

PERFORMANCE SCRUTINY COMMITTEE

Tuesday, 22 June 2021

6.00 pm

Committee Rooms 1-2, City Hall

- Membership: Councillors Gary Hewson (Chair), Pat Vaughan (Vice-Chair), David Clarkson, Thomas Dyer, Rebecca Longbottom, Laura McWilliams, Lucinda Preston, Christopher Reid and Loraine Woolley
- Substitute member(s): Councillors Adrianna McNulty and Helena Mair
- Officers attending: Democratic Services, Jaclyn Gibson, Pat Jukes, Kate Ellis and Colleen Warren

A G E N D A

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1. Confirmation of Minutes - 11 March 2021	3 - 6
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.	
3. Section 106 and CIL Contributions Update	7 - 14
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10. Exclusion of Press and Public	163 - 164

You are asked to resolve that the press and public be excluded from the meeting during the consideration of the following item(s) because it is

likely that if members of the press or public were present, there would be disclosure of 'exempt information'

SECTION B

11. Strategic Risk Register - Quarterly Review

[Exempt Para(s) 3]

165 - 182

Present: Councillor Gary Hewson (*in the Chair*),
Councillor Thomas Dyer, Councillor Christopher Reid,
Councillor Rebecca Longbottom, Councillor
Laura McWilliams, Councillor Lucinda Preston, Councillor
Pat Vaughan and Councillor Loraine Woolley

Apologies for Absence: Councillor Helena Mair

50. Confirmation of Minutes - 18 February 2021

RESOLVED that the minutes of the meeting held on 18 February 2021 be confirmed.

51. Declarations of Interest

No declarations of interest were received.

52. Portfolio Holder under Scrutiny - Economic Growth

Councillor Neil Murray, Portfolio Holder for Economic Growth:

a) presented a report to Performance Scrutiny Committee covering the areas:

- Responding to Covid
- Mandatory grants
- Discretionary grants
- Discretionary funding
- The economic effect on Lincoln people
- Lincoln's cultural heritage
- Heritage and regeneration activity
- The Guildhall
- Park Ward (Sincil Bank Area)
- After Covid – economic recovery strategy

b) invited members' comments and questions

Question: Members asked whether there was an update on the Usher Art Gallery and what would happen to the artifacts as a contract was agreed with Nottingham City Council to store them, but we didn't want them to move to Nottingham?

Response: The contract was put in place as a contingency if the artifacts couldn't remain in Lincoln. Over the last few years, the Usher Art Gallery had been neglected without investment in favour of The Collection. The gallery was given to the people of Lincoln as an Art Gallery and needed to remain as one. Discussions took place last week with Lincolnshire County Council which were promising.

Question: The £19m that had been offered to the City for the Towns Fund was very positive news. Members asked when the projects that were part of this would start?

Response: Clarification was only received today. The City of Lincoln Council had until the 24th March to accept the proposal of £19m. A Town Deal Board meeting had been set up for tomorrow to discuss this. Then we had until the 24th May to let Government know which schemes would be taken forward. These schemes needed a full business plan and set of criteria that needed to be met and approved before the money was released. These agreed projects would be delivered by the end of March 2024.

Question: Members asked for an update on the Car Parking Strategy.

Response: Car parking income was a huge part of the Medium-Term Financial Strategy. Officers needed to work on the basis that some businesses may continue to work from home which affected the take up of spaces used in car parks and base the strategy around this. It was envisaged that the Car Parking Strategy would have an early offer for customers once restrictions were lifted and the strategy would be kept under review.

Question: Members asked when we would know if there was any Discretionary Grant Scheme money left over that would be used to help businesses?

Response: The scheme ran till the end of March 2022. So far £440k of the money had been allocated to businesses. Some money was being kept back to help businesses that had been missed out.

Question: Members asked if the Heritage and Regeneration Activity would help with refurbishment within the City and whether businesses were going to be made aware that there was help for them?

Response: This activity was already up and running and had a Project Manager in place. Businesses had been contacted to explain what could be offered to them. Historic buildings within the City were being looked at as part of this activity.

Question: It was thought that the Drill Hall would be taken over by another company and members asked whether this was part of the Town Deal?

Response: The Drill Hall was a successful bid that was part of the Towns Fund Deal and would hopefully come back into use as an arts venue.

Question: Members asked whether an update could be given on the WGC?

Response: Members were reminded that this was a live planning application and that the money that had been spent on this over the last 15 years was not unusual for a project of this scale.

53. Work Programme Update 2021/2022

Clare Stait, Democratic Services Officer:

- a) presented the draft work programme for 2021/22 as detailed at Appendix A of her report
- b) advised that the work programme for the Performance Scrutiny Committee was put forward annually for approval by Council; the work programme

was then regularly updated throughout the year in consultation with the Performance Scrutiny Committee and its Chair

- c) reported that items had been scheduled in accordance with the existing work programme and officers' guidance regarding the meetings at which the most up-to-date information could be reported to the committee; the work programme also included the list of portfolio holders under scrutiny
- d) requested any relevant comments or changes to the proposed work programme for 2021/22.

RESOLVED that:

1. An additional meeting of Performance Scrutiny Committee be scheduled for 24th June 2021.
2. The Remarkable Place Portfolio Holder Report and the Customer Experience and Review Portfolio Holder Report were to be moved to the extra meeting on 24th June along with Section 106 Contributions report and the Homelessness Act report.
3. The work programme 2021/22 be noted.

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SUBJECT: SECTION 106 AND CIL CONTRIBUTIONS UPDATE

DIRECTORATE: DIRECTORATE OF COMMUNITIES AND ENVIRONMENT

REPORT AUTHOR: NICOLA COLLINS, HERITAGE AND PLANNING ENFORCEMENT TEAM LEADER

1. Purpose of Report

- 1.1 To provide the annual update on section 106 agreements and Community Infrastructure Levy (CIL) that has been collected and secured in the last 24 months to December 2020.

2. Executive Summary

- 2.1 Section 106 agreements are routinely drafted, where specific quantifiable need is identified, to require developers to contribute to vital infrastructure in accordance with local plan policies. This is to mitigate the impact of that development and make that development sustainable in planning terms. The contributions are usually in the form of a commuted sum, calculated on a pro-rata basis depending on the size of the development.
- 2.2 These contributions are collected by the City Council to enhance current provision or provide new provision of affordable housing (AH), education facilities (ED), health facilities (NHS), local highway improvements (HFI), playing fields (PF) and local green infrastructure (LGI) (including children's play space), where these things are required, but cannot be provided on the site.
- 2.3 A community infrastructure levy is also collected from qualifying development, in addition to section 106, for secondary education provision and the Lincoln eastern bypass. CIL is not collected from apartment developments or affordable housing developments.

3. Background

- 3.1 A report was last brought before this committee in January 2019 outlining the section 106 agreement amounts for the year up to December 2018. Due to the lockdown period during the Covid-19 pandemic has meant that no report was presented during 2020 and so this report covers 2019 and 2020.
- 3.2 The administration of the section 106 process is strictly regulated by the Town and Country Planning Act 1990. The resulting section 106 agreements are retained securely by the City Council and officers ensure that payments are received in accordance with the terms in the agreement. Once the commuted sum is received it is the responsibility of the City Council to utilise the sum in accordance with the terms of the agreement.
- 3.3 In the majority of cases, sums are requested for specific infrastructure because there are three tests that must be satisfied to collect developer contributions; they must be

directly related to the development, fairly and reasonable related in scale and kind and necessary to make the development acceptable in planning terms. This often determines where the contributions are allocated to. Officers do not determine the allocation of these monies. The projects that the contributions go towards have been identified by and/or agreed with portfolio holders in line with relevant Vision 2020, and now Vision 2025, objectives and initiatives. For example, a development on Breedon Drive could have a section 106 agreement outlining sums required for the local primary school, the local medical practice, local highway works (such as junction alterations to the site entrance), Yarborough Leisure Centre for playing field improvements (as the closest playing field facility within the ownership of the City Council) and Nene Road play area improvements (as the closest children's play area within the ownership of the City Council).

- 3.4 The purpose of the commuted sum is to mitigate the impact the new development will have on existing facilities. The allocation of commuted sums is closely monitored on a quarterly basis by the section 106 group. This is a group of officers from the respective directorates who administer the various services the commuted sums are collected for. The group identify what has come in, what has been spent, where it is spent, ensuring that it is spent in the right place (as outlined in the section 106 agreement) and that it is spent before the deadline to return the sum to the developer.
- 3.5 The section 106 group then report to the Remarkable Place Vision Group on a quarterly basis, as many of the service areas affected by section 106 contributions are within the Directorate of Communities and Environment.
- 3.6 Education and highway contributions go directly to the County Council and health facility contributions go directly to the NHS, so the role of the group in these instances is to ensure the correct administration. Those organisations determine themselves where the commuted sum is required when they respond to the consultation on the planning application, the City Council do not determine where these monies will be allocated, but the County and NHS will need to justify why they are requesting sums and demonstrate an impact on their existing facilities in order to meet the three tests.

4. Main body of report

4.1 The following table illustrates section 106 contributions and CIL secured for 2019 and 2020 up to and including December 2020 as a result of new planning applications submitted during that period. Where applicable, information is provided on what the contribution is being collected for, in accordance with the local plan.

4.2 S106 and CIL required from new planning applications Jan 2019 to Dec 2020

Site	AH	LGI	PF	ED	HFI	NHS	CIL
Boultham Park Diary	100% on site	£8,370 to be spent within a 3-mile radius of the site	£8,371	n/a	n/a	£14,652 Boultham Park Road Practice	Social housing exemption
Boultham Park Road	100% on site	n/a	n/a	n/a	£10,000 crossing improvements to pedestrian	n/a	Social housing exemption

					crossing near the site		
Riseholme Road	100% on site	£20,7880 to be spent within a 3-mile radius of the site	£29,636	£45,105 Ermine Academy	n/a	£21,175 Minster Medical Practice	Social housing exemption
49-51 West Parade (Route 3 Cars)	£211,120	n/a	n/a	n/a	n/a	n/a	Apartments exempt
De Wint Court	100% on site	n/a	n/a	n/a	n/a	£35,393 Boutham Medical Practice	Apartments exempt
Wolsey Way	25% on site	£8,734	£12,452	£22,552	n/a	n/a	Application pre-dates CIL
431-434 High Street (Golden Cross)	Student accommodation	n/a	n/a	n/a	n/a	£12,925 either Brayford, Portland, Heath, Abbey or Brant Road Medical Practice	Exempt
Windmill Pine	Student accommodation	n/a	n/a	n/a	n/a	£30,855 Portland Medical Practice	Exempt
Rookery Lane	100%	£32,701	£12,662	n/a	n/a	n/a	Social housing exemption
Total	£211,120	£70,593	£63,121	£67,657	£10,000	£115,000	

4.3 The table illustrates where the developer contributions have been collected for, in accordance with the 3 tests, if that has already been confirmed through section 106 negotiations. Where the amount is unallocated, it must be spent within proximity to the site of the development, which will be informed using City Council play and playing field strategies. None of the planning applications proposed included qualifying development for the purposes of CIL and so no CIL is required from these developments.

4.4 Receipt of commuted sums is dependent on whether the planning permission is implemented on site. If the scheme is not developed, the negotiated section 106 will not become liable for payment and so the sums outlined in the table may never be received. There is therefore no guarantee that sums negotiated as part of section 106 agreements during the planning application process will be received. If the planning permission expires then the section 106 falls away.

4.5 The following table illustrates the s106 and CIL contributions received during that period from development that has already commenced and met the trigger for payment.

