

EXECUTIVE

Wednesday, 25 August 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

SECTION A	Page(s)
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MINUTES AND EXTRACTS

- | | |
|-------------------------------------------|--------|
| 1. Confirmation of Minutes - 26 July 2021 | 3 - 12 |
| 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.

ECONOMIC GROWTH

- | | |
|---------------------------------------------------|---------|
| 3. Parking Services - New Rate for School Parking | 13 - 16 |
| 4. Usher Gallery and Associated Collections | 17 - 22 |

OUR PEOPLE AND RESOURCES

- | | |
|-------------------------------------------------|---------|
| 5. Strategic Risk Register - Quarterly Review | 23 - 26 |
| 6. Financial Performance – Quarterly Monitoring | 27 - 58 |
| 7. Operational Performance Report Q1 2021/22 | 59 - 94 |
| 8. Exclusion of the Press and Public | 95 - 96 |

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.

SECTION B

ECONOMIC GROWTH

- | | | |
|---------------------------------------------|---------------------------|-----------------|
| 9. Usher Gallery and Associated Collections | | 97 - 104 |
| | [Exempt Para(s) 3] | |
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OUR PEOPLE AND RESOURCES

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|------------------------------------------------|---------------------------|------------------|
| 10. Strategic Risk Register - Quarterly Review | | 105 - 120 |
| | [Exempt Para(s) 3] | |

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

Apologies for Absence: None.

13. Confirmation of Minutes - 24 June 2021

RESOLVED that the minutes of the meeting held on 24 June 2021 be confirmed.

14. Declarations of Interest

No declarations of interest were received.

15. Central Lincolnshire Local Plan Consultation Draft

Purpose of the Report

- (a) To update the Executive on the Central Lincolnshire Local Plan (CLLP) Consultation Draft, which had been issued for public consultation on 30 June 2021, with a closing date of 24 August 2021.
- (b) To recommend a formal response on behalf of the City of Lincoln Council to the Central Lincolnshire Local Plan (CLLP) Consultation Draft.

Decision

- (1) That the City of Lincoln Council's broad support for the Central Lincolnshire Local Plan Consultation Draft be approved.
- (2) That authority be delegated to the Assistant Director for Planning to make any final technical comments on the Draft Central Lincolnshire Local Plan, prior to the submission deadline of 24 August 2021.
- (3) That the draft response be shared with the City of Lincoln Council's representatives of the Central Lincolnshire Joint Strategic Planning Committee, prior to its submission by the Assistant Director for Planning.

Alternative Options Considered and Rejected

Not supporting the draft CLLP could result in the finalisation of the CLLP being delayed, or in a worst case scenario, not being adopted, which could weaken the council's ability to plan for the City's growth in a sustainable manner. There were no key risks with the recommended approach.

Reasons for the Decision

In January 2019, the Central Lincolnshire Joint Strategic Planning Committee decided to review the Central Lincolnshire Local Plan (CLLP), which had been adopted in April 2017. This was as a result of changes to national planning policy; revisions to the calculation of housing need figures; and changes to the

types of homes required in development plans. This had led to significant elements of the CLLP not conforming with national policy, which in turn risked challenge, particularly on the issue of five years housing land supply.

The first public six week consultation, which had begun in June 2019, focused on the general principles and wider themes. This second consultation period was providing an opportunity to test the proposals in the plan with the public; the development industry; and other interested bodies. The draft CLLP was consulting on a number of new policies, some of which specifically related to Lincoln, which included the following:

- housing requirement;
- settlement hierarchy and site allocations;
- retail hierarchy;
- climate change;
- affordable housing, including first homes;
- employment;
- retail including Lincoln City Centre;
- accessibility and transport;
- parking standards;
- historic environment;
- national environment / biodiversity / trees;
- sustainable urban extensions and regeneration and opportunity areas in Lincoln; and
- Lincoln housing allocations.

There were a total of 83 policies contained within the draft CLLP. Following the consultation, all comments would be considered; and a further draft of the CLLP would be submitted to the Central Lincolnshire Joint Strategic Planning Committee for approval, before it would be subject to a further statutory stage of consultation prior to the plan being submitted to the Secretary of State for examination. This was estimated to take place in early 2022, with the plan adopted later in 2022. Once adopted, the revised CLLP would replace the current CLLP.

The Executive was pleased to see that one of the policies specifically related to health and wellbeing, as Lincolnshire had one of the lowest rates of physical activity. The Executive welcomed the inclusion of policies on climate change, the significance of which the majority of public sector and other partners had recognised.

16. Lincoln Central Market

Purpose of the Report

- (a) To provide a detailed update in respect of proposals to restore and regenerate Central Market and City Square, as a key project within the Lincoln Town Deal Programme.
- (b) To present the full business case for the Central Market and City Square Project, including the proposed funding strategy and operational arrangements, and to endorse its submission for consideration under the Town Deal governance arrangements, for a final decision in respect of Town Funding.

- (c) To seek agreement to delegate final approval of the delivery and contracting arrangements for this project to the Section 151 Officer and the Director of Major Developments, which would be subject to securing Town Funding and a final scheme cost that could be financed and delivered viably.

Decision

- (1) That the update in respect of proposals to restore and regenerate Central Market and City Square, as a key project within the Lincoln Town Deal Programme, be acknowledged.
- (2) That the submission of the full business case for the Central Market and City Square Project for consideration under the Town Deal governance arrangements, for a final decision in respect of Town Funding, be approved.
- (3) That the final approval of the delivery and contracting arrangements for this project be delegated to the Section 151 Officer and the Director of Major Developments, subject to securing Town Deal Funding and to a final scheme cost that can be financed and delivered viably.
- (4) That the proposals for the existing traders (as set out in paragraph 6.1 of the report and in the full business case) be approved and existing traders be notified of these proposals, which would be provisional upon securing the full funding package.
- (5) That the sum of £8.439 million be included as a capital estimate in the General Investment Programme, with associated funding, including new prudential borrowing up to a maximum of £1.732 million (subject to Town Deal Funding being awarded), being approved.
- (6) That the Director of Major Developments and the Chief Finance Officer be authorised to approve the final revenue estimates, which would be dependent on the final of the delivery and contracting arrangements, which would include the resourcing of any upfront staffing costs; and with any revenue shortfall against the Medium Term Financial Strategy being funded from the Vision 2025 earmarked reserve to a maximum of £0.183 million.

Alternative Options Considered and Rejected

A full options appraisal for the regeneration and operational proposals was included in the business case and was summarised throughout the report presented.

Reasons for the Decision

The Lincoln Central Market, as a grade II listed building, was built in 1937 and had incorporated the frontage of the Butter Market, built in 1737. The condition of the building was poor and its windowless northern elevation was uninviting, which undermined the vitality of the adjacent public space.

The Council had a long-standing ambition to restore and regenerate the market, but a lack of funding had limited any significant investment. Following a combination of Town Fund and Heritage Action Zone support, work had proceeded on the detailed design stage. Planning consent had been granted on 30 June 2021, which included the opening of the blind arches on the north and east elevations; a new mezzanine floor; the replacement of the roofing and a glazed lantern; the demolition of the extension to the south; and the construction of a new two storey extension to accommodate a new commercial unit with balcony.

It had also been proposed to repave and enhance external areas immediately adjacent to the building at City Square and Sincil Street, with the aim of increasing footfall, occupancy and turnover; and combining food and non-food retailing, with expanded food and beverage and communal dining. In response to a question, the Executive was advised that consideration was being given to the public conveniences at the Lincoln Central Market.

The total cost of the capital works to both the Central Market building and adjacent area (including fees and management) was estimated to be £8.5 million, which would be funded through a combination of the Town Deal Fund; Heritage Action Zone funding; and Council reserves and borrowing. Existing traders would be supported to relocate, which would enable the works to proceed. The Executive stressed the importance of the business case being deliverable and that dialogue continued with the current market traders.

Similar to other successful markets and shopping centres, dedicated professional management was proposed to ensure that the market could operate successfully and maximise its benefits.

The business case would be submitted for consideration and approval under the Town Deal governance arrangements. Subject to approval of the business case, agreement on the final scheme, its costs and a strategy for relocation, the project could commence in early 2022.

17. Rough Sleeping Accommodation Programme

Purpose of the Report

To provide an update on the delivery of round one of the Rough Sleeping Accommodation Programme and to recommend the acceptance of further capital and associated revenue funding to deliver round two of the Programme.

Decision

That the acceptance of further capital grant funding of £735,000 and the associated revenue funding £192,823 (over three years), from the Ministry of Housing, Communities and Local Government, to deliver round two of the Rough Sleepers Accommodation Programme, be approved.

Alternative Options Considered and Rejected

The following alternative options were considered and rejected:

- (i) To accept a reduced proportion of the capital and associated revenue grant funding to deliver a smaller number of units, and to request to contract on this basis, for example:
- twelve units and two full time equivalent support workers;
 - nine units and 1.5 full time equivalent support workers; or
 - six units and one full time equivalent support worker.
- (ii) To decide not to pursue a scheme.

Reasons for the Decision

On 18 July 2020 the Ministry of Housing, Communities and Local Government launched the *Next Steps Accommodation Programme*, with the aim of providing move-on accommodation for rough sleepers who were being housed in emergency temporary accommodation. As part of this scheme, the City of Lincoln Council had received capital and revenue funding to deliver fifteen units of accommodation at a total anticipated cost of £1.6 million.

The *Next Steps Accommodation Programme* was renamed the *Rough Sleeping Accommodation Programme*, and following successful pilots elsewhere, now incorporates a 'housing first' model which houses people directly into independent long-term settled accommodation with personalised, non-time limited support.

On 18 March 2021 the Ministry of Housing, Communities and Local Government invited bids as part of round two of the *Rough Sleeping Accommodation Programme*, with most of the capital funding available in the financial year 2021-22 and revenue funding made available for the period 2021-24. Homes England, which administers the programme on behalf of the Ministry of Housing, Communities and Local Government, announced on 7 June 2021 that the City of Lincoln Council had been successful in accessing capital funding of £735,000 and revenue funding of £192,823 to fund 2.5 full time equivalent support workers over the period 2021-24.

It was confirmed that the spread of the accommodation would be across the whole of the City and close to local amenities and bus routes, rather than concentrated in a single locality.

18. Chelmsford Street and Archer Street

Purpose of the Report

- (a) To inform the Executive of proposals from two organisations to lease land in the Sincil Bank area. Firstly Bridge Church had submitted a proposal to lease the former play area on Archer Street and the adjacent area directly underneath Pelham Bridge and secondly the Sincil Community Land Trust (CLT) proposed to lease an area of land located on Chelmsford Street.
- (b) To seek approval to proceed with preparing a lease, subject to all the terms outlined in this report being met, for the use of these sites as community social space.

Decision

- (1) That public notices be made of an intention by the City of Lincoln Council for the leasehold disposal of the open spaces at:
 - (a) Chelmsford Street, as set out in the site plan at Appendix 1 to the report to the Executive; and
 - (b) Archer Street, as set out in the site plans at Appendices 2 and 3 to the report to the Executive.
- (2) That, in the event of no objections being received to (1)(a) above, the lease terms be finalised and lease formalities be completed with the Sincil Community Land Trust for the Chelmsford Street site.
- (3) That, in the event of no objections being received to (1)(b) above, the lease terms be finalised and lease formalities be completed with Bridge Church for the Archer Street site, including the adjoining area beneath Pelham Bridge.
- (4) That any objections to either (1)(a) or (1)(b) above be reported to the Executive for consideration and a decision on whether or not to proceed.

Alternative Options Considered and Rejected

None.

Reasons for the Decision

Sincil Community Land Trust indicated that it wished to lease an area of land on Chelmsford Street, which since the demolition of two houses had been used as a small green and open space, although it was used by the local community to store bins. This area was often blighted by litter and fly tipping. This area had been maintained as part of the Council's contract with Continental Landscapes. Sincil Community Land Trust aimed to bring the land back into use as an important open space that can assist with community cohesion.

Bridge Church indicated that it wished to lease an area of land on Archer Street, which had previously been a play area but for a number of years had been a redundant site, with the play equipment removed. The site was maintained as part of the Council's contract with Continental Landscapes.

Bridge Church also requested inclusion in any lease an adjoining area located directly underneath Pelham Bridge. This adjoining land was previously used by former leaseholders as overflow customer car parking, but this had ceased in 2017. Bridge Church aimed to bring the site back into use as an open space that can assist with community cohesion.

It was confirmed that the decision would be subject to the terms set out in the report.

