		Q1 - 800 Q2 - 750 Q3 - 700 Q4 - 650	<->	Q1 - 700 Q2 - 650 Q3 - 550 Q4 - 450	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Martin Walmsley - Head of Shared Revenues and Benefits	Targets updated	Y
Housing Benefit Administration	BE 1 - Average (YTD) days to process new housing benefit claims from date received	Days	Cumulative	Low is good	No	Q1 - 28.00 Q2 - 27.00 Q3 - 26.00 Q4 - 25.00	<->	Q1 - 26.00 Q2 - 25.00 Q3 - 24.00 Q4 - 23.50	23.42	21.73	20.60	15.89	16.69		Q1 - 21.00 Q2 - 20.00 Q3 - 19.50 Q4 - 19.00	<->	Q1 - 19.00 Q2 - 18.50 Q3 - 17.50 Q4 - 17.00	Cllr Rosanne Kirk - Portfolio Holder for Reducing Inequality	Martin Walmsley - Head of Shared Revenues and Benefits	Targets updated	Y
Housing Benefit Administration	BE 2 - Average (YTD) days to process housing benefit claim changes of circumstances from date received	Days	Cumulative	Low is good	No	Q1 - 10.00 Q2 - 9.00 Q3 - 8.00 Q4 - 6.00	<->	Q1 - 7.50 Q2 - 7.00 Q3 - 6.50 Q4 - 4.50	4.88	5.84	3.17	4.22	4.63		Q1 - 10.00 Q2 - 9.00 Q3 - 8.00 Q4 - 6.00	<->	Q1 - 7.50 Q2 - 7.00 Q3 - 6.50 Q4 - 4.50	Cllr Rosanne Kirk - Portfolio Holder for Reducing Inequality	Martin Walmsley - Head of Shared Revenues and Benefits	Targets retained as 20/21	Y
Housing Benefit Administration	BE 3 - Number of Housing Benefits / Council Tax support customers awaiting assessment	Number	Quarterly	Low is good	No	Q1 1250 Q2 1200 Q3 1150 Q4 1100	<->	Q1 1100 Q2 1050 Q3 1000 Q4 950	939	1,025	1,510	1,365	1,338		Q1 2000 Q2 1750 Q3 1500 Q4 1250	<->	Q1 1700 Q2 1500 Q3 1300 Q4 1100	Cllr Rosanne Kirk - Portfolio Holder for Reducing Inequality	Martin Walmsley - Head of Shared Revenues and Benefits	Targets updated	Y
Housing Benefit Administration	BE 4 - Percentage of risk-based quality checks made where Benefit entitlement is correct	%	Quarterly	High is good	No	Q1 - 85.00% Q2 - 86.00% Q3 - 87.00% Q4 - 88.00%	<->	Q1 - 88.00% Q2 - 89.00% Q3 - 90.00% Q4 - 91.00%	95.57%	95.72%	95.00%	31.33%	91.52%		Q1 - 86.00% Q2 - 87.00% Q3 - 88.00% Q4 - 89.00%	<->	Q1 - 89.00% Q2 - 90.00% Q3 - 91.00% Q4 - 92.00%	Cllr Rosanne Kirk - Portfolio Holder for Reducing Inequality	Martin Walmsley - Head of Shared Revenues and Benefits	Targets updated	Y
Housing Benefit Administration	BE 5 - The number of new benefit claims year to date (Housing Benefits/Council Tax Support)	Number	Quarterly	Volumetric	Yes	N/A	<->	N/A										Cllr Rosanne Kirk - Portfolio Holder for Reducing Inequality	Martin Walmsley - Head of Shared Revenues and Benefits	N/A	

Service Area	Measure	Unit	Collection Frequency	High / Low is Good	Volumetric	Low Target (Worst)	On target	High Target (Best)	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Low Target (Worst)	On target	High Target (Best)	Portfolio Holder	Owner	Comments (if required)	
Debtors & Creditors	DCT 1 - Percentage of invoices paid within 30 days	%	Annual Q4	High is good	No	95%	<->	97%	95.38%	97.03%	95.17%	97.79%	96.22%		95%	<->	97%	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Sarah Hardy - Principal Finance Business Partner	Retain 2020/21 targets	Y
Debtors & Creditors	DCT 2 - Percentage of invoices that have a Purchase Order completed	%	Annual Q4	High is good	No	55%	<->	65%	43.10%	40.76%	41.60%	46.00%	45.60%		55%	<->	65%	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Sarah Hardy - Principal Finance Business Partner	Retain 2020/21 targets	Y
Democratic Services	DEM 1 - The number of individuals registered on the electoral register (local elections)	Number	Annual Q3	Volumetric	Yes	N/A	<->	N/A										Cllr Chris Burke - Portfolio Holder for Customer Experience and Review	Graham Watts - Democratic and Elections Manager	Retain as 2020/21	Y
Procurement Services	PRO 1 - Percentage spend on contracts that have been awarded to "local" contractors (as the primary contractor)	%	Annual Q2	High is good	No	20%	<->	45%	Data will be input from Q3 2020/2021						20%	<->	45%	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Heather Carmichael - Client Procurement Officer	Retain 2020/21 targets	Y
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	%	Annual Q2	High is good	No	70%	<->	90%	Data will be input from Q3 2020/2021						70%	<->	90%	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Heather Carmichael - Client Procurement Officer	Retain 2020/21 targets	Y
Procurement Services	PRO 3 - Percentage of total contract spend that is with an SME	%	Annual Q2	High is good	No	20%	<->	40%	Data will be input from Q3 2020/2021						20%	<->	40%	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Heather Carmichael - Client Procurement Officer	Retain 2020/21 targets	Y
Procurement Services	PRO 4 - Percentage of total contract spend that is with an SME who meets the "local" definition	%	Annual Q2	High is good	No	20%	<->	40%	Data will be input from Q3 2020/2021						20%	<->	40%	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Heather Carmichael - Client Procurement Officer	Retain 2020/21 targets	Y
Property Services	PRS 1 - Return on new commercial investments - (Annual rental yield = Net Income/Purchase Price plus initial purchase costs)	%	Annual Q2	High is good	No	5%	<->	7%	Data will be input from Q3 2020/2025									Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Property Services	Needs to cease being a performance measure as we are no longer pursuing any commercial property purchases, it no longer part of our strategy so we wouldn't have any data to report each year.	

Volumetric - no target
Target for 2021-22

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DCE Strategic Measures

NB: Changes are highlighted in blue. It should be noted that the impact of Covid-19 has meant that in some cases it has been difficult to forecast what a realistic target might be. Depending on the service area, some services have therefore changed to volumetric measures, some have changed targets to reflect expected performance, and in some cases because expected performance is not known and not within our control targets have been retained as in previous years.

2020-2021										2021-2022										
Service Area	Measure	Unit	Cumulative or Quarterly	High / Low is Good	Volumetric	Low Target (Worst)	On target	High Target (Best)	Q2/19/20 Outturn	Q3/19/20 Outturn	Q4/19/20 Outturn	Q1/20/21 Outturn	Q2/20/21 Outturn	Q3/20/21 Outturn	Low Target (Worst)	On target	High Target (Best)	PH	Owner	Comments
Food and Health & Safety Enforcement	FHS 1 - Percentage of premises fully or broadly compliant with Food Health & Safety inspection	%	Quarterly	High is good	No	96%	<=>	98%	98.20%	98.40%	99.00%	Collection not possible - COVID	Collection not possible - COVID		96%	<=>	98%	Clr Bob Bushell - Portfolio Holder for Remarkable Place	Sara Boothright - Environmental Health & Corporate Safety Manager	This can be reported on from first quarter 2021
Food and Health & Safety Enforcement	FHS 2 - Average time from actual date of inspection to achieving compliance	Days	Quarterly	Low is good	No	13	<=>	8	15.90	17.50	17.00		Collection not possible - COVID		13	<=>	8	Clr Bob Bushell - Portfolio Holder for Remarkable Place	Sara Boothright - Environmental Health & Corporate Safety Manager	This can be reported on from first quarter 2021
Food and Health & Safety Enforcement	FHS 3 - Percentage of food inspections that should have been completed and have been in that time period	%	Quarterly	High is good	No	85%	<=>	97.00%	88.00%	93.80%	91.90%	Collection not possible - COVID	Collection not possible - COVID		85%	<=>	97.00%	Clr Bob Bushell - Portfolio Holder for Remarkable Place	Sara Boothright - Environmental Health & Corporate Safety Manager	This can be reported on from first quarter 2021, however the programme that is expected to be delivered has been adjusted by the Food Standards Agency and will only include prioritised inspections and interventions.
Development Management (Planning)	DM 1 - Number of applications in the quarter	Number	Quarterly	Volumetric	Yes	N/A	<=>	N/A										Clr Neil Murray - Portfolio Holder for Economic Growth	Kieron Manning - Assistant Director for Planning	Retain as 2020/21
Development Management (Planning)	DM 2 - End to end time to determine a planning application (Days)	Days	Quarterly	Low is good	No	85	<=>	65.00	55.01	67.25	53.57	80	74.91		85	<=>	65.00	Clr Neil Murray - Portfolio Holder for Economic Growth	Kieron Manning - Assistant Director for Planning	Retain as 2020/21
Development Management (Planning)	DM 3 - Number of live planning applications open	Number	Quarterly	Low is good	No	180	<=>	120.00	84	95	70	140	105		180	<=>	120.00	Clr Neil Murray - Portfolio Holder for Economic Growth	Kieron Manning - Assistant Director for Planning	Retain as 2020/21
Development Management (Planning)	DM 4 - Percentage of applications approved	%	Quarterly	High is good	No	85%	<=>	97%	98.00%	95.00%	97.00%	90.00%	93.06%		85%	<=>	97%	Clr Neil Murray - Portfolio Holder for Economic Growth	Kieron Manning - Assistant Director for Planning	Retain as 2020/21
Development Management (Planning)	DM 5 - Percentage of decisions on planning applications that are subsequently overturned on appeal	%	Quarterly	Low is good	No	10%	<=>	5%	88.37%	96.00%	105.00%	74.91%	233.00%		10%	<=>	5%	Clr Neil Murray - Portfolio Holder for Economic Growth	Kieron Manning - Assistant Director for Planning	Retain as 2020/21
Development Management (Planning)	DM 6 - Percentage of Non-Major Planning Applications determined within the government target (70% in 8 weeks) measured on a 2 year rolling basis	%	Quarterly	High is good	No	70%	<=>	90%	94.65%	93.67%	94.78%	80.00%	96.00%		70%	<=>	90%	Clr Neil Murray - Portfolio Holder for Economic Growth	Kieron Manning - Assistant Director for Planning	Retain as 2020/21
Development Management (Planning)	DM 7 - Percentage of Major Planning Applications determined within the government target (60% in 13 weeks) measured on a 2 year rolling basis	%	Quarterly	High is good	No	60%	<=>	90%	95.45%	93.02%	89.74%	70.00%	88.37%		60%	<=>	90%	Clr Neil Murray - Portfolio Holder for Economic Growth	Kieron Manning - Assistant Director for Planning	Retain as 2020/21
Private Housing	PH 1 - Average time in weeks from occupational therapy notification to completion of works on site for a DFG grant (all DFG's exc. extensions)	Weeks	Quarterly	Low is good	No	26	<=>	19	21	28	8	27	Collection not possible - COVID		26	<=>	19	Clr Donald Nannestad - Portfolio Holder for Quality Housing	Sara Boothright - Environmental Health & Corporate Safety Manager	This can be reported on from first quarter 2021
Private Housing	PH 2 - Average time (weeks) from receiving to resolving a complaint about housing standards in private rented accommodation (updated measure)	Weeks	Quarterly	Low is good	No	12		20	16.00	6.00	2.80	7.40	Collection not possible - COVID		12		20	Clr Donald Nannestad - Portfolio Holder for Quality Housing	Sara Boothright - Environmental Health & Corporate Safety Manager	This can be reported on from first quarter 2021
Private Housing	PH 3 - Number of empty homes brought back into use	Number	Quarterly (Collected 6 monthly)	High is good	No	Q2 12 Q4 25		Q2 25 Q4 50	17	37	54	7	Collection not possible - COVID		Q2 7 Q4 13		Q2 13 Q4 25	Clr Donald Nannestad - Portfolio Holder for Quality Housing	Sara Boothright - Environmental Health & Corporate Safety Manager	High and low target has been reduced as it is unlikely that actively targeting empty homes will begin until September 2021
Public Protection & Anti-Social Behaviour	ASB 1 - no. of cases received in the quarter (ASB)	Number	Quarterly	Volumetric	Yes	N/A	<=>	N/A										Clr Rosanne Kirk - Portfolio Holder for Reducing Inequalities	Francesca Bell - Public Protection, ASB and Licensing Service Manager	No change required
Public Protection & Anti-Social Behaviour	ASB 2 - No. of cases closed in the quarter	Number	Quarterly	Volumetric	Yes	N/A	<=>	N/A										Clr Rosanne Kirk - Portfolio Holder for Reducing Inequalities	Francesca Bell - Public Protection, ASB and Licensing Service Manager	No change required
Public Protection & Anti-Social Behaviour	ASB 3 - Number of live cases open at the end of the quarter	Number	Quarterly	Low is good	No	260	<=>	220	778	610	645	226	201		260	<=>	220	Clr Rosanne Kirk - Portfolio Holder for Reducing Inequalities	Francesca Bell - Public Protection, ASB and Licensing Service Manager	No change required
Public Protection & Anti-Social Behaviour	ASB 4 - Satisfaction of complainants relating to how the complaint was handled	%	Quarterly	High is good	No	75.00%	<=>	85.00%	83.30%	98.00%	91.00%	Collection not possible - COVID	Collection not possible - COVID		75.00%	<=>	85.00%	Clr Rosanne Kirk - Portfolio Holder for Reducing Inequalities	Francesca Bell - Public Protection, ASB and Licensing Service Manager	No change required
Sport & Leisure	SP 1 - Quarterly visitor numbers to Birchwood and Yarrowburgh Leisure Centres	Number	Quarterly	High is good	No	Min increase of 0.7% each Q = 233,197 (based on Q3 19/20)	<=>	Increase of 1% each Q (Sport England Target) = 233,892 (based on Q3 19/20)	247,189	231,576	213,990	N/A	37,412		Min increase of 0.7% each Q = 233,197 (based on Q3 19/20)	<=>	Increase of 1% each Q (Sport England Target) = 233,892 (based on Q3 19/20)	Clr Bob Bushell - Portfolio Holder for Remarkable Place	Steve Lockwood - Leisure, Sport and City Services Manager	Retain as 2020/21
Sport & Leisure	SP 3a - Percentage of respondents to satisfaction survey who would recommend Birchwood Leisure Centre (new measure for 20/21)	%	Quarterly	High is good	No	62%	<=>	70%	Measure not yet being collected						62%	<=>	70%	Clr Bob Bushell - Portfolio Holder for Remarkable Place	Steve Lockwood - Leisure, Sport and City Services Manager	Retain as 2020/21
Sport & Leisure	SP 3b - Percentage of respondents to satisfaction survey who would recommend Yarrowburgh Leisure Centre (new measure for 20/21)	%	Quarterly	High is good	No	62%	<=>	70%	Measure not yet being collected						62%	<=>	70%	Clr Bob Bushell - Portfolio Holder for Remarkable Place	Steve Lockwood - Leisure, Sport and City Services Manager	Retain as 2020/21
Sport & Leisure	SP 2 - Artificial Grass Pitch usage at Yarrowburgh Leisure Centre (exp. to open July 19) & Birchwood Leisure Centre (exp. to open June 19) (New measure)	Hours	Quarterly	High is good	No	520	<=>	650	555	612	649	649	315		520	<=>	650	Clr Bob Bushell - Portfolio Holder for Remarkable Place	Steve Lockwood - Leisure, Sport and City Services Manager	Retain as 2020/21
CCTV	CCTV 1 - Total number of incidents handled by CCTV operators	Number	Quarterly	Volumetric	Yes	N/A	<=>	N/A										Clr Rosanne Kirk - Portfolio Holder for Reducing inequality	Caroline Bird - Community Services Manager	Retain as 2020/21
Waste & Recycling	WM 1 - Percentage of waste recycled or composted	%	Quarterly	High is good	No	33.50%	<=>	41.00%	37.13%	37.75%	32.47%	28.70%	38.07%		Qtr 1 low = 36 Qtr 2 low = 33.5 Qtr 3 low = 36.5 Qtr 4 low = 36	<=>	Qtr 1 high = 39 Qtr 2 high = 39 Qtr 3 high = 35 Qtr 4 high = 30	Clr Bob Bushell - Portfolio Holder for Remarkable Place	Caroline Bird - Community Services Manager	Quarterly targets proposed to provide a better indication of performance because of the seasonal differences in performance.
Waste & Recycling	WM 2 - Contractor points achieved against target standards specified in contract - Waste Management	Number	Quarterly	Low is good	No	501	<=>	50	55	120	145	115	100		501	<=>	50	Clr Bob Bushell - Portfolio Holder for Remarkable Place	Caroline Bird - Community Services Manager	Retain as 2020/21
Street Cleansing	SC 1 - Contractor points achieved against target standards specified in contract - Street Cleansing	Number	Quarterly	Low is good	No	501	<=>	25	85	50	85	45	90		501	<=>	25	Clr Bob Bushell - Portfolio Holder for Remarkable Place	Caroline Bird - Community Services Manager	Retain as 2020/21
Grounds Maintenance	GM 1 - Contractor points achieved against target standards specified in contract - Grounds Maintenance	Number	Quarterly	Low is good	No	501	<=>	15	5	15	5	15	No points recorded in Q2		501	<=>	15	Clr Bob Bushell - Portfolio Holder for Remarkable Place	Caroline Bird - Community Services Manager	Retain as 2020/21
Allotments	AM 1 - Percentage occupancy of allotment plots	%	Quarterly	High is good	No	84.00%	<=>	92.00%	89.00%	87.00%	85.00%	92.00%	95.00%		84.00%	<=>	92.00%	Clr Bob Bushell - Portfolio Holder for Remarkable Place	Lee George - Open Spaces Officer	Retain as 2020/21
Parking Services	PS 1 - Overall percentage utilisation of all car parks (P8)	%	Quarterly	High is good	No	50.00%	<=>	60.00%	46.00%	51.00%	56.00%	0.00%	37.00%		50.00%	<=>	60.00%	Clr Neil Murray - Portfolio Holder for Economic Growth	Rod Williamson - City Services Team Leader	Remain as 2020/21
Parking Services	PS 2 - Number of off street charged parking spaces	Number	Quarterly	Volumetric	Yes	N/A	<=>	N/A										Clr Neil Murray - Portfolio Holder for Economic Growth	Rod Williamson - City Services Team Leader	Remain as 2020/22
Licensing	LIC 1 - Total number of committee referrals (for all licensing functions)	Number	Quarterly	Volumetric	Yes	N/A	<=>	N/A										Clr Bob Bushell - Portfolio Holder for Remarkable Place	Francesca Bell - Public Protection, ASB and Licensing Service Manager	No change required
Licensing	LIC 2 - Total number of enforcement actions (revocations, suspensions and prosecutions)	Number	Quarterly	Volumetric	Yes	N/A	<=>	N/A										Clr Bob Bushell - Portfolio Holder for Remarkable Place	Francesca Bell - Public Protection, ASB and Licensing Service Manager	No change required

DCE ANNUAL STRATEGIC MEASURES	Service Area	Measure	Unit	Collection Frequency	High / Low is Good	Volumetric	Low Target (Worst)	On target	High Target (Best)	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Low Target (Worst)	On target	High Target (Best)	Portfolio Holder	Owner		
	Contaminated Land	CON 1 - Area of sites of potential concern (in m2) made suitable for use in the year.	Number	Annual Q4	Volumetric	Yes	N/A	<>	N/A	Measure not yet being collected										Clr Neil Murray - Portfolio Holder for Economic Growth	Sara Boothright - Environmental Health & Corporate Safety Manager	Remain as 2020/21
	Affordable Housing	AH 1 - Cumulative number of affordable homes delivered to date this year	Number	Annual Q4	High is good	No	25	<>	125	11	21	231	7			25	<>	125	Clr Donald Nannestad - Portfolio Holder for Quality Housing	Kieron Manning - Assistant Director for Planning	Retain as 2020/21	
	Waste & Recycling	WM 3 - Satisfaction with refuse service (collected via Citizens' Panel)	%	Annual Q3	High is good	No	90.00%	<>	96.00%	95.30%	93.85%	96.00%	96.00%	97.00%		90.00%	<>	96.00%	Clr Bob Bushell - Portfolio Holder for Remarkable Place	Caroline Bird - Community Services Manager	Retain as 2020/22	
	Waste & Recycling	WM 4 - Satisfaction with recycling service (collected via Citizens' Panel)	%	Annual Q3	High is good	No	90.00%	<>	96.00%	95.70%	92.76%	94.00%	96.00%	97.00%		90.00%	<>	96.00%	Clr Bob Bushell - Portfolio Holder for Remarkable Place	Caroline Bird - Community Services Manager	Retain as 2020/23	
	Grounds Maintenance	GM 2 - Satisfaction with play areas, parks and open spaces (collected via Citizens' Panel) SC 2 - Satisfaction that public land and public highways are kept clear of litter and refuse (Street Cleansing) (collected via Citizens' Panel)	%	Annual Q2	High is good	No	85.00%	<>	90.00%	88.00%	87.90%	86.08%	87.00%	90.00%		85.00%	<>	90.00%	Clr Bob Bushell - Portfolio Holder for Remarkable Place	Caroline Bird - Community Services Manager	Retain as 2020/24	
	Street Cleansing		%	Annual Q2	High is good	No	68.00%	<>	80.00%	82.80%	82.76%	74.76%	66.89%	69.00%		68.00%	<>	80.00%	Clr Bob Bushell - Portfolio Holder for Remarkable Place	Caroline Bird - Community Services Manager	Retain as 2020/25	
	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	%	Annual Q3	High is good	No	80.00%	<>	85.00%	86.00%	81.00%	88.00%	91.00%	Data due		80.00%	<>	85.00%	Clr Bob Bushell - Portfolio Holder for Remarkable Place	Sara Boothright - Environmental Health & Corporate Safety Manager	Remain as 2020/21	

Volumetric - no target

Target for 2021-22

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DHI Strategic Measures

NB: Changes are highlighted in blue. It should be noted that the impact of Covid-19 has meant that in some cases it has been difficult to forecast what a realistic target might be. Depending on the service area, some services have therefore changed to volumetric measures, some have changed targets to reflect expected performance, and in some cases because expected within our control targets have been retained as in previous years.