S106 and CIL contributions received Jan 2019 to Dec 2020

4.6

Site	AH	LGI	PF	ED	HFI	NHS	CIL
Former Moorland School		£32,317	£46,072	£110,453			exempt
Westbrooke Road phase 3		£15,023 Boultham Park Lake	£21,417 Birchwood Leisure Centre 3G pitch				£31,826
Ingleby Crescent		£37,218	£61,859 Yarborough Leisure Centre AWP	£229,322 Lincoln Castle Academy and Monks Abbey Primary			exempt
Land adj to Boultham Medical Practice					£10,000 Pedestrian crossing improvements on Boultham Park Road		exempt
Former Allotment Riseholme Road		£20,788 within 3 miles of the site	£29,636	£45,105 Ermine Academy		£21,175 Minster Medical Practice	exempt
Westbrooke Road phase 4		£13,101 Boultham Park Lake	£18,678 Birchwood Leisure Centre 3G pitch				£33,571
Total		£118,447	£177,662	£384,880	£10,000	£21,175	£65,397

4.7 The table illustrates what monies have been received during the period and where they were allocated to, within the section 106 agreement. Other projects that have been funded during this period, from monies already received prior to 2019, include replacement playing field goals across the City and the tennis court fencing at Boultham Park. Strategic ongoing projects that s106 will contribute to this year include further monies for the Boultham Park lake restoration and the improvement of Whitton's Park. This latter project will utilise monies received following the development of the E2V site, which must be spent on play space in the west of the City by November 2023.

4.8 Members requested sight of the section 106 allocations policy following the last update. Appended to this report is the section 106 Terms of Reference document that officers adhere to and the following is a link to the supplementary planning document

that supports the developer contributions policies within the Central Lincolnshire Local Plan and determines when and what section 106 and CIL can be collected for [Supplementary Planning Documents and Guidance Notes | Central Lincolnshire \(n-kesteven.gov.uk\)](http://www.central-lincolnshire.gov.uk/Supplementary-Planning-Documents-and-Guidance-Notes)

4.9 The next annual report will be presented to this committee in early 2022

5. Recommendation

5.1 That Members note the contents of the report

Is this a key decision?

No

Do the exempt information categories apply?

No

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

No

How many appendices does the report contain?

1

List of Background Papers:

None

Lead Officer:

Nicola Collins, Heritage and Planning Enforcement
Team Leader
Telephone (01522) 873871

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S106 MONITORING GROUP
Approved by V20/20 Group Remarkable Place – 03/07/2019

MISSION STATEMENT

To be responsible for the monitoring of the S106 agreements of the Council and to ensure that monies received are used for the correct purpose and spent by the critical expenditure date. To identify opportunities for the greater use of S106 agreements and identify where gaps in strategies/policies exist.

TERMS OF REFERENCE

1. The Group will operate as a sub-group of Vision 20/20 Remarkable Place Group (RPG).
2. The Group will be chaired by, and report to RPG, through the Planning Manager, delegated to the Heritage and Planning Enforcement Team Leader or other appropriate representative from the Group.
3. The membership of the Group will comprise of:
Heritage and Planning Enforcement Team Leader
Accountant – technical and exchequer
Community Services Manager
Leisure, Sport and City Services Manager
Team Leader – Recreation Services
Open Spaces Officer
Community Contracts Officer
Housing Strategy Officer
Property Services Manager
4. The Group will hold monitoring meetings approximately every 12 weeks, with additional meetings where necessary. Urgent items can be agreed by the Planning Manager where necessary.
5. To receive reports that monitor the income due from S106 agreements and identify the associated critical expenditure dates.
6. To advise on the detail contained within the S106 agreements in terms of the purpose and area for which the monies have been received.
7. That the group will monitor the development and progress of schemes against critical expenditure dates to ensure funds plus interest are not paid back to the developer, unless 8 below applies.
8. That the group report to RPG via chairman for a decision if the group believes there is not the capacity to deliver a scheme against an agreement and recommend that the funds be returned.

9. To receive project outlines from project managers for s106 funded and related projects. Advise on the purpose for which the monies have been received, the suitability of the project against any s106 requirements and the critical expenditure dates. Report to RPG with views of s106 Group.
10. To monitor and manage current and future interest accrued from S106 monies.
11. To consider and agree bids for use of these interest monies to assist the effective management of the s106 process, and the delivery of relevant S106 related projects* and project sustainability in terms of ongoing revenue implications. Report to RPG the views of the s106 Group. (Project Managers will be expected to identify where total package of funding will come from if not fully funded from s106 monies.)
12. To refer the minutes of the meetings of the Group to RPG for information.
13. To report to RPG and Performance Scrutiny Committee on an annual basis on the work of the Group over the year and with work plan for the forthcoming year.

* A S106 related project is defined as a scheme that delivers provision of or improvement to , local green infrastructure, strategic playing fields, affordable housing, highway infrastructure, health services, primary and secondary education services or other schemes/works that are in line with the requirements of an agreed s106 Agreement.

SUBJECT:	OPERATIONAL PERFORMANCE REPORT Q3-Q4 2020/21
DIRECTORATE:	CHIEF EXECUTIVE'S
REPORT AUTHOR:	PAT JUKES – BUSINESS MANAGER CORPORATE POLICY

1. Purpose of Report

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

2. Executive Summary

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

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

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

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

3. Background

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

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

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

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

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

4. The data appendices

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

5. Strategic Priorities

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

6. Organisational Impacts

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

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

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

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

7. Risk Implications

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

8. Recommendation

8.1 PSC are asked to comment on and approve the content of the report ahead of it going to Executive on 24th June 2021.

Is this a key decision?

No

Do the exempt information categories apply?

No

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

No

How many appendices does the report contain?

Three (A, B and C)

List of Background Papers:

None

Lead Officer:

Pat Jukes
Business Manager, Corporate Policy

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CITY OF
Lincoln
COUNCIL

Operational Performance Report Q3-Q4 2020/21

Pat Jukes

Business Manager, Corporate Policy

June 2021

Introduction

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

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

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

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

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Directorate for Communities and Environment

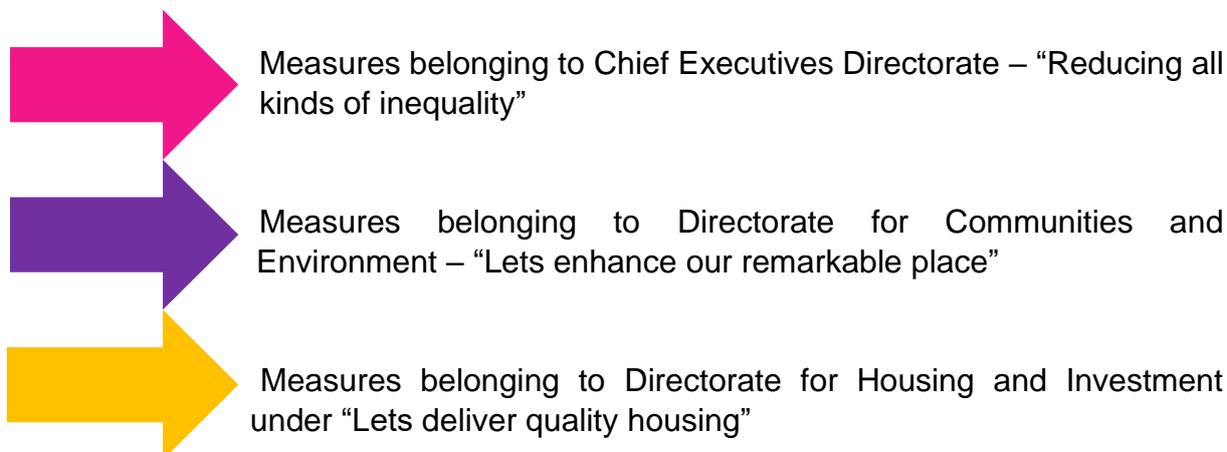
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Directorate for Housing and Investment

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Corporate Measures – Pages 20 - 24

How to read this report

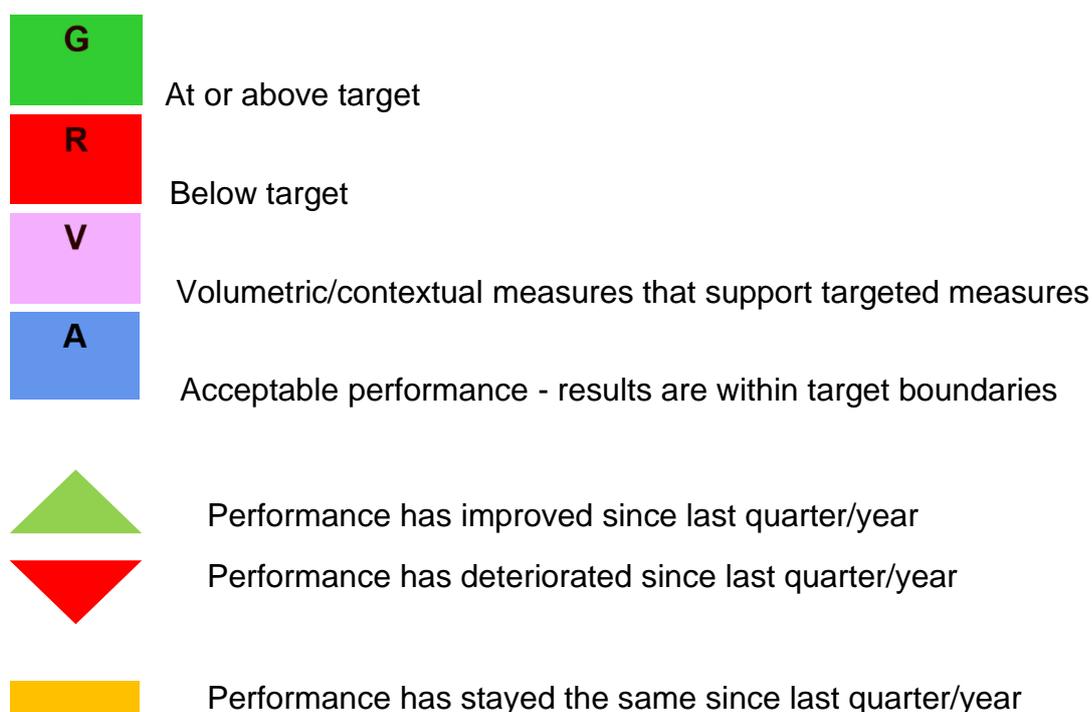


Directorate for Major Developments doesn't monitor its performance through strategic measures, and instead is performance managed by the progress of the various projects DMD owns under "Driving Inclusive Economic Growth".

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

The report also includes data on our corporate measure categories:

- Sickness
- Corporate complaints including Ombudsman rulings
- Resource information



Authority Wide Performance Summary

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

G At or above target

R Below target

V Volumetric/contextual measures that support targeted measures

A Acceptable performance - results are within target boundaries

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

Chief Executives Directorate Performance

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

Annual Measures at Q3

Service Area	Measure ID	Measure	High Or Low	Low Target	High Target	Previous Data Period	Previous Value	Current Year	Current Value	Unit	Status	Commentary	
CX	Democratic Services	DEM 1	The number of individuals registered on the electoral register (local elections)	N/A	Volumetric	Volumetric	2019/20	67,919	2020/21	68,203	Number	V	As you will see we have had a significant increase in registration since last reported.

Annual Measures at Q4

Service Area	Measure ID	Measure	High Or Low	Low Target	High Target	Previous Data Period	Previous Value	Current Year	Current Value	Unit	Status	Commentary	
CX	Debtors & Creditors	DCT 1	Percentage of invoices paid within 30 days	High is good	95.00	97.00	2019/20	96.22	2020/21	96.92	%	G	Figures are calculated on all invoices & credit notes (not refunds or grants) paid 01/04/2020 to 31/03/2021. Figures are adjusted based on certain assumptions as below: - 1) No invoice collected for payment by supplier from CoLC by Direct Debit or standing order classified as late. 2) No credit note taken by CoLC outside of the 30 days classified as late. 3) Assumption that 0.5% of those invoices paid after 30 days were held in dispute at some point, hence paid later after dispute was resolved and not classified as late 4) 1.0% of those invoice paid after 30 days were held back from payment because the overall balance with the supplier was in credit.
	Debtors & Creditors	DCT 2	Percentage of invoices that have a Purchase Order completed	High is good	40.00	50.00	2019/20	45.80	2020/21	45.40	%	A	Based on supplier expenditure only. 15,323 GL lines in total representing all supplier expenditure. Of these 6,948 lines were linked to either an Agresso or UH order number.