19. Review of Code of Corporate Governance 2021

Purpose of the Report

To inform the Executive of the outcome of the annual review of the Code of Corporate Governance conducted during March and May 2021.

Decision

That the amendments made to the Code of Corporate Governance (including changes to the format of its contents), following its annual review in March and May 2021, be approved.

Alternative Options Considered and Rejected

No alternative options were considered, as the Council had adopted a new Code of Corporate Governance in March 2017, and had agreed to review this annually to ensure it remained current.

Reasons for the Decision

The City of Lincoln Council must ensure that its business was conducted in accordance with the law and proper standards, and that public money was safeguarded, and used economically, efficiently and effectively. It also had a duty under the Local Government Act 1999 to secure continuous improvement in the way its functions were exercised, having regard to economy, efficiency and effectiveness.

To discharge this overall responsibility, a code of corporate governance had been approved by the Executive in March 2017, which was consistent with the framework developed by the Chartered Institute of Public Finance and Accountancy, and the Society of Local Authority Chief Executives. An annual review of the code was also approved, which this year had included checking the titles and review dates of all policy and strategy documents listed in the code; key actions in response to the Covid-19 pandemic; and the reformatting of the code, to ease access.

20. Counter Fraud Policy/Strategy

Purpose of the Report

To present an updated corporate Counter Fraud Policy/Strategy and action plan for 2021/22 for approval, following a recommendation from the Audit Committee to the Executive on 6 July 2021.

Decision

That the updated corporate Counter Fraud Policy/Strategy and action plan for 2021/22 be approved.

Alternative Options Considered and Rejected

No alternative options were specifically included in the report. However, section 7 of the report referred to risk implications of not updating the Counter Fraud Policy.

Reasons for the Decision

The Council had a range of counter-fraud policies, procedures and guidance. The corporate counter-fraud policy/strategy aimed to provide the high-level framework and direction which guides activity and other policy areas. The policy/strategy was last reviewed in 2018. The 2021 version, which the Audit Committee had

recommended for approval on 6 July 2021, had taken account of the latest best practice guidance and had updated the fraud action plan. It also recognised the increased risks to victims and the local community and there was more emphasis on tackling cross-boundary and organised fraud and corruption, as well as addressing new risks such as social care fraud and cyber issues.

The revised version also provided greater emphasis on tackling economic crime, which was defined as "a broad category of activity involving money, finance or assets, the purpose of which is to unlawfully obtain a profit or advantage for the perpetrator or cause loss to others".

The adoption of a revised counter-fraud policy/strategy would contribute to the Council's strategic priorities, by enhancing the robustness of the control environment and governance mechanisms that directly or indirectly support the priorities.

21. Annual Governance Statement 2020/21

Purpose of the Report

To put forward the Annual Governance Statement for 2020/21 for approval.

Decision

- (1) That the Final Annual Governance Statement for 2020/21 be approved.
- (2) That it be noted that the monitoring of progress on the significant issues identified over the coming year would be completed by the Audit Committee, with issues reported by exception to the Executive.

Alternative Options Considered and Rejected

None were considered.

Reasons for the Decision

The Annual Governance Statement was completed each year, as an assessment of how the Council had complied with its code of corporate governance. For 2020/21, in addition to the usual considerations, the Annual Governance Statement had taken account of the impact of the Covid-19 pandemic.

The assessment for 2020/21 had concluded that two of the three significant governance issues from 2019/20 would remain, with revised aims and action plans. These were: (1) the Disaster Recovery Plan for IT arrangements; and (2) the re-profiling of Vision 2025, with its communication to a wider audience in the light of Covid-19 impact. Both (1) and (2) had made significant progress during 2020/21, but they would need a revised focus as a direct result of the impacts of the Covid-19 pandemic.

The review of impact of Covid-19 on the Council's service delivery and embedding new ways of working for staff had been logged as a significant governance issue in 2019/20, but was no longer considered significant. No other significant issues had been identified for inclusion 2020/21 Annual Governance Statement.

22. 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.

23. Lincoln Central Market

Purpose of the Report

- (a) To provide a detailed update in respect of proposals to restore and regenerate Central Market and City Square, as a key project within the Lincoln Town Deal Programme.
- (b) To present the full business case for the Central Market and City Square Project, including the proposed funding strategy and operational arrangements, and to endorse its submission for consideration under the Town Deal governance arrangements, for a final decision in respect of Town Funding.
- (c) To seek agreement to delegate final approval of the delivery and contracting arrangements for this project to the Section 151 Officer and the Director of Major Developments, which would be subject to securing Town Funding and a final scheme cost that could be financed and delivered viably.

Decision

- (1) That the update in respect of proposals to restore and regenerate Central Market and City Square, as a key project within the Lincoln Town Deal Programme be acknowledged.
- (2) That the submission of the full business case for the Central Market and City Square Project for consideration under the Town Deal governance arrangements, for a final decision in respect of Town Funding, be approved.
- (3) That the final approval of the delivery and contracting arrangements for this project be delegated to the Section 151 Officer and the Director of Major Developments, subject to securing Town Deal Funding and to a final scheme cost that can be financed and delivered viably.
- (4) That the proposals for the existing traders (as set out in paragraph 6.1 of the report and in the full business case) be approved and existing traders be notified of these proposals, which would be provisional upon securing the full funding package.
- (5) That the sum of £8.439 million be included as a capital estimate in the General Investment Programme, with associated funding, including new prudential borrowing up to a maximum of £1.732 million (subject to Town Deal Funding being awarded), being approved.

- (6) That the Director of Major Developments and the Chief Finance Officer be authorised to approve the final revenue estimates, which would be dependent on the final of the delivery and contracting arrangements, which would include the resourcing of any upfront staffing costs; and with any revenue shortfall against the Medium Term Financial Strategy being funded from the Vision 2025 earmarked reserve to a maximum of £0.183 million.

Alternative Options Considered and Rejected

A full options appraisal for the regeneration and operational proposals was included in the business case and was summarised throughout the report presented.

Reasons for the Decision

The reasons for the decision are set out at Minute 16 above.

24. Rough Sleeping Accommodation Programme

Purpose of the Report

To provide an update on the delivery of round one of the Rough Sleeping Accommodation Programme and to recommend the acceptance of further capital and associated revenue funding to deliver round two of the Programme.

Decision

That the acceptance of further capital grant funding of £735,000 and the associated revenue funding £192,823 (over three years), from the Ministry of Housing, Communities and Local Government, to deliver round two of the Rough Sleepers Accommodation Programme, be approved.

Alternative Options Considered and Rejected

The following alternative options were considered and rejected:

- (i) To accept a reduced proportion of the capital and associated revenue grant funding to deliver a smaller number of units, and to request to contract on this basis, for example:
 - twelve units and two full time equivalent support workers;
 - nine units and 1.5 full time equivalent support workers; or
 - six units and one full time equivalent support worker.
- (ii) To decide not to pursue a scheme.

Reasons for the Decision

The reasons for the decision are set out at Minute 17 above.

EXECUTIVE

25 AUGUST 2021

SUBJECT:	PARKING SERVICES - NEW RATE FOR SCHOOL PARKING
DIRECTORATE:	COMMUNITIES AND ENVIRONMENT
REPORT AUTHOR:	STEVE BIRD – ASSISTANT DIRECTOR, COMMUNITIES AND STREET SCENE

1. Purpose of Report

- 1.1 To seek Executive approval for a new fee and charge relating to school parking.

2. Executive Summary

- 2.1 The Council has received an enquiry as to the possibility of offering a special rate in its car parks for those who just want to use the car parks for short duration drop off school runs.
- 2.2 A new rate has been scoped and developed, and this report now seeks its inclusion within the Council's schedules of fees and charges.

3. Background

- 3.1 The City Council has an established schedule of fees and charges for its services, including for parking services.
- 3.2 The schedule of fees and charges is reviewed annually and updated from time to time.
- 3.3 In accordance with Council Financial Procedure Rules the addition of a new fee or charge requires Executive approval, hence this report.

4. The Proposal

- 4.1 Parking Services have recently received an enquiry relating to parking for those who are dropping off/picking up from schools.
- 4.2 The person contacting us identified that in some instances our car parks were within walking distance of a school, but as we charge by the hour, the rates were not encouraging for those on 'the school run'.
- 4.3 In considering this Parking Services have suggested that it would be possible to offer a special rate that could apply for short durations at specific times. The new rate would assist those seeking school parking, and thus reduce on street parking.
- 4.4 Using an uphill car park as an example and 70 days as the average basis for a term, purchase of an hour for each visit would cost £266 per term. Three terms costing £798 per year.

- 4.5** The proposal is to offer a special school loyalty permit that will permit parking only in term times, and restricted to between 0800-0900 and 1530-1630 weekdays. Those with a disabled badge will be given 0730-0930 and 1500-1700 weekdays, as they may require additional time to do the same tasks.
- 4.6** On this basis it is proposed that the new permit be charged at £105 per term, with a further discount to £299 if all three terms are purchased at the same time.
- 4.7** Purchases would be by way of direct application to the Parking Services office by individuals.
- 4.8** Refunds would be in line with existing policy, pro- rata for complete months unused, less a £5 administration charge.

5. Strategic Priorities

5.1 Let's reduce all kinds of inequality

This offer would be available to all schools.

5.2 Let's address the challenge of climate change

Improved parking opportunities may reduce the need for those on the 'school run' to drive as far, and park on street, which can be a significant cause of congestion.

6. Organisational Impacts

6.1 Finance

It is not possible to be certain as to the impact of this new offer, as the level of take-up is uncertain. Within the overall context of the Parking Services income, whilst it may offer a small increase in income, it is not believed it will be significant enough to justify a change in anticipated income budgets.

6.2 Legal Implications including Procurement Rules

In accordance with Council Financial Procedure Rules the addition of a new fee or charge requires Executive approval.

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

This new permit will be offered openly, without restriction.

Disabled parking under this scheme will be treated as per other parking tariffs, in that they will be given twice as long.

6.4 Human Resources

There is an increased administrative burden whenever a new permitting process is introduced. It is considered that this extra work can be accommodated with the existing staff, but the workload of the section will be kept under review in the light of other services changes expected, not least in relation to expanding Resident Parking schemes, in the near future.

Should the take up be low, such that it does not justify the administrative time spent on this new permit, then the Director reserves the right, after consultation with the Portfolio Holder, to withdraw this new permit offer. This will be no sooner than after a one year trial period.

7. Risk Implications

7.1 Key risks associated with the preferred approach

Time wasted on the development of a new offer than is not taken up.

8. Recommendation

8.1 That Executive support the report and agree this as a new entry in the Council's schedule of fees and charges.

8.2 That the Director, in conjunction with the Portfolio Holder, be given delegated authority to withdraw the entry from the corporate list of fees and charges, should it prove not to be viable.

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: Steve Bird ADCSS
Telephone (01522) 873421
Email address: steve.bird@lincoln.gov.uk

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SUBJECT: USHER GALLERY AND ASSOCIATED COLLECTIONS

DIRECTORATE: COMMUNITIES AND ENVIRONMENT

REPORT AUTHOR: SIMON WALTERS, STRATEGIC DIRECTOR

1. Purpose of Report

- 1.1 To confirm to Executive the finalised proposals in relation to the ongoing operation of the Usher Art Gallery together with the safe storage, conservation and display of the city council's art and artefacts. The proposals have been developed following extensive further negotiations with Lincolnshire County Council and a range of external stakeholders.

2. Background

- 2.1 Members will be aware that senior officers of the City Council have been in lengthy negotiations with Lincolnshire County Council over the last three years in attempts to secure the future of the Usher Gallery as an art gallery. This culminated in a Part B report to this committee on 15th October 2020 which sought two outcomes:

- i) Approve the transfer of the city council's art and artefacts to Nottingham City Council on a contract for two years and,
- ii) Continue negotiations with Lincolnshire County Council over the future operation of the Usher Art Gallery

- 2.2 Extensive negotiations have indeed continued at senior political and officer level, since that Executive Committee. This culminated in a meeting on Friday 18th June 2021 where an outline proposal was agreed in principle by both councils, subject to the signing of the detailed supporting legal agreements.

- 2.3 It is this proposal that is now reported to Executive Committee for formal approval.