DHI QUARTERLY STRATEGIC MEASURES							2020-2021										2021-2022				
	Service Area	Measure	Unit	Cumulative or Quarterly	High / Low is Good	Volumetric	Low Target (Worst)	On target	High Target (Best)	Q2/19/20 Outturn	Q3/19/20 Outturn	Q4/19/20 Outturn	Q1/20/21 Outturn	Q2/20/21 Outturn	Q3/20/21 Outturn	Low Target (Worst)	On target	High Target (Best)	Portfolio Holder	Owner	
	Housing Investment	HI 1 - Percentage of council properties that are not at the 'Decent Homes' standard (excluding refusals)	%	Quarterly	Low is good	No	1.00%	<->	0.00%	0.84%	0.55%	0.23%	0.88%	0.81%		1.00%	<->	0.00%	ClIr Donald Nannestad - Portfolio Holder for Quality Housing	Kevin Bowring - Investment Manager	
	Housing Investment	HI 2 - Number of properties 'not decent' as a result of tenants refusal to allow work (excluding referrals)	Number	Quarterly	Low is good	Yes	n/a												ClIr Donald Nannestad - Portfolio Holder for Quality Housing	Kevin Bowring - Investment Manager	
	Housing Investment	HI 3 - Percentage of dwellings with a valid gas safety certificate	%	Quarterly	High is good	No	99.80%	<->	99.96%	99.89%	99.86%	99.89%	85.84%	93.58%		99.80%	<->	99.96%	ClIr Donald Nannestad - Portfolio Holder for Quality Housing	Kevin Bowring - Investment Manager	
	Control Centre	CC 2 - Percentage of Lincare Housing Assistance calls answered within 60 seconds	%	Quarterly	High is good	No	97.50%	<->	98.75%	98.71%	98.63%	98.54%	97.85%	97.67%		97.50%	<->	98.75%	ClIr Donald Nannestad - Portfolio Holder for Quality Housing	Clive Thomasson - Supported Housing Manager	
	Rent Collection	RC 1 - Rent collected as a proportion of rent owed	%	Quarterly	High is good	No	96.50%	<->	98.00%	98.04%	100.30%	100.00%	103.14%	100.75%		96.00%	<->	97.00%	ClIr Donald Nannestad - Portfolio Holder for Quality Housing	Keeley Johnson - Tenancy Services Manager	
	Rent Collection	RC 2 - Current tenant arrears as a percentage of the annual rent debit	%	Quarterly	Low is good	No	4.00%	<->	3.00%	3.72%	2.82%	2.87%	3.26%	3.47%		4.50%	<->	3.50%	ClIr Donald Nannestad - Portfolio Holder for Quality Housing	Keeley Johnson - Tenancy Services Manager	
	Housing Solutions	HS 3 - Successful preventions and relief of homelessness against total number of homelessness approaches (updated measure)	%	Quarterly	High is good	No	50.00%	<->	55.00%	290	338	377	114	259		50.00%	<->	55.00%	ClIr Donald Nannestad - Portfolio Holder for Quality Housing	Paula Burton - Housing Solutions Manager	
	Housing Voids	HV 1 - Percentage of rent lost through dwelling being vacant	%	Quarterly	Low is good	No	0.80%	<->	0.90%	1.06%	0.89%	0.85%	0.90%	0.99%		0.80%	<->	0.90%	ClIr Donald Nannestad - Portfolio Holder for Quality Housing	Keeley Johnson - Tenancy Services Manager	
	Housing Voids	HV 2- Average re-let time calendar days for all dwellings - standard re-lets	Days	Quarterly	Low is good	No	30 days	<->	27 days	35.71	31.52	31.98	47.81	46.16		32 days	<->	29 days	ClIr Donald Nannestad - Portfolio Holder for Quality Housing	Keeley Johnson - Tenancy Services Manager	
	Housing Voids	HV 3 - Average re-let time calendar days for all dwellings (including major works)	Days	Quarterly	Low is good	No	31 days	<->	28 days	44.06	36.95	39.91	49.40	46.16		38 days	<->	35 days	ClIr Donald Nannestad - Portfolio Holder for Quality Housing	Keeley Johnson - Tenancy Services Manager	
	Housing Maintenance	HM 1 - Percentage of reactive repairs completed within target time (priority and urgent repairs) - HRS only	%	Quarterly	High is good	No	97%	<->	99.00%	98.26%	97.67%	96.71%	96.00%	Collection not possible - COVID		97%	<->	99.00%	ClIr Donald Nannestad - Portfolio Holder for Quality Housing	Matthew Hillman - Assistant Director Investment	
	Housing Maintenance	HM 2 - Percentage of repairs fixed first time (priority and urgent repairs) - HRS only	%	Quarterly	High is good	No	90%	<->	93.00%	95.04%	94.67%	94.07%	89.57%	90.11%		90%	<->	93.00%	ClIr Donald Nannestad - Portfolio Holder for Quality Housing	Matthew Hillman - Assistant Director Investment	
	Housing Maintenance	HM 3- Percentage of tenants satisfied with repairs and maintenance	%	Quarterly	High is good	No	94%		96.00%	98.72%	97.41%	97.15%	97.00%	Collection not possible - COVID		Remove indicator (reviewing current customer feedback framework)			ClIr Donald Nannestad - Portfolio Holder for Quality Housing	Matthew Hillman - Assistant Director Investment	
	Housing Maintenance	HM 4 - Appointments kept as a percentage of appointments made (priority and urgent repairs) - HRS only	%	Quarterly	High is good	No	94%	<->	97.00%	97.73%	97.82%	97.89%	99.57%	99.95%		94%	<->	97.00%	ClIr Donald Nannestad - Portfolio Holder for Quality Housing	Matthew Hillman - Assistant Director Investment	
	Business Development & ICT	BD 1 - Number of users logged into the on-line self service system this quarter	Number	Quarterly	High is good	No	Profiled: Q4 = 10,000 Qs1-3 = 8,409	<->	Profiled: Q4 = 10,500 Qs1-3 = 8,700	8,427	8,409	Collection not possible - COVID	Collection not possible - COVID	Collection not possible - COVID		Profiled: Q4 = 10,000 Qs1-3 = 8,409	<->	Profiled: Q4 = 10,500 Qs1-3 = 8,700	ClIr Chris Burke - Portfolio Holder for Customer Experience and Review	Matt Smith - Business Development & IT Manager	
	Business Development & ICT	ICT 1 - Number of calls logged to IT helpdesk	Number	Quarterly	Volumetric	Yes	N/A	<->	N/A											ClIr Chris Burke - Portfolio Holder for Customer Experience and Review	Matt Smith - Business Development & IT Manager
	Business Development & ICT	ICT 2 - Percentage of first time fixes	%	Quarterly	Volumetric	Yes	N/A	<->	N/A											ClIr Chris Burke - Portfolio Holder for Customer Experience and Review	Matt Smith - Business Development & IT Manager

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Portfolio Holder for Our People and Resources

NB: Changes are highlighted in blue. It should be noted that the impact of Covid-19 has meant that in some cases it has been difficult to forecast what a realistic target might be. Depending on the service area, some services have therefore changed to volumetric measures, some have changed targets to reflect expected performance, and in some cases because expected performance is not known and not within our control targets have been retained as in previous years.

						2020-2021										2021-2022					
Service Area	Measure	Unit	Cumulative or Quarterly	High / Low is Good	Volumetric	Low Target (Worst)	On target	High Target (Best)	Q2/19/20 Outturn	Q3/19/20 Outturn	Q4/19/20 Outturn	Q1/20/21 Outturn	Q2/20/21 Outturn	Q3/20/21 Outturn	Low Target (Worst)	On target	High Target (Best)	Portfolio Holder	Owner	Comments (if required)	
Quarterley Measures																					
Communications	COM 1 - Percentage of media enquiries responded to within four working hours	%	Quarterly	High is good	No	70.00%	<->	85.00%	72	54	76	89	86		70.00%	<->	85.00%	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Steve Welsby - Communications Manager	Retain 2020/21 targets	
Communications	COM 2 - Number of proactive communications issued that help maintain or enhance our reputation	Number	Quarterly	High is good	No	25	<->	40	38	21	37	46	38		25	<->	40	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Steve Welsby - Communications Manager	Retain 2020/21 targets	
Work Based Learning	WBL 1 - Percentage of apprentices completing their qualification on time	%	Quarterly	High is good	No	92.00%	<->	95.00%	100.00%	100.00%	12.00%	100.00%	100.00%		92.00%	<->	95.00%	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Sharon Hylton - Work Based Learning Team Leader	Retain 2020/21 targets	
Work Based Learning	WBL 2 - Number of new starters on the apprenticeship scheme	Number	Cumulative	High is good	No	Q1 - 3 Q2 - 8 Q3 - 13 Q4 - 18	<->	Q1 - 5 Q2 - 10 Q3 - 15 Q4 - 20	13	19	29	3	2		Volumetric	<->	Volumetric	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Sharon Hylton - Work Based Learning Team Leader	Retain 2020/21 figures and change to volumetric	
Work Based Learning	WBL 3 - Percentage of apprentices moving into Education, Employment or Training	%	Quarterly	High is good	No	92.00%	<->	95.00%	100.00%	100.00%	85.00%	100.00%	100.00%		Volumetric	<->	Volumetric	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Sharon Hylton - Work Based Learning Team Leader	Retain 2020/21 figures and change to volumetric	
Accountancy	ACC 1 - Average return on investment portfolio	%	Quarterly	High is good	No	0.75%	<->	0.85%	0.86%	0.85%	0.80%	0.45%	0.18%		Volumetric	<->	Volumetric	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Sarah Hardy - Principal Finance Business Partner	0.18% is probably towards the high side of the likely interest receivable (given the base rate issues currently)	
Accountancy	ACC 2 - Average interest rate on external borrowing	%	Quarterly	Low is good	No	4.75%	<->	3.75%	3.38%	3.60%	3.69%	No data	3.69%		4.75%	<->	3.75%	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Sarah Hardy - Principal Finance Business Partner	Retain 2020/21 targets	
Revenues Administration	REV 1 - Council Tax - in year collection rate for Lincoln	%	Cumulative	High is good	No	Q1 - 26.50% Q2 - 52.50% Q3 - 78.50% Q4 - 96.75%	<->	Q1 - 27.00% Q2 - 53.00% Q3 - 79.00% Q4 - 97.00%	52.87%	79.03%	96.77%	25.90%	50.53%		Q1 - 25.00% Q2 - 50.00% Q3 - 75.00% Q4 - 95.00%	<->	Q1 - 27.00% Q2 - 53.00% Q3 - 79.00% Q4 - 96.75%	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Martin Walmsley - Head of Shared Revenues and Benefits	Targets updated	
Revenues Administration	REV 2 - Business Rates - in year collection rate for Lincoln	%	Volumetric	High is good	No	Q1 - 33.00% Q2 - 58.00% Q3 - 82.50% Q4 - 98.60%	<->	Q1 - 34.50% Q2 - 59.50% Q3 - 84.50% Q4 - 99.00%	59.58%	83.39%	99.46%	41.31%	65.15%		Volumetric	<->	Volumetric	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Martin Walmsley - Head of Shared Revenues and Benefits	Change to volumetric	
Revenues Administration	REV 3 - Number of outstanding customer changes in the Revenues Team	Number	Quarterly	Low is good	No	Q1 - 750 Q2 - 750 Q3 - 600 Q4 - 450	<->	Q1 - 600 Q2 - 600 Q3 - 450 Q4 - 300	1177	550	371	249	685		Q1 - 800 Q2 - 750 Q3 - 700 Q4 - 650	<->	Q1 - 700 Q2 - 650 Q3 - 550 Q4 - 450	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Martin Walmsley - Head of Shared Revenues and Benefits	Targets updated	
Annual Measures																					
Debtors & Creditors	DCT 1 - Percentage of invoices paid within 30 days	%	Annual Q4	High is good	No	95%	<->	97%	95.38%	97.03%	95.17%	97.79%	96.22%		95%	<->	97%	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Sarah Hardy - Principal Finance Business Partner	Retain 2020/21 targets	
Debtors & Creditors	DCT 2 - Percentage of invoices that have a Purchase Order completed	%	Annual Q4	High is good	No	55%	<->	65%	43.10%	40.76%	41.60%	46.00%	45.60%		55%	<->	65%	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Sarah Hardy - Principal Finance Business Partner	Retain 2020/21 targets	
Procurement Services	PRO 1 - Percentage spend on contracts that have been awarded to "local" contractors (as the primary contractor)	%	Annual Q2	High is good	No	20%	<->	45%	Data will be input from Q3 2020/2021						20%	<->	45%	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Heather Carmichael - Client Procurement Officer	Retain 2020/21 targets	
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	%	Annual Q2	High is good	No	70%	<->	90%	Data will be input from Q3 2020/2021						70%	<->	90%	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Heather Carmichael - Client Procurement Officer	Retain 2020/21 targets	
Procurement Services	PRO 3 - Percentage of total contract spend that is with an SME	%	Annual Q2	High is good	No	20%	<->	40%	Data will be input from Q3 2020/2021						20%	<->	40%	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Heather Carmichael - Client Procurement Officer	Retain 2020/21 targets	
Procurement Services	PRO 4 - Percentage of total contract spend that is with an SME who meets the "local" definition	%	Annual Q2	High is good	No	20%	<->	40%	Data will be input from Q3 2020/2021						20%	<->	40%	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Heather Carmichael - Client Procurement Officer	Retain 2020/21 targets	
Property Services	PRS 1 - Return on new commercial investments - (Annual rental yield = Net Income/Purchase Price plus initial purchase costs)	%	Annual Q2	High is good	No	5%	<->	7%	Data will be input from Q3 2020/2025									Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Property Services	Needs to cease being a performance measure as we are no longer pursuing any commercial property purchases, it no longer part of our strategy so we wouldn't have any data to report each year.	

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**Portfolio Holder for Quality Housing**

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						2020-2021									2021-2022					
Service Area	Measure	Unit	Cumulative or Quarterly	High / Low is Good	Volumetric	Low Target (Worst)	On target	High Target (Best)	Q2/19/20 Outturn	Q3/19/20 Outturn	Q4/19/20 Outturn	Q1/20/21 Outturn	Q2/20/21 Outturn	Q3/20/21 Outturn	Low Target (Worst)	On target	High Target (Best)	Portfolio Holder	Owner	Comments (if required)
Quarterly Measures																				
Private Housing	PH 1- Average time in weeks from occupational therapy notification to completion of works on site for a DFG grant (all DFG's exc. extensions)	Weeks	Quarterly	Low is good	No	26	<->	19	21	28	8	27	Collection not possible - COVID		26	<->	19	Cllr Donald Nannestad - Portfolio Holder for Quality Housing	Sara Boothright - Environmental Health & Corporate Safety Manager	This can be reported on from first quarter 2021
Private Housing	PH 2 - Average time (weeks) from receiving to resolving a complaint about housing standards in private rented accommodation (updated measure)	Weeks	Quarterly	Low is good	No	12		20	16.00	6.00	2.80	7.40	Collection not possible - COVID		12		20	Cllr Donald Nannestad - Portfolio Holder for Quality Housing	Sara Boothright - Environmental Health & Corporate Safety Manager	This can be reported on from first quarter 2021
Private Housing	PH 3 - Number of empty homes brought back into use	Number	Quarterly (Collected 6 monthly)	High is good	No	Q2 12 Q4 25	<->	Q2 25 Q4 50	17	37	54	7	Collection not possible - COVID		Q2 7 Q4 13	<->	Q2 13 Q4 25	Cllr Donald Nannestad - Portfolio Holder for Quality Housing	Sara Boothright - Environmental Health & Corporate Safety Manager	High and low target has been reduced as it is unlikely that actively targeting empty homes will begin until September 2021
Housing Investment	HI 1 - Percentage of council properties that are not at the 'Decent Homes' standard (excluding refusals)	%	Quarterly	Low is good	No	1.00%	<->	0.00%	0.84%	0.55%	0.23%	0.88%	0.81%		1.00%	<->	0.00%	Cllr Donald Nannestad - Portfolio Holder for Quality Housing	Kevin Bowring - Investment Manager	Remain as 2020/21
Housing Investment	HI 2 - Number of properties 'not decent' as a result of tenants refusal to allow work (excluding referrals)	Number	Quarterly	Low is good	Yes	n/a												Cllr Donald Nannestad - Portfolio Holder for Quality Housing	Kevin Bowring - Investment Manager	
Housing Investment	HI 3 - Percentage of dwellings with a valid gas safety certificate	%	Quarterly	High is good	No	99.80%	<->	99.96%	99.89%	99.86%	99.89%	85.84%	93.58%		99.80%	<->	99.96%	Cllr Donald Nannestad - Portfolio Holder for Quality Housing	Kevin Bowring - Investment Manager	Remain as 2020/21
Control Centre	CC 2 - Percentage of Lincare Housing Assistance calls answered within 60 seconds	%	Quarterly	High is good	No	97.50%	<->	98.75%	98.71%	98.63%	98.54%	97.85%	97.67%		97.50%	<->	98.75%	Cllr Donald Nannestad - Portfolio Holder for Quality Housing	Clive Thomasson - Supported Housing Manager	Remain as 2020/21 - in line with TSA
Rent Collection	RC 1 - Rent collected as a proportion of rent owed	%	Quarterly	High is good	No	96.50%	<->	98.00%	98.04%	100.30%	100.00%	103.14%	100.75%		96.00%	<->	97.00%	Cllr Donald Nannestad - Portfolio Holder for Quality Housing	Keeley Johnson - Tenancy Services Manager	
Rent Collection	RC 2 - Current tenant arrears as a percentage of the annual rent debit	%	Quarterly	Low is good	No	4.00%	<->	3.00%	3.72%	2.82%	2.87%	3.26%	3.47%		4.50%	<->	3.50%	Cllr Donald Nannestad - Portfolio Holder for Quality Housing	Keeley Johnson - Tenancy Services Manager	
Housing Solutions	HS 3 - Successful preventions and relief of homelessness against total number of homelessness approaches (updated measure)	%	Quarterly	High is good	No	50.00%	<->	55.00%	290	338	377	114	259		50.00%	<->	55.00%	Cllr Donald Nannestad - Portfolio Holder for Quality Housing	Paula Burton - Housing Solutions Manager	Remain as 2020/21
Housing Voids	HV 1 - Percentage of rent lost through dwelling being vacant	%	Quarterly	Low is good	No	0.80%	<->	0.90%	1.06%	0.89%	0.85%	0.90%	0.99%		0.80%	<->	0.90%	Cllr Donald Nannestad - Portfolio Holder for Quality Housing	Keeley Johnson - Tenancy Services Manager	Remain as 2020/21
Housing Voids	HV 2- Average re-let time calendar days for all dwellings - standard re-lets	Days	Quarterly	Low is good	No	30 days	<->	27 days	35.71	31.52	31.98	47.81	46.16		32 days	<->	29 days	Cllr Donald Nannestad - Portfolio Holder for Quality Housing	Keeley Johnson - Tenancy Services Manager	
Housing Voids	HV 3 - Average re-let time calendar days for all dwellings (including major works)	Days	Quarterly	Low is good	No	31 days	<->	28 days	44.06	36.95	39.91	49.40	46.16		38 days	<->	35 days	Cllr Donald Nannestad - Portfolio Holder for Quality Housing	Keeley Johnson - Tenancy Services Manager	
Housing Maintenance	HM 1 - Percentage of reactive repairs completed within target time (priority and urgent repairs) - HRS only	%	Quarterly	High is good	No	97%	<->	99.00%	98.26%	97.67%	96.71%	96.00%	Collection not possible - COVID		97%	<->	99.00%	Cllr Donald Nannestad - Portfolio Holder for Quality Housing	Matthew Hillman - Assistant Director Investment	Remain as 2020/21
Housing Maintenance	HM 2 - Percentage of repairs fixed first time (priority and urgent repairs) - HRS only	%	Quarterly	High is good	No	90%	<->	93.00%	95.04%	94.67%	94.07%	89.57%	90.11%		90%	<->	93.00%	Cllr Donald Nannestad - Portfolio Holder for Quality Housing	Matthew Hillman - Assistant Director Investment	Remain as 2020/21
Housing Maintenance	HM 3- Percentage of tenants satisfied with repairs and maintenance	%	Quarterly	High is good	No	94%		96.00%	98.72%	97.41%	97.15%	97.00%	Collection not possible - COVID		Remove indicator (reviewing current customer feedback framework)			Cllr Donald Nannestad - Portfolio Holder for Quality Housing	Matthew Hillman - Assistant Director Investment	Remove indicator (reviewing current customer feedback framework)
Housing Maintenance	HM 4 - Appointments kept as a percentage of appointments made (priority and urgent repairs) - HRS only	%	Quarterly	High is good	No	94%	<->	97.00%	97.73%	97.82%	97.89%	99.57%	99.95%		94%	<->	97.00%	Cllr Donald Nannestad - Portfolio Holder for Quality Housing	Matthew Hillman - Assistant Director Investment	Remain as 2020/21
Annual Measures																				
Affordable Housing	AH 1 - Cumulative number of affordable homes delivered to date this year	Number	Annual Q4	High is good	No	25	<->	125	11	21	231	7			25	<->	125	Cllr Donald Nannestad - Portfolio Holder for Quality Housing	Kieron Manning - Assistant Director for Planning	Retain as 2020/21

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Portfolio Holder for Customer Experience and Review

NB: Changes are highlighted in blue. It should be noted that the impact of Covid-19 has meant that in some cases it has been difficult to forecast what a realistic target might be. Depending on the service area, some services have therefore changed to volumetric measures, some have changed targets to reflect expected performance, and in some cases because expected performance is not known and not within our control targets have been retained as in previous years.