Communications

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

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

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

Work Based Learning

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

Customer Services

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

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

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

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

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

Accountancy

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

Revenues Administration

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

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

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

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

Benefit Administration

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

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

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

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

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



Directorate for Communities and Environment - Performance

Service Area	Measure	Current Value	Status	Direction
Food and Health & Safety Enforcement	Percentage of premises fully or broadly compliant with Food Health & Safety inspection	n/A	A	▼
Food and Health & Safety Enforcement	Average time from actual date of inspection to achieving compliance	n/A	A	▲
Food and Health & Safety Enforcement	Percentage of food inspections that should have been completed and have been in that time period	n/A	A	▼
Development Management (Planning)	Number of applications in the quarter	271	V	▬
Development Management (Planning)	End to end time to determine a planning application (Days)	66.85	A	▼
Development Management (Planning)	Number of live planning applications open	148	A	▼
Development Management (Planning)	Percentage of applications approved	95.00	A	▼
Development Management (Planning)	Percentage of decisions on planning applications that are subsequently overturned on appeal	0.00	C	▲
Development Management (Planning)	Percentage of Non-Major Planning Applications determined within the government target (70% in 8 weeks) measured on a rolling basis	82.71	A	▼
Development Management (Planning)	Percentage of Major Planning Applications determined within the government target (80% in 13 weeks) measured on a rolling basis	100.00	C	▬
Private Housing	Average time in weeks from occupational therapy notification to completion of works on site for a DFG grant (all DFG's exc. extensions)	23.00	A	▲
Private Housing	Average time from date of inspection of accommodation to removing a serious hazard to an acceptable level	n/A	V	▬
Private Housing	Number of empty homes brought back into use	30	A	▲
Public Protection and Anti-Social Behaviour Team	Number of cases received in the quarter (ASB)	80	V	▬
Public Protection and Anti-Social Behaviour Team	Number of cases closed in the quarter	676	V	▬
Public Protection and Anti-Social Behaviour Team	Number of live cases open at the end of the quarter	157	C	▼
Public Protection and Anti-Social Behaviour Team	Satisfaction of complainants relating to how the complaint was handled	75.00	A	▬
Sport & Leisure	Quarterly visitor numbers to Birchwood and Yarborough Leisure Centres	10,631	M	▼
Sport & Leisure	Artificial Grass Pitch usage at Yarborough Leisure Centre (exp. to open July 18) & Birchwood Leisure Centre (exp. to open June 18)	83.00	M	▼
CCTV	Total number of incidents handled by CCTV operators	2,218	V	▬
Waste & Recycling	Percentage of waste recycled or composted	33.45	M	▼
Waste & Recycling	Contractor points achieved against target standards specified in contract - Waste Management	245	M	▼
Street Cleansing	Contractor points achieved against target standards specified in contract - Street Cleansing	110	A	▲
Grounds Maintenance	Contractor points achieved against target standards specified in contract - Grounds Maintenance	20	C	▼
Allotments	Percentage occupancy of allotment plots	98.00	C	▲
Parking Services	Overall percentage utilisation of all car parks	9.67	M	▼
Parking Services	Number of off street charged parking spaces	3,750	V	▬
Licensing	Total number of committee referrals (for all licensing functions)	8	V	▬
Licensing	Total number of enforcement actions (revocations, suspensions and prosecutions)	3	V	▬

DCE	Waste & Recycling	WM 3	Satisfaction with refuse service (collected via Citizens' Panel)	High is good	90.00	96.00	2019/20	97.00	2020/21	96.30	%	G	Citizen Panel respondents were recorded as 96.3% being satisfied or very satisfied with the refuse collection service.
	Waste & Recycling	WM 4	Satisfaction with recycling service (collected via Citizens' Panel)	High is good	90.00	94.00	2019/20	97.00	2020/21	94.80	%	G	94.8% of Citizen Panel respondents reported being satisfied or very satisfied with the recycling collection service overall
	Food and Health & Safety Enforcement	FHS 4	Percentage of Citizens' Panel respondents who are satisfied with the standard of hygiene in restaurants/cafes/ shops and takeaways in Lincoln	High is good	80.00	85.00	2019/20	88.00	2020/21	91	%	G	64% of residents were satisfied with the standard of hygiene in restaurants/ cafes takeaways and shops whilst 26.6% were very satisfied.

Food Health and Safety

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

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

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

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

Development Management (Planning)

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

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

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

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

Private Sector Housing

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

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

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

Public Protection and Anti-Social Behaviour

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

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

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

Sports and Leisure

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

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

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

Waste and Recycling

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

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

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

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

Grounds Maintenance

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

Allotments

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

Parking

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

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

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



Directorate of Housing and Investment Performance

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

Housing Investment

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

- Doors x53
- Electrical Testing x11,
- Roofing x4

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

Control Centre

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

Rent collection (Tenancy Services)

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

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

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

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

Housing Solutions

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

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

Housing Voids

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

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

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

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

Housing Maintenance

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

**KEEP
LINCOLN
SAFE**

SPENCER

THE BRIDGE
CAFE

Authority Wide Measures

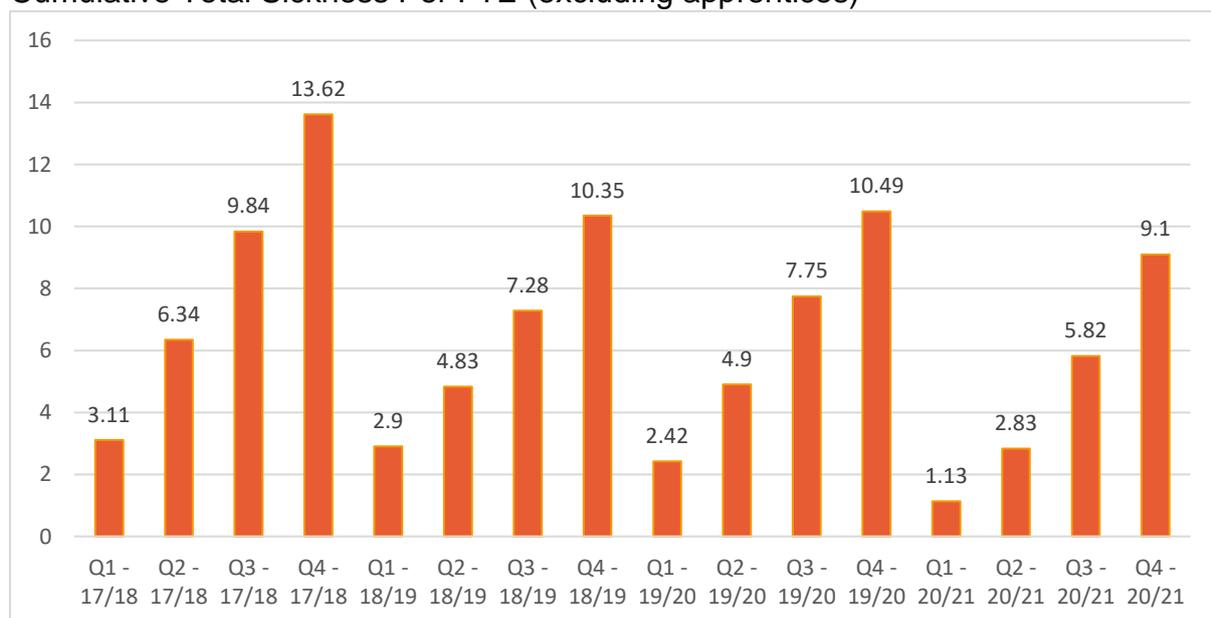
Sickness performance

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

Q4 2020/21 ONLY

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

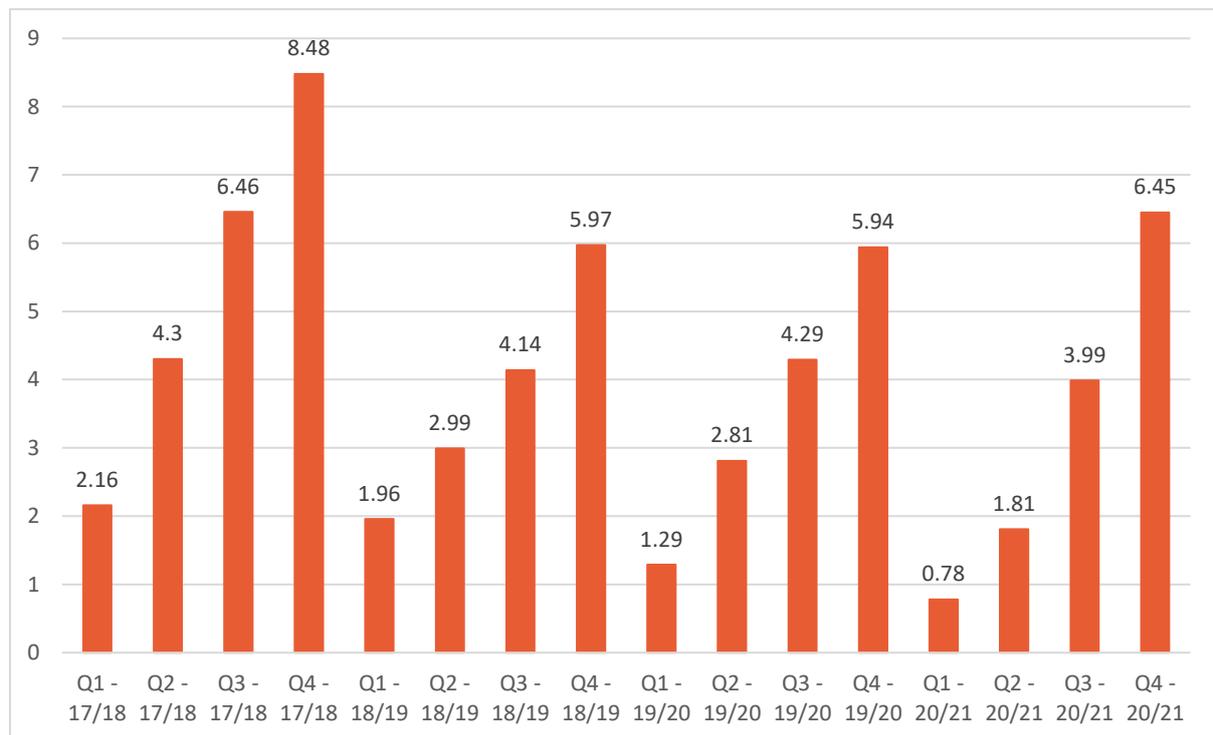
Cumulative Total Sickness Per FTE (excluding apprentices)