- 2.4 Members will note that these proposals have the full support of a range of stakeholders:

- Historic Lincoln Trust, led by Lord Cormack
- Usher Gallery Trust
- Save Lincoln Usher Gallery - a high profile pressure group established to campaign for the retention of the Usher Gallery as a gallery

3. Negotiated Position - Usher Gallery

3.1 In relation to the Usher Gallery itself, the following proposals (in summary) are now recommended to Executive for approval:

Lease for the Usher Gallery:

- Lease to the county council for the Usher Gallery to remain at 39 years remaining duration but a break clause inserted at 20 years (with a minimum of two years notice). Repairs and maintenance responsibility to remain with the county council. No other break clauses allowed.
- Lease to be more permissive in nature and will be amended to enable third party hire and ceremonies. Parameters will be set for retaining the building for uses in keeping with culture and heritage. The county council will have flexibility to take bookings within the permissive envelope without continual referral back to the city council.
- The Usher Gallery will be open, as far as practical, on the same basis as The Collection museum, totalling on average of five days per week. This will be based on an annualised hours calculation enabling more flexibility on actual opening days/hours season by season.
- The county council will absorb the cost of opening three days per week, and the city council will commission the additional two days through a memorandum of understanding. The cost of such a commission to only consist of the marginal costs incurred ie staffing, heating/power etc.
- Both councils to explore external funding bids to invest in transforming The Collection museum building and Usher Gallery. In doing so, create a sense of one location across the two sites.

4. Negotiated Position - storage and care of the City Council's art and artefacts

4.1 In relation to the safe keeping and display of the City Council's large collection of art and artefacts, the following proposals (in summary) are now recommended to Executive for approval:

- A new Collections Management Agreement will be signed between Lincolnshire County Council and City of Lincoln Council. This will retain all the city council's material with the county council. This agreement will be for 39 years duration with a single break clause at 20 years to mirror the lease on the Usher Gallery.
- This new agreement will be clear that the James Usher bequest obligations rest with the city council, but will be discharged through the county council, as the city council's commissioned provider.
- An agreed amount of the Usher Collection to remain on display within the Usher Gallery at any one time (but the items forming that proportion are to be rotated), and the remaining Usher Collection currently in store can be displayed in other

locations for instance The Collection Museum or Guildhall, if desired by either party.

- The county council will make no charge for storing, conserving and curating the city council's material under the revised Collections Management Agreement.
- City council is to transfer ownership of its archaeological material drawn from the wider county area to the county council at nil cost. The material discovered within the city to remain in city council ownership.

5. Overall Management

5.1 It is also proposed that quarterly management meetings between the county council and city council take place, to maintain close working arrangements and oversee the agreements. These to be at an operational officer level.

5.2 In total three agreements will be varied/ entered into under this arrangement:

- Revisions to the existing Usher Gallery lease as detailed above
- A new Collections Management Agreement, as detailed above
- A new Service Level Agreement to specify what the city council requires from the additional two days public opening of the Usher Gallery, based on an annualised hours calculation.

6. Next Steps

6.1 If Members approve the principles detailed within this report, then officers will continue work to finalise the necessary supporting agreements. As such the report seeks delegated authority for the Director of Communities and Environment, in consultation with the City Solicitor, to agree minor changes to the above, (which do not alter the overall position as set out in sections 3 and 4 above) and then enter into these contractual arrangements.

7. Strategic Priorities

7.1 Let's drive economic growth

Heritage and culture are significant drivers of tourism, which itself is a vital element of the local economy. The City needs to maintain a vibrant heritage offer to drive year-round tourism.

7.2 Finance

The only financial implications associated with the new agreements relate to the cost of operating the Usher Gallery for two additional days per week throughout the year. This cost will be calculated based on the actual additional cost of operating the gallery on these extra days – notably the staff, management overhead and utilities. A final cost will be negotiated by the Director of Communities and Environment within the budget provision already allocated within the MTFS for the Usher Gallery.

It is likely this cost will not exceed £25k pa (plus inflation each year) which is less than the original provision in the medium-term financial strategy of £79k pa (covering the various elements of new expenditure in the report to this committee in October 2020). This therefore represents a saving of £54k pa on the budget provision, but overall, the £25k is still a new additional cost that the authority has to date not had to provide for.

7.3 Legal Implications

As specified in section 5.2 above.

7.4 Procurement implications

The contract with Nottingham City Council was not finalised prior to this report. Whilst a letter of intent was sent to colleagues at Nottingham, the final contract was yet to be agreed. Therefore, the city council has negotiated a final sum to cover the time to date officers at Nottingham City Council have spent working with the city council. A positive outcome from this work is that there is now a closer working relationship between the two authorities such that loans of material between sites are entirely possible moving forward, which will spread the message to a wider audience of the cultural offer in Lincoln.

With regards to the agreement with Lincolnshire County Council, this is primarily a revision and extension to existing agreements. Any other associated procurement with them which is required as part of this decision will be undertaken in line with the Council's Contract Procedure Rules and ultimately Public Contract Regulations 2015

7.5 Equality, Diversity and Human Rights

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

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

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

The Usher Gallery will remain intact as a publicly accessible arts venue. The retention of the art and artefacts with the existing provider does not have any implications under this heading and the material will remain readily available for display. The Usher Gallery will remain open on average five days per week.

7.6 Land, Property and Accommodation

The lease to the county council for the Usher Gallery will be varied to:

- allow different uses as covered within the body of this report.
- Introduce a break clause at the 20 years point (from signing the revised lease)

No other changes are proposed.

7.7 Significant Community Impact

The most significant impact would be if the Usher Gallery were to either close or operate the art displays over a smaller footprint. There would be an overall loss of access to a heritage building for the local community. This has been avoided through the proposed agreement within this report.

8. Recommendation

8.1 The Executive is recommended to:

- i) Approve the proposed agreement negotiated with Lincolnshire County Council.
- ii) Delegate authority to the Director of Communities and Environment, in consultation with the City Solicitor, to agree minor changes, which do not alter the overall position as set out in sections 3 and 4 above, and then enter into the necessary contractual arrangements for a revised lease, Collections Management Agreement and Service Level Agreement with the Lincolnshire County Council.
- iii) Instruct officers to transfer material within the archaeological collections to Lincolnshire County Council. Such material being that discovered outside the current city boundaries but within the wider Lincolnshire footprint.
- iv) Instruct officers to bring a further report back detailing the proposals relating to the rationalisation of the city's artefacts.

Is this a key decision?

Yes

Do the exempt information categories apply?

No

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

No

How many appendices does the report contain?

None

List of Background Papers:

Draft Heads of Terms – county council

Lead Officer:

Simon Walters, Strategic Director
Telephone (01522) 873470

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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 the first quarter 2021/22.

2. Background

- 2.1 An update of the Strategic Risk Register was developed under the risk management approach of 'risk appetite', was last presented Members in June 2021 and contained sixteen strategic risks.
- 2.2 Since reporting to Members in June, the Strategic Risk Register has been refreshed and updated by the Corporate Management Team for the financial year 2021/22. The Strategic Risk Register reflects the significant change in circumstances in which the Council has been operating since the onset of the pandemic and the different challenges and opportunities it faces. This review has identified that there have been some positive movement in the register, with the removal of one green risk and the merging of a number of other risks to more accurately reflect the Council's strategic risks.
- 2.3 The updated Register is contained with Part B of this agenda, it contains thirteen strategic risks which are listed below, along with details of relevant mitigations.

3. Strategic Risks

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

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

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

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

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

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

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

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

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

Control actions continue to be implemented and risks managed accordingly.

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

4. Strategic Priorities

4.1 Sound risk management is one way in which the Council ensures that it discharges its functions in accordance with its expressed priorities, as set out in the Vision 2025, and that it does so in accordance with statutory requirements and within a balanced and sustainable budget and 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 quarter 1 2021/22.

Is this a key decision? No

Do the exempt information categories apply? No

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

How many appendices does the report contain? None

List of Background Papers: None

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

EXECUTIVE

25 AUGUST 2021

SUBJECT: FINANCIAL PERFORMANCE – QUARTERLY MONITORING

REPORT BY: CHIEF EXECUTIVE & TOWN CLERK

LEAD OFFICER: COLLEEN WARREN, FINANCIAL SERVICES MANAGER

1. Purpose of Report

1.1 To present to the Executive the first quarter's performance (up to 30th June), on the Council's:

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

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

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

2. Executive Summary

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

2.2 Following the unprecedented impact of Covid19 on the Council's finances in 2020/21, budgets for 2021/22 were revised as part of the MTFS 2021-26 based on a number of assumptions around the speed and extent of the national and local recoveries. Whilst in many cases these assumptions reflect the actual position to date, there are still some areas where the rate of recovery is impacting adversely on the Council's finances. Close monitoring of the position and implementation of mitigating actions over quarters 2-4 will be key to ensuring the Council maintains a balanced budget position for 2021/22.

2.3 Based on a significant number of planning variables, as at the end of the first quarter (up to 30th June), the forecast financial position of the Council for 2021/22 is:

	2021/22		
	Budget following outturn report £'000	Forecast @ Q1 £'000	Variance @ Q1 £'000
Revenue Accounts			
General Fund – Contribution to/(from) balances	(477)	(677)	199
Housing Revenue Account (HRA) (Surplus)/Deficit in year	15	(210)	(225)
Housing Repairs Service	0	719	719

Capital Programmes			
General Investment Programme	16,941	17,451	510
Housing Investment Programme	25,839	29,041	3,202

Reserves & Balances			
General Fund Balances	(2,193)	(1,994)	199
HRA Balances	(1,059)	(1,284)	(225)
HRS Balances	0	0	0
General Fund Earmarked Reserves	(12,088)	(12,171)	(83)
HRA Earmarked Reserves	(2,617)	(2,560)	57

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

3. General Fund Revenue Account

3.1 For 2021/22 the Council's net General Fund revenue budget was set at £978,410 including a planned contribution from balances of £477,240 (resulting in an estimated level of general balances at the year-end of £2,193,359, after allowing for the 2020/21 outturn position).

3.2 The General Fund Summary is currently projecting a forecast overspend of £199,432 (appendix A provides a forecast General Fund Summary), resulting in general balance at the year-end of £1,993,927.

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

	Forecast £'000
Potential pay award	150
Covid pressures mitigation contingency	(200)
Income losses as a result of Covid19	286
Additional SFC income compensation	(70)
Government Grants (New Burdens, Test & Trace support)	(84)
Council Tax reduction in court cost income	64
Housing benefit under recovery of overpayments	50
Net other variances	3
Overall forecast budget shortfall/(surplus)	199

- 3.4 The most significant of these forecast variations is in relation to car parking income (included within the income losses above) which is currently forecasting a reduction in income of £219,305. This shortfall has mainly arisen during the first quarter due to the extended national restrictions. This budget along with all key income budgets are monitored closely and reported to Corporate Management Team on a monthly basis. Officers are responding to, and will continue to do so through quarters 2-4, to identify and implement appropriate mitigations to ensure the budget remains balanced in 2021/22.
- 3.5 Although the forecast outturn for the General Fund is a shortfall of £199,432 at this stage, the forecast outturn remains difficult to predict due to volatility, and uncertainty.
- 3.6 **Contributions to/from Earmarked Reserves**

Included in the forecast outturn overspend of £199,432 is the following proposed additional contribution (to)/from earmarked reserves:

Directorate	Reserve	Amount £
DMD	Direct Revenue Finance Carry Forward – drawdown of funding for Cornhill works	170,590
DMD	20/21 Carry Forward – drawdown to contribute to 1 year TFS savings target	35,000
CORP	Invest to Save Reserve – drawdown to resource MARS redundancy costs	25,320
CORP	Vision 2025 – drawdown to fund Brayford Bio-Havens	2,000
	Total Contribution from Reserves	232,910

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

3.8 Towards Financial Sustainability Programme

The savings target included in the MTFS for 2021/22 was £850,000. Progress against this target, based on quarter 1 performance shows that secured savings total £427,040. A summary of the specific reviews that have contributed to this target are shown in Appendix N.

4. Housing Revenue Account

4.1 For 2021/22 the Council's Housing Revenue Account (HRA) net revenue budget was set at a £14,910 use of balances, resulting in an estimated level of general balances at the year-end of £1,059,743, after allowing for the 2020/21 outturn position.

4.2 The HRA is currently projecting an in-year variance of a £209,737 underspend, which would increase the General Balances to £1,284,390 at the end of 2021/22.

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

	Forecast £'000
Additional dwelling rent income	(57)
Reduced repairs and maintenance expenditure	(1,490)
HRS deficit forecast	719
Additional DRF contribution	500
Net other variances	103
Overall forecast budget surplus	(225)

4.4 The HRA is currently forecasting an underspend at the end of the financial year. The largest variance for HRA is the current forecast underspend on Repairs and Maintenance. This is mainly due to the ongoing impact of COVID19 affecting the ability to carry out repairs, the current reduction in charge from HRS (detailed below) and the lack of tradespeople to carry out the repairs required. HRA and HRS are working hard to address these issues and so this underspend may be reduced over the remainder of the year. In part this is offset by large overspend forecast by HRS due to a reduction in rechargeable works (details of which are contained in section 5.2).