						2020-2021									2021-2022					
Service Area	Measure	Unit	Cumulative or Quarterly	High / Low is Good	Volumetric	Low Target (Worst)	On target	High Target (Best)	Q2/19/20 Outturn	Q3/19/20 Outturn	Q4/19/20 Outturn	Q1/20/21 Outturn	Q2/20/21 Outturn	Q3/20/21 Outturn	Low Target (Worst)	On target	High Target (Best)	Portfolio Holder	Owner	Comments (if required)
Quarterley Measures																				
Customer Services	CS 1 - Number of face to face enquiries in customer services	Number	Quarterly	Volumetric	Yes	N/A	<->	N/A										ClIr Chris Burke - Portfolio Holder for Customer Experience and Review	Joanne Crookes - Customer Services Manager	
Customer Services	CS 2- Number of telephone enquiries answered in Channel Shift Areas (Rev & Bens, Housing & Env. Services)	Number	Quarterly	Volumetric	Yes	N/A	<->	N/A										ClIr Chris Burke - Portfolio Holder for Customer Experience and Review	Joanne Crookes - Customer Services Manager	
Customer Services	CS 3 - Average time taken to answer a call to customer services	Seconds	Quarterly	Low is good	No	300	<->	180	197	159	142	124	109		300	<->	180	ClIr Chris Burke - Portfolio Holder for Customer Experience and Review	Joanne Crookes - Customer Services Manager	Retain 2020/21 targets
Customer Services	CS 4 - Average customer feedback score (face to face enquiries - score out of 10)	Number	Quarterly	High is good	No	8	<->	9.5	10	10	Collection not possible - COVID	Collection not possible - COVID	Collection not possible - COVID			<->		ClIr Chris Burke - Portfolio Holder for Customer Experience and Review	Joanne Crookes - Customer Services Manager	Remove for 2021/22 as not currently collected
Customer Services	CS 5 - Customer satisfaction with their phone call to Customer Services	%	Quarterly	High is good	No	80%	<->	95%	98	96	Collection not possible - COVID	Collection not possible - COVID	Collection not possible - COVID			<->		ClIr Chris Burke - Portfolio Holder for Customer Experience and Review	Joanne Crookes - Customer Services Manager	Remove for 2021/22 as not currently collected
Democratic Services	DEM 1 - The number of individuals registered on the electoral register (local elections)	Number	Annual Q3	Volumetric	Yes	N/A	<->	N/A										ClIr Chris Burke - Portfolio Holder for Customer Experience and Review	Graham Watts - Democratic and Elections Manager	Retain as 2020/21
Business Development & ICT	BD 1 - Number of users logged into the on-line self service system this quarter	Number	Quarterly	High is good	No	Profiled: Q4 = 10,000 Qs1-3 = 8,409	<->	Profiled: Q4 = 10,500 Qs1-3 = 8,700	8,427	8,409	Collection not possible - COVID	Collection not possible - COVID	Collection not possible - COVID		Profiled: Q4 = 10,000 Qs1-3 = 8,409	<->	Profiled: Q4 = 10,500 Qs1-3 = 8,700	ClIr Chris Burke - Portfolio Holder for Customer Experience and Review	Matt Smith - Business Development & IT Manager	Remain as 2020/21
Business Development & ICT	ICT 1 - Number of calls logged to IT helpdesk	Number	Quarterly	Volumetric	Yes	N/A	<->	N/A										ClIr Chris Burke - Portfolio Holder for Customer Experience and Review	Matt Smith - Business Development & IT Manager	Remain as 2020/21
Business Development & ICT	ICT 2 - Percentage of first time fixes	%	Quarterly	Volumetric	Yes	N/A	<->	N/A										ClIr Chris Burke - Portfolio Holder for Customer Experience and Review	Matt Smith - Business Development & IT Manager	Remain as 2020/22

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**Portfolio Holder for Reducing Inequality**

NB: Changes are highlighted in blue. It should be noted that the impact of Covid-19 has meant that in some cases it has been difficult to forecast what a realistic target might be. Depending on the service area, some services have therefore changed to volumetric measures, some have changed targets to reflect expected performance, and in some cases because expected performance is not known and not within our control targets have been retained as in previous years.

2020-2021																2021-2022			Portfolio Holder	Owner	Comments (if required)
Service Area	Measure	Unit	Cumulative or Quarterly	High / Low is Good	Volumetric	Low Target (Worst)	On target	High Target (Best)	Q2/19/20 Outturn	Q3/19/20 Outturn	Q4/19/20 Outturn	Q1/20/21 Outturn	Q2/20/21 Outturn	Q3/20/21 Outturn	Low Target (Worst)	On target	High Target (Best)				
Quarterly Measures																					
Housing Benefit Administration	BE 1 - Average (YTD) days to process new housing benefit claims from date received	Days	Cumulative	Low is good	No	Q1 - 28.00 Q2 - 27.00 Q3 - 26.00 Q4 - 25.00	<>	Q1 - 26.00 Q2 - 25.00 Q3 - 24.00 Q4 - 23.50	23.42	21.73	20.60	15.89	16.69		Q1 - 21.00 Q2 - 20.00 Q3 - 19.50 Q4 - 19.00	<>	Q1 - 19.00 Q2 - 18.50 Q3 - 17.50 Q4 - 17.00	Clr Rosanne Kirk - Portfolio Holder for Reducing Inequality	Martin Walmsley - Head of Shared Revenues and Benefits	Targets updated	
Housing Benefit Administration	BE 2 - Average (YTD) days to process housing benefit claim changes of circumstances from date received	Days	Cumulative	Low is good	No	Q1 - 10.00 Q2 - 9.00 Q3 - 8.00 Q4 - 6.00	<>	Q1 - 7.50 Q2 - 7.00 Q3 - 6.50 Q4 - 4.50	4.88	5.84	3.17	4.22	4.63		Q1 - 10.00 Q2 - 9.00 Q3 - 8.00 Q4 - 6.00	<>	Q1 - 7.50 Q2 - 7.00 Q3 - 6.50 Q4 - 4.50	Clr Rosanne Kirk - Portfolio Holder for Reducing Inequality	Martin Walmsley - Head of Shared Revenues and Benefits	Targets retained as 20/21	
Housing Benefit Administration	BE 3 - Number of Housing Benefits / Council Tax support customers awaiting assessment	Number	Quarterly	Low is good	No	Q1 1250 Q2 1200 Q3 1150 Q4 1100	<>	Q1 1100 Q2 1050 Q3 1000 Q4 950	939	1,025	1,510	1,365	1,338		Q1 2000 Q2 1750 Q3 1500 Q4 1250	<>	Q1 1700 Q2 1500 Q3 1300 Q4 1100	Clr Rosanne Kirk - Portfolio Holder for Reducing Inequality	Martin Walmsley - Head of Shared Revenues and Benefits	Targets updated	
Housing Benefit Administration	BE 4 - Percentage of risk-based quality checks made where Benefit entitlement is correct	%	Quarterly	High is good	No	Q1 - 85.00% Q2 - 86.00% Q3 - 87.00% Q4 - 88.00%	<>	Q1 - 88.00% Q2 - 89.00% Q3 - 90.00% Q4 - 91.00%	95.57%	95.72%	95.00%	31.33%	91.52%		Q1 - 86.00% Q2 - 87.00% Q3 - 88.00% Q4 - 89.00%	<>	Q1 - 89.00% Q2 - 90.00% Q3 - 91.00% Q4 - 92.00%	Clr Rosanne Kirk - Portfolio Holder for Reducing Inequality	Martin Walmsley - Head of Shared Revenues and Benefits	Targets updated	
Housing Benefit Administration	BE 5 - The number of new benefit claims year to date (Housing Benefits/Council Tax Support)	Number	Quarterly	Volumetric	Yes	N/A	<>	N/A											Clr Rosanne Kirk - Portfolio Holder for Reducing Inequality	Martin Walmsley - Head of Shared Revenues and Benefits	N/A
Public Protection & Anti-Social Behaviour	ASB 1 - no. of cases received in the quarter (ASB)	Number	Quarterly	Volumetric	Yes	N/A	<>	N/A											Clr Rosanne Kirk - Portfolio Holder for Reducing Inequalities	Francesca Bell - Public Protection, ASB and Licensing Service Manager	No change required
Public Protection & Anti-Social Behaviour	ASB 2 - No. of cases closed in the quarter	Number	Quarterly	Volumetric	Yes	N/A	<>	N/A											Clr Rosanne Kirk - Portfolio Holder for Reducing Inequalities	Francesca Bell - Public Protection, ASB and Licensing Service Manager	No change required
Public Protection & Anti-Social Behaviour	ASB 3 - Number of live cases open at the end of the quarter	Number	Quarterly	Low is good	No	260	<>	220	778	610	645	226	201		260	<>	220	Clr Rosanne Kirk - Portfolio Holder for Reducing Inequalities	Francesca Bell - Public Protection, ASB and Licensing Service Manager	No change required	
Public Protection & Anti-Social Behaviour	ASB 4 - Satisfaction of complainants relating to how the complaint was handled	%	Quarterly	High is good	No	75.00%	<>	85.00%	83.30%	98.00%	91.00%	Collection not possible - COVID	Collection not possible - COVID		75.00%	<>	85.00%	Clr Rosanne Kirk - Portfolio Holder for Reducing Inequalities	Francesca Bell - Public Protection, ASB and Licensing Service Manager	No change required	
CCTV	CCTV 1 - Total number of incidents handled by CCTV operators	Number	Quarterly	Volumetric	Yes	N/A	<>	N/A											Clr Rosanne Kirk - Portfolio Holder for Reducing Inequality	Caroline Bird - Community Services Manager	Retain as 2020/21

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Portfolio Holder for Remarkable Place

NB: Changes are highlighted in blue. It should be noted that the impact of Covid-19 has meant that in some cases it has been difficult to forecast what a realistic target might be. Depending on the service area, some services have therefore changed to volumetric measures, some have changed targets to reflect expected performance, and in some cases because expected performance is not known and not within our control targets have been retained as in previous years.

						2020-2021									2021-2022					
Service Area	Measure	Unit	Cumulative or Quarterly	High / Low is Good	Volumetric	Low Target (Worst)	On target	High Target (Best)	Q2/19/20 Outturn	Q3/19/20 Outturn	Q4/19/20 Outturn	Q1/20/21 Outturn	Q2/20/21 Outturn	Q3/20/21 Outturn	Low Target (Worst)	On target	High Target (Best)	Portfolio Holder	Owner	Comments (if required)
Quarterly Measures																				
Food and Health & Safety Enforcement	FHS 1 - Percentage of premises fully or broadly compliant with Food Health & Safety inspection	%	Quarterly	High is good	No	96%	<->	98%	98.20%	98.40%	99.00%	Collection not possible - COVID	Collection not possible - COVID		96%	<->	98%	Cllr Bob Bushell - Portfolio Holder for Remarkable Place	Sara Boothright - Environmental Health & Corporate Safety Manager	This can be reported on from first quarter 2021
Food and Health & Safety Enforcement	FHS 2 - Average time from actual date of inspection to achieving compliance	Days	Quarterly	Low is good	No	13	<->	8	15.90	17.50	17.00	16.5	Collection not possible - COVID		13	<->	8	Cllr Bob Bushell - Portfolio Holder for Remarkable Place	Sara Boothright - Environmental Health & Corporate Safety Manager	This can be reported on from first quarter 2021
Food and Health & Safety Enforcement	FHS 3 - Percentage of food inspections that should have been completed and have been in that time period	%	Quarterly	High is good	No	85%	<->	97.00%	88.00%	93.80%	91.90%	Collection not possible - COVID	Collection not possible - COVID		85%	<->	97.00%	Cllr Bob Bushell - Portfolio Holder for Remarkable Place	Sara Boothright - Environmental Health & Corporate Safety Manager	This can be reported on from first quarter 2021, however the programme that is expected to be delivered has been adjusted by the Food Standards Agency and will only included prioritised inspections and interventions.
Sport & Leisure	SP 1 - Quarterly visitor numbers to Birchwood and Yarborough Leisure Centres	Number	Quarterly	High is good	No	Min increase of 0.7% each Q = 233,197 (based on Q3 19/20)	<->	Increase of 1% each Q (Sport England Target) = 233,892 (based on Q3 19/20)	247,189	231,576	213,990	N/A			Min increase of 0.7% each Q = 233,197 (based on Q3 19/20)	<->	Increase of 1% each Q (Sport England Target) = 233,892 (based on Q3 19/20)	Cllr Bob Bushell - Portfolio Holder for Remarkable Place	Steve Lockwood - Leisure, Sport and City Services Manager	Retain as 2020/21
Sport & Leisure	SP 3a - Percentage of respondents to satisfaction survey who would recommend Birchwood Leisure Centre (new measure for 20/21)	%	Quarterly	High is good	No	62%	<->	70%	Measure not yet being collected						62%	<->	70%	Cllr Bob Bushell - Portfolio Holder for Remarkable Place	Steve Lockwood - Leisure, Sport and City Services Manager	Retain as 2020/21
Sport & Leisure	SP 3b - Percentage of respondents to satisfaction survey who would recommend Yarborough Leisure Centre (new measure for 20/21)	%	Quarterly	High is good	No	62%	<->	70%	Measure not yet being collected						62%	<->	70%	Cllr Bob Bushell - Portfolio Holder for Remarkable Place	Steve Lockwood - Leisure, Sport and City Services Manager	Retain as 2020/21
Sport & Leisure	SP 2 - Artificial Grass Pitch usage at Yarborough Leisure Centre (exp. to open July 19) & Birchwood Leisure Centre (exp. to open June 19) (New measure)	Hours	Quarterly	High is good	No	520	<->	650	555	612	649	649	315		520	<->	650	Cllr Bob Bushell - Portfolio Holder for Remarkable Place	Steve Lockwood - Leisure, Sport and City Services Manager	Retain as 2020/21
Waste & Recycling	WM 1 - Percentage of waste recycled or composted	%	Quarterly	High is good	No	33.50%	<->	41.00%	37.13%	37.75%	32.47%	28.70%	38.07%		28%	<->	40%	Cllr Bob Bushell - Portfolio Holder for Remarkable Place	Caroline Bird - Community Services Manager	
Waste & Recycling	WM 2 - Contractor points achieved against target standards specified in contract - Waste Management	Number	Quarterly	Low is good	No	501	<->	50	55	120	145	115	100		501	<->	50	Cllr Bob Bushell - Portfolio Holder for Remarkable Place	Caroline Bird - Community Services Manager	Retain as 2020/21
Street Cleansing	SC 1 - Contractor points achieved against target standards specified in contract - Street Cleansing	Number	Quarterly	Low is good	No	501	<->	25	85	50	85	45	90		501	<->	25	Cllr Bob Bushell - Portfolio Holder for Remarkable Place	Caroline Bird - Community Services Manager	Retain as 2020/21
Grounds Maintenance	GM 1 - Contractor points achieved against target standards specified in contract - Grounds Maintenance	Number	Quarterly	Low is good	No	501	<->	15	5	15	5	15	No points recorded in Q2		501	<->	15	Cllr Bob Bushell - Portfolio Holder for Remarkable Place	Caroline Bird - Community Services Manager	Retain as 2020/21
Allotments	AM 1 - Percentage occupancy of allotment plots	%	Quarterly	High is good	No	84.00%	<->	92.00%	89.00%	87.00%	85.00%	92.00%	95.00%		84.00%	<->	92.00%	Cllr Bob Bushell - Portfolio Holder for Remarkable Place	Lee George - Open Spaces Officer	Retain as 2020/21
Licensing	LIC 1 - Total number of committee referrals (for all licensing functions)	Number	Quarterly	Volumetric	Yes	N/A	<->	N/A	Measure not yet being collected									Cllr Bob Bushell - Portfolio Holder for Remarkable Place	Francesca Bell - Public Protection, ASB and Licensing Service Manager	No change required
Licensing	LIC 2 - Total number of enforcement actions (revocations, suspensions and prosecutions)	Number	Quarterly	Volumetric	Yes	N/A	<->	N/A	Measure not yet being collected									Cllr Bob Bushell - Portfolio Holder for Remarkable Place	Francesca Bell - Public Protection, ASB and Licensing Service Manager	No change required
Annual Measures																				
Waste & Recycling	WM 3 - Satisfaction with refuse service (collected via Citizens' Panel)	%	Annual Q3	High is good	No	90.00%	<->	96.00%	95.30%	93.85%	96.00%	96.00%	97.00%		90.00%	<->	96.00%	Cllr Bob Bushell - Portfolio Holder for Remarkable Place	Caroline Bird - Community Services Manager	Retain as 2020/22
Waste & Recycling	WM 4 - Satisfaction with recycling service (collected via Citizens' Panel)	%	Annual Q3	High is good	No	90.00%	<->	96.00%	95.70%	92.76%	94.00%	96.00%	97.00%		90.00%	<->	96.00%	Cllr Bob Bushell - Portfolio Holder for Remarkable Place	Caroline Bird - Community Services Manager	Retain as 2020/23
Grounds Maintenance	GM 2 - Satisfaction with play areas, parks and open spaces (collected via Citizens' Panel)	%	Annual Q2	High is good	No	85.00%	<->	90.00%	88.00%	87.90%	86.08%	87.00%	90.00%		85.00%	<->	90.00%	Cllr Bob Bushell - Portfolio Holder for Remarkable Place	Caroline Bird - Community Services Manager	Retain as 2020/24
Street Cleansing	SC 2 - Satisfaction that public land and public highways are kept clear of litter and refuse (Street Cleansing) (collected via Citizens' Panel)	%	Annual Q2	High is good	No	68.00%	<->	80.00%	82.80%	82.76%	74.76%	66.89%	69.00%		68.00%	<->	80.00%	Cllr Bob Bushell - Portfolio Holder for Remarkable Place	Caroline Bird - Community Services Manager	Retain as 2020/25
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	%	Annual Q3	High is good	No	80.00%	<->	85.00%	86.00%	81.00%	88.00%	91.00%	Data due		80.00%	<->	85.00%	Cllr Bob Bushell - Portfolio Holder for Remarkable Place	Sara Boothright - Environmental Health & Corporate Safety Manager	Remain as 2020/21

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Portfolio Holder for Economic Growth

NB: Changes are highlighted in blue. It should be noted that the impact of Covid-19 has meant that in some cases it has been difficult to forecast what a realistic target might be. Depending on the service area, some services have therefore changed to volumetric measures, some have changed targets to reflect expected performance, and in some cases because expected performance is not known and not within our control targets have been retained as in previous years.