Cumulative Short-Term Sickness Per FTE in Days



Cumulative Long-Term Sickness Per FTE in Days

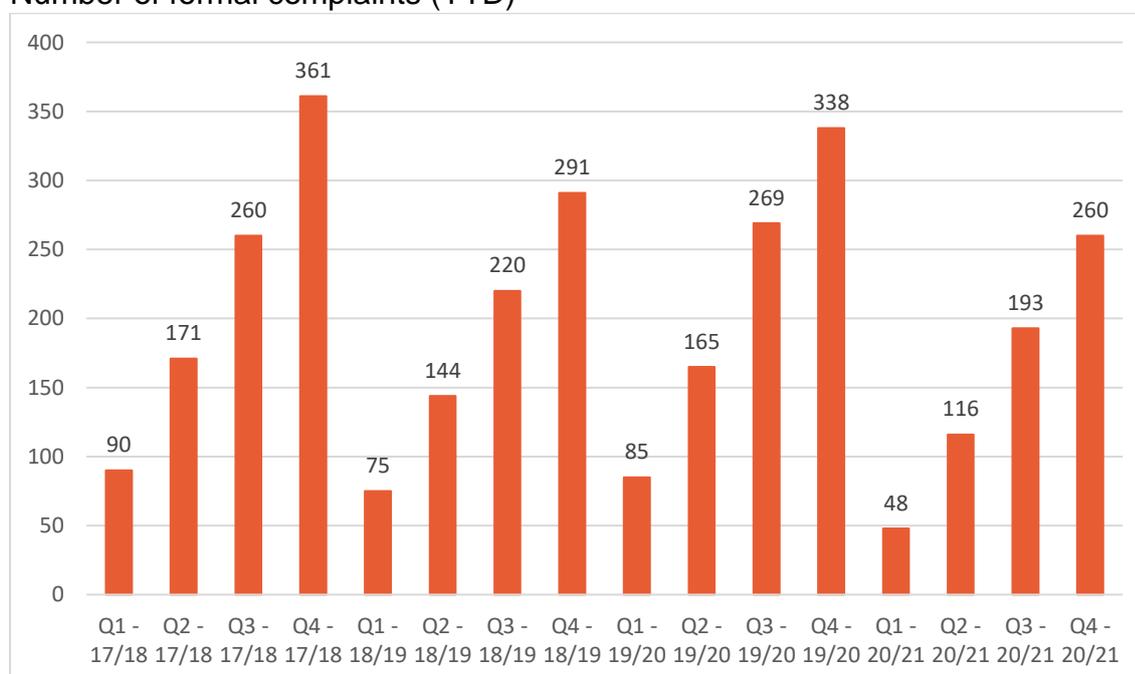


Complaints Performance

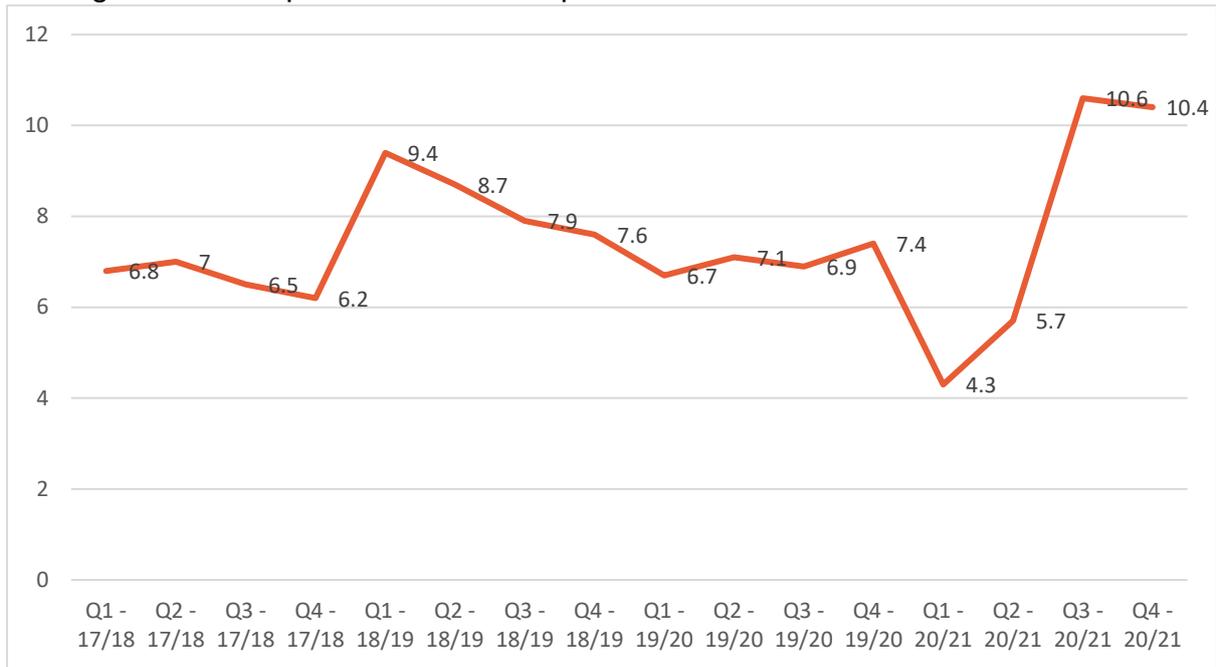
Quarter four outturn shows that over 2020/2021 there were 260 complaints investigated. The cumulative average time year to date across all directorates to respond to formal complaints was 8.1 days. In quarter four, we had one LGO complaint decided - which was upheld.

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

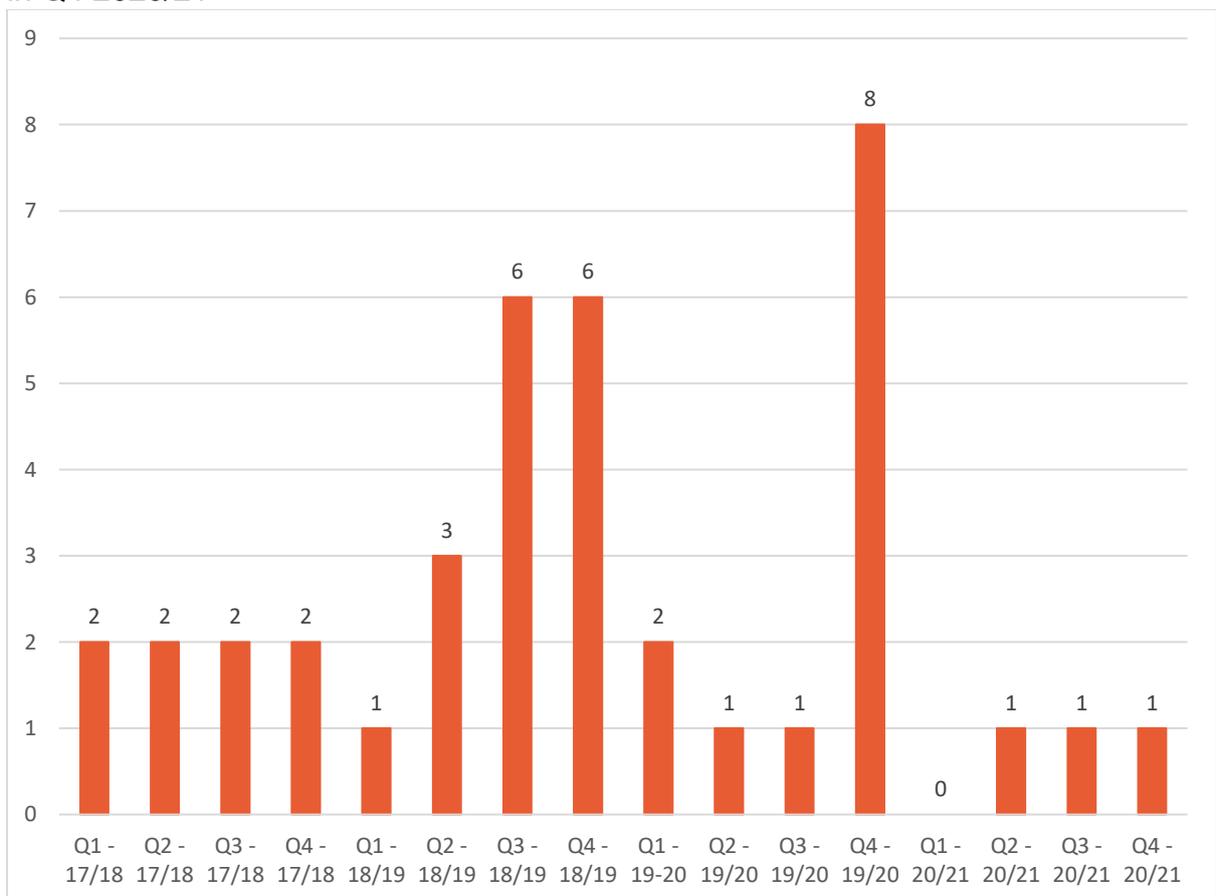
Number of formal complaints (YTD)



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



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



Resource Information

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

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

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

**QUARTERLY
MEASURES**

To add data, click [here](#)

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

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

Strategic Measures

Service Area	Measure ID	Measure	High or Low	Low Target	High Target	Previous Data Period	Previous Value	Current Quarter	Current Value	Unit	Status	Commentary
CX	Communications	COM 1	Percentage of media enquiries responded to within four working hours	High is good	70.00	85.00	Q3 - 20/21	84.00	Q4 - 20/21	87.00	%	G ▲ Little change to response times due to continued homeworking and ease of access to senior members of staff.
	Communications	COM 2	Number of proactive communications issued that help maintain or enhance our reputation	High is good	25	40	Q3 - 20/21	41	Q4 - 20/21	47	Number	G ▲ The introduction of the testing facilities in the city account for the increase in enquiries over the period. This will likely drop away slightly next quarter.
	Work Based Learning	WBL 1	Percentage of apprentices completing their qualification on time	High is good	92.00	95.00	Q3 - 20/21	75.00	Q4 - 20/21	100.00	%	G ▲ In Q4 2020/21 8/8 apprentices completed their apprenticeship on time
	Work Based Learning	WBL 2	Number of new starters on the apprenticeship scheme	N/A	18	20	Q3 - 20/21	9	Q4 - 20/21	11	Number	R We had 2 new starts in Q4 of 2020/21 - both of which were progressions. The cumulative figure up to Q4 is now 11
	Work Based Learning	WBL 3	Percentage of apprentices moving into Education, Employment or Training	N/A	Volumetric	Volumetric	Q3 - 20/21	100.00	Q4 - 20/21	75.00	%	R In Q4 2020/21 6/8 (75%) of apprentices on programme moved into Employment Education or Training
	Customer Services	CS 1	Number of face to face enquiries in customer services	N/A	Volumetric	Volumetric	Q3 - 20/21	32	Q4 - 20/21	15	Number	V City hall is still only offering limited face to face appointments mainly of for communal door keys
	Customer Services	CS 2	Number of telephone enquiries answered in Channel Shift Areas (Rev & Bens, Housing & Env. Services)	N/A	Volumetric	Volumetric	Q3 - 20/21	25,396	Q4 - 20/21	27,453	Number	V Lower than quarter 4 last year, we have seen an increase in email enquiries, especially for refuse and environment.
	Customer Services	CS 3	Average time taken to answer a call to customer services	Low is good	300	180	Q3 - 20/21	81	Q4 - 20/21	156	Seconds	G ▼ The waiting time has gone up, we answered 32529 calls in quarter 4, the highest number of quarterly calls answered this year. The number of calls in March was 12613, the highest month this year. The average length of call has gone up to 6 minutes 30 seconds, the reasons for this are not yet confirmed, it could show more complicated calls or delays with technology.
	Accountancy	ACC 1	Average return on investment portfolio	High is good	0.12	0.18	Q3 - 20/21	0.09	Q4 - 20/21	0.20	%	G ▲ Please note this is the average for 20/21 at the end of Q4 (0.20%)- rates are at historically low levels with little sign of improvement for the forthcoming financial year
	Accountancy	ACC 2	Average interest rate on external borrowing	Low is good	4.75	3.75	Q3 - 20/21	3.64	Q4 - 20/21	3.25	%	G ▲ 3.25% average achieved during 20/21 financial year
	Revenues Administration	REV 1	Council Tax - in year collection rate for Lincoln	High is good	96.75	97.00	Q3 - 20/21	76.20	Q4 - 20/21	94.78	%	R ▲ At the end of 20/21 the Council tax collection figure was 94.78% which is 1.99% below the 2019/20 collection - this equates to £896,741.
	Revenues Administration	REV 2	Business Rates - in year collection rate for Lincoln	N/A	98.60	99.00	Q3 - 20/21	90.42	Q4 - 20/21	98.97	%	A At the end of 2021 the Non-Domestic Rates collection figure was 98.97% which is 0.08% above the 2019/20 collection.
	Revenues Administration	REV 3	Number of outstanding customer changes in the Revenues team	Low is good	450	300	Q3 - 20/21	963	Q4 - 20/21	1,650	Number	R ▼ In quarter four there were 1,650 outstanding council tax support changes to make.
	Housing Benefit Administration	BE 1	Average (YTD) days to process new housing benefit claims from date received	Low is good	25.00	23.50	Q3 - 20/21	16.72	Q4 - 20/21	16.91	Days	G ▼ Weekly monitoring has continued all year to ensure prompt decision making
	Housing Benefit Administration	BE 2	Average (YTD) days to process housing benefit claim changes of circumstances from date received	Low is good	6.00	4.50	Q3 - 20/21	4.27	Q4 - 20/21	3.00	Days	G ▲ Numerous 1-day changes due to rent increases and income uprating's
Housing Benefit Administration	BE 3	Number of Housing Benefits / Council Tax support customers awaiting assessment	Low is good	1,100	950	Q3 - 20/21	1,835	Q4 - 20/21	2,123	Number	R ▼ 2123 customers have work outstanding on their claims, workload continues to increase due to effects of Covid, leading to changes in people's circumstances. As people return to work, and wages increase this creates further work in amending and ending claims.	
Housing Benefit Administration	BE 4	Percentage of risk-based quality checks made where Benefit entitlement is correct	High is good	88.00	91.00	Q3 - 20/21	92.31	Q4 - 20/21	92.87	%	G ▲ We have increased the number of Quality Checks for this quarter	
Housing Benefit Administration	BE 5	The number of new benefit claims year to date (Housing Benefits/Council Tax Support)	N/A	Volumetric	Volumetric	Q3 - 20/21	4,192	Q4 - 20/21	5,335	Number	V 937 Housing Benefit and 4398 Council Tax reduction	
DCE	Food and Health & Safety Enforcement	FHS 1	Percentage of premises fully or broadly compliant with Food Health & Safety inspection	High is good	96.00	98.00	Q2 - 20/21	95.00	Q4 - 20/21	n/a	%	A ▼ A zero value has been inputted as this measure will not have changed as there has been limited risk rating of food businesses during the pandemic. A significant resource of the team has been focused on Covid outbreak management and the prevention of spread of the disease.
	Food and Health & Safety Enforcement	FHS 2	Average time from actual date of inspection to achieving compliance	Low is good	13.00	8.00	Q2 - 20/21	13.00	Q4 - 20/21	n/a	Days	A ▲ Please read the commentary for FHS3.
	Food and Health & Safety Enforcement	FHS 3	Percentage of food inspections that should have been completed and have been in that time period	High is good	85.00	97.00	Q2 - 20/21	85.00	Q4 - 20/21	n/a	%	A ▼ The food premise inspection programme has been impacted significantly by the pandemic and lockdown measures. The Food Standards Agency provided a framework on how LA's should manage food official controls over the last year. This has seen the team focus on those premises where the risk to public health is high or the risk is unknown. This means that in terms of inspections were have targeted the 0, 1 and 2 rated businesses in the City and have processed all new food business registrations. A total of 153 inspections have been carried during the year following strict Covid protocols. In addition to this Covid compliance inspections and visits have been undertaken to reduce the likelihood of community spread of Covid.