For this financial year it is proposed that a one off additional DRF contribution to capital will be made to reduce the use of capital receipts and borrowing within the Housing Investment Programme. This is currently estimated to be £500,000, however the actual amount will be dependent on the final outturn position.

5. Housing Repairs Service

- 5.1 For 2021/22 the Council's Housing Repairs Service net revenue budget was set at zero, reflecting its full cost recovery nature.
- 5.2 At quarter 1 HRS are forecasting a deficit of £718,835 in 2021/22 (Appendix E provides a forecast HRS Summary), with full details of the main variances provided in appendix F.
- 5.3 The main contributory factor for this deficit is the ongoing impact of COVID19. The loss of one of our main sub-contractors locally and the inability to recruit (mentioned above) is causing problems with repairs scheduling and void turnarounds. Repairs numbers are down, at a time of high demand, as a result and therefore lower recharges are being made to the HRA. The use of more expensive subcontractors to keep on top have work has increased costs which at this stage has not been reflected in the service hourly rate and therefore also contributes to the forecast overspend.

The forecast overspend reflects the national position in relation the construction industry. A significant number of companies are going into liquidation for many reasons. This is putting huge pressure on the those remaining in the sector, contract prices are increasing significantly reflecting increasing material and labour costs. Qualified and skilled labour is becoming increasingly hard to recruit. Recent campaigns run by HRS for a number of vacancies have resulted in only one job offer. Locally, as evidenced in recruitment, were not immune from this environment and HRS are in a difficult "trading position". The service is looking at all manner of potential short term solutions, this includes bringing in local contractors to support but noted above they are equally stretched and we in danger of "fishing in the same pool". It is fair to say that the Pandemic has had huge impact across the board, not just on people's health.

- 5.4 It should be noted that consequential costs in the HRA are also greatly reduced (as noted earlier in the report) and therefore financial picture for the directorate is not unhealthy. Surpluses from HRS have been repatriated to the HRA over the last few years and as such healthy reserves remain in the HRA. These reserves were increased at the end of last financial year to allow for HRS to catch up with any back log of repairs that had built up due to COVID19 restrictions.

6. Earmarked Reserves

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

	Opening Balance	Budgeted Contribution	Actuals Q1	Forecast Q2-Q4	Forecast Balance
	01/04/21				31/03/22
	£'000	£'000	£'000	£'000	£'000
General Fund	(19,563)	12,088	0	83	(7,392)
HRA	(2,617)	57	0	57	(2,560)
Capital Resources	22,708	(9,245)	0	(9,245)	13,464

7. Capital Programme

7.1 General Investment Programme

- 7.2 The original General Investment Programme for 2021/22 in the MTFS 2021-26 amounted to £14.393m which was increased to £16.941m following quarter 4 approvals and year end re-profiles from 2020/21. At quarter 1 the programme has been increased by £0.510m to £17.451m, as shown below:

	2021/22	2022/23	2023/24	2024/25	2025/26
	£'000	£'000	£'000	£'000	£'000
Revised budget Outturn Report	16,941	1,160	970	683	500
Budget changes for approval	510	0	0	0	0
Revised Budget	17,451	1,160	970	683	500

- 7.3 All changes over the approved limit require approval by the Executive. There are no changes that require Executive approval for the first quarter.
- 7.4 All new projects are subject to Executive approval. During the first quarter the following scheme was added to the GIP, having been considered by the Executive during the first quarter.

	2021/22
	£'000
Green Homes Grant Local Authority Delivery Scheme – approved by Executive on 26 th June 2021, fully funded by external grant.	480
	480

In addition, there is one further new project that requires the approval of the Executive;

	2021/22
	£'000
Hartsholme Country Park security/deterrents – funding for improved features to deter and reduce the impact of illegal encampments. Funded through prudential borrowing.	30
Total delegated approvals	30

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

	2021-22 Budget following Outturn report	Revised Budget	Forecast Outturn	Variance
	£'000	£'000	£'000	£'000
Active Programme				
Housing & Investment	360	360	360	0
Communities & Environment	5,462	5,972	5,972	0
Chief Executive	1,041	1,041	1,041	0
Major Developments	9,772	9,772	9,772	0
Total Active Schemes	16,635	17,451	17,451	0
Schemes on Hold/Contingencies	306	306	306	0
Total Capital Programme	16,941	17,451	17,451	0

- 7.6 The overall spending on the General Investment Programme for the first quarter of 21/22 is £1.415m, which is 8% of the 2021/22 programme and 8.25% of the active programme. This is detailed further at Appendix J.

Although this is low percentage of expenditure at this stage of the financial year, further expenditure is expected in quarter 2 on Disabled Facilities Grants, Boutham Park Lake, the Crematorium, HAZ Scheme and various capitalised maintenance schemes.

7.7 Housing Investment Programme

- 7.8 The original Housing Investment Programme for 2021/22 in the MTFS 2021-26 amounted to £22.491m. This was increased to £25.839m following approvals and year end re-profiles as part of the 2020/21 outturn. This has been further adjusted to £29.047m during the first quarter of 2021/22. A summary of the changes are shown below:

	2021/22	2022/23	2023/24	2024/25	2025/26
	£'000	£'000	£'000	£'000	£'000
Revised budget following 20/21 Outturn Report	25,839	14,954	12,918	10,802	11,328
Budget changes to be approved during Q1	3,208	3,609	0	0	0
Revised Budget	29,047	15,563	12,918	10,802	11,328

- 7.9 The Chief Finance Officer has delegated authority to approve financial changes up to an approved limit as set out under Financial Procedure Rules. There were no changes approved by the Chief Finance Officer during this quarter.

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

Project Name	2021/22 Budget following Outturn	Budget increase/ (reduction)	Budget to be Approved	Reprofile to/(from) future years
Decent Homes				
Bathrooms & WC's	653	(553)	100	0
Thermal Comfort Works	99	(99)	0	0
Kitchen Improvements	967	(767)	200	0
Rewiring	194	(144)	50	0
Re-roofing	766	(716)	50	0
Lincoln Standard Windows Replacement	695	(400)	295	0
Structural Defects	54	(44)	10	0
Void Capitalised Works	2,158	(658)	1,500	0
Lincoln Standard				
Lincoln Standard	276	(250)	26	0
Health & Safety				
Renew stair structure	46	(36)	10	0
Other				
Communal TV Aerials	54	(44)	10	0
Contingency Schemes				
Contingency Reserve	211	3,712	3,922	0
Housing New Build				
New Build 70% match funding	1,057	(168)	889	0
New Build 141 Eligible	453	(72)	381	0
Property Acquisitions	268	240	508	0
Total budget movements to be approved by Executive	7,951	0	7,951	0

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

	2021/22
	£'000
Housing Delivery Programme Rookery Lane – Approved by Executive on 17 th March 2021 with external funding agreed during quarter 1. Scheme is funded through external grant funding and prudential borrowing.	3,208
	3,208

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

	2021/22 Budget Following 2020/21 Outturn	Revised Budget	Forecast Outturn	Variance
	£'000	£'000	£'000	£'000
Decent Homes/ Lincoln Standard	9,010	5,378	5,378	0
Health and Safety	543	507	507	0
Contingent Major Repairs/ Works	211	3,922	3,922	0
New Build Programme	14,274	17,481	17,481	0
Land Acquisition Fund	95	95	95	0
Other Schemes	1,194	1,150	1,150	0
Computer Fund	513	513	513	0
Total Capital Programme	25,839	29,047	29,047	0

7.13 Expenditure against the HIP budget to the first quarter was £2.328m, which is 8.01% of the revised programme. A further £1.02m has been spent as at the end of July 2021. The expenditure is detailed further at Appendix L.

Although this is a lower percentage than would be expected at this stage of the financial year, works have been constrained by the ongoing issues arising during the COVID19 pandemic. Further work during quarter 2 and 3 will be undertaken to consider appropriate reprofiles required.

8. Strategic Priorities

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

9. Resource Implications

9.1 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. Although there remains some uncertainty around the latest budget estimates based on the information to date on income and expenditure it is evident that without a number of measures being taken the Council would face a significant budget shortfall, even after Government funding.

General Balances, on both the General Fund and HRA, are the only resource not ear-marked to a particular future need. The prudent minimum level of balance that

should be maintained on the General Fund is between £1.5m-£2m and £1m-£1.5m on the HRA. Based on the latest forecasts of income and expenditure and measures to be applied the level of balances in 2021/22 will be maintained within these ranges.

Although the primary focus of this report has been to set out the financial variances being faced in the current financial year, beyond 2021/22 the Council still faces significant financial challenges. Ongoing reductions in resources and increased service costs from the legacy of impacts of Covid19 require ongoing reductions in the net cost base if the Council is to live within a significantly reduced resources envelope. The MTFS 2021-2026 approved by Full Council in March 2021 sets out the financial challenges the Council faces.

9.2 Legal Implications including Procurement Rules

There are no legal implications arising from this report.

9.3 Equality, Diversity and Human Rights

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

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

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

Due to the nature of this report there are no direct equality, diversity or human rights implications,

10. Risk Implications

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

11. Recommendations

Executive is recommended to:

- 11.1 Note the financial performance for the period 1st April to 30th June 2021, and the projected outturns for 2021/22.
- 11.2 Assess the underlying impact of the pressures and underspends identified in paragraphs 3.2 (and appendix B), 4.3 (and appendix D), and 5.2 (and appendix F).
- 11.3 Approve the proposed contributions from earmarked reserves as set out in paragraph 3.5.

- 11.4 Review the changes to the General Investment Programme and the Housing Investment Programme as approved by the Chief Finance Officer as detailed in paragraphs 7.4, 7.10 and 7.11.
- 11.5 Approve the changes to the General Investment programme as detailed in paragraph 7.4.

Is this a key decision?

Yes

Do the exempt information categories apply?

No

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

No

How many appendices does the report contain?

Fourteen

List of Background Papers:

MTFS 2021-2026

Lead Officer:

Colleen Warren, Financial Services Manager
Telephone (01522) 873361

GENERAL FUND SUMMARY - AS AT 30 JUNE 2021

	Ref	Revised Budget £'000	Forecast Outturn £'000	Variance £'000
Strategic Development	A	2,042	2,055	13
Chief Finance Officer (S. 151)	B	(467)	(347)	120
City Solicitor	C	1,595	1,540	(55)
Housing	D	857	822	(35)
Growth & Regeneration	E	0	0	0
Director of Major Developments	F	406	417	11
Communities and Street Scene	G	4,783	4,823	40
Health & Environmental Services	H	383	507	124
Planning	I	873	885	12
		10,472	10,702	230
Corporate Expenditure	J	2,057	2,039	(18)
TOTAL SERVICE EXPENDITURE		12,529	12,741	212
Capital Accounting Adjustment	K	3,293	3,293	0
Specific Grants	L	(1,320)	(1,320)	0
Contingencies	M	26	14	(12)
Savings Targets	N	(423)	(423)	0
Earmarked Reserves	O	(12,171)	(12,171)	0
Insurance Reserve	P	(478)	(478)	0
TOTAL EXPENDITURE		1,456	1,655	199
CONTRIBUTION TO BALANCES		(477)	(676)	(199)
NET REQUIREMENT		979	979	0
Retained Business Rates Income	Q	5,143	5,143	0
Tariff	R	0	0	0
Section 31 grant	S	0	0	0
Levy	T	0	0	0
Collection Fund surplus/ (deficit)	U	(11,143)	(11,143)	0
Revenue Support Grant	V	23	23	0
Council Tax	W	6,956	6,956	0
TOTAL RESOURCES		979	979	0

General Fund Forecast Variances - Quarter 1

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

Ref		£	Reason for variance
	<u>Additional Expenditure</u>		
A	Call Monitoring	44,300	Additional telephone systems resulting from current working from home arrangements.
B	Property Management	42,997	Agency costs incurred to cover vacant post and consultancy fees for asset appraisals/schemes.
B	Benefits	37,572	Additional overtime costs for Test and Trace and New Burdens (offset by additional grant).
D	Control Centre	47,090	Additional costs due to supplying digital equipment rather than analogue as a result of Covid restrictions.
H	Development Control	25,000	Court fees incurred as a result of a planning challenge, less compensation received.
M	Pay Award	150,000	The 2021/22 assumed an in year pay freeze in line with the Government Autumn Statement that public sector pay would face a pay freeze. Although the local government pay award has not been agreed a pay increase is now currently forecasted.
	<u>Reduced Income</u>		
B	Council Tax	63,906	Expected reduction in court cost income due to closure of courts as a result of Covid.
B	Housing Benefits	50,000	Anticipated reduction in overpayments funded through housing subsidy due to overall reduction in overpayments raised and improved collection of arrears.
C	CX Work Based Learning	33,530	Reduced income through national scheme due to lower apprentice numbers during Covid19
F	Car Parks	219,305	Anticipated loss of income following Covid lockdown and ongoing impact of local economic recovery.
G	Markets	27,871	Reduction in stall licence fee income as a result of Covid and expectation of lower occupancy levels during quarter 4 ahead of redevelopment works.