						2020-2021									2021-2022					
Service Area	Measure	Unit	Cumulative or Quarterly	High / Low is Good	Volumetric	Low Target (Worst)	On target	High Target (Best)	Q2/19/20 Outturn	Q3/19/20 Outturn	Q4/19/20 Outturn	Q1/20/21 Outturn	Q2/20/21 Outturn	Q3/20/21 Outturn	Low Target (Worst)	On target	High Target (Best)	Portfolio Holder	Owner	Comments (if required)
Quarterly Measures																				
Development Management (Planning)	DM 1 - Number of applications in the quarter	Number	Quarterly	Volumetric	Yes	N/A	<->	N/A										Cllr Neil Murray - Portfolio Holder for Economic Growth	Kieron Manning - Assistant Director for Planning	Retain as 2020/21
Development Management (Planning)	DM 2 - End to end time to determine a planning application (Days)	Days	Quarterly	Low is good	No	85	<->	65.00	55.01	67.25	53.57	80	74.91		85	<->	65.00	Cllr Neil Murray - Portfolio Holder for Economic Growth	Kieron Manning - Assistant Director for Planning	Retain as 2020/21
Development Management (Planning)	DM 3 - Number of live planning applications open	Number	Quarterly	Low is good	No	180	<->	120.00	84	95	70	140	105		180	<->	120.00	Cllr Neil Murray - Portfolio Holder for Economic Growth	Kieron Manning - Assistant Director for Planning	Retain as 2020/21
Development Management (Planning)	DM 4 - Percentage of applications approved	%	Quarterly	High is good	No	85%	<->	97%	98.00%	95.00%	97.00%	90.00%	93.06%		85%	<->	97%	Cllr Neil Murray - Portfolio Holder for Economic Growth	Kieron Manning - Assistant Director for Planning	Retain as 2020/21
Development Management (Planning)	DM 5 - Percentage of decisions on planning applications that are subsequently overturned on appeal	%	Quarterly	Low is good	No	10%	<->	5%	88.37%	96.00%	105.00%	74.91%	233.00%		10%	<->	5%	Cllr Neil Murray - Portfolio Holder for Economic Growth	Kieron Manning - Assistant Director for Planning	Retain as 2020/21
Development Management (Planning)	DM 6 - Percentage of Non-Major Planning Applications determined within the government target (70% in 8 weeks) measured on a 2 year rolling basis	%	Quarterly	High is good	No	70%	<->	90%	94.65%	93.67%	94.78%	80.00%	96.00%		70%	<->	90%	Cllr Neil Murray - Portfolio Holder for Economic Growth	Kieron Manning - Assistant Director for Planning	Retain as 2020/21
Development Management (Planning)	DM 7 - Percentage of Major Planning Applications determined within the government target (60% in 13 weeks) measured on a 2 year rolling basis	%	Quarterly	High is good	No	60%	<->	90%	95.45%	93.02%	89.74%	70.00%	88.37%		60%	<->	90%	Cllr Neil Murray - Portfolio Holder for Economic Growth	Kieron Manning - Assistant Director for Planning	Retain as 2020/21
Parking Services	PS 1 - Overall percentage utilisation of all car parks (P8)	%	Quarterly	High is good	No	50.00%	<->	60.00%	46.00%	51.00%	56.00%	0.00%	37.00%		50.00%	<->	60.00%	Cllr Neil Murray - Portfolio Holder for Economic Growth	Rod Williamson - City Services Team Leader	Remain as 2020/21
Parking Services	PS 2 - Number of off street charged parking spaces	Number	Quarterly	Volumetric	Yes	N/A	<->	N/A										Cllr Neil Murray - Portfolio Holder for Economic Growth	Rod Williamson - City Services Team Leader	Remain as 2020/22
Annual Measures																				
Contaminated Land	CON 1 - Area of sites of potential concern (in m2) made suitable for use in the year.	Number	Annual Q4	Volumetric	Yes	N/A	<->	N/A	Measure not yet being collected									Cllr Neil Murray - Portfolio Holder for Economic Growth	Sara Boothright - Environmental Health & Corporate Safety Manager	Remain as 2020/21

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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 Executive with a status report of the revised Strategic Risk Register as at the end of 2020/21.

## **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 2020 and contained fifteen strategic risks. Although regular monitoring of the Council's strategic risks has continued since the last report to Members, reporting (along with other routine performance reporting for Council services), was not undertaken for quarter three.
- 2.2 Since reporting to Members in November, 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 the pandemic and the different challenges and opportunities it faces. This review has identified that there have been some positive movement in the register, along with the addition of one new, emerging, risk.
- 2.3 The updated Register is contained with Part B of this agenda, it contains sixteen strategic risks which are listed below, along with details of relevant mitigations.

## **3. Strategic Risks**

- 3.1 The Strategic Risk Register previously reported contained fifteen existing risks, as follows:
- 1) Failure to engage & influence effectively the Council's strategic partners, council staff and all stakeholders to deliver against e.g. Council's Vision 2025.
  - 2) Failure to deliver a sustainable Medium Term Financial Strategy (that supports delivery of Vision 2025).
  - 3) Failure to deliver the Towards Financial Sustainability Programme whilst ensuring the resilience of the Council.
  - 4) Failure to ensure compliance with statutory duties/functions and appropriate governance arrangements are in place.

- 5) Failure to protect the local authority's vision 2025 due to changing structures and relationships in local government and impact on size, scale and scope of the Council.
- 6) Unable to meet the emerging changes required in the Council's culture, behaviour and skills to support the delivery of the council's Vision 2020/2025 and the transformational journey to one Council approach.
- 7) Insufficient levels of resilience and capacity exist in order to deliver key strategic projects & services within the Council.
- 8) Decline in the economic prosperity within the City Centre.
- 9) Failure to mitigate against the implications for the Council following the outcome of Brexit.
- 10) Failure to deliver key strategic projects.
- 11) Failure of the Council's key contractors and partners to remain sustainable and continue to deliver value for money
- 12) Failure to work in partnership to sustain support to vulnerable residents post COVID19.
- 13) Failure to put in place safe working practices and social distancing measures to protect officers and service users.
- 14) Failure to comply with current safeguarding legislation and procedures.
- 15) Failure to Meet the councils PREVENT duties.

3.2 A number of control actions have now been progressed or completed and the key movements are outlined as follows:

- Risk 2. Failure to deliver a sustainable Medium Term Financial Strategy that supports delivery of Vision 2025 – a refreshed MTFS 21-26, reflecting the significant impact of Covid19 on the Council's future financial projections, was approved by Full Council in March 21. This included a new, increased savings target.
- Risk 3. Failure to deliver the Towards Financial Sustainability Programme whilst ensuring the resilience of the Council – The in year TFS target for 20/21 was overachieved. A programme of reviews is now in place for the increased savings target in the MTFs 21-26, with the first reviews being presented to the Executive in March 21.
- Risk 4. Failure to ensure compliance with statutory duties / functions and appropriate governance arrangements are in place – A debrief of the first wave of the Covid19 pandemic was undertaken by the Emergency Planning Unit with lessons learnt reflected during the 2<sup>nd</sup> wave. Internal Audit conducted an audit into the impact of Covid19 on the Council's working

practices, systems and processes and did not identify that there has been any determinantal impact on the risk and control environment.

- Risk 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 – a watching brief is being maintained in terms of the Government's stance on devolution and local government reorganisation, with a Recovery and Devolution White Paper expected in Autumn 2021
- Risk 8. Decline in the economic prosperity within the City Centre – In March 21 it was announced that the Council was one of the successful cities/towns to be awarded Towns Fund, a total of £19m was awarded to the City. Whilst not the full amount requested, this represents a significant potential investment in the City. Work now progresses on refining the schemes to be submitted.
- Risk 9. Failure to mitigate against the implications for the Council following the outcome of Brexit – The internal action plan has now been completed with ongoing items transferred to service areas as business as usual. The internal working group has now been stood down although quarterly meetings with District and County officers are still undertaken.
- Risk 12. Failure to work in partnership to sustain support to vulnerable residents post Covid19. The Council has established and continues to deliver Test & Trace Isolation payments on behalf of the Government and is working with LCC to deliver further support to vulnerable residents through the Winter Grant Scheme, as well as implementing the Council Tax Hardship Fund payments.
- Risk 13. Failure to put in place safe working practices and social distancing measures to protect officers and service users – The Council continues to review and follow government guidance on working practices to allow staff to come into work safely where required. An appointments system is in place to control customers coming into the buildings with regular monitoring of City Hall and Hamilton House occupancy. Lateral flow testing has been encouraged for all staff having to physically attend work.

3.3 In addition to the fifteen existing risks, one new risk has emerged, as follows:

- Risk 16. Failure to mitigate against the risk of a successful cyber-attack against the council with significant / critical impact Red (Critical/Probable)

3.4 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 5 has been decreased from Amber: Probable/Major to Amber: Possible/Major.
- Risk 9 has been decreased from Amber: Possible/Major to Green: Hardly Ever/Minor and as such will be removed from the Strategic Risk Register

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, 3, 11, 14 &16	Red/High	Probable	Critical
7	Red/High	Almost Certain	Major
1 & 10	Amber/Medium	Probable	Major
4, 5, 6, 12 &13	Amber/Medium	Possible	Major
15	Amber/Medium	Possible	Critical
9	Green/Low	Hardly Ever	Minor

Control actions continue to be implemented and risks managed accordingly.

3.5 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 Executive are asked to note and comment on the Council's strategic risks as at the end of 2020/21.

**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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**SUBJECT: GREEN HOMES GRANT LOCAL AUTHORITY DELIVERY SCHEME (LAD)**

**DIRECTORATE: MAJOR DEVELOPMENTS**

**REPORT AUTHOR: KATE BELL**

## **1. Purpose of Report**

- 1.1 To update the Executive on the City of Lincoln Council Delivery Profile for the Local Authority Delivery (LAD) element of the Green Homes Grant scheme and to seek approval for inclusion in the General Investment Programme.

## **2. Background**

- 2.1 In October 2020 the Government launched £2 billion of support through the Green Homes Grant (GHG). The scheme consisted of two grant programmes, the GHG Voucher scheme open to all householders to improve the energy efficiency of their homes and the GHG Local Authority Delivery scheme (LAD).

- 2.2 The LAD scheme aims to support low income households living in the least energy efficient homes (those rated Band D, E, F or G.) The LAD Government guidance defines eligible low income household as -

‘households receiving measures have a combined household annual income of no more than £30,000 gross, before housing costs and where benefits are counted towards this figure’ Green Homes Grant Local Authority Delivery: Guidance for Local Authorities.

- 2.3 LAD Phase 2 is being administered by the Midlands Energy Hub (MEH) on behalf of the Government Department for Business, Energy and Industrial Strategy (BEIS). In March 2021 MEH issued an award letter to the City of Lincoln Council for £479,600 capital funding. The fund is available to deliver an energy efficiency retrofit scheme for a minimum of 25 private and social households living on low incomes and in fuel poverty. The allocation has been calculated to reflect the number and proportion of EPC Band E, F and G properties within the Lincoln Local Authority area.
- 2.4 The Council's newly adopted Housing Strategy identifies that there are in the region of 5000 households currently deemed to be living in fuel property in Lincoln, in accordance with the Low Income High Cost definition of fuel poverty.
- 2.5 On the 3<sup>rd</sup> of March 2021 Executive gave approval for the City of Lincoln Council to sign and return the award letter to the Midlands Energy Hub by the 15<sup>th</sup> of April and submit a delivery profile by the 24<sup>th</sup> of May 2021.

### **3. E.ON Energy Solutions Limited Concessions Agreement**

- 3.1 Due to a lack of capacity within the Private Sector Housing team to administer the LAD scheme and the very short delivery timeframe for phase 2 we will be appointing E.ON to deliver the scheme on behalf of the council.
- 3.2 Prior to the commencement of the scheme the city council will have a concessions agreement in place with E.ON to deliver the Fund which essentially places the responsibility for delivery of the LAD scheme and the management of risk with E.ON. The City of Lincoln Council will be required to submit a monthly monitoring report and funding claim on behalf of the project and passports the funding to E.ON.

### **4. City of Lincoln Council Green Homes Grant Local Authority Delivery Profile**

- 4.1 A Delivery profile for the city of Lincoln was submitted to the Midlands Energy Hub on the 24<sup>th</sup> of March and this was approved by the MEH on the 8<sup>th</sup> June 2021. It is anticipated that the scheme will be ready to launch on or soon after the 1<sup>st</sup> of July, subject to both parties signing the concessions agreement.
- 4.2 Of the total £479,600 LAD funding allocated to the City of Lincoln, £39,600 will be spent on capitalisation costs (to cover administration, employee, ancillary costs) and £440,000 will be allocated for energy efficiency measures.
- 4.3 Our delivery profile specifies that we will target 46 homes to be upgraded from a D,E,F or G EPC rating to a minimum of a C, with 56 energy efficient/ low carbon measures. The programme will operate in Lincoln between July and December 2021.
- 4.4 The following key points are set out in the City of Lincoln Delivery Profile:-
- 4.4.1 **How will we target Eligible Households?**
- We will adopt an area based approach in 10 LSOAs that have been defined as the 10% most deprived in the UK and make up 16 014 households in Lincoln.
  - For the remaining LSOAs our delivery partner will undertake eligibility checks to ensure their household income is below £30k pa.
- 4.4.2 **How will households be identified?**
- E.ON have access to a satellite data analytics tool ThermCERT which combines multiple datasets of vulnerability.
  - EPC Register Data to identify D,E,F,G SAP rated properties.
  - Council Tax data
  - Social Housing Asset Management Data
  - Experian Mosaic Data providing household profiling.
- 4.4.3 **Customer Journey Support**
- E.ON will be dealing with customers through their customer call centre and providing ongoing customer journey support from the initial enquiry through to installation of energy efficiency measures.
  - YES Energy Solutions have been appointed by the MEH to assist with scheme promotion and they will be working closely with E.ON, CoLC, NKDC and WLDC to ensure clear and consistent messages in Central Lincolnshire.
- 4.4.4 **What upgrades will be installed**
- 6 External Wall Insulation

- 2 Loft Insulation
- 10 Air Source Heat Pumps
- 10 Smart Heating Controls
- 28 Solar PV

To maximise cost and carbon savings E.ON will also provide added value by funding separate measures, where eligible, utilising ECO funding (not blended with LAD funding).

## **5. Corporate Priorities**

### **5.1 Let's Address the Challenges of Climate Change**

The LAD scheme will help towards reducing the green house gas emissions from the domestic sector in Lincoln and contribute towards Lincoln's net zero carbon target by 2030.

### **5.2 Let's Deliver Quality Housing**

The LAD scheme will help to improve the quality of homes and reduce fuel poverty in Lincoln.

## **6. Organisational Impacts**

### **6.1 Finance**

6.1.1 The Terms and Conditions set out in the grant allocation specify that £479,600 will be provided as a capital grant, of which £39,600 can be capitalised to cover administrative and ancillary costs incurred in support of the scheme.

6.1.2 As set out in our Concessions Agreement £39,600 will be paid to E.ON to cover capitalisation costs (admin, employee, ancillary costs) and £440,000 will be allocated for energy efficiency measures.

6.1.3 Payments will be made to E.ON on completion of capital works on a monthly basis and subject to CoLC drawdown of the grant from MEH.

6.1.4 This scheme will therefore be included in the General Investment Programme for 2021/22 at £479,600.

### **6.2 Risks**

6.2.1 There is a minor risk of clawback should the funding not be allocated within the timescale of the grant programme, however this is low due to grant being payable to the % of installations achieved per quarter. Payments to the installer by the council will only be made on completion of works, so there will not be a risk that the council will not recover costs.

6.2.2 There is a more general risk that the Council do not comply with all of the grant conditions and risk that the Midlands Energy Hub will withholding funding or clawback. There is also the risk of overspend on the scheme, which the council would be liable for. To avoid these risks the Council need to ensure the project delivery is reviewed and monitored closely. The Council are required to submit monthly progress report to MEH to avoid risk of over or under spend.

### **6.3 Legal Implications including Procurement Rules**

- 6.3.1 All procurement activity will be undertaken taking account of the Council's Contract Procedure Rules (CPRs) and ultimately Public Contract Regulations 2015 (PCRs), which is embedded into UK Law. All frameworks which the Council are using and may consider using are PCR compliant
- 6.3.2 The requirement to comply with the Public Contracts Regulations 2015 are met due to the total cost of works under the E.ON concessions agreement being below £4.73m in value are below the threshold requirement to carry out an "OJEU" compliant process.
- 6.3.3 The Council will need to ensure that the LAD scheme is compliant with UK subsidy rules and will be required to have arrangements in place with E.ON to ensure that the sums paid with respect to the works / services being undertaken by them will represent market value, and E.ON will not be subject to excessive remuneration which might allow them to be defined as a recipient of unlawful subsidy including commitments to:
- provide a solution which provides value for money at a market rate for the works and services being undertaken;
  - agree a process with the Council, allowing scrutiny of the costs;
  - following scrutiny, should it be required, ensure a claw-back provision is enabled, allowing the Council to recover any resources paid out.
- 6.3.4 The full position with regard to the new subsidy regime is unfortunately unclear as we are awaiting guidance, however it is being reviewed and a verbal update will be provided to Executive Committee on the 24<sup>th</sup> of June.
- 6.3.5 Other organisations that could be recipients of grant subsidy particularly Landlords and Housing Associations under this scheme will be asked to give appropriate declarations that they fall within a de minimis qualification, ie that the benefit being received from subsidy is less than £350,000 over a rolling 3 year period. In addition to this we are satisfied that any subsidy meets the terms of the principals set out in the UK-EU TCA. If support were to be given to private Landlords the Council would request that they are likewise required to self-declare their "de minimis" exemption.
- 6.3.6 CoLC will keep a record of any subsidy and ensure this is published on the Government's transparency database once this is available.

### **7. Recommendation**

- 7.1 Executive are asked to consider Green Homes Grant Delivery Profile and comment on the proposal for the scheme roll out between July 2021 – December 2021.
- 7.2 Executive are asked to include £479,600 in the General Investment Programme, to be fully funded by external grant.

**SUBJECT: PUBLIC CONVENIENCES-SERVICE REVIEW**

**DIRECTORATE: COMMUNITIES AND ENVIRONMENT**

**REPORT AUTHOR: STEVE BIRD ASSISTANT DIRECTOR COMMUNITIES AND STREET SCENE**

## **1. Purpose of Report**

- 1.1 To provide the Executive with details and background relating to the Public Conveniences services, so as to permit it to consider proposals to both deliver the financial savings required of this service and other options for change.

## **2. Executive Summary**

- 2.1 As a result of the future financial challenges that the Council faces, the Medium Term Financial Strategy 2021-26 requires a significant reduction in the Council's net cost base to ensure it maintains a sustainable financial position.

- 2.2 A programme of individual reviews are being developed which includes a review of the net cost of the Public Conveniences Services, with a requirement to reduce the net cost by circa £82ka (plus annual inflation).

- 2.3 The report seeks agreement to:

- a rationalisation of facilities to provide a level of service that can still be delivered with the reduced level of staffing resources available.

- reduce staffing numbers (the staff costs making up the largest part of the service budgets), and hence deliver the required contribution to the Towards Financial Sustainability Programme.

- move to contactless payments on all charging facilities

- charging event organisers / seeking imposed cost recovery (with discretion subject to Director agreement in consultation with Portfolio Holder).

- continue consultation with appropriate groups with the ultimate aim of moving away from Radar key access, to a better, more modern, controlled access system.

## **3. Background**

- 3.1 The Covid19 pandemic has had significant impacts on the Council's financial position and whilst the immediate effects in 2020/21 of increased costs and falling income were largely mitigated, it is the longer-term impact on a number of the Council's key income streams that have resulted in significant level of savings being required.