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

Sport & Leisure	SP 2	Artificial Grass Pitch usage at Yarborough Leisure Centre & Birchwood Leisure Centre	High is good	520.00	650.00	Q3 - 20/21	1980.00	Q4 - 20/21	83.00	Hours	R	▼	Q4 Due to lockdown 3 maximum use was 3 days use 29th of March - 31st March.	
CCTV	CCTV 1	Total number of incidents handled by CCTV operators	N/A	Volumetric	Volumetric	Q3 - 20/21	2,503	Q4 - 20/21	2,216	Number	V		Ongoing government restrictions are still having an effect on the general public accessing businesses in the city. As a result reduced numbers of incidents are being recorded. It is anticipated incidents will rise as the lockdown is eased in the first quarter of 2021.	
Waste & Recycling	WM 1	Percentage of waste recycled or composted	High is good	Volumetric	Volumetric	Q3 - 20/21	36.25	Q4 - 20/21	33.45	%	R	▼	This figure relates to Q3 (October - December 2020). 19.09% of waste was recycled, 14.36% of waste was composted, equating to 33.45% of waste being composted or recycled.	
Waste & Recycling	WM 2	Contractor points achieved against target standards specified in contract - Waste Management	Low is good	150	50	Q3 - 20/21	105	Q4 - 20/21	245	Number	R	▼	Points were recorded as 245 collectively. This was broken down to 70 in January, 85 in February and 90 in March.	
Street Cleansing	SC 1	Contractor points achieved against target standards specified in contract - Street Cleansing	Low is good	150	50	Q4 - 20/21	245	Q4 - 20/21	110	Number	A	▲	The street cleansing points for quarter 4 is 110 collectively. This has been broken down into 20 in January, 20 in February and 70 in March	
Grounds Maintenance	GM 1	Contractor points achieved against target standards specified in contract - Grounds Maintenance	Low is good	150	50	Q3 - 20/21	15	Q4 - 20/21	20	Number	G	▼	Contractor points have been recorded as 20 collectively, spreading out as 4 Category E incidents, 5 points each.	
Allotments	AM 1	Percentage occupancy of allotment plots	High is good	84.00	92.00	Q3 - 20/21	95.00	Q4 - 20/21	98.00	%	G	▲	As at the end of March 2021, 1059 plots of a total 1144 were let. Of the 1144 total plots, 1083 plots are currently lettable. 1059 occupied lettable plots equates to 98% occupancy rate. There has been a significant increase in demand for allotment tenancies since the Covid-19 pandemic began in March 2021. This occupancy level is the highest it has been for a number of years. It is hoped that the high levels of occupancy remain when some kind of normality resumes and hope that people continue with the plots they have chosen and not decide to give them up. All sites now have waiting lists for plots. It must be noted that February 2021 was the start of the new allotment year (and annual invoices issued) so we are still in the process of identifying unpaid accounts. This could lead to more plots being given up but as there are waiting lists, hopefully, if this happens, plots will be re-allocated quite speedily, and we can keep occupancy levels where they are.	
Parking Services	PS 1	Overall percentage utilisation of all car parks	High is good	50.00	60.00	Q3 - 20/21	31.00	Q4 - 20/21	9.67	%	R	▼	Very low figure due to lockdown over the whole of the quarter.	
Parking Services	PS 2	Number of off street charged parking spaces	N/A	Volumetric	Volumetric	Q3 - 20/21	3,750	Q4 - 20/21	3,750	Number	V		No change	
Licensing	LIC 1	Total number of committee referrals (for all licensing functions)	N/A	Volumetric	Volumetric	Q3 - 20/21	1	Q4 - 20/21	6	Number	V		1 PH driver for points, 1 HC vehicle, 4 premises licence review applications.	
Licensing	LIC 2	Total number of enforcement actions (revocations, suspensions and prosecutions)	N/A	Volumetric	Volumetric	Q3 - 20/21		Q4 - 20/21	3	Number	V		3 LA03 premises licence revocations for criminal activity/breaches of licence.	
DHI	Housing Investment	HI 1	Percentage of council properties that are not at the 'Decent Homes' standard (excluding refusals)	Low is good	1.00	0.00	Q3 - 20/21	0.89	Q4 - 20/21	0.84	%	R	▲	Failures are now: Doors x53, Electrical Testing x11 and Roofs x4 (3x properties fail on two criteria). Most outstanding properties for Electrical Testing have long-term access issues but progress being made. The situation with doors remains the same as previous months. Expect to see a continued increase until new supplier is instated and on site – expected May.
Housing Investment	HI 2	Number of properties 'not decent' as a result of tenant's refusal to allow work (excluding referrals)	N/A	Volumetric	Volumetric	Q3 - 20/21	197	Q4 - 20/21	199	Number	V		As this measure focuses on tenant refusal, it can be difficult to comment on why it has either increased or decreased. It is however maintaining around this figure for the last financial year.	
Housing Investment	HI 3	Percentage of dwellings with a valid gas safety certificate	High is good	99.80	99.96	Q3 - 20/21	95.45	Q4 - 20/21	96.28	%	R	▲	The servicing team and our contractor Aaron Services have worked very well together over the last year. The Health and Safety Executive advised that gas servicing must continue throughout the Covid 19 pandemic. Additionally the government advised some of our most vulnerable customers to shield during lockdown. Therefore these customers would not allow us to access their homes to undertake the annual gas servicing. To enable us to continue with our gas servicing programme, our contractor revised risk assessments and method statements in accordance with government guidance to ensure the safety of our customers when working within properties. We worked closely with our most vulnerable customers and individually risk assessed those properties in relation to gas safety, then reviewed when gas servicing appointments would take place. Our performance has not reached the target of 100%, during the year, however our programme quickly recovered following the governments shielding period ending. Our gas servicing programme has been managed and delivered exceptionally well by both Council officer's and our contractor Aaron Services during a very difficult year.	
Control Centre	CC 2	Percentage of Lincare Housing Assistance calls answered within 60 seconds	High is good	97.50	98.75	Q3 - 20/21	97.53	Q4 - 20/21	97.37	%	R	▼	The data from quarter four shows that response times have fallen again slightly, just below its lower target of 97.50%, reporting at 97.37%.	
Rent Collection	RC 1	Rent collected as a proportion of rent owed	High is good	96.00	97.00	Q3 - 20/21	99.86	Q4 - 20/21	99.46	%	G	▼	Central government's restrictions on enforcement action for rent arrears in response to the Covid-19 pandemic has meant a challenging year for income collection. Whilst Tenancy Services has continued to support tenants through the Hardship Fund, DHP and general advice and guidance it has not permitted the team to take robust action when tenants have the means to pay but fail to do so. In year collection as of the end of March reached 99.46% ahead of the 98% collection target. Arrears overall increased to £1,060,439 compared to £825,237 at the end of March 2020, an increase of £235,201 resulting in arrears as a % of the debit standing at 3.75%, only marginally ahead of the 3.65% target. Universal Credit claims have continued to increase with 727 more Universal Credit claims this financial year with arrears across all 2,145 claims standing at £625,765, an increase of £222,100 compared to the same point last year. Tenancy Services continue to focus on rent collection and income maximisation for tenants and are committed to reducing the arrears over this coming financial year.	

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

Annual Measures at Q3

Service Area	Measure ID	Measure	High Or Low	Low Target	High Target	Previous Data Period	Previous Value	Current Year	Current Value	Unit	Status	Commentary	
CX	Democratic Services	DEM 1	The number of individuals registered on the electoral register (local elections)	N/A	Volumetric	Volumetric	2019/20	67,919	2020/21	68,203	Number	V	As you will see we have had a significant increase in registration since last reported.
DCE	Waste & Recycling	WM 3	Satisfaction with refuse service (collected via Citizens' Panel)	High is good	90.00	96.00	2019/20	97.00	2020/21	96.30	%	G	Citizen Panel respondents were recorded as 96.3% being satisfied or very satisfied with the refuse collection service.
	Waste & Recycling	WM 4	Satisfaction with recycling service (collected via Citizens' Panel)	High is good	90.00	94.00	2019/20	97.00	2020/21	94.80	%	G	94.8% of Citizen Panel respondents reported being satisfied or very satisfied with the recycling collection service overall
	Food and Health & Safety Enforcement	FHS 4	Percentage of Citizens' Panel respondents who are satisfied with the standard of hygiene in restaurants/cafes/ shops and takeaways in Lincoln	High is good	80.00	85.00	2019/20	88.00	2020/21	91	%	G	64.% of residents were satisfied with the standard of hygiene in restaurants, cafes takeaways and shops whilst 26.6% were very satisfied.

Annual Measures at Q4

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

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SUBJECT: PERFORMANCE TARGETS FOR 2021/22

DIRECTORATE: CHIEF EXECUTIVE'S

REPORT AUTHOR: PAT JUKES, BUSINESS MANAGER – CORPORATE POLICY

1. Purpose of Report

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

2. Executive Summary

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

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

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

3. Background

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

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

4. Targets for the year 2021/22

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

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

4.3 Corporate measures, monitored by the corporate centre (i.e. sickness, complaints and vacant establishment posts, are volumetric and do not have targets.

4.4 Due to the impact of Covid-19 service areas have considered the best way to measure performance in their service. This has varied, dependent on the nature of the service. For example, Parking targets have remained the same as we are not able to directly influence these figures and are not in a position to 'guess' what they might be, whereas Voids targets have been adjusted to reflect what we realistically know what we can achieve. Because of the both the short and longer term impacts of Covid-19 on council services all targets will be reviewed again in September to ensure they remain fit for purpose.

4.5 It will be noted that Customer Feedback measures have been removed. This is in part because of short term difficulties in collecting these measures, but also to allow a complete review of our Customer Feedback Framework to enable more bespoke feedback, providing meaningful data which can be responded to appropriately.

5. Strategic Priorities

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

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

6. Organisational Impacts

6.1 Finance (including whole life costs where applicable) – n/a

6.2 Legal Implications including Procurement Rules – n/a

6.3 Equality, Diversity & Human Rights

The Public Sector Equality Duty means that the Council must consider all individuals when carrying out their day-to-day work, in shaping policy, delivering services and in relation to their own employees. It requires that public bodies have due regard to the need to:

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

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

7. Risk Implications

7.1 (i) Initial Options Explored – n/a

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

8. Recommendation

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

Is this a key decision?

No

Do the exempt information categories apply?

No

Does Rule 15 of the Scrutiny Procedure Rules apply?

No

How many appendices does the report contain?