Ref		£	Reason for variance
G	Community Centre & Recreational Grounds	39,054	Loss of income due to closure of centres until quarter 2 and reduction in demand at recreational grounds.
<u>Reduced Expenditure</u>			
A	Business Dev & IT Manager	(49,258)	Vacancy savings offset against corporate vacancy savings target.
B	Financial Services	(25,310)	Vacancy savings, offset against corporate vacancy savings target.
C	Civic	(28,240)	Underspend due to a reduction in civic activities as a result of Covid restrictions.
C	CoLC Apprentices	(35,340)	Underspend due to a reduced number of Apprentices in year due to ongoing impact of Covid19.
D	Housing Development & Strategy	(23,535)	Vacancy savings offset against corporate vacancy savings target.
F	Car Parks	(36,810)	Underspends on repairs and maintenance and cleaning requirements due to reduced car park usage.
M	Covid Mitigation	(200,000)	Contingency budget set aside to mitigate in year pressures resulting from in-year impacts of Covid19 on the local recovery.
M	Vacancy Savings Target	37,875	Q1 vacancy savings target, offset by savings in service areas
<u>Additional Income</u>			
B	Test & Trace Support	(49,230)	New Burdens funding to compensate for work associated with administering the Test & Trace Support Payment grants.
B	Benefits	(35,180)	Additional New Burdens funding for HBAA, VEP and Welfare Reform.
D	Development & Strategy	(28,000)	Additional fee income from the purchase of RSAP and P&R properties.
F	Car Parks	(70,450)	SFC Income Compensation Scheme in excess of budget assumptions, partially offsets loss of income above

HOUSING REVENUE ACCOUNT FUND SUMMARY - AS AT 30 JUNE 2021

	Ref	Revised Budget	Forecast Outturn	Variance
		£'000	£'000	£'000
Gross Rental Income	A	(29,434)	(29,360)	74
Charges for Services & Facilities	B	(312)	(315)	(3)
Contribn towards Expenditure	C	(50)	(40)	10
Supervision & Management Income	D	(912)	(968)	(56)
Repairs & Maintenance	E	9,101	7,611	(1,490)
Supervision & Management: Expenditure	F	7,944	7,927	(17)
Rents, Rates and Other Premises	G	334	374	40
Increase in Bad Debt Provisions	H	305	305	0
Insurance Claims Contingency	I	63	63	0
Contingencies	J	(47)	(47)	0
Depreciation	K	7,186	7,186	0
Debt Management Expenses	L	12	12	0
HRS Trading (Surplus) / Deficit	M	0	719	719
Net Cost of Service	M	(5,809)	(6,534)	(725)
Loan Charges Interest	O	2,530	2,530	0
Investment/Mortgage Interest	P	(20)	(20)	0
Net Operating Inc/Exp		(3,299)	(4,024)	(725)
Major Repairs Reserve Adjustment	Q	3,184	3,684	500
Transfers to/from reserves	R	130	130	0
(Surplus)/Deficit in Year		15	(210)	(225)

Housing Revenue Account Variances - Quarter 1

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

Ref		£	Reason for variance
<u>Reduced Expenditure</u>			
F	Supervision & Management	(17,147)	Staff vacancies across HRA.
D	Repairs & Maintenance	(1,490,051)	Reduced expenditure on Minor Works, Responsive Repairs, voids and external decoration due to Covid19.
<u>Increased Expenditure</u>			
L	HRS Trading Deficit	718,835	Estimated deficit position for HRS (refer to HRS vacancies).
G	Rent, Rates and Other Premises	39,590	Increased costs for Amenity and Footpath lighting.
A	Gross Rental Income	30,000	Discretionary Housing payments for the COVID Hardship Fund.
T	Major Repairs Adjustment	500,000	DRF additional contribution to reduce the use of capital receipts and borrowing.
<u>Increased Income</u>			
D	Supervision & Management	(56,150)	Additional income from RSAP, P&R properties and Garden Voids income.
A	Gross Rental Income	(17,761)	Additional income from garage rental due to a change in VAT regime.

HOUSING REPAIRS SERVICE SUMMARY - AS AT 30 JUNE 2021

	Revised Budget	Forecast Outturn	Variance
	£'000	£'000	£'000
Employees	3,351	2,949	(401)
Premises	55	109	55
Transport	333	333	0
Materials	1,415	870	(545)
Sub(Contractors	1,969	2,683	713
Supplies & Services	272	312	40
Central Support Charges	99	99	0
Capital Charges	0	0	0
Total Expenditure	7,495	7,356	(138)
Income	(7,492)	(6,635)	857
(Surplus)/Deficit	3	721	719

Housing Repairs Service Variances - Quarter 1

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

	£	Reason for Variance
<u>Reduced Expenditure</u>		
Employee Costs	(401,440)	Operative/labourer vacancies, due to current market conditions recruitment to posts has been difficult.
Supplies & Services	(545,246)	Reduction in use of direct materials due to fewer jobs being carried out.
<u>Increased Expenditure</u>		
Supplies & Services	713,432	Additional use of sub-contractors due to current vacancies and the conclusion of the Planned Maintenance contract.
Supplies & Services	35,801	Additional IT costs for remote working equipment.
<u>Reduced Income</u>		
Premises	57,489	Reduced rental income for Hamilton House due to the conclusion of Planned Maintenance contract.
Income	857,299	Reduction in income due to a reduction in responsive jobs and a backlog of jobs due to contractor going into administration.

EARMARKED RESERVES – Q1 MONITORING 2021/22

	Revised Opening Balance	Budgeted Contribution	Actuals Q1	Forecast Q2-4	Forecast Balance
	01/04/2021 £'000	£'000	£'000	£'000	31/03/2022 £'000
General Fund					
Grants & Contributions	1,385	(71)	0	(85)	1,229
Budget Carry Forwards	482	(84)	0	0	398
Active Nation Bond	180	0	0	0	180
AGP Sinking Fund	3	0	0	0	3
Air Quality Initiatives	11	6	0	0	17
Asset Improvement	0	0	0	0	0
Birchwood Leisure Centre	46	0	0	20	66
Business Rates Volatility	13,376	(11,666)	0	0	1,710
Christmas Decorations	14	0	0	0	14
City Hall Sinking Fund	60	0	0	0	60
Commons Parking	20	0	0	0	20
Corporate Training	60	0	0	0	60
Council Tax Hardship Fund	531	0	0	0	531
Covid19 Recovery	1,047	0	0	0	1,047
Covid19 Response	354	0	0	0	354
DRF Unused	341	(308)	0	0	33
Electric Van replacement	19	5	0	0	24
Funding for Strategic Priorities	174	(85)	0	0	89
Income Volatility Reserve	0	0	0	0	0
Invest to Save (GF)	453	(187)	0	0	466
IT Reserve	124	28	0	0	152
Lincoln Lottery	10	0	0	0	10
Mayoral Car	27	0	0	0	27
Mercury Abatement	317	(317)	0	0	0
MSCP & Bus Station Sinking Fund	60	44	0	0	104
Private Sector Stock Condition Survey	27	12	0	0	39
Revenues & Benefits Share Service	0	0	0	0	0
Section 106 Interest	32	0	0	0	32
Strategic Growth Reserve	17	0	0	0	17
Strategic Projects – Revenue Costs	2	(2)	0	0	0
Tank Memorial	10	0	0	0	10
Tree Risk Assessment	97	20	0	(15)	102
Vision 2025	204	517	0	0	521
WGC Planning	80	0	0	(3)	77
	19,563	(12,088)	0	(83)	7,392

Appendix G

HRA

Capital Fees Equalisation	110	0	0	0	110
De Wint Court	73	0	0	0	73
Housing Business Plan	77	0	0	0	77
Housing Repairs Service	126	0	0	0	126
HRA Repairs Account	1,351	0	0	0	1,351
Housing Strategic Priority	722	(57)	0	0	665
Invest to Save (HRA)	133	0	0	0	133
Strategic Growth Reserve	26	0	0	0	26
	2,618	(57)	0	0	2,561
Total Earmarked Reserves	22,181	(12,127)	0	0	10,054

CAPITAL RESOURCES – Q1 MONITORING 2021/22

	Opening balance	Contributions	Used in financing	Forecast balance 31/03/22
	£'000	£'000	£'000	£'000
Capital Grants/Contributions	3,773	7,815	(11,588)	0
Capital receipts General Fund	623	7,210	(6,184)	1,649
Capital receipts HRA	1,674	500	(1,092)	1,082
Capital receipts 1-41	2,214	0	(546)	1,668
Major Repairs Reserve	7,763	6,698	(10,958)	3,503
HRA DRF	6,661	3,514	(4,614)	5,562
Total Capital Resources	22,708	25,737	(34,982)	13,464

As the contributions for 1:4:1 receipts depend upon levels of RTB sales, no budget is set for these receipts. Currently the HIP has schemes planned to facilitate use of all 1:4:1 receipts with no repayment required in 21/22.

General Investment Programme – Summary of Financial Changes

	2021/22	2022/23	2023/24	2024/25	2025/26
	£'000	£'000	£'000	£'000	£'000
Revised budget following Outturn Report	16,941	1,160	970	683	500
Budget changes at Q1	510	0	0	0	0
Revised Budget	17,451	1,160	970	683	500
Approved During the quarter by Executive					
LAD 2 Green Homes	480	0	0	0	0
For approval by Executive					
HCP Security/Deterrents	30	0	0	0	0

General Investment Programme – Summary of Expenditure as at 30th June 2021

Scheme	Revised Budget following outturn report	Budget to be approved	Actuals as at Q1	Variance	Spend
	£	£	£	£	%
ACTIVE SCHEMES					
DCE (Communities & Environment)					
Disabled Facilities Grant	1,849,085	1,849,085	117,210	(1,731,875)	6%
Artificial Grass Pitches (AGP)	88,307	88,307	-	(88,307)	0%
New Software (Crem)	2,250	2,250	-	(2,250)	0%
Crematorium	2,487,550	2,487,550	627,712	(1,859,838)	25%
Whittons Park Play Area	130,000	130,000	-	(130,000)	0%
	4,557,192	4,557,192	744,922	(3,812,270)	16%
DCE (Community Services)					
Flood alleviation scheme (Hartsholme Park)	55,415	55,415	650	(54,765)	1%
Boultham Park Masterplan	49,700	49,700	-	(49,700)	0%
Boultham Park Lake	181,893	181,893	218,876	36,983	120%
Car Park Improvements (ticket machines)	-	-	(6,200)	(6,200)	0%
Car Park Improvements (CCTV in MSCPs)	6,142	6,142	-	(6,142)	0%
EV Charging Points	43,982	43,982	13,000	(30,982)	30%
Traveller deterrent	-	30,000	-	-	0%
LAD 2 Green Homes	-	479,600	-	-	0%
	337,132	846,732	226,326	(110,806)	27%
DCE (Planning)					
Heritage Action Zone	568,038	568,038	10,553	(557,485)	2%