- 3.2 In March 2021 the Council approved the MTFS 2021-26 which was predicated on the achievement of annual revenue savings of £1.75m by 2023/24. Delivery of this savings target is critical in ensuring that the Council maintains a balanced budget position.
- 3.3 It is the delivery of a contribution towards these savings that is the objective of this report. Specifically, this report is provided based on the need to reduce expenditure by circa £82k pa (plus inflation).
- 3.4 The City Council's Public Conveniences services section comprises the following staff.
- 3.5 1 Supervisor  
1 Mobile Attendant  
6 Full time attendants  
1 P/T Attendant
- 3.6 Prior to the closure required by covid, these staff have operated a seven day service across numerous facilities including two open air urinals.
- 3.7 The full details of staffing, facilities and income is included in the attached Impact Assessment Document, attached as Appendix A (which has had sensitive staff details redacted)
- 3.8 It is recognised that this service is an important front facing service for the council in that it underpins many visits to the city, so it is important that the review protects services as far as possible within the financial constraints required of the review.
- 3.9 It also has to be noted that in recent years the public conveniences services have encountered and endured increasing numbers of issues associated with damage to facilities, abuse, and anti-social behaviour. The damage and abuse of facilities has predominately been associated with Radar key accessed facilities.

#### 4. The Proposal

- 4.1 The full details of the proposed changes are as set out in detail in Appendix A including everything indicated in summary below.
- 4.2 In summary this is what is proposed as the new level of provision.

Toilet Block	Current (pre covid) Provision	Staffing/Proposed	Opening Times Proposed
Bus Station	Ladies & Gents, Disabled, and 'Changing Places' .  Charging	Staffed 7 days per week. Toilet Attendants staff to evening – Bus Station Staff close at Bus Station closing time	7 days per week, as per Bus Station opening hours.



Tentercroft	Ladies & Gents, Disabled Charging	Open 7 days Mobile	7 days per week 9am to 5pm
Castle	Ladies & Gents, Disabled Charging	Open 7 days Mobile	7 days per week 9am to 5pm
Westgate	Ladies & Gents, Disabled New- charging	One Radar key access toilet to be maintained, others closed to day to day use.  Staffing subject to event requirements/income.	Disabled facility maintained accessible 24/7.  All other facilities opened for events only.
Sincil Street	Ladies  Free	Staffing subject to event requirements/income.	Opened for events only. (plans in place for site to be redeveloped with new toilets)
Hartsholme Country Park (HCP camp site has its own separate shower and toilet block maintained by camp site staff)	Ladies & Gents, Disabled  Free	Open 7 days Mobile	7 days per week 9am to 4pm (potentially longer for events)
Boultham	Ladies & Gents, Disabled  Free	Open 7 days Mobile	7 days per week 9am to 3pm (potentially longer for events). Closes at 3pm due to history of abuse after this time.
Lucy Tower	Ladies & Gents, Disabled  Charging (closed for many months due to routine abuse/damage)	Staffing subject to event requirements/income.	Been available for events only.

South Park	Ladies & Gents, Disabled. Events only. Free	Staffing subject to event requirements/income.	Opened for events only as has been the situation for many years
Newport Arch	Gents urinal Free	Closed	Closed
Union Road	Gents urinal Free	Closed	Closed

- 4.3 The proposal is predicated on establishing a new level of service that it is viable to maintain with the cut in resources necessary to achieve the savings.
- 4.4 This has meant a reconsideration of the service from the base upwards and has led to reductions in the facilities available to correlate with the loss in staffing numbers. The detailed plan sets out clearly which facilities are to be retained, which are to have restrictions on use, and which are to be closed permanently.
- 4.5 In brief all services are maintained as they have been pre-covid **except**: Sincil Street (ladies) will be replaced with a new improved (modern unisex) facility within the refurbished market, Westgate will be reduced to Radar key access only, Lucy Tower will be events only, and the two urinals will close.
- 4.6 This review has, by necessity, taken a fundamentally different approach to service delivery to that previously enjoyed. Under the established model sites have been attended, with only some others on the periphery of the service cared for by mobile staff. The new model moves, by necessity, to one where mobile staff will provide the core provision. Only the bus station, which is so heavily used and also has other cleansing demands for the site, retains a staff presence for a significant part of each day.
- 4.7 Use of mobile cleansing staff does reduce costs, but it also means staff will not always be on hand to assist members of the public, maintain constant cleansing, and deter abuse/misuse. Whilst mobile staff will no doubt do their very best to uphold standards, and it is hoped cleaning standards won't diminish, it is inevitable that the new model will not be able to deliver exactly the same level of service for users, at times.
- 4.8 Other initiatives identified in the report, which it is hoped will follow a reorganisation of the service, are to adopt contactless payments and to replace Radar key access with an electronic trackable electronic access system. Additionally, greater income will be achieved by charging event organisers for facilities.
- 4.9 Contactless payments can be delivered by a small investment in the infrastructure, improving access for users.
- 4.10 The Radar key scheme suffers from the open availability of keys to those who should not have them. It is hoped that a modern electronic alternative can be developed to better protect facilities, and thereby afford better access for users needing these services. This will be discussed with disability access groups, prior to developing any implementation proposals.

- 4.11 Charging event organisers would be a simple way for the cost of providing an event to fall on the organiser of the event, not on the Council.

## 5. Strategic Priorities

### 5.1 Let's drive economic growth

The Council's toilets provision is important to the business and recreational offer in the city centre. It is important that this proposal is reflective of both demands and the changing retail/recreational environment.

### 5.2 Let's reduce inequality

An EIA is attached as appendix B. See Equality, Diversity and Human rights section below.

### 5.3 High Performing Services

Nationally it is increasingly expected that public toilets are now a charged service. As such it is vital that the service becomes even more business minded and improves elements of service to ensure that paying customers get a good quality of service that represents value for money.

## 6. Organisational Impacts

### 6.1 Finance

The MTFS target is for a saving of £82k pa plus annual inflation. The proposal detailed below slightly exceeds the target figure.

	2021/22	2022/23	2023/24	2024/25	2025/26
TOFS Savings Target required	(82,000)	(83,640)	(85,310)	(87,020)	(88,760)
TOFS savings target identified	(82,220)	(86,880)	(88,540)	(90,230)	(94,480)
<b>Savings Target Overachieved</b>	<b>(220)</b>	<b>(3,240)</b>	<b>(3,230)</b>	<b>(3,210)</b>	<b>(5,720)</b>

Any overachievement of the target will be retained within the service initially in order to fund any potential loss of income from the service changes.

The initial outlay for the purchase of the card machines will be funded from the overachievement of the ToFS target in year 1 and is included in the above table.

As part of the proposal there will potentially be redundancy costs and pension strain costs, these will be funded from the Invest to Save Reserve. At the maximum potential cost the savings delivered will achieve a payback on the upfront costs of less than 2 years.

## 6.2 Legal Implications including Procurement Rules N/A

## 6.3 Equality, Diversity and Human Rights

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

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

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

Attached as Appendix B and C is a full EIA and the outcomes from the associated consultation exercise. The conclusions of these can be very briefly summarised as concern at:

- any reduction in the availability of toilet facilities, which could lead to more frequent toileting in the street.
- the distance between facilities due to disability/illness/age related complaints.
- The impact this will have on deterring shoppers/visitors to the city.

Appendix D shows the proximity of the facilities.

## 6.4 Human Resources

As the service review requires the loss of posts to achieve the required savings it has been necessary to follow a full Management of Change (MOC) process, in accordance with Council policies.

Unions have been consulted accordingly, both alongside the MoC consultations with staff and through formal JCCs.

## 6.5 Land, Property and Accommodation

The proposal closes two urinals, Sincil Street ladies' toilet facilities in the market until they can be replaced by new unisex facilities, reduces access to facilities at Westgate to disabled only, and closes others for use in support of events. Facilities Management will take account of the changes and adjust/remove provision accordingly in due course.

## 6.6 Significant Community Impact

As a part of considering changes an EIA has been developed and consulted upon. See Equality, Diversity and Human rights section above. In addition, a comprehensive public consultation exercise was undertaken.

## 6.7 Corporate Health and Safety implications

All Council facilities are managed via the usual site inspection and risk assessment processes. The facilities are subject of the corporate Tree of Responsibility for any H&S issues that may arise.

## 7. Risk Implications

### (i) Options Explored

The section's finances have been considered in detail, but as the bulk of the budgets are staff and site costs then the savings can only be achieved by reductions in staff and facilities in tandem, as set out in the report.

### (ii) Key risks associated with the preferred approach

Removal of attendants exposes sites to greater abuse/misuse/damage and vandalism. The service quality may be impacted leading to a poor reputation and lowering income. However, at this stage it is envisaged any additional costs associated with abuse of the facilities will be less than the financial savings this proposal releases, accepting that any increase in damage will impact on the actual level of savings released. This will be kept under review.

## 8. Recommendation

8.1 That Executive agree the report and savings as proposed.

**Is this a key decision?**

Yes

**Do the exempt information categories apply?**

Yes- some details moved to part B

**Does Rule 15 of the Scrutiny Procedure Rules (call-in and urgency) apply?**

No

**How many appendices does the report contain?**

5 (plus 1 in part B)

**List of Background Papers:**

MTFS 2021-26 Executive January 2021

**Lead Officer:**

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**IMPACT ASSESSMENT**

**PUBLIC CONVENIENCES  
A PLAN TO MEET SAVINGS TARGETS**

**June 2021**

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## A. Executive Summary

This Impact Assessment report is provided to identify options to save a **minimum of £82k pa** from the council's Public Conveniences service, in accordance with the Council's Towards Financial Sustainability (ToFS) plan, and thus underpinning the Council's Medium Term Financial Strategy (MTFS).

This report is intended to do two key things. It considers the services 'in the round' to provide valuable background context and data on which to make decisions, but crucially it also reviews options for change, eventually arriving at a 'preferred proposal', to deliver the required savings.

In summary the savings options considered are:

1. Reduce opening hours (retain attendants)
2. Close some facilities (reduced facilities but retain attendants)
3. Reduce staffing support of open facilities (mobile attendants)
4. Externalise the service.

The report sets out the rationale behind arriving at a 'preferred proposal' of closing two sites, mothballing others for special events only and cleaning those that are retained with a mobile service, except the bus station, for which a case is made for dedicated staffing due to high footfall. It should be noted that two sites proposed for mothballing for events only, have in fact operated this way for some considerable time already pre Covid 19 -these being South Park and Lucy Tower Street. So for these sites the report simply seeks to ratify this practice.

The staffing profile for the service would be reduced by 3 posts, which would be subject to redundancy.

A. Those toilets suggested for retention are:

Covering city centre and uphill area:

Bus Station

Castle Square  
Tentercroft St

In our parks:

Hartsholme Country Park

Boultham Park

Note: The Arboretum Toilets are managed by a third party

B. Those toilets to have reduced access:

Westgate- disabled Radar key access only

Sincil Street (on the basis of closure now but replacement with modern unisex when market reopens).

C. Those toilets to be closed are:

Urinals- Newport and Union Road

D. Toilets to be opened for event use only:

Westgate (wider toilet block)

Lucy Tower (already operating this way pre covid)

South Park (already operating this way for some years)

The retained sites will still be open seven days a week. Only the bus station would have a commitment for dedicated staff due to high footfall each day and associated bus station cleaning duties.

Income needs to be protected and enhanced where possible so as to safeguard the services for the future.

To protect services, it is vital that income is considered. Income improvements might be achieved by:

a) Channelling city centre use to three main facilities, all of which have a charge (Bus Station, Castle Square, Tentercroft)

- b) Charging event organisers (event organisers who require the toilets to be open to be charged at whatever the actual operational costs are, plus 20% to cover management/administrative costs). Where free access is requested for facilities that would usually charge, this to be charged at an estimated / negotiated mutually agreeable rate based on the likely lost income rate.
- c) The toilets service will, it is hoped, be able to deliver a part of the cleaning work requirements for the bus station and recharge this, which will bring a small income.
- d) Moving to contactless payments for charging to encourage use and reduce cash handling costs (this is in addition to still taking cash at these locations).

These service changes act as a catalyst to address another long-standing service-related problem, that of the abuse of Radar key and 'night toilets' access. This proposal therefore includes a marker for further work to develop a new access control system, in conjunction with representatives of disabled access groups in the city, based on the sale of access cards as previously trialled at the bus station. This would not be profit making- but would seek to reduce costs arising from the damage/abuse of facilities.

## **B. Objectives of the review**

As has been the backdrop for budget planning in recent years, the Council continues to operate in a difficult financial environment. Significant national reforms about future funding allocations to local government and the implementation of new funding mechanisms are set to detrimentally impact on the Council's financial position, let alone the more recent direct impacts arising from covid. In addition, the impact of Brexit and the consequent impact on the economic and political landscapes poses significant uncertainty for local government resources.

Furthermore, the Council continues to face financial challenges due to changes in the use of, and demand for its services, as well as escalating costs in some areas. In response to these funding reductions and pressures, the

Council is undertaking continual reviews of its services, leading to the necessary reductions in its annual expenditure.

However, the Council still has further significant annual savings to deliver if it is to meet the targets set out in its current medium term financial strategy. It is the delivery of a contribution towards these savings that is the objective of this report. Specifically, this Impact Assessment is provided based on the request to identify options to save a minimum of £82k pa from the council's Public Conveniences service.

In addition, as is good management practice, whilst undergoing any period of significant change, it is incumbent on management to seek ways to mitigate impacts and add value wherever possible, albeit against a new lower cost baseline. This impact assessment therefore suggests other options that try to maximise income, mitigate against imposed costs, and add value to any necessary changes.

It is of course important to remember that any savings will ideally be delivered in a way that mitigates, to the best of our ability, any impact to the council's main aims. Given the depth and severity of cuts, it must be accepted that this may not always be possible.

The strategic priorities that support Vision 2025 are:

Let's drive inclusive economic growth

Let's reduce all kinds of inequality

Let's deliver quality housing

Let's enhance our remarkable place

Let's address the challenge of climate change

Of special relevance for this review are three key strands.

1. Remarkable Place – protecting and enhancing the city as a great place to live, work and visit.

2. Economic growth- protecting and enhancing the city as a vibrant and prosperous centre.
3. Climate change- making sure the toilets function in an environmentally friendly manner.

## **C. The Scope**

Public conveniences sit within the auspices of the Community Services section.

In very broad terms the Community Services area is responsible for delivery of the following services city-wide (in no particular order):

Waste management  
Street Cleansing  
Street Furniture (Benches/ name plates/art installations)  
CCTV  
Open Spaces management (wide range of green space functions)  
Emergency Call-Out for street issues.  
Public Conveniences

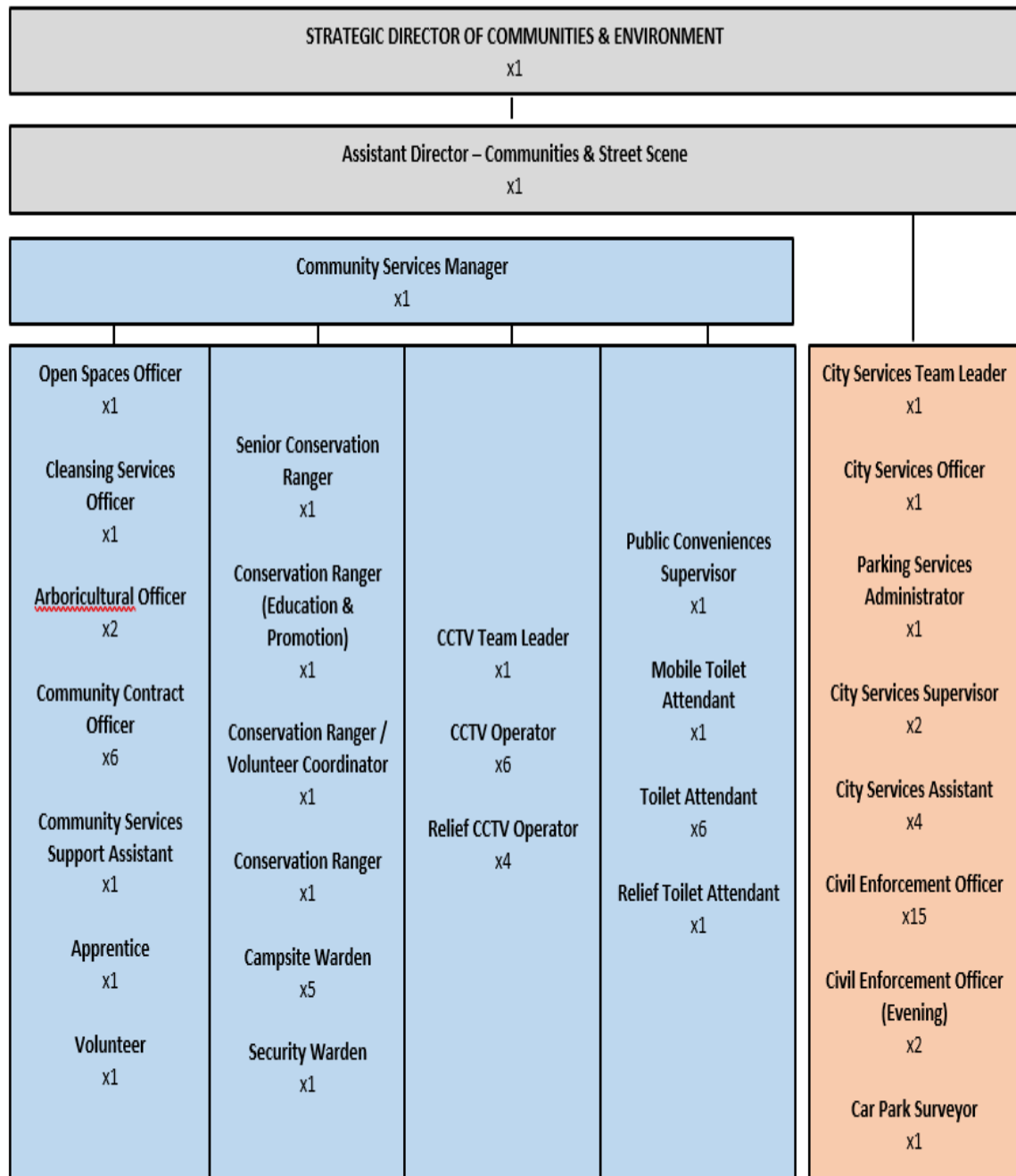
In 2015 the Public Conveniences service was subject to a 'lean systems review', and savings were made by the service without fundamentally affecting the main elements of service delivery. Members chose, at that time, to keep dedicated attendants at sites to maintain a high standard of service and protect the assets. This review has, by necessity, gone beyond that in order to identify other savings options necessary to deliver the new £82k+ target saving.

The staffing information in section D below shows the staff involved in the delivery of this service, and the lines of reporting.

## **D. Staff structure**

The public conveniences service only has dedicated staff from the Public Conveniences Supervisor/Co-ordinator forwards in the structure. The

Cleansing Services Officer is the Team Leader and is predominantly occupied with waste management and street cleaning issues.



C&SS Structure – February 2020

NB

1. The Senior Conservation Ranger reports via the Open Spaces Officer (Team Leader).
2. Toilets services report via the Cleansing Services Officer (Team Leader).

*3. This structure is as August 2020 but is subject to change following other service reviews running in parallel as required by the extended savings programme.*

## **E. Background information and data**

Local authorities have discretionary powers, but not a duty, to provide public conveniences.

The Local Government Miscellaneous Provisions Act 1976 empowers local authorities to require toilets at places of entertainment, and to maintain them, and where food and drink is sold for consumption on the premises.

Section 87 of the Public Health Act 1936 allows authorities to make a fair and reasonable charge for public conveniences.

There is no statutory requirement for any provision at transport hubs or stations.

The public conveniences service has in recent years operated at eight enclosed sites in the city, and two open air urinals. Hartsholme Park has been operated by the ranger service and camp site staff, but has been subject to covid impacts, and may be subject to impacts from other parallel service reviews, so has been included here to ensure the review is comprehensive and ensure service continuity. Recently, under Covid restrictions, this has reduced to four sites in operation: Bus station, Castle Square, Boultham Park and Hartsholme Park.