One

List of Background Papers:

None

Lead Officer:

Pat Jukes, Business Manager – Corporate Policy, CX Directorate

CX Strategic Measures

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

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

Service Area	Measure	Unit	Collection Frequency	High / Low is Good	Volumetric	Low Target (Worst)	On target	High Target (Best)	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Low Target (Worst)	On target	High Target (Best)	Portfolio Holder	Owner	Comments (if required)	Updated on PIMS?
Debtors & Creditors	DCT 1 - Percentage of invoices paid within 30 days	%	Annual Q4	High is good	No	95%	<->	97%	95.38%	97.03%	95.17%	97.79%	96.22%	95%	<->	97%	Clir Ric Metcalfe - Portfolio Holder for Our People and Resources	Sarah Hardy - Principal Finance Business Partner	Retain 2020/21 targets	Y	
Debtors & Creditors	DCT 2 - Percentage of invoices that have a Purchase Order completed	%	Annual Q4	High is good	No	55%	<->	65%	43.10%	40.76%	41.60%	46.00%	45.60%	55%	<->	65%	Clir Ric Metcalfe - Portfolio Holder for Our People and Resources	Sarah Hardy - Principal Finance Business Partner	Retain 2020/21 targets	Y	

CX ANNUAL STRATEGIC MEASU	Democratic Services	DEM 1 - The number of individuals registered on the electoral register (local elections)	Number	Annual Q3	Volumetric	Yes	N/A	<->	N/A				Cllr Chris Burke - Portfolio Holder for Customer Experience and Review	Graham Watts - Democratic and Elections Manager	Retain as 2020/21	y
	Procurement Services	PRO 1 - Percentage spend on contracts that have been awarded to "local" contractors (as the primary contractor)	%	Annual Q2	High is good	No	20%	<->	45%	Data will be input from Q3 2020/2021			Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Heather Carmichael - Client Procurement Officer	Retain 2020/21 targets	y
	Procurement Services	PRO 2 - Percentage value of the top 10 spend contracts that have been sub-contracted (wholly or partly) to "local" suppliers to deliver	%	Annual Q2	High is good	No	70%	<->	90%	Data will be input from Q3 2020/2021			Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Heather Carmichael - Client Procurement Officer	Retain 2020/21 targets	y
	Procurement Services	PRO 3 - Percentage of total contract spend that is with an SME	%	Annual Q2	High is good	No	20%	<->	40%	Data will be input from Q3 2020/2021			Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Heather Carmichael - Client Procurement Officer	Retain 2020/21 targets	y
	Procurement Services	PRO 4 - Percentage of total contract spend that is with an SME who meets the "local" definition	%	Annual Q2	High is good	No	20%	<->	40%	Data will be input from Q3 2020/2021			Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Heather Carmichael - Client Procurement Officer	Retain 2020/21 targets	y
	Property Services	PRS 1 - Return on new commercial investments - (Annual rental yield = Net Income/Purchase Price plus initial purchase costs)	%	Annual Q2	High is good	No	5%	<->	7%	Data will be input from Q3 2020/2025			Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Property Services	Needs to cease being a performance measure as we are no longer pursuing any commercial property purchases, it no longer part of our strategy so we wouldn't have any data to report each year.	

Volumetric - no target
Target for 2021-22

DCE Strategic Measures

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

Service Area	Measure	Unit	Cumulative or Quarterly	High / Low is Good	Volumetric	2020-2021						2021-2022						PH	Owner	Comments
						Low Target (Worst)	On target	High Target (Best)	Q2/19/20 Outturn	Q3/19/20 Outturn	Q4/19/20 Outturn	Q1/20/21 Outturn	Q2/20/21 Outturn	Q3/20/21 Outturn	Low Target (Worst)	On target	High Target (Best)			
Food and Health & Safety Enforcement	FHS 1 - Percentage of premises fully or broadly compliant with Food Health & Safety inspection	%	Quarterly	High is good	No	96%	<->	98%	98.20%	98.40%	99.00%	Collection not possible - COVID	Collection not possible - COVID		96%	<->	98%	Clr Bob Bushell - Portfolio Holder for Remarkable Place	Sara Boothright - Environmental Health & Corporate Safety Manager	This can be reported on from first quarter 2021
Food and Health & Safety Enforcement	FHS 2 - Average time from actual date of inspection to achieving compliance	Days	Quarterly	Low is good	No	13	<->	8	15.90	17.50	17.00	Collection not possible - COVID	Collection not possible - COVID		13	<->	8	Clr Bob Bushell - Portfolio Holder for Remarkable Place	Sara Boothright - Environmental Health & Corporate Safety Manager	This can be reported on from first quarter 2021
Food and Health & Safety Enforcement	FHS 3 - Percentage of food inspections that should have been completed and have been in that time period	%	Quarterly	High is good	No	85%	<->	97.00%	88.00%	93.80%	91.90%	Collection not possible - COVID	Collection not possible - COVID		85%	<->	97.00%	Clr Bob Bushell - Portfolio Holder for Remarkable Place	Sara Boothright - Environmental Health & Corporate Safety Manager	This can be reported on from first quarter 2021, however the programme that is expected to be delivered has been adjusted by the Food Standards Agency and will only include prioritised inspections and interventions.
Development Management (Planning)	DM 1 - Number of applications in the quarter	Number	Quarterly	Volumetric	Yes	N/A	<->	N/A										Clr Neil Murray - Portfolio Holder for Economic Growth	Kieron Manning - Assistant Director for Planning	Retain as 2020/21
Development Management (Planning)	DM 2 - End to end time to determine a planning application (Days)	Days	Quarterly	Low is good	No	85	<->	65.00	55.01	67.25	53.57	80	74.91		85	<->	65.00	Clr Neil Murray - Portfolio Holder for Economic Growth	Kieron Manning - Assistant Director for Planning	Retain as 2020/21
Development Management (Planning)	DM 3 - Number of live planning applications open	Number	Quarterly	Low is good	No	180	<->	120.00	84	95	70	140	105		180	<->	120.00	Clr Neil Murray - Portfolio Holder for Economic Growth	Kieron Manning - Assistant Director for Planning	Retain as 2020/21
Development Management (Planning)	DM 4 - Percentage of applications approved	%	Quarterly	High is good	No	85%	<->	97%	98.00%	95.00%	97.00%	90.00%	93.06%		85%	<->	97%	Clr Neil Murray - Portfolio Holder for Economic Growth	Kieron Manning - Assistant Director for Planning	Retain as 2020/21
Development Management (Planning)	DM 5 - Percentage of decisions on planning applications that are subsequently overturned on appeal	%	Quarterly	Low is good	No	10%	<->	5%	88.37%	96.00%	105.00%	74.91%	233.00%		10%	<->	5%	Clr Neil Murray - Portfolio Holder for Economic Growth	Kieron Manning - Assistant Director for Planning	Retain as 2020/21
Development Management (Planning)	DM 6 - Percentage of Non-Major Planning Applications determined within the government target (70% in 8 weeks) measured on a 2 year rolling basis	%	Quarterly	High is good	No	70%	<->	90%	94.65%	93.67%	94.78%	80.00%	96.00%		70%	<->	90%	Clr Neil Murray - Portfolio Holder for Economic Growth	Kieron Manning - Assistant Director for Planning	Retain as 2020/21
Development Management (Planning)	DM 7 - Percentage of Major Planning Applications determined within the government target (60% in 13 weeks) measured on a 2 year rolling basis	%	Quarterly	High is good	No	60%	<->	90%	95.45%	93.02%	89.74%	70.00%	88.37%		60%	<->	90%	Clr Neil Murray - Portfolio Holder for Economic Growth	Kieron Manning - Assistant Director for Planning	Retain as 2020/21
Private Housing	PH 1 - Average time in weeks from occupational therapy notification to completion of works on site for a DFG grant (all DFG's exc. extensions)	Weeks	Quarterly	Low is good	No	26	<->	19	21	28	8	27	Collection not possible - COVID		26	<->	19	Clr Donald Nannestad - Portfolio Holder for Quality Housing	Sara Boothright - Environmental Health & Corporate Safety Manager	This can be reported on from first quarter 2021
Private Housing	PH 2 - Average time (weeks) from receiving to resolving a complaint about housing standards in private rented accommodation (updated measure)	Weeks	Quarterly	Low is good	No	12		20	16.00	6.00	2.80	7.40	Collection not possible - COVID		12		20	Clr Donald Nannestad - Portfolio Holder for Quality Housing	Sara Boothright - Environmental Health & Corporate Safety Manager	This can be reported on from first quarter 2021
Private Housing	PH 3 - Number of empty homes brought back into use	Number	Quarterly (Collected 6 monthly)	High is good	No	Q2 12 Q4 25	<->	Q2 25 Q4 50	17	37	54	7	Collection not possible - COVID		Q2 7 Q4 13	<->	Q2 13 Q4 25	Clr Donald Nannestad - Portfolio Holder for Quality Housing	Sara Boothright - Environmental Health & Corporate Safety Manager	High and low target has been reduced as it is unlikely that actively targeting empty homes will begin until September 2021
Public Protection & Anti-Social Behaviour	ASB 1 - no. of cases received in the quarter (ASB)	Number	Quarterly	Volumetric	Yes	N/A	<->	N/A										Clr Rosanne Kirk - Portfolio Holder for Reducing Inequalities	Francesca Bell - Public Protection, ASB and Licensing Service Manager	No change required
Public Protection & Anti-Social Behaviour	ASB 2 - No. of cases closed in the quarter	Number	Quarterly	Volumetric	Yes	N/A	<->	N/A										Clr Rosanne Kirk - Portfolio Holder for Reducing Inequalities	Francesca Bell - Public Protection, ASB and Licensing Service Manager	No change required
Public Protection & Anti-Social Behaviour	ASB 3 - Number of live cases open at the end of the quarter	Number	Quarterly	Low is good	No	260	<->	220	778	610	645	226	201		260	<->	220	Clr Rosanne Kirk - Portfolio Holder for Reducing Inequalities	Francesca Bell - Public Protection, ASB and Licensing Service Manager	No change required
Public Protection & Anti-Social Behaviour	ASB 4 - Satisfaction of complainants relating to how the complaint was handled	%	Quarterly	High is good	No	75.00%	<->	85.00%	83.30%	98.00%	91.00%	Collection not possible - COVID	Collection not possible - COVID		75.00%	<->	85.00%	Clr Rosanne Kirk - Portfolio Holder for Reducing Inequalities	Francesca Bell - Public Protection, ASB and Licensing Service Manager	No change required
Sport & Leisure	SP 1 - Quarterly visitor numbers to Birchwood and Yarborough Leisure Centres	Number	Quarterly	High is good	No	Min increase of 0.7% each Q = 233,197 (based on Q3 19/20)	<->	Increase of 1% each Q (Sport England Target) = 233,892 (based on Q3 19/20)	247,189	231,576	213,990	N/A	37,412		Min increase of 0.7% each Q = 233,197 (based on Q3 19/20)	<->	Increase of 1% each Q (Sport England Target) = 233,892 (based on Q3 19/20)	Clr Bob Bushell - Portfolio Holder for Remarkable Place	Steve Lockwood - Leisure, Sport and City Services Manager	Retain as 2020/21
Sport & Leisure	SP 3a - Percentage of respondents to satisfaction survey who would recommend Birchwood Leisure Centre (new measure for 20/21)	%	Quarterly	High is good	No	62%	<->	70%	Measure not yet being collected						62%	<->	70%	Clr Bob Bushell - Portfolio Holder for Remarkable Place	Steve Lockwood - Leisure, Sport and City Services Manager	Retain as 2020/21
Sport & Leisure	SP 3b - Percentage of respondents to satisfaction survey who would recommend Yarborough Leisure Centre (new measure for 20/21)	%	Quarterly	High is good	No	62%	<->	70%	Measure not yet being collected						62%	<->	70%	Clr Bob Bushell - Portfolio Holder for Remarkable Place	Steve Lockwood - Leisure, Sport and City Services Manager	Retain as 2020/21
Sport & Leisure	SP 2 - Artificial Grass Pitch usage at Yarborough Leisure Centre (exp. to open July 19) & Birchwood Leisure Centre (exp. to open June 19) (New measure)	Hours	Quarterly	High is good	No	520	<->	650	555	612	649	649	315		520	<->	650	Clr Bob Bushell - Portfolio Holder for Remarkable Place	Steve Lockwood - Leisure, Sport and City Services Manager	Retain as 2020/21
CCTV	CCTV 1 - Total number of incidents handled by CCTV operators	Number	Quarterly	Volumetric	Yes	N/A	<->	N/A										Clr Rosanne Kirk - Portfolio Holder for Reducing Inequality	Caroline Bird - Community Services Manager	Retain as 2020/21