Appendix J

	568,038	568,038	10,553	(557,485)	2%
DCE Total	5,462,362	5,971,962	981,801	(4,480,561)	16%
General Fund Housing					
Housing Renewal Area Unallocated	360,152	360,152	-	(360,152)	0%
	360,152	360,152	-	(360,152)	0%
Major Developments					
Lincoln Transport HUB	-	-	(59,202)	(59,202)	0%
Central Markets	263,383	263,383	88,374	(175,009)	34%
Western Growth Corridor (Phase 1 Devt)	9,339,303	9,339,303	-	(9,339,303)	0%
Towns Fund	169,010	169,010	363,583	194,573	215%
	9,771,696	9,771,696	392,755	(9,378,941)	6%
Chief Executives (Corporate Policy)					
New Telephony System	24,099	24,099	-	(24,099)	0%
Infrastructure Upgrade	3,772	3,772	-	(3,772)	0%
	27,871	27,871	-	(27,871)	0%
Chief Executives (Chief Finance Officer)					
Planned Capitalised Works	273,944	273,944	-	(273,944)	0%
Allotments Asbestos Sheds	33,795	33,795	-	(33,795)	0%
City Hall Improvements	931	931	-	(931)	0%
Guildhall Works	17,630	17,630	-	(17,630)	0%
Stamp End Demolition	139,400	139,400	-	(139,400)	0%
Greyfriars Roof Improvements	4,050	4,050	-	(4,050)	0%
City Hall 3rd Floor Fire Works	5,001	5,001	-	(5,001)	0%
Guildhall	609	609	-	(609)	0%
Michaelgate Structural Works	2,283	2,283	-	(2,283)	0%
Play Area Surfacing Works	11,639	11,639	-	(11,639)	0%

Appendix J

Long Leys Road Drainage	10,438	10,438	7,163	(3,275)	69%
YLC Diving Boards	39,825	39,825	-	(39,825)	0%
The Terrace	-	-	(2,712)	(2,712)	0%
The Terrace Heat Mitigation Works	246,547	246,547	-	(246,547)	0%
Brayford Viewing Platform	8,246	8,246	-	(8,246)	0%
Greyfriars	174,317	174,317	35,937	(138,380)	21%
Monks Abbey Bowls Pavilions External Works	9,061	9,061	-	(9,061)	0%
Guildhall Walkway/ Access Improvements.	11,219	11,219	-	(11,219)	0%
Grandstand Terracing Improvements	12,837	12,837	-	(12,837)	0%
West Common External Rendering Improvements	4,980	4,980	-	(4,980)	0%
City Hall Lightning Protection	6,104	6,104	-	(6,104)	0%
	1,012,856	1,012,856	40,388	(972,468)	4%
TOTAL BUDGET FOR ACTIVE SCHEMES	16,634,937	17,144,537	1,414,944	(15,219,993)	8%
Schemes Currently Under Review					
Capital Contingencies	2,424	2,424	-	(2,424)	0%
IT Reserve	70,562	70,562	-	(70,562)	0%
Compulsory Purchase Orders	233,481	233,481	-	(233,481)	0%
	306,467	306,467	-	(306,467)	0%
TOTAL GENERAL INVESTMENT PROGRAMME	16,941,404	17,451,004	1,414,944	(15,526,460)	8%

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

Project Name	2021/22 MTFS Budget Following Outturn report	Budget increase/ (reduction)	Budget to be Approved	Reprofile to/(from) future years
Unallocated new build budget	1,203,265	0	1,203,265	0
New Build Programme 70% Match funding	1,057,068	(167,860)	889,208	0
New Build Programme (141 eligible)	453,029	(71,940)	381,089	0
New Build Capital Salaries	42,416	0	42,416	0
New Build (De Wint Court)	9,126,588	0	9,126,588	0
New Build (Searby Road)	62,497	0	62,497	0
Western Growth Corridor	1,259,766	0	1,259,766	0
New Build (QER)	26,761	0	26,761	0
Rookery Lane	137,719	3,207,701	3,345,420	3,608,663
Next Steps Accommodation Project	636,723	0	636,723	0
Property Acquisitions	267,743	239,800	507,543	0
New Build Programme	14,273,575	3,207,701	17,481,276	3,608,663
Land Acquisition				
Land Acquisition fund	94,689	0	94,689	0
Land Acquisition	94,689	0	94,689	0
Total New Build/Acquisitions	14,368,264	3,207,701	17,575,965	3,608,663

Housing Investment Programme – Decent Homes– Summary of Financial Changes

Project Name	2021/22 MTFS Budget Following Outturn report	Budget increase/ (reduction)	Budget to be Approved	Reprofile to/(from)future years
	£	£	£	£
<u>Decent Homes</u>				
Bathrooms & WC's	653,008	(553,008)	100,000	0
DH Central Heating Upgrades	2,060,491	0	2,060,491	0
Thermal Comfort Works	99,364	(99,364)	0	0
*Kitchen Improvements	967,097	(767,097)	200,000	0
Rewiring	194,075	(144,075)	50,000	0
*Reroofing	765,977	(715,977)	50,000	0
*Lincoln Standard Windows Replacement	695,159	(400,000)	295,159	0
Structural Defects	54,027	(44,027)	10,000	0
Door Replacement	987,162	0	987,162	0
*New services	51,401	0	51,401	0
Void Capitalised Works	2,158,497	(658,497)	1,500,000	0
Fire doors	47,879	0	47,879	0
Fire compartment works	0	0	0	0
Total Decent Homes	8,734,137	(3,382,045)	5,352,092	0
Lincoln Standard				
Over bath showers (10(year programme)	275,785	(250,000)	25,785	0
Total Lincoln Standard	275,785	(250,000)	25,785	0
Health & Safety				
Asbestos Removal	195,850	0	195,850	0
Asbestos Surveys	167,640	0	167,640	0
Replacement Door Entry Systems	93,740	0	93,740	0

Appendix L

Renew stair structure	45,988	(35,988)	10,000	0
Fire Alarms	40,000	0	40,000	0
Total Health & Safety	543,218	(35,988)	507,230	0
Other				
Environmental new works	748,293	0	748,293	0
Gunby Avenue	3,333	0	3,333	0
Communal Electrics	137,469	0	137,469	0
Garages	164,409	0	164,409	0
HRA Assets (Shops/Buildings)	60,094	0	60,094	0
CCTV	26,685	0	26,685	0
Communal TV Aerials	53,550	(43,550)	10,000	0
Total Other	1,193,833	(43,550)	1,150,283	0
Contingency Schemes				
Contingency Reserve	210,794	3,711,583	3,922,377	0
Total Contingency Schemes	210,794	3,711,583	3,922,377	0
Other Schemes				
Housing Support Services Computer Fund	179,602	0	179,602	0
Infrastructure Upgrade	251,633	0	251,633	0
Operation Rose	81,769	0	81,769	0
Total Other Schemes	513,004	0	513,004	0
Total Housing Investment	11,470,770	0	11,470,770	0

Housing Investment Programme – Summary of Expenditure as at 30th June 2021**Housing Investment**

Project Name	2021/22 Budget following 20/21 Outturn report	Q1 Budget Changes	Revised Budget	Actual expenditure as at Q1	Variance	% Spend
Decent Homes						
Bathrooms & WC's	653,008	(553,008)	100,000	(4,447)	(104,447)	(4.45%)
DH Central Heating Upgrades	2,060,491	0	2,060,491	320,814	(1,739,677)	15.57%
Thermal Comfort Works	99,364	(99,364)	0	(822)	(822)	0.00%
Kitchen Improvements	967,097	(767,097)	200,000	(15,833)	(215,833)	(7.92%)
Rewiring	194,075	(144,075)	50,000	1,714	(48,286)	3.43%
Reroofing	765,977	(715,977)	50,000	(2,290)	(52,289)	(4.58%)
Lincoln Standard Windows Replacement	695,159	(400,000)	295,159	(1,846)	(297,005)	(0.63%)
Structural Defects	54,027	(44,027)	10,000	(177)	(10,178)	(1.77%)
Door Replacement	987,162	0	987,162	4,091	(983,071)	0.41%
New services	51,401	0	51,401	0	(51,401)	0.00%
Void Capitalised Works	2,158,497	(658,497)	1,500,000	0	(1,500,000)	0.00%
Fire Doors	47,879	0	47,879	(1,499)	(49,378)	(3.13%)
Fire Compartment Works	0	0	0	(1,915)	(1,915)	0.00%
Total Decent Homes	8,734,137	(3,382,045)	5,352,092	297,790	(5,054,302)	5.56%

Lincoln Standard						
Over bath showers (10(year programme)	275,785	(250,000)	25,785	(556)	(26,341)	(2.16%)

Appendix M

Total Lincoln Standard	275,785	(250,000)	25,785	(556)	(26,341)	(2.16%)
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Health & Safety						
Asbestos Removal	195,850	0	195,850	22,644	(173,206)	11.56%
Asbestos Surveys	167,640	0	167,640	13,791	(153,849)	8.23%
Replacement Door Entry Systems	93,740	0	93,740	0	(93,740)	0.00%
Renew stair structure	45,988	(35,988)	10,000	0	(10,000)	0.00%
Fire Alarms	40,000	0	40,000	33,309	(6,691)	83.27%
Total Health & Safety	543,218	(35,988)	507,230	69,743	(437,487)	13.75%

Other						
Environmental works	748,293	0	748,293	(1,917)	(750,210)	(0.26%)
Landscaping & Boundaries	0	0	0	(6,052)	(6,052)	0.00%
2 Gunby Avenue	3,333	0	3,333	0	(3,333)	0.00%
Communal Electrics	137,469	0	137,469	(795)	(138,264)	(0.58%)
Garages	164,409	0	164,409	0	(164,409)	0.00%
HRA Assets (Shops/Buildings)	60,094	0	60,094	0	(60,094)	0.00%
CCTV	26,685	0	26,685	0	(26,685)	0.00%
Communal TV Aerials	53,550	(43,550)	10,000	0	(10,000)	0.00%
Total Other	1,193,833	(43,550)	1,150,283	(8,764)	(1,159,047)	(0.76%)

Contingency Schemes						
Contingency Reserve	210,794	3,711,583	3,922,377	0	(3,922,377)	0.00%
Total Contingency Schemes	210,794	3,711,583	3,922,377	0	(3,922,377)	0.00%

Appendix M

Other Schemes						
Housing Support Services Computer Fund	179,602	0	179,602	0	(179,602)	0.00%
Operation ROSE	81,769	0	81,769	7,335	(74,434)	8.97%
IT Infrastructure Upgrade	251,633	0	251,633	0	(251,633)	0.00%
Other Schemes	513,004	0	513,004	7,335	(505,669)	1.43%

Total Housing Investment	11,470,770	0	11,470,770	365,548	(11,105,222)	
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Housing Strategy

New Build Programme						
Unallocated New Build	1,203,265	0	1,203,265	0	(1,203,265)	0.00%
New Build Programme	1,641,771	(239,800)	1,401,971	0	(1,401,971)	0.00%
Purchase and repair	267,743	239,800	507,543	321,719	(185,824)	63.39%
Rookery Lane	137,719	3,207,701	3,345,420	8,700	(3,336,720)	0.26%
Western Growth Corner	1,259,766	0	1,259,766	0	(1,259,766)	0.00%
NSAP Properties	636,723	0	636,723	649,779	13,056	102.05%
De Wint Court	9,126,588	0	9,126,588	982,145	(8,144,443)	10.76%
Total New Build Programme	14,273,575	3,207,701	17,481,276	1,962,343	(15,518,933)	11.23%

Land Acquisition						
Land Acquisition Fund	94,689	0	94,689	0	(94,689)	0.00%
Total Land Acquisition	94,689	0	94,689	0	(94,689)	0.00%

Total Housing Strategy	14,368,264	3,207,701	17,575,965	1,962,343	(15,613,622)	
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Total Housing Investment & Strategy	25,839,034	3,207,701	29,046,735	2,327,891	(26,718,844)	8.01%
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TFS Phase7 programme: progress at Q3 - 2020/2021

Service	Summary of project	Dir.	Total savings in 2021/22 £000's	GF savings in 2021/22 £000's	HRA savings in 2021/22 £000's	Comments
ACTIONS COMPLETED AS OF END Q1 2021/22						
Major Developments	Carry forward of new burdens funding	DMD	35	35	0	Complete for 21/22 – future business case required
Revenues & Benefits Shared Service	Deletion of vacant hours/post	CX	35	35	0	Complete
Sports, Leisure & City Services	Review of Recreational Services	DCE	21	21	0	Executive 17.03.21
Development Control	Review of Development Control	DCE	32	32	0	Executive 17.03.21
Development Control	Reinstatement	DCE	(36)	(36)	0	Complete
Business Development & IT	Review of Systems & Info Team	CX	27	26	1	Executive 17.03.21
Council-Wise	Mutually Agreed Resignation Scheme	ALL	254	194	59	Executive 22.02.21
Property Services	Transfer of HRA shops to General Fund	CX	117	117	0	Executive 17.03.21
Corporate	Review of funding support to The Network	CORP	4	4	0	Complete
TOTAL			489	428	60	

SUBJECT: OPERATIONAL PERFORMANCE REPORT Q1 2021/22

DIRECTORATE: CHIEF EXECUTIVE'S

REPORT AUTHOR: PAT JUKES – BUSINESS MANAGER CORPORATE POLICY

1. Purpose of Report

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

2. Executive Summary

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

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

3. Background

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

4. The data appendices

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

5. Strategic Priorities

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

6. Organisational Impacts

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

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

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

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

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

7. Risk Implications

- 7.1 (i) Options Explored – n/a
- 7.2 (ii) Key risks associated with the preferred approach – n/a

8. Recommendation

- 8.1 The Executive is asked to comment on the achievements and issues identified this quarter.