### **Provision Chart- current (as pre-covid)**

<b>Toilet Block</b>	<b>Provision</b>	<b>Staffing</b>	<b>Opening Times</b>
Bus Station	Ladies & Gents, Disabled, Changing	Staffed 7 days per week. Toilet	As per Bus Station

	Places & Drivers' separate facilities.  Charging	Attendants staff to 5:30 pm – Bus station staff close the toilets at Bus Station closing time.	opening hours.
Tentercroft	Ladies & Gents, Disabled  Charging	Staffed 37 hours per week	Monday to Sunday inclusive. 9am to 5pm
Castle	Ladies & Gents, Disabled  Charging	Staffed 37 hours per week	Monday to Sunday inclusive. 9am to 5pm
Westgate	Ladies & Gents, Disabled  Free	Staffed 37 hours per week	Monday to Sunday inclusive. 9am to 5pm
Sincil Street	Ladies  Free	Not staffed permanently. Mobile coverage from other sites .	Monday to Saturday inclusive. 9am to 5pm
Lucy Tower	Ladies & Gents, Disabled  Charging	Staffing subject to event requirements/income.	Closed other than for events due to abuse.
South Park	Ladies & Gents, Disabled  Free	Staffing subject to event requirements/income.	Opened for events only.
Boultham Park	Ladies and gents at the park entrance Unisex adjacent café  Free	Not staffed permanently. Mobile coverage from other sites.	Monday to Sunday inclusive. 9am to 3pm
Hartsholme Park (HCP camp site has its own separate shower and toilet block)	Ladies & Gents  Free	Support for ranger service	Monday to Sunday inclusive. 9am to 5pm (seasonal changes may apply)
Newport Arch urinal	Gents  Free	Not staffed, but attended to several times a day by mobile staff.	24/7/365
Union Road urinal	Gents	Not staffed, but attended to several	24/7/365



	Free	times a day by mobile staff.	
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Public toilets at the crematorium are maintained by site staff, and at the cemeteries by contracted dedicated cemetery staff as a part of the grounds maintenance contract.

The toilets at the Arboretum are maintained by the lessee of the lower lodge, linked to their lease.

## **F. Key functions undertaken**

The service is based on the simple premise of providing publicly accessible toilet facilities. Section E above lists the locations and facilities historically available until recently, and opening times (until recent changes due to covid).

Over and above the basic functions it should be noted that the service also flexes to meet toilet facility requirements in the support of special events, opening/locking facilities and stepping up care/cleaning as required. A good example is the Christmas Market, where the service operates much longer hours and a higher level of input for the duration of the market. Income at charging sites is also forgone over the Christmas market period. Subject to safety requirements and it not adversely impacting other strategic objectives, this affords a potential opportunity for income generation.

More recently other events have been required to pay costs for toilet provision.

The toilets staff also act as ambassadors for the city, dealing with tourists/visitors at what is frequently their introduction to the city, be that at the bus station, or in the uphill Castle Square tourism area.

## **G. Data**

Below is a table showing the footfall statistics for each of the four charged sites last year.

It will not be totally accurate for the specific number of visits, as we know that some people will gain access without payment. However, statistically this anomaly is believed to be low.

	Castle	Tentercroft St	Lucy Tower	Bus Station	TOTAL
<b>2019/20</b>					
	36,733	38,365	860 *	74,896	150,854

\*Lucy Tower is especially low due to prolonged closures related to damage/abuse.

Charging for toilets has delivered an income stream to assist in funding the services. However, it has only been able to cover a small part of the overall costs. See finance section.

The table below outlines the annual income from each charging toilet, since 2016/17.

	Castle	Lucy Tower	Tentercroft Street	Bus Station	TOTAL
<b>2016/17</b>	£1,731.93	£988.20			£2720.13
<b>2017/18</b>	£10,029.31	£4,588.02	£917.65	£3,115.35	£18,650.33
<b>2018/19</b>	£8,354.97	£2,278.05	£9,176.03	£17,843.46	£37,652.51
<b>2019/20</b>	£8,380.77	£172*	£9,207.88	£18,179.43	£35,940.08

\*Lucy Tower is especially low in 19/20 due to prolonged closures related to damage/abuse.

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## **H. Service performance – customer perspective.**

In June 2019, the Council's Citizen Panel were invited to respond to the question:

*How satisfied are you with the standard of the following facilities and services provided by the council?*

Public Toilets scored:

3% Very satisfied.

45% Satisfied.

28% Dissatisfied

23% Very dissatisfied.

These scores are not good but are believed to be reflective of the introduction of charges, periods of closure due to damages, and general public perception of public toilets. It is disappointing on a number of fronts, not least due to the positive anecdotal feedback received for newer sites such as the Bus Station.

## I. Horizon scanning

There are several factors that need to be taken into account when considering a service review/change. One key element is that of assessing what may affect the services in the future, so as to avoid changes to services that may not be appropriate in due course. As Community Services functions deal with street scene services generally, then the growth of the city needs to be understood, and the demand on public conveniences as a part of this picture. Below are figures for the last eight years, showing that there is a regular increase in demand from natural growth of the city, although it must be noted that the impact of covid on confidence in 'the high street' has to be an unknown quantity in any assessment at this time.

Date of property count	Number in count	Size of increase in number of properties on previous year
March 2011	42,960	N/A
March 2012	43,430	470
March 2013	43,780	350
March 2014	44,260	480
June 2015	44,430	170
June 2016	44,710	280
June 2017	45,220	510
June 2018	45,480	260

Average		297
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In addition to 'natural growth' it is noted that the Council is embarked on a strategy for growth in relation to some specific projects, namely Western Growth Corridor, and the North East Quadrant, both of which (subject to planning permission) will deliver significant expansion and demand.

Over and above this it should be noted that Lincoln is a hub for other districts, and therefore a larger catchment area beyond its own boundaries, all of which has growth plans. Demand in the city should therefore be expected to grow well beyond that set out above, provided the 'offer' in the city centre remains attractive and recovers successfully from Covid impacts.

The recently published Lincoln Transport Strategy, in line with government policy, places increasing emphasis on the use of public transport. Whilst not a statutory requirement, it is likely that there will be a clear demand/expectation of public convenience provision at all/any transport interchanges/hubs as a part of providing modern facilities and supporting modal shift.

It is of course also vital to assess impact on the Council's longer term vision for the city. The strategic priorities that support Vision 2025 are:

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

Based on the above it is considered that the proposed public conveniences that are to be retained will provide suitable basic cover for the city in the immediate future. This is based on the fact that it gives access to toilets at the transport hub, and both the lower part of the High Street and 'uphill'. In this regard it provides basic coverage. It also supports the investment more recently made at Boultham Park, and the known high footfall of Hartsholme Park. Both parks are expected to have increasing footfall in future years.

Should these proposals be enacted, subject to the other proposals for service improvement/development it would be wise and appropriate to review the coverage in the city in a few years' time, once any longer term impacts of covid on shopping and travel is known.

## **J. Summary of Suggestions**

In essence this service is a simple one, with staff provided on shifts specific to sites, with a clear remit to open, close, keep clean, and support customer use. It is of course a little more complex than that when factoring in cover, mobile cleaning of sites and extra hours for events etc. but this is the starting point. The scope of this review is therefore the nine staff (eight fte and one p/t) dedicated to this service and the way the functions described above are undertaken.

As the aim of the review is to find savings then these can potentially be derived from an almost limitless range of options. However, it is vital that the review is finished as quickly as is reasonable, so that the savings can be delivered to meet MTFS requirements, and staff are not subjected to uncertainty for longer than is necessary. Accordingly, a limited number of choices are ventured here as the most viable options, and then fine tuned to a 'preferred option' in the next section. All are based on the necessity to reduce the hours of staffing, and thereby the staff required, as this is the main area of operational cost and so is the only area of change that can deliver sufficient financial savings. Clearly closure or reduced use of sites also reduces associated costs from such as utility charges, which play a lesser part, but it can, in a couple of cases, also provide property disposal opportunities.

Options covered are:

1. Reduce opening hours (retain attendants)
2. Close some facilities (reduced facilities but retain attendants)
3. Reduce staffing support of open facilities (mobile attendants)

As the scope has not been to retain services in-house specifically, then a fourth option is included to ensure the review is comprehensive.

#### 4. Externalise the service.

Associated with any review, consideration must be given to unintended consequences. In summary, other issues that need to be considered/addressed as part of any change programme include:

Provision of night time toilets

Use of radar keys / sale of toilet access cards

(including access to toilets in the bus station where no access card has been purchased).

Ease of payment

Opportunities created/ potential repurpose of buildings.

## K. Outline thinking and proposal

In order to prevent spending time on options that are less viable/workable, a simple SWOT analysis has been developed below for each option above.

### 1. Reduce opening hours (retain attendants)

<p><b>Strengths</b></p> <p>Meets cost cutting requirements</p> <p>Retains services in-house</p> <p>Reduces costs of utilities pro-rata</p> <p>Keeps all/more sites available</p>	<p><b>Weaknesses</b></p> <p>Redundancy for some staff</p> <p>Reduced public access to facilities and thus support for wider economy</p> <p>Reduces income potentially</p> <p>Retains some costs despite being closed so poor value(e.g. NNDR)</p>
<p><b>Opportunities</b></p> <p>Tailor opening times to highest footfall, so improving efficiency (outcome/cost)</p>	<p><b>Threats</b></p> <p>Spiral of decline possible, which may mean footfall/income reduces disproportionately.</p>

### 2. Close some facilities (reduced facilities but retain attendants)

<b>Strengths</b> Meets cost cutting requirements  Retains services in-house  Reduces costs of utilities pro-rata  Reduces repair costs compared with maintaining more sites	<b>Weaknesses</b> Redundancy for some staff  Reduced public access to facilities and thus support for wider economy  Reduces income (if closing charging sites)
<b>Opportunities</b> Tailor to highest footfall sites, so improving efficiency (outcome/cost)	<b>Threats</b> Spiral of decline possible, which may mean footfall/income reduces disproportionately.

### 3. Reduce staffing of open facilities (mobile attendants)

<b>Strengths</b> Meets cost cutting requirements  Retains services in-house  Maintains all (or more) of the sites/facilities	<b>Weaknesses</b> Redundancy for some staff  Lowers service quality
<b>Opportunities</b> Moving staff to being mobile may provide opportunities to support other services	<b>Threats</b> Potentially more damage/increased repair costs  Potentially reduces income (abuse of access)

#### 4. Externalise the service.

<b>Strengths</b>  Would be expected to attract investment for long term contracts  Third party would be keen to promote services	<b>Weaknesses</b>  Moves staff to contractor under TUPE (Redundancy for some staff)  Unlikely to be attractive for all sites (some would close)  Putting this to market would take considerable time/resources.
<b>Opportunities</b>  Potential to be lower cost option(would not know until market tested)	<b>Threats</b>  May lose control of levels of charge

In addition, the following have been developed as 'guiding principles', in priority order, so as to assist in determining a preferred option. Clearly it is unlikely that all the desirable outcomes can be achieved, but it helps as a steer in considerations:

- Make the required levels of savings in the short term (priority to protect other council services overall)
- Protection of access to services for the public where possible
- Protection of staff where possible
- Exploitation of opportunities to get the best possible outcome from the necessity for change.

These principles have then been used in conjunction with the SWOT analysis to obtain scores and thus indicate a 'preferred option'.

They are ranked 1 to 4 with a high score being good.



### 1. Make the required levels of savings in the short term

All options will be tailored to make the required saving, but option 4 would take a longer time.

	Option 1	Option 2	Option 3	Option 4
Score 4=high	2	3	4	1

### 2. Protection of services for the public

Option 3 maintains access to all all/most sites

	Option 1	Option 2	Option 3	Option 4
Score 4=high	2	1	4	3

### 3. Protection of staff

No scores as all options have to be equally damaging in order to make the required saving.

	Option 1	Option 2	Option 3	Option 4
Score 4=high	N/A	N/A	N/A	N/A

### 4. Exploitation of opportunities

	Option 1	Option 2	Option 3	Option 4
Score 4=high	4	2	3	1

Accepting that there is some subjectivity in this methodology, it suggests that the options are, in order of preference for implementation:

First: Option 3 Reduce staffing of open facilities (mobile attendants)  
Second: Option 1 Reduce opening hours (retain attendants)  
Third : Option 2 Close some facilities (reduced facilities but retain attendants)  
Fourth : Option 4 Externalise the service.

Taking the highest scoring option as being to maintain as many as possible of the existing facilities, but to reduce the staffing of these facilities, the only option would be to move to a mobile service, opening up and closing down daily, with cleaning services circulating between times.

As the target saving is £82k pa, this means reductions in staffing to get down to 6 staff (5 fte and 1 p/t).

As the bus station has the highest footfall, with the opportunity for income from undertaking other bus station cleaning duties, it is suggested that this, coupled with the importance of maintaining a high quality service at this important 'flag ship' site, means that this site should be retained as staffed throughout the main daytime period (and early evening when there is greater risk of incidents). Covering this site as attended at peak times means that shifts have had to be developed to meet this need, and then an assessment has had to be made as to how many other sites could then be covered by the number of mobile staff that can be afforded within budget. Severely reducing the opening hours of sites and covering them mobile has been considered but has not been thought desirable from a customer perspective, or workable operationally, so it has been necessary then to look to the option of restricting/closing some facilities so as to get a 'fit' between staff available for the budget, and work to be undertaken.

This is fed into the proposal below.

Work with external providers has been undertaken at a very high level simply to assess if other opportunities are available that have not been considered as a part of this assessment. They also provide a useful benchmark. The view , after these initial discussions, was to seek to retain the service in house as the preferred option.

## PROPOSED STAFFING

Toilet Block	Provision & Staffing	Staffing/Proposed	Opening Times Proposed
Bus Station	Ladies & Gents, Disabled, and 'Changing Places' .  Charging	Staffed 7 days per week. Toilet Attendants staff into evening – Bus Station Staff (contractor) closes up at Bus Station closing time.	7 days per week, as per Bus Station opening hours.
Tentercroft	Ladies & Gents, Disabled  Charging	Open 7 days Mobile	7 days per week 9am to 5pm
Castle	Ladies & Gents, Disabled  Charging	Open 7 days Mobile	7 days per week 9am to 5pm
Westgate	Ladies & Gents, Disabled  New- charging	Disabled toilet at Westgate to remain open to Radar key holders. Staffing subject to event requirements/income.	Radar key for disabled access 24/7. Opened for events only.
Sincil Street	Ladies  Free	Staffing subject to event requirements/income.	Opened for events only. (site to be redeveloped with new toilets)
Hartsholme Country Park (HCP camp site has its own separate shower and toilet block maintained by camp site staff)	Ladies & Gents, Disabled  Free	Open 7 days Mobile	7 days per week 9am to 4pm
Boultham	Ladies & Gents, Disabled  Free	Open 7 days Mobile	7 days per week 9am to 3pm
Lucy Tower	Ladies & Gents, Disabled	Staffing subject to event	Opened for events only.

	Charging	requirements/income.	
South Park	Ladies & Gents, Disabled Free	Staffing subject to event requirements/income.	Opened for events only.
Newport Arch	Gents urinal Free	Closed	Closed
Union Road	Gents urinal Free	Closed	Closed

The above would require a totally new staffing shift pattern.

This would require the loss of 3.0 fte members of staff.

This would require changes in terms of vehicle requirements for staff, as mobile staff will need to be able to drive. This would feature in any redundancy assessments.

## **L. Detailed proposal**

i Description and service impact

ii Financial impact

iii Staff impacts

### **Description of overall service impact.**

The general proposal is to cut the number of sites available for general use to five, and close two completely (two urinals). Three others would be closed for general use but retained for use to support events in return for payment (Lucy Tower (already operating this way), Westgate and Sincil St), these joining South Park which is already used in this way. Westgate would have the disabled access toilet left available for Radar key users only.

The closure of the urinals has been suggested on the basis that in order to reduce the number of facilities to fit the reduced resources available some will need to close. In terms of prioritising which are to be kept against those to close permanently the urinals score very low for the following reasons. They are old and in poor condition, cannot be locked off (no doors or roofs), tend to be used for nefarious activities (because access can't be controlled finding

drug paraphernalia is common place as is late night abuse), are male only (so not part of an equitable provision), and do not have flushing or hygiene/hand washing facilities (no mains water is connected).

It is also to be noted that residents who live nearby the urinals complain regularly about the smell coming from them due to lack of automated flushing, and have commented about how much better it is since they were closed under covid restrictions.

At a time when health and hygiene is paramount it is believed that retaining them increases risks to both users and our attendants.

City Centre provision would be catered for by way of one facility uphill (Castle Square), and two downhill (Bus station – which would be attended for busy parts of the day, and Tentercroft Street). These would all remained as charged. An additional Radar accessed toilet would be available for disabled use at Westgate, a change to the original impact assessment to reflect the public consultation feedback.

It is important to remember that it is proposed that the new market will also contain public toilets, and whilst it is not possible to say when these new facilities will open, work on it is already in the planning stages.

Two other facilities would be maintained in parks, Boutham Park and Hartsholme Country Park (HCP), where high footfall has shown a clear demand (HCP camp site has its own separate shower and toilet block). These would remain free to use.

Income to help safeguard the service in the future might be enhanced by:

- a) Channelling all city centre use to three facilities, all of which have a charge.
- b) Charging event organisers (event organisers who require toilets to be open to be charged at whatever the actual operational costs are, plus 20% to cover management/administrative costs). Where free access is requested for facilities that would usually charge, this to be charged at an estimated /

negotiated mutually agreeable rate based on the likely lost income rate. Deviation from this is to be at the Director's discretion following consultation with the Portfolio Holder.

c) Taking on some support cleaning work at the bus station to bring an income. The toilets service will, it is hoped, be able to deliver a part of the cleaning work requirements and this would be recharged to the bus station.

d) Moving to contactless payments for charging (in addition to continuing to take cash).

To address other associated issues and costs for the service it is proposed that use of the Radar key scheme be replaced with a new access control system. This has been trialled at the bus station and had limited numbers of objections, once the system became widely known.

The Radar key scheme is now widely abused and as a result many people access the toilets who should not. They often both block them from use for legitimate users and damage facilities, adding to running costs. This should no longer be tolerated. Use of a control system means that we have tracking for anyone who uses a facility, just as members/staff access City Hall, and the manager can give or remove access rights as required, thus protecting facilities.

Due to abuse and damage, our night time facilities have also had to be closed for significant periods. Unfortunately, due to the prevalence of Radar keys amongst some sectors of the community, they have tended to be used as overnight accommodation, preventing legitimate use by disabled and other 'out of normal hours' users. The card access system would not completely prevent the 'street community' accessing night time toilets, but would allow us to identify, and switch off, if required, those users who abuse it as a toilets and prevent legitimate use by others.

It is recognised that visitors to Lincoln may carry a Radar key and expect access. This would clearly not be possible, but as the system is electronically controlled, then it is possible that anyone could be given access at any time,

by calling an emergency number. The person receiving the call, can authorise access immediately. It has not yet been determined who would be given access to the system, but the council has several options in terms of Lincare,/CCTV/or the emergency ‘standby’ services.

However, it is important to know that no changes to access would be instigated until further consultation has taken place with disabled access groups, and a clear and acceptable way forwards has been developed.

Members should note that Radar have been contacted to ask if they plan to do anything about the known abuse of the system, or to move to a controlled access system, and they have not responded positively, leaving little option but to find a better system. Subject to further work, this offers potential as a service that could be offered to other councils to replace Radar on a much wider basis.

Therefore, at this time this report simply signposts to further work to follow on this particular aspect of the review. This will then be subject to a further report with its own Equality Impact Assessment as required.

Signage is an item that has become evident from all consultation work. There is an apparent lack of knowledge as to where Lincoln’s toilets can be found, with users currently accessing the service based on previous habits/routines. It is important that the signage to and at the toilets be completely reviewed so as to give better and more consistent guidance, with clearer information. An outline of the work required is attached as appendix E.

### **Financial impact**

The MTFs target is for a saving of £82k pa plus annual inflation. The proposal detailed below slightly exceeds the target figure.

	2021/22	2022/23	2023/24	2024/25	2025/26
TOFS Savings Target required	<u>(82,000)</u>	<u>(83,640)</u>	<u>(85,310)</u>	<u>(87,020)</u>	<u>(88,760)</u>
TOFS savings target identified	<u>(82,220)</u>	<u>(86,880)</u>	<u>(88,540)</u>	<u>(90,230)</u>	<u>(94,480)</u>

<b>Savings Target Overachieved</b>	<b>(220)</b>	<b>(3,240)</b>	<b>(3,230)</b>	<b>(3,210)</b>	<b>(5,720)</b>
------------------------------------	--------------	----------------	----------------	----------------	----------------

Any overachievement of the target will be retained within the service initially in order to fund any potential loss of income from the service changes.

The initial outlay for the purchase of the card machines will be funded from the overachievement of the ToFS target in year 1 and is included in the above table.

As part of the proposal there will potentially be redundancy costs and pension strain costs, these will be funded from the Invest to Save Reserve. At the maximum potential cost the savings delivered will achieve a payback on the upfront costs of less than 2 years.

**Further information is redacted and subject of a part B item because it contains specific sensitive information relating to staff salaries and services.**

#### **Staff impact.**

The posts directly affected are the 8.5 fte posts dedicated to this service on the corporate structure (this includes the Public Conveniences Supervisor but this post is not considered for cut as supervision of the service will still be required, and that post is already mobile with the requirement for a driving licence considered to be essential).