DCE QUARTERLY STRATEGIC MEASURES

Waste & Recycling	WM 1 - Percentage of waste recycled or composted	%	Quarterly	High is good	No	33.50%	<->	41.00%	37.13%	37.75%	32.47%	28.70%	38.07%	Qtr 1 low = 36 Qtr 2 low = 33.5 Qtr 3 low = 30.5 Qtr 4 low = 26	<->	Qtr 1 high = 39 Qtr 2 high = 39 Qtr 3 high = 35 Qtr 4 high = 30	Clr Bob Bushell - Portfolio Holder for Remarkable Place	Caroline Bird - Community Services Manager	Quarterly targets proposed to provide a better indication of performance because of the seasonal differences in performance.
Waste & Recycling	WM 2 - Contractor points achieved against target standards specified in contract - Waste Management	Number	Quarterly	Low is good	No	501	<->	50	55	120	145	115	100	501	<->	50	Clr Bob Bushell - Portfolio Holder for Remarkable Place	Caroline Bird - Community Services Manager	Retain as 2020/21
Street Cleansing	SC 1 - Contractor points achieved against target standards specified in contract - Street Cleansing	Number	Quarterly	Low is good	No	501	<->	25	85	50	85	45	90	501	<->	25	Clr Bob Bushell - Portfolio Holder for Remarkable Place	Caroline Bird - Community Services Manager	Retain as 2020/21
Grounds Maintenance	GM 1 - Contractor points achieved against target standards specified in contract - Grounds Maintenance	Number	Quarterly	Low is good	No	501	<->	15	5	15	5	15	No points recorded in Q2	501	<->	15	Clr Bob Bushell - Portfolio Holder for Remarkable Place	Caroline Bird - Community Services Manager	Retain as 2020/21
Allotments	AM 1 - Percentage occupancy of allotment plots	%	Quarterly	High is good	No	84.00%	<->	92.00%	89.00%	87.00%	85.00%	92.00%	95.00%	84.00%	<->	92.00%	Clr Bob Bushell - Portfolio Holder for Remarkable Place	Lee George - Open Spaces Officer	Retain as 2020/21
Parking Services	PS 1 - Overall percentage utilisation of all car parks (P8)	%	Quarterly	High is good	No	50.00%	<->	60.00%	46.00%	51.00%	56.00%	0.00%	37.00%	50.00%	<->	60.00%	Clr Neil Murray - Portfolio Holder for Economic Growth	Rod Williamson - City Services Team Leader	Remain as 2020/21
Parking Services	PS 2 - Number of off street charged parking spaces	Number	Quarterly	Volumetric	Yes	N/A	<->	N/A									Clr Neil Murray - Portfolio Holder for Economic Growth	Rod Williamson - City Services Team Leader	Remain as 2020/22
Licensing	LIC 1 - Total number of committee referrals (for all licensing functions)	Number	Quarterly	Volumetric	Yes	N/A	<->	N/A									Clr Bob Bushell - Portfolio Holder for Remarkable Place	Francesca Bell - Public Protection, ASB and Licensing Service Manager	No change required
Licensing	LIC 2 - Total number of enforcement actions (revocations, suspensions and prosecutions)	Number	Quarterly	Volumetric	Yes	N/A	<->	N/A									Clr Bob Bushell - Portfolio Holder for Remarkable Place	Francesca Bell - Public Protection, ASB and Licensing Service Manager	No change required

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

Volumetric - no target
Target for 2021-22

DHI Strategic Measures

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

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

DHI QUARTERLY STRATEGIC MEASURES

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Portfolio Holder for Our People and Resources

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

Service Area	Measure	Unit	Cumulative or Quarterly	High / Low is Good	Volumetric	2020-2021						2021-2022			Portfolio Holder	Owner	Comments (if required)			
						Low Target (Worst)	On target	High Target (Best)	Q2/19/20 Outturn	Q3/19/20 Outturn	Q4/19/20 Outturn	Q1/20/21 Outturn	Q2/20/21 Outturn	Q3/20/21 Outturn				Low Target (Worst)	On target	High Target (Best)
Quarterly Measures																				
Communications	COM 1 - Percentage of media enquiries responded to within four working hours	%	Quarterly	High is good	No	70.00%	<->	85.00%	72	54	76	89	86	70.00%	<->	85.00%	Clr Ric Metcalfe - Portfolio Holder for Our People and Resources	Steve Welsby - Communications Manager	Retain 2020/21 targets	
Communications	COM 2 - Number of proactive communications issued that help maintain or enhance our reputation	Number	Quarterly	High is good	No	25	<->	40	38	21	37	46	38	25	<->	40	Clr Ric Metcalfe - Portfolio Holder for Our People and Resources	Steve Welsby - Communications Manager	Retain 2020/21 targets	
Work Based Learning	WBL 1 - Percentage of apprentices completing their qualification on time	%	Quarterly	High is good	No	92.00%	<->	95.00%	100.00%	100.00%	12.00%	100.00%	100.00%	92.00%	<->	95.00%	Clr Ric Metcalfe - Portfolio Holder for Our People and Resources	Sharon Hylton - Work Based Learning Team Leader	Retain 2020/21 targets	
Work Based Learning	WBL 2 - Number of new starters on the apprenticeship scheme	Number	Cumulative	High is good	No	Q1 - 3 Q2 - 8 Q3 - 13 Q4 - 18	<->	Q1 - 5 Q2 - 10 Q3 - 15 Q4 - 20	13	19	29	3	2	Volumetric	<->	Volumetric	Clr Ric Metcalfe - Portfolio Holder for Our People and Resources	Sharon Hylton - Work Based Learning Team Leader	Retain 2020/21 figures and change to volumetric	
Work Based Learning	WBL 3 - Percentage of apprentices moving into Education, Employment or Training	%	Quarterly	High is good	No	92.00%	<->	95.00%	100.00%	100.00%	85.00%	100.00%	100.00%	Volumetric	<->	Volumetric	Clr Ric Metcalfe - Portfolio Holder for Our People and Resources	Sharon Hylton - Work Based Learning Team Leader	Retain 2020/21 figures and change to volumetric	
Accountancy	ACC 1 - Average return on investment portfolio	%	Quarterly	High is good	No	0.75%	<->	0.85%	0.86%	0.85%	0.80%	0.45%	0.18%	0.12%	<->	0.18%	Clr Ric Metcalfe - Portfolio Holder for Our People and Resources	Sarah Hardy - Principal Finance Business Partner	0.18% is probably towards the high side of the likely interest receivable (given the base rate issues currently)	
Accountancy	ACC 2 - Average interest rate on external borrowing	%	Quarterly	Low is good	No	4.75%	<->	3.75%	3.38%	3.60%	3.69%	No data	3.69%	4.75%	<->	3.75%	Clr Ric Metcalfe - Portfolio Holder for Our People and Resources	Sarah Hardy - Principal Finance Business Partner	Retain 2020/21 targets	
Revenues Administration	REV 1 - Council Tax - in year collection rate for Lincoln	%	Cumulative	High is good	No	Q1 - 26.50% Q2 - 52.50% Q3 - 78.50% Q4 - 96.75%	<->	Q1 - 27.00% Q2 - 53.00% Q3 - 79.00% Q4 - 97.00%	52.87%	79.03%	96.77%	25.90%	50.53%	Q1 - 25.00% Q2 - 50.00% Q3 - 75.00% Q4 - 95.00%	<->	Q1 - 27.00% Q2 - 53.00% Q3 - 79.00% Q4 - 96.75%	Clr Ric Metcalfe - Portfolio Holder for Our People and Resources	Martin Walmsley - Head of Shared Revenues and Benefits	Targets updated	
Revenues Administration	REV 2 - Business Rates - in year collection rate for Lincoln	%	Volumetric	High is good	No	Q1 - 33.00% Q2 - 58.00% Q3 - 82.50% Q4 - 98.60%	<->	Q1 - 34.50% Q2 - 59.50% Q3 - 84.50% Q4 - 99.00%	59.58%	83.39%	99.46%	41.31%	65.15%	Volumetric	<->	Volumetric	Clr Ric Metcalfe - Portfolio Holder for Our People and Resources	Martin Walmsley - Head of Shared Revenues and Benefits	Change to volumetric	
Revenues Administration	REV 3 - Number of outstanding customer changes in the Revenues Team	Number	Quarterly	Low is good	No	Q1 - 750 Q2 - 750 Q3 - 600 Q4 - 450	<->	Q1 - 600 Q2 - 600 Q3 - 450 Q4 - 300	1177	550	371	249	685	Q1 - 800 Q2 - 750 Q3 - 700 Q4 - 650	<->	Q1 - 700 Q2 - 650 Q3 - 550 Q4 - 450	Clr Ric Metcalfe - Portfolio Holder for Our People and Resources	Martin Walmsley - Head of Shared Revenues and Benefits	Targets updated	
Annual Measures																				
Debtors & Creditors	DCT 1 - Percentage of invoices paid within 30 days	%	Annual Q4	High is good	No	95%	<->	97%	95.38%	97.03%	95.17%	97.79%	96.22%	95%	<->	97%	Clr Ric Metcalfe - Portfolio Holder for Our People and Resources	Sarah Hardy - Principal Finance Business Partner	Retain 2020/21 targets	
Debtors & Creditors	DCT 2 - Percentage of invoices that have a Purchase Order completed	%	Annual Q4	High is good	No	55%	<->	65%	43.10%	40.76%	41.60%	46.00%	45.60%	55%	<->	65%	Clr Ric Metcalfe - Portfolio Holder for Our People and Resources	Sarah Hardy - Principal Finance Business Partner	Retain 2020/21 targets	
Procurement Services	PRO 1 - Percentage spend on contracts that have been awarded to "local" contractors (as the primary contractor)	%	Annual Q2	High is good	No	20%	<->	45%	Data will be input from Q3 2020/2021						20%	<->	45%	Clr Ric Metcalfe - Portfolio Holder for Our People and Resources	Heather Carmichael - Client Procurement Officer	Retain 2020/21 targets
Procurement Services	PRO 2 - Percentage value of the top 10 spend contracts that have been sub-contracted (wholly or partly) to "local" suppliers to deliver	%	Annual Q2	High is good	No	70%	<->	90%	Data will be input from Q3 2020/2021						70%	<->	90%	Clr Ric Metcalfe - Portfolio Holder for Our People and Resources	Heather Carmichael - Client Procurement Officer	Retain 2020/21 targets
Procurement Services	PRO 3 - Percentage of total contract spend that is with an SME	%	Annual Q2	High is good	No	20%	<->	40%	Data will be input from Q3 2020/2021						20%	<->	40%	Clr Ric Metcalfe - Portfolio Holder for Our People and Resources	Heather Carmichael - Client Procurement Officer	Retain 2020/21 targets
Procurement Services	PRO 4 - Percentage of total contract spend that is with an SME who meets the "local" definition	%	Annual Q2	High is good	No	20%	<->	40%	Data will be input from Q3 2020/2021						20%	<->	40%	Clr Ric Metcalfe - Portfolio Holder for Our People and Resources	Heather Carmichael - Client Procurement Officer	Retain 2020/21 targets
Property Services	PRS 1 - Return on new commercial investments - (Annual rental yield = Net Income/Purchase Price plus initial purchase costs)	%	Annual Q2	High is good	No	5%	<->	7%	Data will be input from Q3 2020/2025									Clr Ric Metcalfe - Portfolio Holder for Our People and Resources	Property Services	Needs to cease being a performance measure as we are no longer pursuing any commercial property purchases, it no longer part of our strategy so we wouldn't have any data to report each year.