Is this a key decision? No

Do the exempt information categories apply? No

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

How many appendices does the report contain? Two

List of Background Papers: None

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

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CITY OF
Lincoln
COUNCIL

Operational Performance Report Q1 2021/22

Pat Jukes

Business Manager, Corporate Policy

July 2021

Introduction

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

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

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

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

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

Contents

How to read this report – Page 3

Authority Wide Summary – Page 4

Chief Executives Directorate

- Performance – Pages 5 - 9

Directorate for Communities and Environment

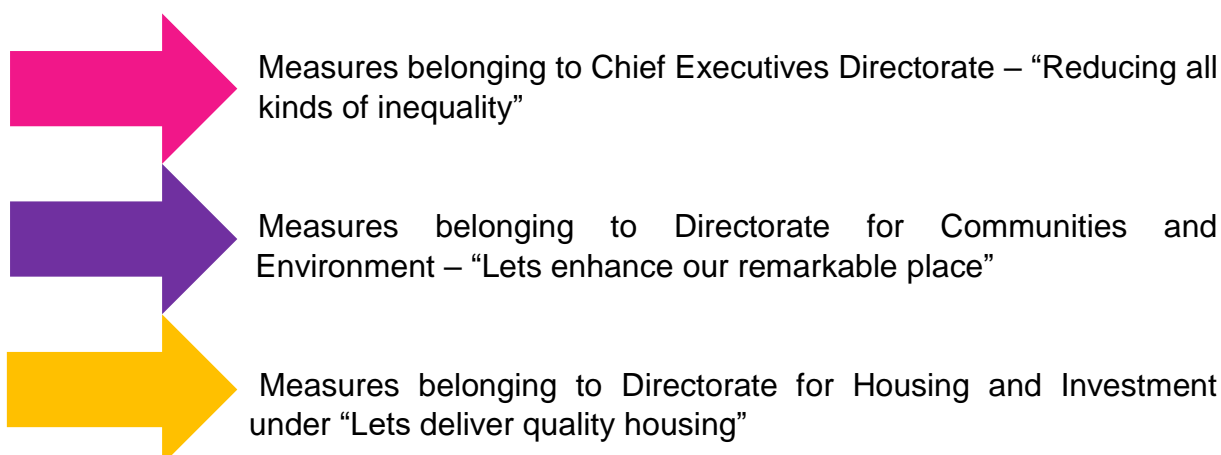
- Performance – Pages 11 - 16

Directorate for Housing and Investment

- Performance – Pages 18 - 22

Corporate Measures – Pages 24 - 28

How to read this report

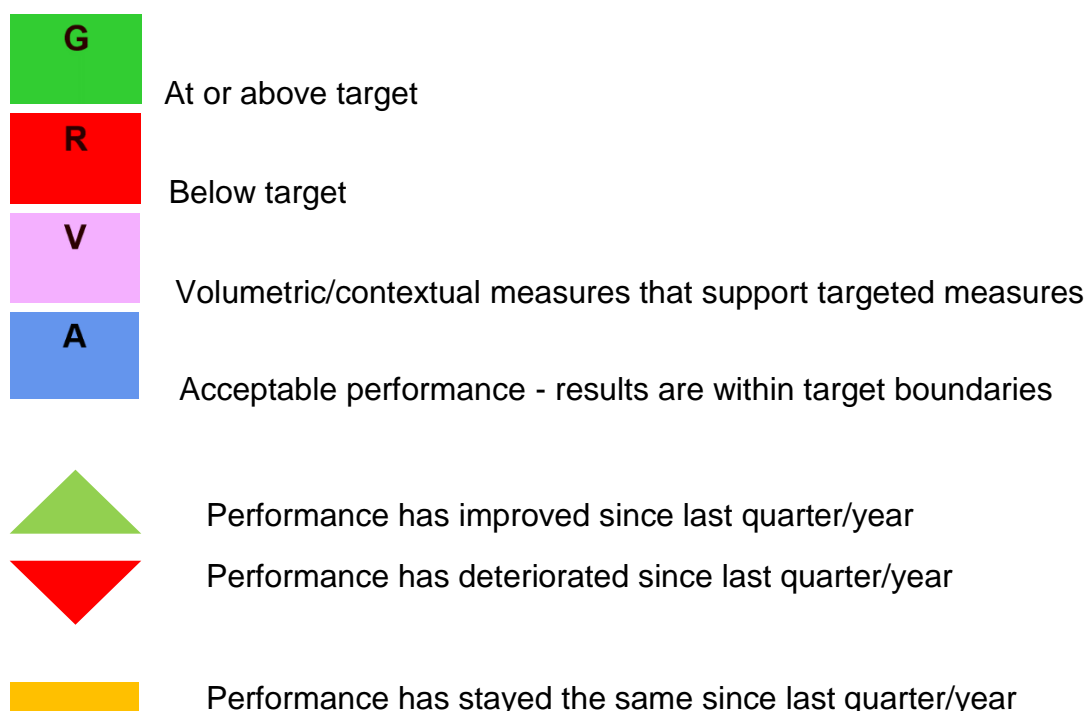


Directorate for Major Developments doesn't monitor performance through strategic measures, and instead is performance managed by the progress of the various projects DMD owns under "Driving Inclusive Economic Growth" and Let's Address the Challenge of Climate Change”

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

The report also includes data on our corporate measure categories:

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



Authority Wide Performance Summary

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

G At or above target

R Below target

V Volumetric/contextual measures that support targeted measures

A Acceptable performance - results are within target boundaries

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

Chief Executives Directorate Performance

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

Communications

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

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

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

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

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

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

Work Based Learning

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

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

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

Customer Services

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

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

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

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

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

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

Accountancy

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

Revenues Administration

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

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

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

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

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

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

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

Benefit Administration

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

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

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

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

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

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

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



Directorate for Communities and Environment - Performance

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

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

Food Health and Safety

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

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

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

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

Development Management (Planning)

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

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

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

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

Private Sector Housing

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

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

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

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

Public Protection and Anti-Social Behaviour

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

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

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

Sports and Leisure

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

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

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

Waste and Recycling

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

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

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

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

Street Cleansing and Grounds Maintenance

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

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

Allotments

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

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

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

Parking

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

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

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



Directorate of Housing and Investment Performance

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

Housing Investment

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

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

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

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

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

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

Control Centre

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

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

Rent collection (Tenancy Services)

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

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

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

Housing Solutions

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

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

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

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

Housing Voids

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

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

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

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

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

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

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

Housing Maintenance

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

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

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

Business Development

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

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

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



Authority Wide Measures

Sickness performance

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

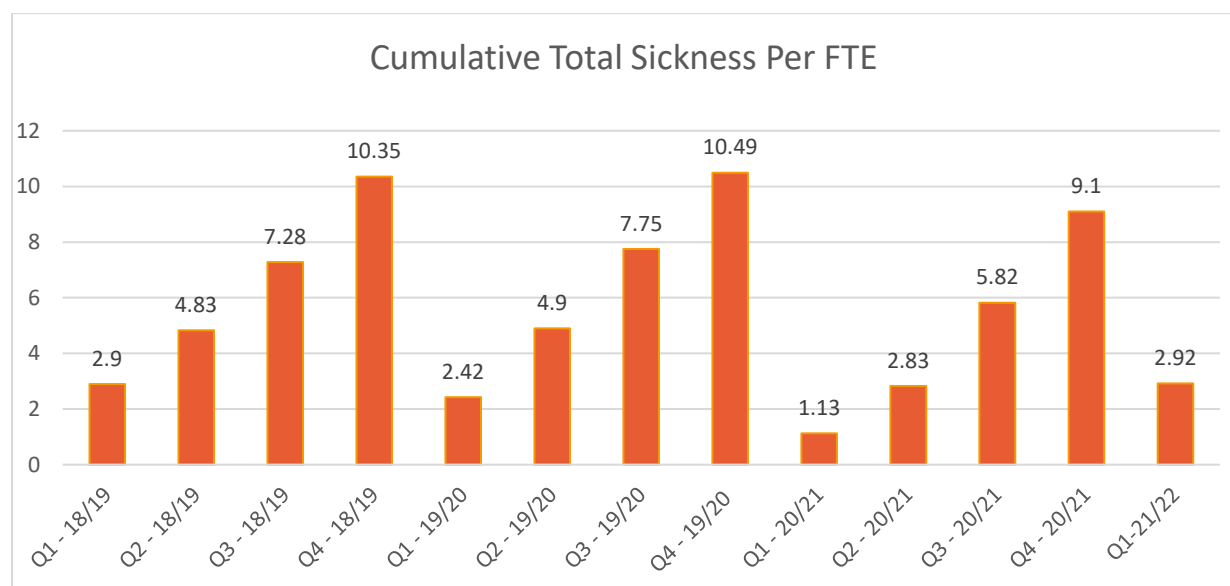
However, it is worth noting that short term sickness is only up year on year by 0.37, and still under the previous year trends, whereas long term sickness is up by 1.42 days per FTE and higher than previous years.