As public conveniences are a relatively small part of the overall Community Services functions, once the changes have been settled, the impact is low in the management structure beyond supervisor.

**Redacted section- subject of a part B item because it contains specific sensitive information relating to staff salaries and services.**

### **M. Analysis of Risk and Equality Impact Assessment**

The proposal is predicated on the need to make savings of £82k pa. The reduction is only achievable by reducing staff and staff presence at sites, and



as such this means, by necessity, less monitoring and control of sites. The effect of this is that there is a heightened risk of abuse, damage, and vandalism at sites which, if it proved to be the case, could mean not just increased periods of closure, but also increased costs of repairs. It is not possible to forecast what the extra costs would/could be, but if there is no more funding for repairs, and the repairs have to stay inside budget, then the only outcome from either scenario would be increased periods of closure.

However, long periods of closure are not forecast, and the impacts of availability will therefore be kept under review. It is not envisaged that any increase in damage would outweigh the savings made from implementing the report recommendations.

Recognising the current low public satisfaction scores, it is not expected that these will improve. Reduced numbers of facilities and fewer staff available are unlikely to improve satisfaction, plus, should the remaining facilities have to close for longer periods due to damage, then this could impact adversely as an unintended consequence.

A formal detailed EIA and consultation have been undertaken and are included separately.

## **N. Implementation Plan**

### **Outline Timetable for implementation of staffing changes.**

- o Draft outline Impact assessment- Oct 2020
- o Staff formal consultation starts - letter and meeting with those directly affected with their trade unions –Nov 2020
- o Review of Impact assessment following responses - Nov/Dec 2020
- o JCC considers Impact Assessment/Proposal – Feb 16th 2021
- o Policy Scrutiny Committee considers Impact Assessment

15<sup>th</sup> June 2021

- o Executive considers Impact Assessment – 21st June 2021
- o Call in period.
- o Implementation starts – TBA

## **O. Key Decisions Required**

The key decisions required are:

- Preferred option to be identified regarding future staffing and provision of facilities, including reductions and any closures.
- Support for further work on an improved controlled access systems to be used to protect facilities (subject to an emergency access system being available)
- Investment in contactless payments (in addition to taking cash)
- Charging external event organisers / seeking imposed cost recovery (with discretion subject to Director agreement in consultation with Portfolio Holder )
- Support for new 'way finding' signage as identified in the review of signage.

## **P. List of Appendices**

Appendix A. Finance model

**Redacted section.**

-----END-----

# Equality with Human Rights Analysis Toolkit



voluntary group feedback: satisfaction and usage data

## SECTION A

Name of policy / project / service	PUBLIC CONVENIENCES
Background and aims of policy / project / service at outset	<p>A review of publicly provided toilet facilities so as to make the required savings for the MTFS, and retain adequate coverage at an affordable rate.</p> <p>Three key elements:</p> <ul style="list-style-type: none"> <li>A- Reduction in locations and use of mobile attendants</li> <li>B- Introduction of contactless payments.</li> <li>C- Improved controlled access system (now deferred for further work prior to revised proposal being approved separately at a later date)</li> </ul>
Person(s) responsible for policy or decision, or advising on decision, and also responsible for equality analysis	<p>Drafting of proposal by Assistant Director Communities and Street Scene to underpin the Council's MTS. Final decisions to be taken by Executive.</p>
Key people involved <i>i.e. decision-makers, staff implementing it</i>	<p>Staff- Asst Director Communities and Street Scene . DCE. (Policy)</p> <p>Staff – Community Services Manager. Team Leader -Cleansing Services (Operational delivery)</p> <p>Legal Services- EIA advice</p> <p>Members- Portfolio Holder Remarkable Place</p> <p>Members- Executive Committee.</p> <p>Members – Policy Scrutiny Committee (advisory only)</p>

## SECTION B

This is to be completed and reviewed as policy / project / service development progresses

### KEY

A-Reduction in locations and use of mobile attendants

B-Introduction of contactless payments.

C-Improved controlled access system

	Is the likely effect positive or negative? (please tick all that apply)			Please describe the effect and evidence that supports this and if appropriate who you have consulted with*	Is action possible to mitigate adverse impacts?	Details of action planned including dates, or why action is not possible
	Positive	Negative	None			
Age 193	B C	A		<p>A- Reduced locations mean less access. However, loss of sites uphill means that Castle Square is still within 370m of any closed facility. Downhill, Tentercroft is within 425m of Lucy Tower and the Bus Station is just 183m from Sincil St (see diagram appended to the report)</p> <p>B /C - are positive as cashless means not having to have cash available/correct change, so improved access, and controlled access means that facilities will be available more of the time (less damage/abuse).</p>	Yes	<p><u>Reduction in locations:</u> Selected sites are spread in the city centre and uphill area to give coverage. Note provision of facilities is also available to customers in many private shops for free.</p> <p>As a result of the public consultation, the proposal has now been amended to maintain provision for disabled users at the facility in Westgate car park</p> <p>Signage to and at facilities will be improved.</p> <p>People can still pay with cash.</p>

194						<p><u>Access control system:</u> New access system should make access to quality disabled toilets more reliable. Access system will not prevent entry for anyone in need of the toilet. Further work on this to be undertaken so will not be rolled out initially</p> <p>Consultation with suitable groups about potential changes to access controls. Examples :Citizens Panel/Housing Panel/ Age UK/ Lincoln County Peoples Partnership to make sure this is delivered in a considerate way/timetable, and with reference to city visitors.</p>
Disability including carers (see Glossary)	B C	A		<p>As above</p> <p>It has been suggested that not using the national Radar key system means that disabled visitors to the city will not be able to gain access. See mitigation -right.</p>	Yes	<p>As above.</p> <p><u>Access control system:</u> Currently those with a legitimate need cannot always access out of hours facilities due to abuse/damage etc arising from the way that Radar keys are now openly available to all, including those intent on abusing the facilities</p>

195						<p>The Controlled access system replaces Radar, so only card holders will be able to get access. Those without a card will not get access, so they will have to ask for access. In the bus station staff support are available all the time the bus station is open. At other sites it is planned that users can ring for assistance and doors will be unlocked remotely (so a card will not be compulsory for access).</p> <p>Signage to and at facilities will be improved.</p> <p>Consultation with suitable groups. Examples :Citizens Panel/Housing Panel/ Age UK/ Lincoln County Peoples Partnership to make sure this is delivered in a considerate way/timetable, and with reference to city visitors.</p>
Gender re-assignment	B		A C	<p>B - Positive as cashless means not having to have cash available/correct change, so improved access.</p> <p>A/C are not disadvantaged disproportionately as a result of this policy change.</p>	N/A	<p>Signage to and at facilities will be improved.</p>

Pregnancy and maternity	B	A	C	A - Reduced locations mean less access. B - Positive as cashless means not having to have cash available/correct change, so improved access. C -Category are not disadvantaged disproportionately as a result of this policy change.	Yes	See Age / Disability sections above for context. Selected sites are spread in the city to give coverage. Note provision of facilities is also available to customers in many private shops for free. New access system should make access to quality toilets more reliable.  Signage to and at facilities will be improved.
Race 196	B		A C	B - Positive as cashless means not having to have cash available/correct change, so improved access. A/C Category are not disadvantaged disproportionately as a result of this policy change.	N/A	Signage to and at facilities will be improved.
Religion or belief	B		A C	B - Positive as cashless means not having to have cash available/correct change, so improved access. A/C Category are not disadvantaged disproportionately as a result of this policy change.	N/A	Signage to and at facilities will be improved.
Sex	B	C	A	B - Positive as cashless means not having to have cash available/correct change, so improved access. A/C Category are not disadvantaged disproportionately as a result of this policy change but it is noted that men will have a reduction in two facilities that have traditionally been male only previously.	N/A	2 male urinals closed reducing what has traditionally been a higher level of provision for men. However, Castle Square facility is in very close proximity, and for those with a medical condition requiring access to a toilet -the disabled facility at Westgate



						Signage to and at facilities will be improved.
Sexual orientation	B		A C	B - Positive as cashless means not having to have cash available/correct change, so improved access. A/C Category are not disadvantaged disproportionately as a result of this policy change.	N/A	Signage to and at facilities will be improved.
Marriage/civil partnership	B		A C	B - Positive as cashless means not having to have cash available/correct change, so improved access. A/C Category are not disadvantaged disproportionately as a result of this policy change.	N/A	Signage to and at facilities will be improved.
Human Rights (see page 8)	B		A C	B - Positive as cashless means not having to have cash available/correct change, so improved access. A/C Category are not disadvantaged disproportionately as a result of this policy change.	N/A	Note- Homeless individuals and the street community will be affected – consultation with our own team and/ or other homeless charities will take place. It is not the intention of this change to restrict access to legitimate users, only to prevent abuse/damage.  Signage to and at facilities will be improved.

*\*Evidence could include information from consultations; voluntary group feedback; satisfaction and usage data (i.e. complaints, surveys, and service data); and reviews of previous strategies*

Did any information gaps exist?	Y/N/NA	If so what were they and what will you do to fill these?
See consultation results.	N	See consultation.

## SECTION C

### Decision Point - Outcome of Assessment so far:

Based on the information in section B, what is the decision of the responsible officer (please select one option below):

- |   |                  |
|---|------------------|
|   | <b>Tick here</b> |
| • <b>No equality or human right Impact</b> (your analysis shows there is no impact) - sign assessment below                         | [ ]              |
| • <b>No major change required</b> (your analysis shows no potential for unlawful discrimination, harassment)- sign assessment below | [ ]              |
| • <b>Adverse Impact but continue</b> (record objective justification for continuing despite the impact)-complete sections below     | [ X ]            |
| • <b>Adjust the policy</b> (Change the proposal to mitigate potential effect) -progress below only AFTER changes made               | [ ]              |
| • <b>Put Policy on hold</b> (seek advice from the Policy Unit as adverse effects can't be justified or mitigated) -STOP progress    | [ ]              |

Conclusion of Equality Analysis (describe objective justification for continuing)	<p>The provision of public toilets is not a statutory requirement, and thus there is no right to insist on their provision.</p> <p>The Council strives to provide these as beneficial facilities, but against an increasingly challenging financial climate is seeking to reduce provision, but safeguard and improve access to that which remains. As a consequence of this EIA and supporting public consultation, the proposal has been amended to include the opening up of the disabled toilet at Westgate and the access control system will be the subject of a further report and separate EIA if required, once the proposals are fully developed. During the interim the current Radar system will remain in place</p>
--	--

When and how will you review and measure the impact after implementation?*	Impact will be by assessing complaints received, also outcomes from the Citizen Panel public satisfaction ratings.
--	--

Checked and approved by responsible officer(s) (Sign and Print Name)	Steve Bird	Date	Drafted Oct 2020 Reviewed Jan 2021 Reviewed March 2021 Reviewed April 2021
Checked and approved by Assistant Director (Sign and Print Name)	Becky Scott - Legal Services Manager	Date	290421

When completed, please send to [policy@lincoln.gov.uk](mailto:policy@lincoln.gov.uk) and include in Committee Reports which are to be sent to the relevant officer in Democratic Services

The Equality and Human Rights Commission guidance to the Public Sector Equality Duty is available via: [www.equalityhumanrights.com/new-public-sector-equality-duty-guidance/](http://www.equalityhumanrights.com/new-public-sector-equality-duty-guidance/)

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## **City of Lincoln Public Toilet Consultation January 2021**

### **Results Summary**

#### INFORMATION THAT WAS PROVIDED WITH QUESTIONS AS CONTEXT:

The City Council is reviewing its public toilet provision. In the face of a challenging budget position it is necessary to cut the overall cost of the service, and we wish to do this in a manner that mitigates impacts on users, and where possible enhances some elements of the services.

Residents in the city were consulted on the following key changes under consideration:

- Permanent toilet attendants will be removed (except the Bus Station, which will have staff at busy times).
- Retention of public toilets at Bus Station, Castle Square, Tentercroft Street, Boultham Park, Hartsholme County Park, and cemeteries.
- Temporary closure of Sincil Street toilets until the renovation of the market, at which time a new set of toilets will be introduced.
- Permanent closure of the urinals at The Lawn (Union Road) and at Newport Arch.
- South Park, Lucy Tower and Westgate toilets will be open for events only.
- Access to be changed to take card payments as well as cash.
- Disabled access to be by a new scheme city wide, as trialled at the bus station (this is via an electronic card registered to a specific user- this is so that damage/abuse of facilities can be tracked and those damaging facilities denied access in the future). There would be a small administrative charge for the card and set up. Please note that visitors without a card will still be given a method of entry and we will not exclude anyone from using these facilities.

The charts below show an overview of the responses received. A total of **816** responses were received. Also included is a demographic breakdown of responses by age, gender, and disability (shown in figures 1, 2 and 3).

#### **Age**

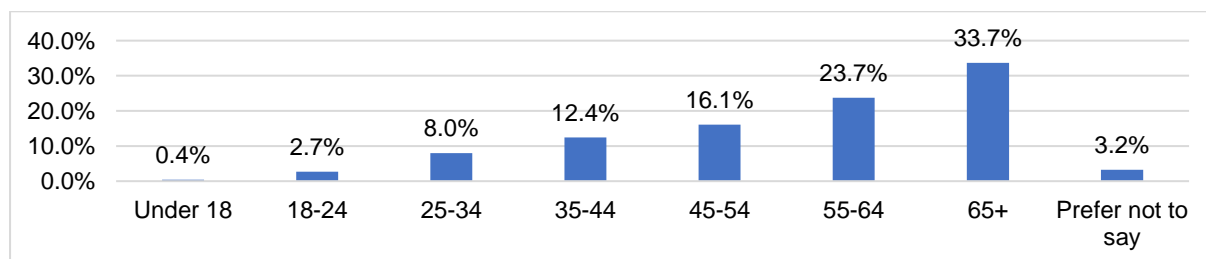


Figure 1

## Gender

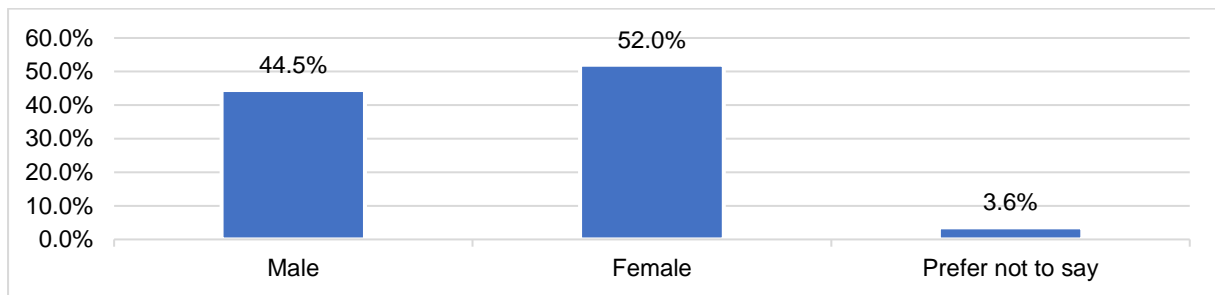


Figure 2 (96.86)

## Disability

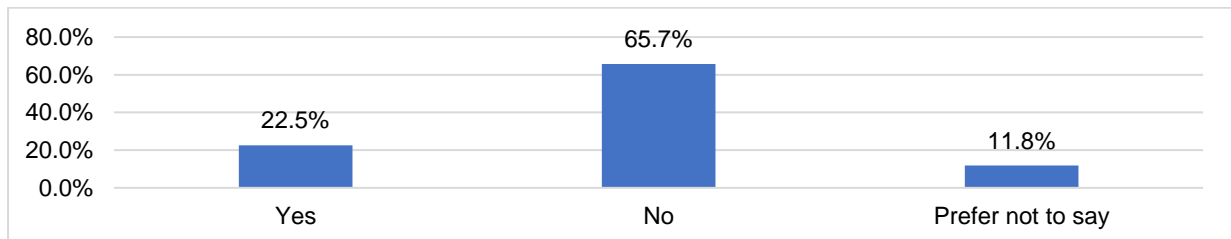


Figure 3

**If the Council were to reduce the number of public toilet sites in the city as proposed in the survey introduction would this affect you personally to the extent that you would not be able to make use of a suitable alternative ?**

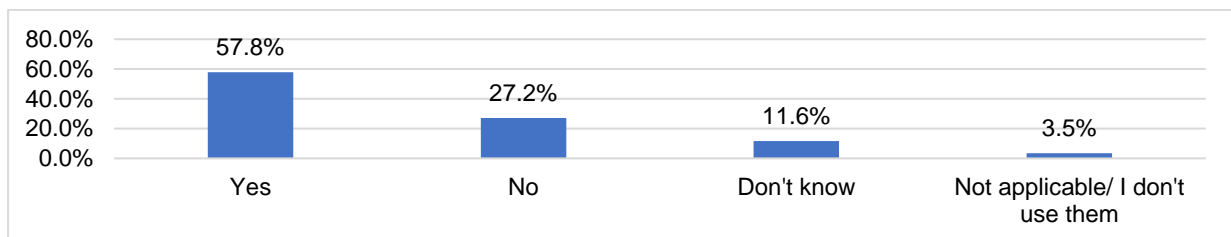


Figure 4

**If yes, please would you be able to tell us why you wouldn't be able to make use of a suitable alternative.**

The following question was a comments based question, whereby respondents were asked why they wouldn't be able to make use of a suitable alternative. Out of those that responded (816) 433 comments were received . Figure 5 shows an overview of the most commonly mentioned topics.

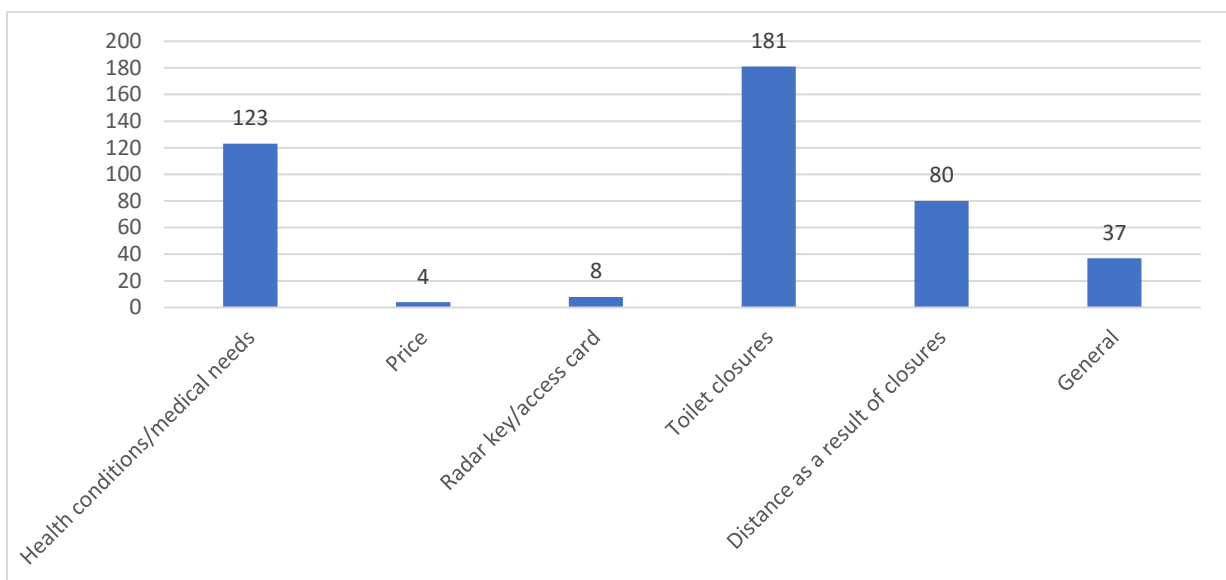


Figure 5

This feedback is not very conclusive unfortunately, but shows generally annoyance at the closures it could be suggested. Some assumptions can be made however if health issues and distance are considered together. This, in conjunction with the age profile of the respondents does tend to indicate that public toilets are used by a higher age profile generally, and as a consequence of age, this comes with some health conditions. These factors make distance an issue for users, so locations of facilities, and being able to find a toilets location (and alternatives at times of closure) are important. If this is the case, then it also highlights the need for the council to take steps to make access easier (contactless payments) and to protect facilities better so they are available when needed (the card access system preventing damage/abuse).

In terms of distance to an alternate public toilet location, Appendix D highlights how near alternate locations are within the city centre and uphill area. These are considered acceptable distances to walk (or in all such locations there is a public pay and display car park adjacent should people wish to drive to them). However, in response to the feedback, the business case does now further reflect on the proposals for the public toilets in Westgate 2 car park, acknowledging the fact some people may have travelled some distance and, due to medical conditions, upon arrival need swift access to a toilet.