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

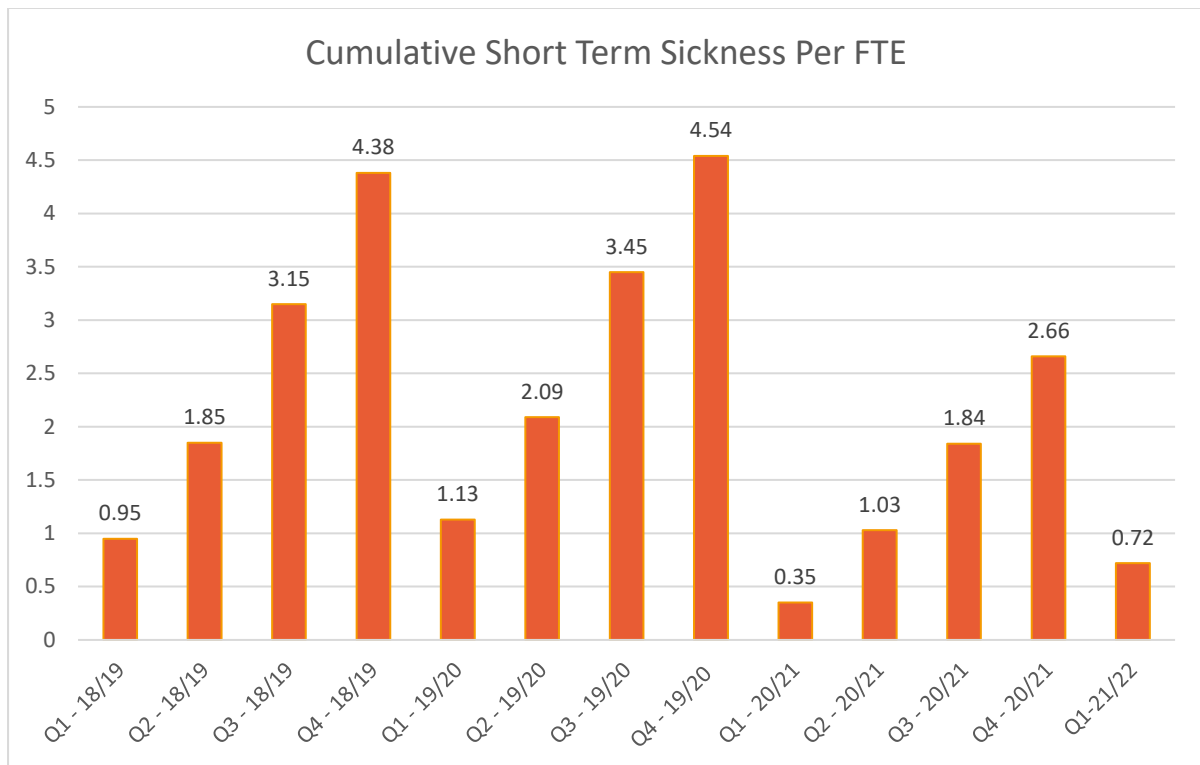
Q1 2021/22 ONLY

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

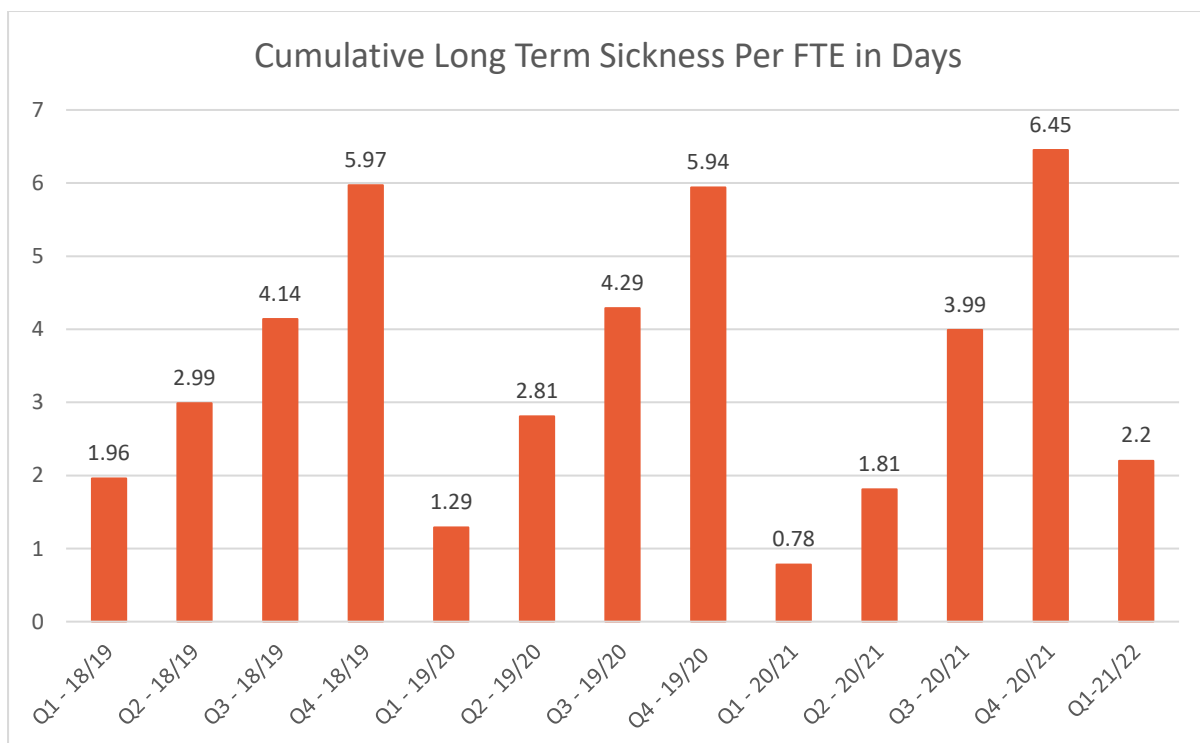
Cumulative Total Sickness Per FTE (excluding apprentices)



Cumulative Short-Term Sickness Per FTE in Days



Cumulative Long-Term Sickness Per FTE in Days

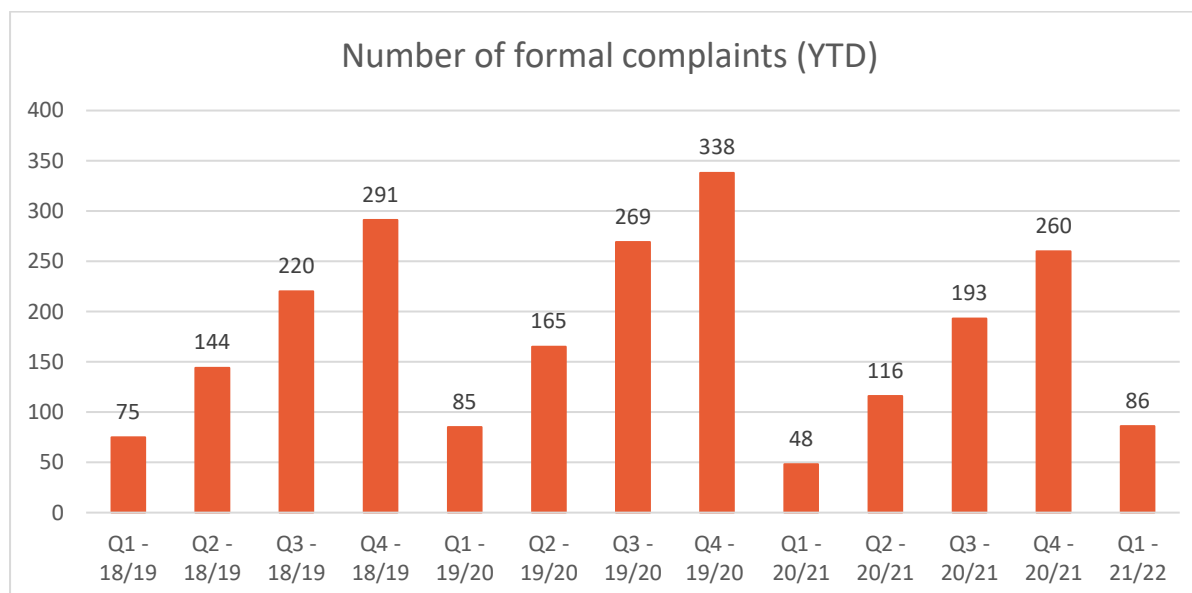


Complaints Performance

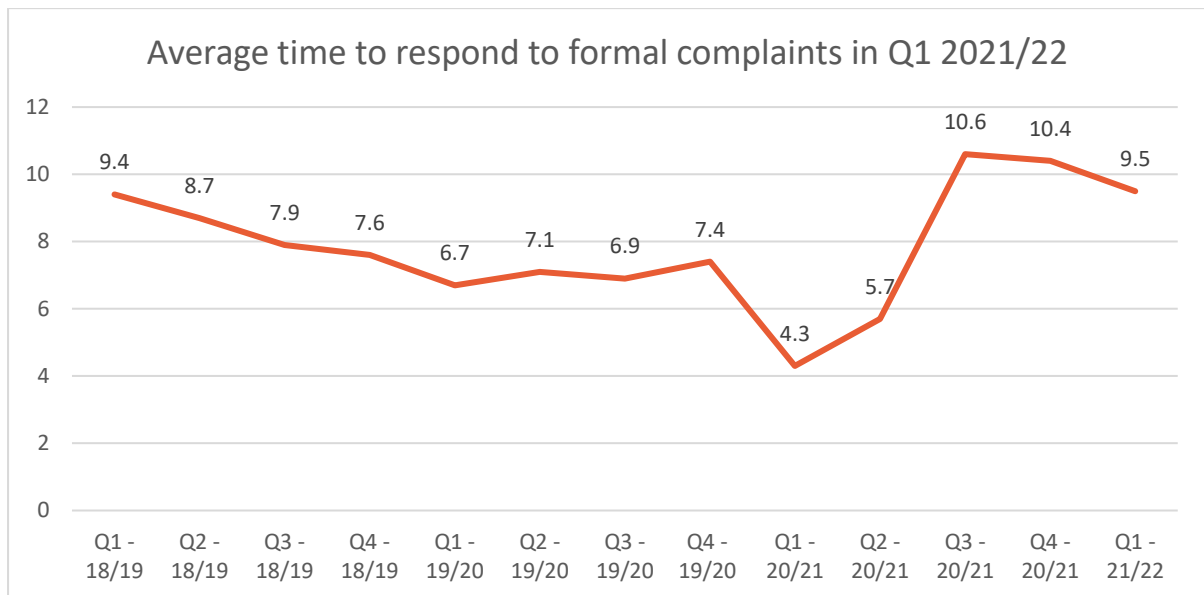
In Quarter one there were 86 complaints investigated, which although higher than last year Q1 – is on par with previous years. The cumulative average time year to date across all directorates to respond to formal complaints is 9.5 days. In quarter one, we had one LGO complaint decided - which was upheld.

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

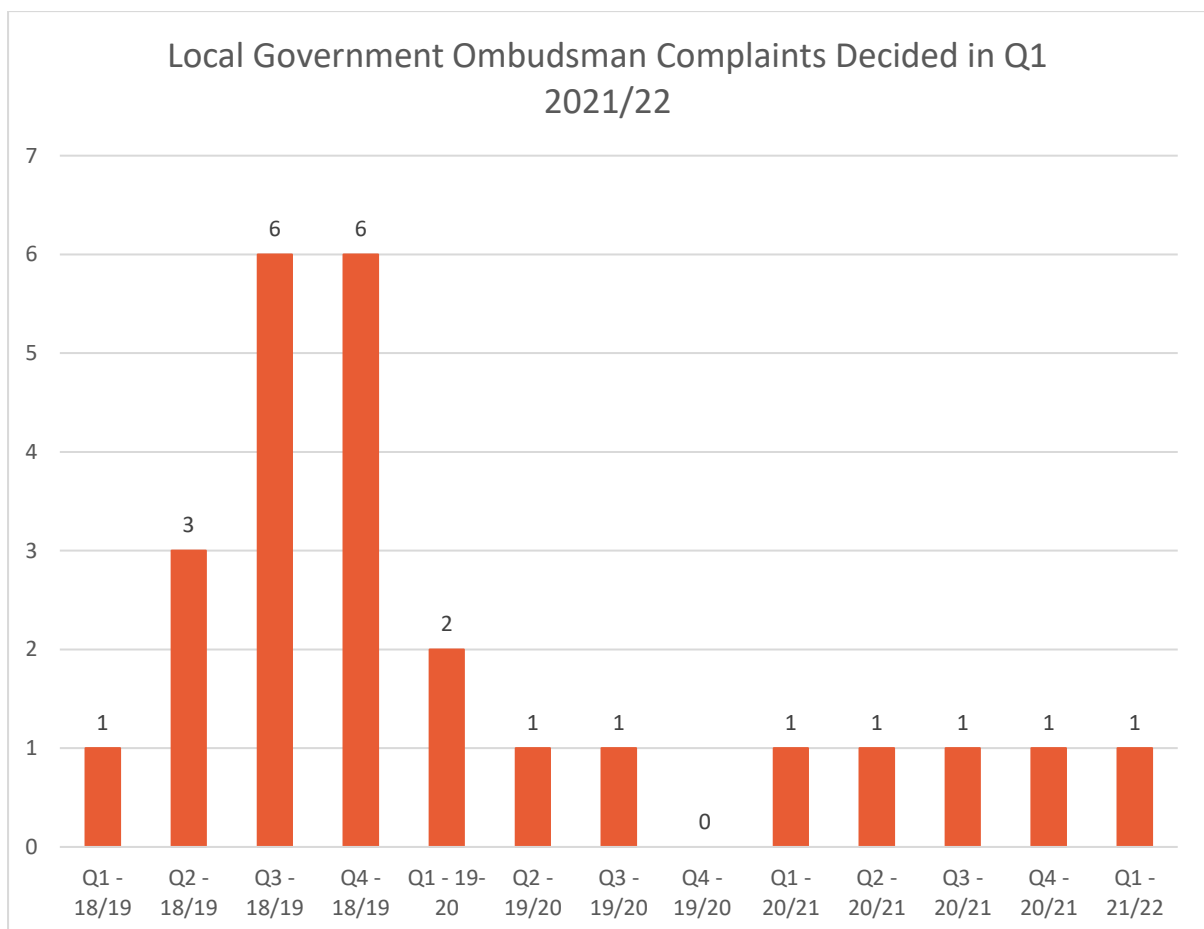
Number of formal complaints (YTD)



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



Local Government Ombudsman Complaints Decided in Q1 2021/22



Resource Information

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

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

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

Appraisals completed in Q1 2021/22

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

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



QUARTERLY
MEASURES

To add data, click [here](#)

G

At or above target

A

Acceptable performance - results are within target boundaries

R

Below target

V

Volumetric/contextual measures that support targeted measures



Performance has improved since last quarter



Performance has stayed the same since last quarter



Performance has deteriorated since last quarter

Strategic Measures

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

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

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

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

Operational Measures

Service Area	Measure ID	Measure	High Or Low	Low Target	High Target	Previous Data Period	Previous Value	Current Quarter	Current Value	Unit	Status	Commentary
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SUBJECT:	EXCLUSION OF THE PRESS & PUBLIC
DIRECTORATE:	CHIEF EXECUTIVE & TOWN CLERK
REPORT AUTHOR:	CAROLYN WHEATER, MONITORING OFFICER

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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