In locations where closure/mothballing remains the proposals, clear signage will be displayed identifying the close proximity of alternate public toilets in the area.

**If the Council were to remove permanent attendants at public conveniences and use mobile attendants instead would this deter you from using the toilets?**

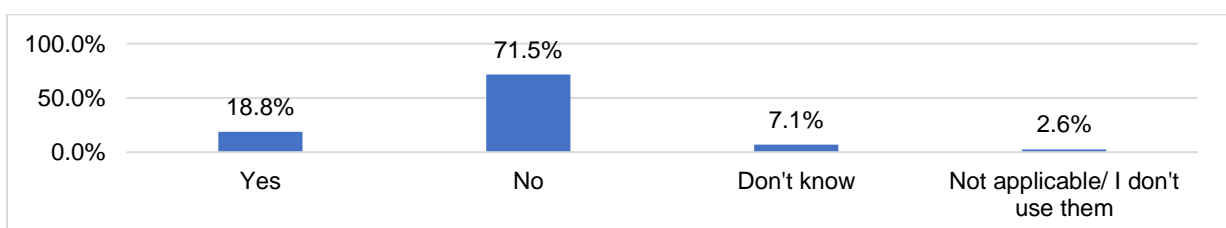


Figure 6

It is a reassuringly high figure, especially given the age profile of respondents and the annoyance expressed in the previous question. However, it is noted that almost 1 in 5 has shown a concern, so

this will need to be considered in signage and general access/welcoming/information of service users.

**We currently charge 20p for the use of our public toilets in the city. If we were to consider increasing charges to mitigate some of the impact on services would you be prepared to pay more to use the toilet? If so, how much more?**

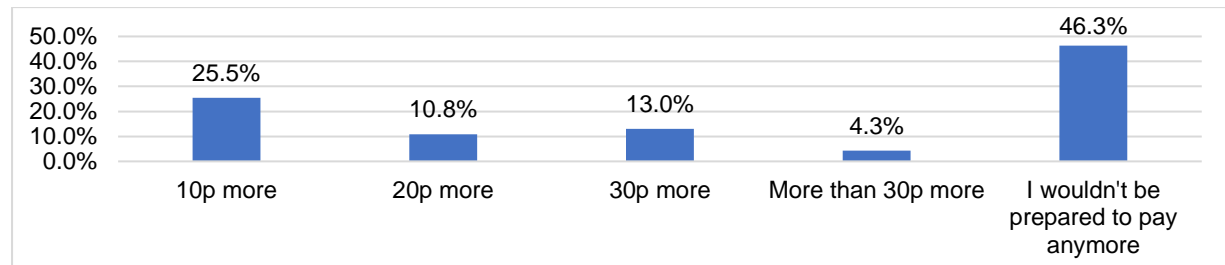


Figure 7

Any question asking if customers want to pay more will inevitably receive one response from the majority. Against this background it is refreshing to see that more than half the respondents said that they would be willing to pay something more to protect these services. This, it is felt, reflects the importance service users attach to these services. Whilst a modest increase would not be sufficient to impact the budget requirements significantly, it is helpful to know that this is an option for other issues, such as investment, and how customers would be likely to receive a request.

**How would you prefer to pay for access to public toilets? (Select all that apply)**

For the following question respondents were asked to select all that apply in relation to how they would prefer to pay for access to public toilets. The percentages in figure 7 are based on the total number of responses received for this question.

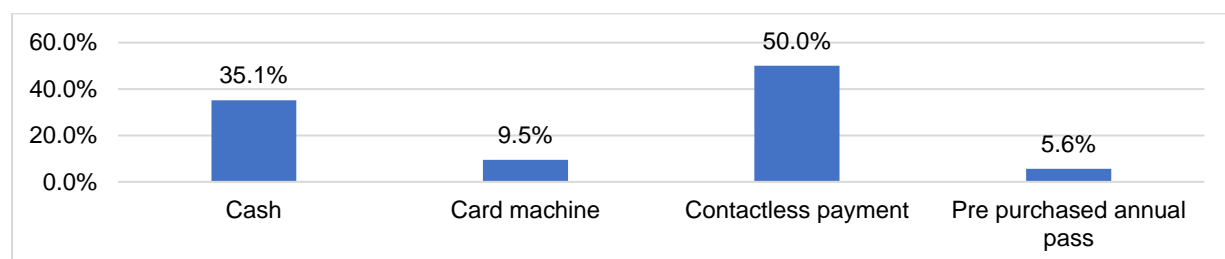


Figure 8

Whilst the traditional cash payment remains popular, it is a surprise perhaps to see contactless surpass even that. This is believed to be a reflection of covid impacting how people pay for things, and the ease of not having to find actual cash change to pay at the turnstile, so it also offers easier opportunity for cost changes, where charges won't impact customers by way of them needing to find and carry suitable change.

**Do you use the publicly accessible night toilet? (Available for use after the main toilets have closed. The publicly accessible night toilets are located at Westgate, Lucy Tower, Tentercroft Street and Castle Square.)**



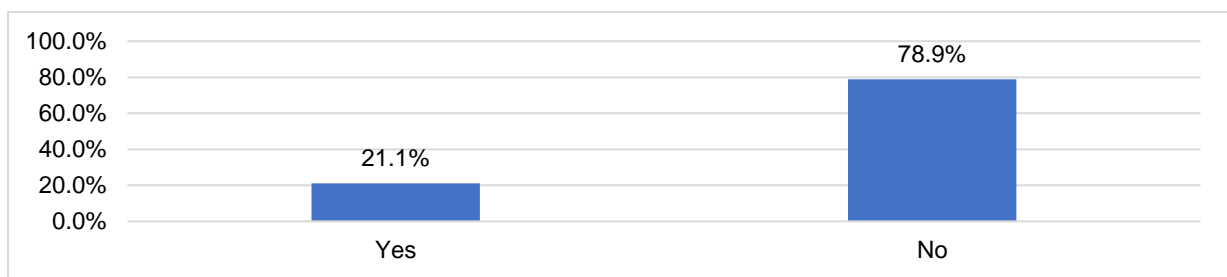


Figure 9

The 'Yes' figure is surprisingly high given daytime footfall figures, and the demographic of the respondents. It emphasises the need to factor in detailed suitable evening access arrangements for future plans.

**Are you registered or consider yourself as disabled, or need to use accessible toilets?**

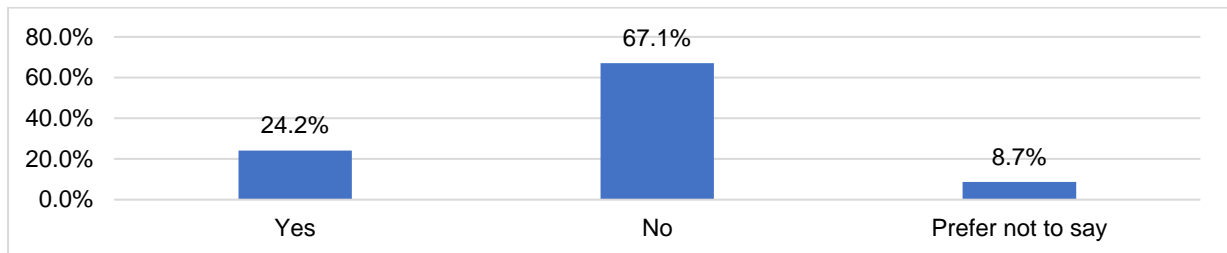


Figure 10

This is a bit perplexing as a response, given that a similar number of people to those reporting here as having no disability, felt they were not able to consider use of an alternative facility in the city if their usual toilet was closed; with health issues being cited as the key issue. It perhaps confirms the suggestion that refusal in Fig 4 was more based on the perception/principle of closure.

**Do you use the city council's current public disabled toilet facilities? If yes, please select which facilities you use below. (Select all that apply)**

For the following question respondents were asked to select all that apply in relation to which facilities they use within the city. The percentages in the figure 11 are based on the total number of responses received for this question.

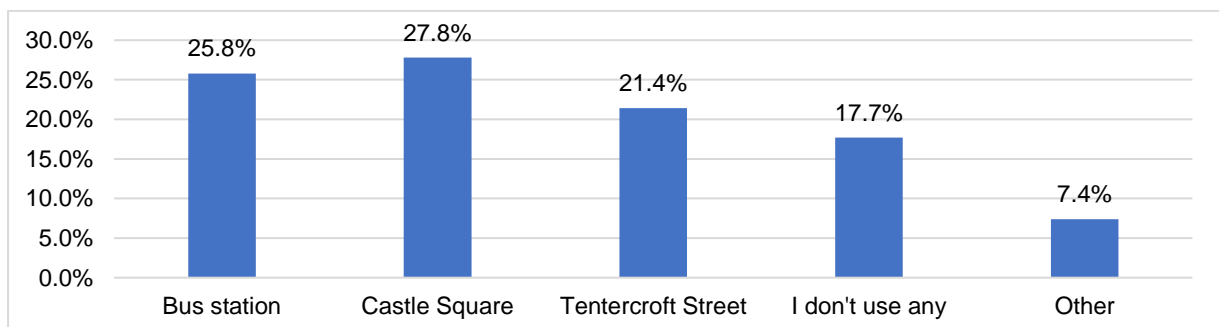


Figure 11

This response is helpful in demonstrating that the key service locations protected from change are those most frequently used by disabled users.

### **Do you have a Radar key?**

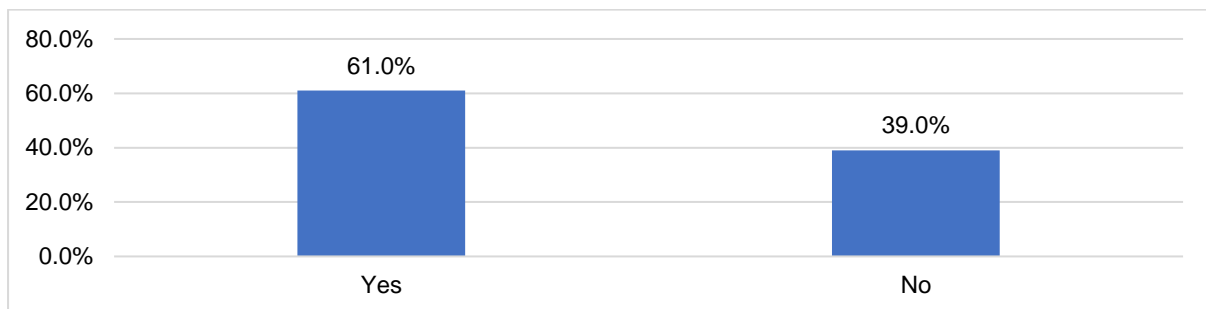


Figure 12

It is important to note that this response is not just from disabled users, suggesting, as has been believed, that a significant number of the general public have acquired Radar keys.

### **Would you foresee a problem if the council stopped using a radar key system and replaced it with a modern electronic access system?**

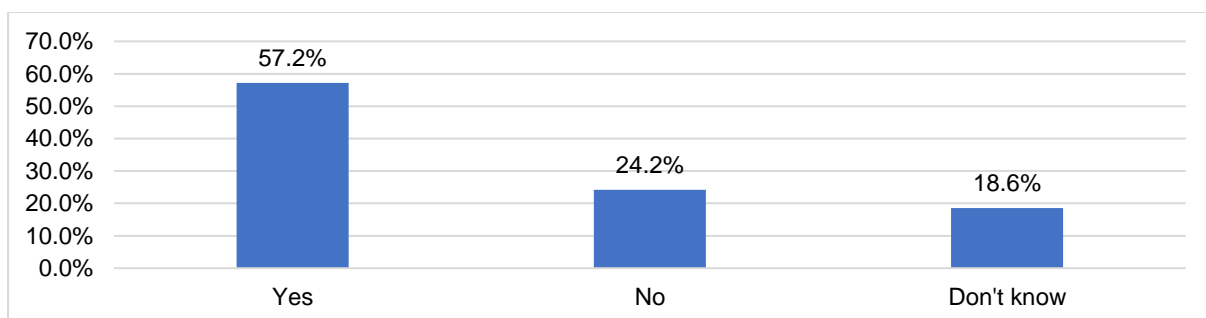


Figure 13

It is important to read Fig 13 and 14 together. This suggests that the problem people encounter are in using Radar keys/access cards.. and could be a kick-back against the perceptions of this review, and the amount of time public toilets are taken out of use due to damage/abuse. Both points suggest that an improved card access system that better protects facilities would be an improvement.

### **If you would like to make the council aware of any specific issue relating to disabled toilet facilities in the city, please do so below identifying which question number you are referring to please.**

The following question was a comments based question, whereby respondents were asked if they would like to make the council aware of any specific issue relating to disabled toilet facilities in the city. Out of those that responded 68 comments were received overall. Figure

14 shows an overview of the most commonly mentioned topics. A detailed breakdown of the comments can be found on pages 24-28.

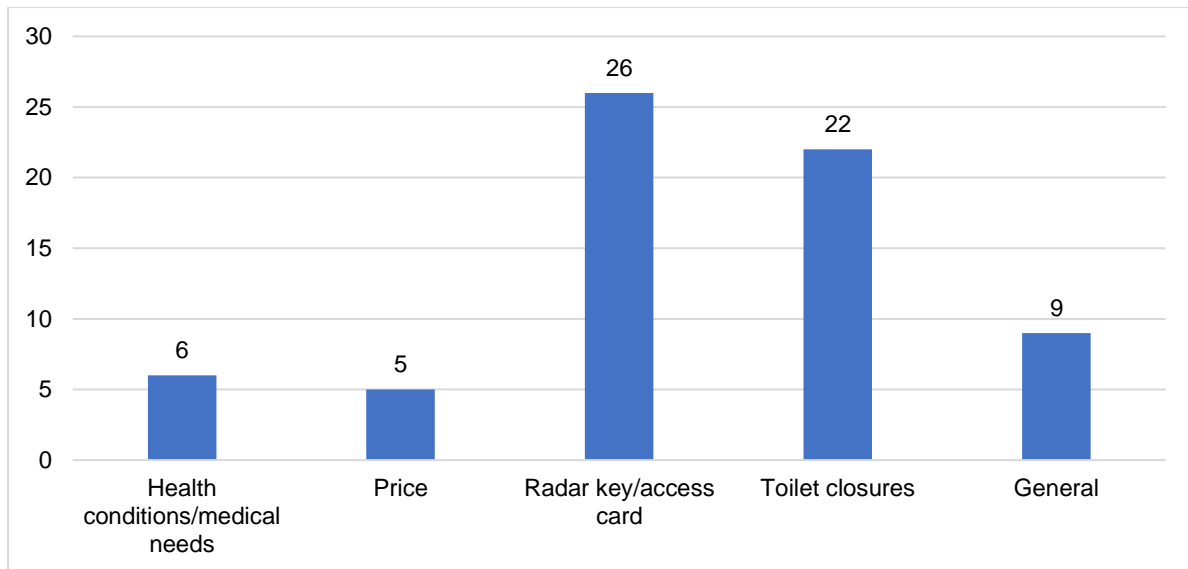
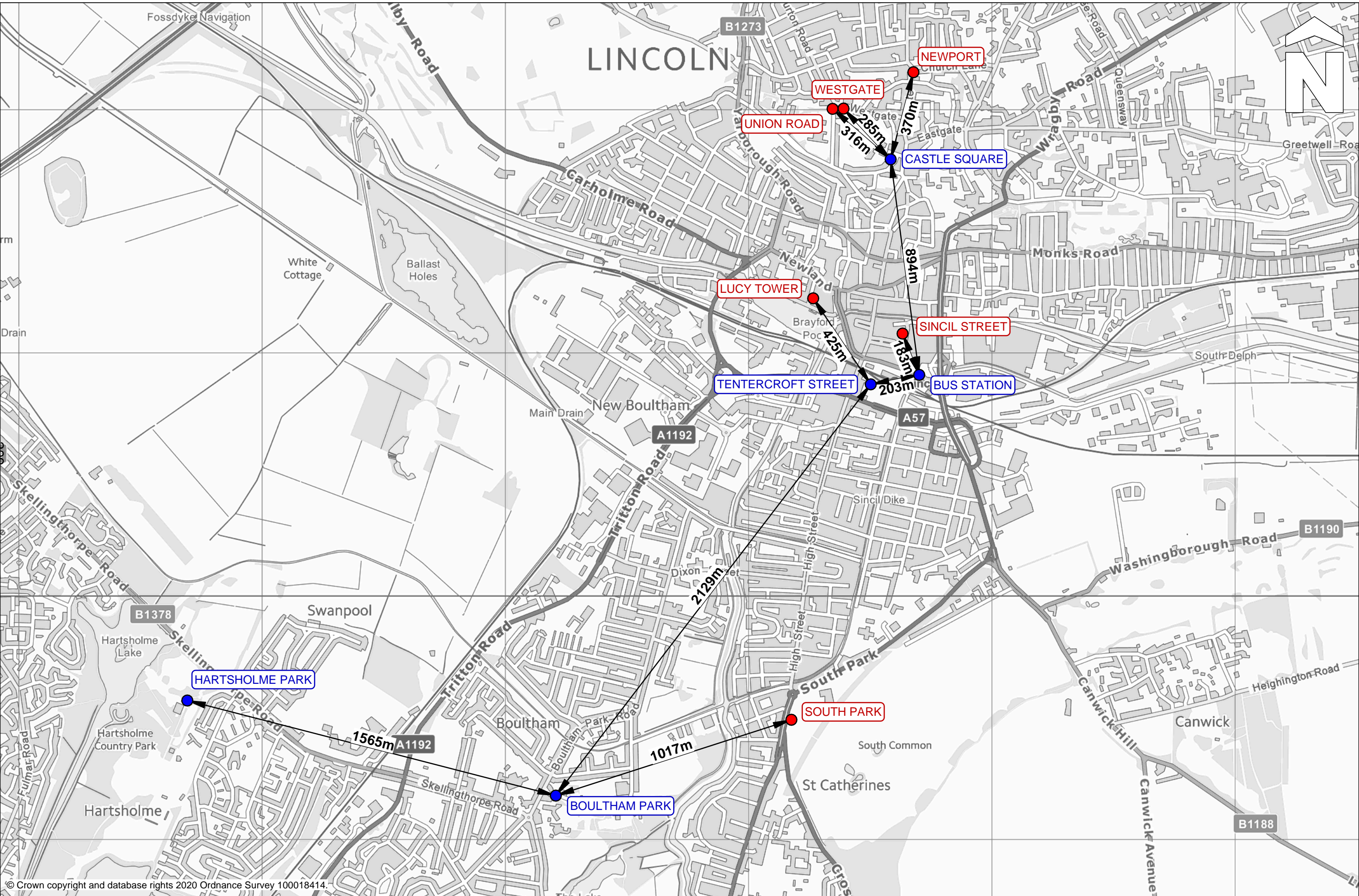


Figure 14

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## Toilets

Scale: 1:14000 at A3

Version 2: 04-Sep-2020

- proposed for retention
- proposed for closure/moth-balling



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**APP E****Sign Locations –Review and Descriptions**

<b>Location</b>	<b>Existing obvious signage</b>	<b>Potential new signage location</b>	<b>Installation issues</b>	<b>Estimated costs</b>
Westgate	On building only*	Westgate car parks	Affix to existing car park information/light columns.  LCC own street lamp columns.	
Castle Square	On building only*	Westgate car parks Castle Hill car park Motherby Lane car park St Martin's DBG St Paul's car parks Lawns	Affix to existing car park information/light columns  LCC own high street lamp columns.	
Bus Station /Central	In building only*	Broadgate car park/St Rumbold's street Co-op Building, directly opposite Bus Station 17 Sincil Street, next to 004, directly opposite bus station City Hall Orchard st car parks Central car park-internal Lincoln College car park Motherby Lane car park Rosemary Lane car park Wigford way junction High st	Affix to existing car park information/light columns. Businesses own the walls. LCC own high street lamp columns.	
Tentercroft St	On building only.*	High St sign post/wall In Tentercroft St.	Businesses own the walls. LCC own high street lamp columns.	
<b>OTHER ISSUES</b>				

Sincil St	On building only. *	New signage needed externally after refurbishment of market.	LCC own high street lamp columns.	
<u>South Park-/ Lucy Tower.</u>			Has been events only-so temporary signage to them is acceptable when an event is on . When not in use “next nearest” information is displayed.	
<u>Urinals</u>			Not reviewed in isolation of addressing wider hygiene issues (no utility services)	

**\*There is some signage on Visitor Information maps and at a few of the city centre finger signposts but this is not comprehensive and is out of date.**



<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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