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Portfolio Holder for Customer Experience and Review

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

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

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Portfolio Holder for Economic Growth

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

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Portfolio Holder for Quality Housing

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

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Portfolio Holder for Reducing Inequality

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

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

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Portfolio Holder for Remarkable Place

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Service Area	Measure	Unit	Cumulative or Quarterly	High / Low is Good	Volumetric	2020-2021						2021-2022						Portfolio Holder	Owner	Comments (if required)
						Low Target (Worst)	On target	High Target (Best)	Q2/19/20 Outturn	Q3/19/20 Outturn	Q4/19/20 Outturn	Q1/20/21 Outturn	Q2/20/21 Outturn	Q3/20/21 Outturn	Low Target (Worst)	On target	High Target (Best)			
Quarterly Measures																				
Food and Health & Safety Enforcement	FHS 1 - Percentage of premises fully or broadly compliant with Food Health & Safety inspection	%	Quarterly	High is good	No	96%	<->	98%	98.20%	98.40%	99.00%	Collection not possible - COVID	Collection not possible - COVID		96%	<->	98%	Clr Bob Bushell - Portfolio Holder for Remarkable Place	Sara Boothright - Environmental Health & Corporate Safety Manager	This can be reported on from first quarter 2021
Food and Health & Safety Enforcement	FHS 2 - Average time from actual date of inspection to achieving compliance	Days	Quarterly	Low is good	No	13	<->	8	15.90	17.50	17.00	16.5	Collection not possible - COVID		13	<->	8	Clr Bob Bushell - Portfolio Holder for Remarkable Place	Sara Boothright - Environmental Health & Corporate Safety Manager	This can be reported on from first quarter 2021
Food and Health & Safety Enforcement	FHS 3 - Percentage of food inspections that should have been completed and have been in that time period	%	Quarterly	High is good	No	85%	<->	97.00%	88.00%	93.80%	91.90%	Collection not possible - COVID	Collection not possible - COVID		85%	<->	97.00%	Clr Bob Bushell - Portfolio Holder for Remarkable Place	Sara Boothright - Environmental Health & Corporate Safety Manager	This can be reported on from first quarter 2021, however the programme that is expected to be delivered has been adjusted by the Food Standards Agency and will only include prioritised inspections and interventions.
Sport & Leisure	SP 1 - Quarterly visitor numbers to Birchwood and Yarborough Leisure Centres	Number	Quarterly	High is good	No	Min increase of 0.7% each Q = 233,197 (based on Q3 19/20)	<->	Increase of 1% each Q (Sport England Target) = 233,892 (based on Q3 19/20)	247,189	231,576	213,990	N/A		37,412	Min increase of 0.7% each Q = 233,197 (based on Q3 19/20)	<->	Increase of 1% each Q (Sport England Target) = 233,892 (based on Q3 19/20)	Clr Bob Bushell - Portfolio Holder for Remarkable Place	Steve Lockwood - Leisure, Sport and City Services Manager	Retain as 2020/21
Sport & Leisure	SP 3a - Percentage of respondents to satisfaction survey who would recommend Birchwood Leisure Centre (new measure for 20/21)	%	Quarterly	High is good	No	62%	<->	70%	Measure not yet being collected						62%	<->	70%	Clr Bob Bushell - Portfolio Holder for Remarkable Place	Steve Lockwood - Leisure, Sport and City Services Manager	Retain as 2020/21
Sport & Leisure	SP 3b - Percentage of respondents to satisfaction survey who would recommend Yarborough Leisure Centre (new measure for 20/21)	%	Quarterly	High is good	No	62%	<->	70%	Measure not yet being collected						62%	<->	70%	Clr Bob Bushell - Portfolio Holder for Remarkable Place	Steve Lockwood - Leisure, Sport and City Services Manager	Retain as 2020/21
Sport & Leisure	SP 2 - Artificial Grass Pitch usage at Yarborough Leisure Centre (exp. to open July 19) & Birchwood Leisure Centre (exp. to open June 19) (New measure)	Hours	Quarterly	High is good	No	520	<->	650	555	612	649	649	315	520	<->	650	Clr Bob Bushell - Portfolio Holder for Remarkable Place	Steve Lockwood - Leisure, Sport and City Services Manager	Retain as 2020/21	
Waste & Recycling	WM 1 - Percentage of waste recycled or composted	%	Quarterly	High is good	No	33.50%	<->	41.00%	37.13%	37.75%	32.47%	28.70%	38.07%	28%	<->	40%	Clr Bob Bushell - Portfolio Holder for Remarkable Place	Caroline Bird - Community Services Manager		
Waste & Recycling	WM 2 - Contractor points achieved against target standards specified in contract - Waste Management	Number	Quarterly	Low is good	No	501	<->	50	55	120	145	115	100	501	<->	50	Clr Bob Bushell - Portfolio Holder for Remarkable Place	Caroline Bird - Community Services Manager	Retain as 2020/21	
Street Cleansing	SC 1 - Contractor points achieved against target standards specified in contract - Street Cleansing	Number	Quarterly	Low is good	No	501	<->	25	85	50	85	45	90	501	<->	25	Clr Bob Bushell - Portfolio Holder for Remarkable Place	Caroline Bird - Community Services Manager	Retain as 2020/21	
Grounds Maintenance	GM 1 - Contractor points achieved against target standards specified in contract - Grounds Maintenance	Number	Quarterly	Low is good	No	501	<->	15	5	15	5	15	No points recorded in Q2	501	<->	15	Clr Bob Bushell - Portfolio Holder for Remarkable Place	Caroline Bird - Community Services Manager	Retain as 2020/21	
Allotments	AM 1 - Percentage occupancy of allotment plots	%	Quarterly	High is good	No	84.00%	<->	92.00%	89.00%	87.00%	85.00%	92.00%	95.00%	84.00%	<->	92.00%	Clr Bob Bushell - Portfolio Holder for Remarkable Place	Lee George - Open Spaces Officer	Retain as 2020/21	
Licensing	LIC 1 - Total number of committee referrals (for all licensing functions)	Number	Quarterly	Volumetric	Yes	N/A	<->	N/A	Measure not yet being collected						Clr Bob Bushell - Portfolio Holder for Remarkable Place	Francesca Bell - Public Protection, ASB and Licensing Service Manager	No change required			
Licensing	LIC 2 - Total number of enforcement actions (revocations, suspensions and prosecutions)	Number	Quarterly	Volumetric	Yes	N/A	<->	N/A	Measure not yet being collected						Clr Bob Bushell - Portfolio Holder for Remarkable Place	Francesca Bell - Public Protection, ASB and Licensing Service Manager	No change required			
Annual Measures																				
Waste & Recycling	WM 3 - Satisfaction with refuse service (collected via Citizens' Panel)	%	Annual Q3	High is good	No	90.00%	<->	96.00%	95.30%	93.85%	96.00%	96.00%	97.00%	90.00%	<->	96.00%	Clr Bob Bushell - Portfolio Holder for Remarkable Place	Caroline Bird - Community Services Manager	Retain as 2020/22	
Waste & Recycling	WM 4 - Satisfaction with recycling service (collected via Citizens' Panel)	%	Annual Q3	High is good	No	90.00%	<->	96.00%	95.70%	92.76%	94.00%	96.00%	97.00%	90.00%	<->	96.00%	Clr Bob Bushell - Portfolio Holder for Remarkable Place	Caroline Bird - Community Services Manager	Retain as 2020/23	
Grounds Maintenance	GM 2 - Satisfaction with play areas, parks and open spaces (collected via Citizens' Panel)	%	Annual Q2	High is good	No	85.00%	<->	90.00%	88.00%	87.90%	86.08%	87.00%	90.00%	85.00%	<->	90.00%	Clr Bob Bushell - Portfolio Holder for Remarkable Place	Caroline Bird - Community Services Manager	Retain as 2020/24	
Street Cleansing	SC 2 - Satisfaction that public land and public highways are kept clear of litter and refuse (Street Cleansing) (collected via Citizens' Panel)	%	Annual Q2	High is good	No	68.00%	<->	80.00%	82.80%	82.76%	74.76%	66.89%	69.00%	68.00%	<->	80.00%	Clr Bob Bushell - Portfolio Holder for Remarkable Place	Caroline Bird - Community Services Manager	Retain as 2020/25	
Food and Health & Safety Enforcement	FHS 4 - Percentage of Citizens' Panel respondents who are satisfied with the standard of hygiene in restaurants/cafes/ shops and takeaways in Lincoln	%	Annual Q3	High is good	No	80.00%	<->	85.00%	86.00%	81.00%	88.00%	91.00%	Data due	80.00%	<->	85.00%	Clr Bob Bushell - Portfolio Holder for Remarkable Place	Sara Boothright - Environmental Health & Corporate Safety Manager	Remain as 2020/21	

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SUBJECT:	FINANCIAL PERFORMANCE – OUTTURN 2020/21
REPORT BY:	CORPORATE MANAGEMENT TEAM
LEAD OFFICER:	COLLEEN WARREN, FINANCIAL SERVICES MANAGER

1. Purpose of Report

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

2. Executive Summary

- 2.1 This report covers the General Fund Revenue, Housing Revenue Account budgets and Investment Programmes for the current financial year. It sets out the provisional financial outturn position including the financial impact of the Covid19 pandemic on the Council.
- 2.2 Covid19 has taken its toll on the financial resilience of the Council as income streams have plummeted and there has been a requirement to incur costs to ensure services are being provided throughout this difficult period and to respond to consequences of the pandemic. The impacts of this are not simply restricted to the current financial year but will have a significant impact over the period of the MTFS and possibly beyond. In terms of the current financial year, 2020/21, the key challenges faced are in respect of:
- Exceptional costs of dealing with Covid19 and increased service demand
 - Loss of income

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

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

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

- 2.4 Subsequently, and in response to calls from the sector the Government have allocated a total of £4.6bn of general purpose grant funding to support local authorities to cover expenditure related pressures and announced an income compensation scheme to recompense councils for approx. 75p in every £1 of lost sales, fees and charges income. In addition a local tax income guarantee scheme was announced which will see the Government compensate local authorities for 75% of irrecoverable losses in Council Tax and Business Rates. To date the Council has received funding support of £1.877m for COVID19 related pressures and is estimating to receive c£2.989m through the income compensation scheme and a further £0.519m through the local tax income guarantee scheme. There has been no additional financial support provided to the Housing Revenue Account.
- 2.5 Despite this one-off financial support package announced by the Government, the General Fund would still have been unable to maintain a balanced budget position without having taken the measures implemented during quarter one.
- 2.6 The table below sets out a summary of the financial position of the Council for the financial year 2020/21, based on the provisional outturn:

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

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

- 2.7 The detailed financial position is shown in sections 3-7 and accompanying appendices.
- 2.8 Although both the General Fund and HRA have maintained balanced budget positions in 2020/21 this does not mean that the financial issues for the Council are resolved, it simply means that the in-year budget challenges have been addressed. Beyond 2020/21 the Council is set to face ongoing reductions in resources and increased service costs from the legacy of impacts of Covid19. This will require ongoing reductions in the net cost base in order to live within a significantly reduced resources envelope. The Council's MTFs 2021-2026, approved by Full Council in March 2021 sets out the detail of the financial challenge the Council faces.

3. General Fund Revenue Account

- 3.1 For 2020/21 the Council's net General Fund revenue budget was set at £12,963,220, including a planned contribution from balances of £286,310 (resulting in an estimated level of general balances at the year-end of £2,522,188).
- 3.2 The financial performance quarterly monitoring report for the 3rd quarter predicted a underspend against the revised budget of £122,723. The provisional outturn for 2020/21 now indicates that this underspend has increased by £25,658, resulting in an overall budget underspend of £148,381 (including proposed transfers to/from earmarked reserves and carry forward requests). This represents a variance against the revised budget of 0.6%.
- 3.3 There are a significant number of forecast year-end variations in income and expenditure against the approved budget, primarily as a result of Covid19 along with variances arising from measures taken to address the budget pressures and the financial support provided by Government. Full details of the main variances are provided in appendix B while the table below sets out the key variances:

	Forecast £'000
Increased expenditure arising as a result of Covid19	721
Income losses as a result of Covid19	6,242
Income Compensation Scheme	(2,989)
Government Grants (Covid19, Rough Sleeping, New Burdens, Test & Trace support and Compliance & Enforcement).	(2,675)
Measures approved at Q1 (budget review, furlough, review of capital, increased TFS)	(1,898)
Coronavirus Job Retention Scheme (in addition to Q1)	(102)
2020/21 national pay award implications	110

Covid19 Grant - Contribution to reserves for use in future years (approved at Q2)	622
Local Tax Income Guarantee scheme	(519)
Mutually Agreed Resignation Scheme (MARS)	193
Housing Benefit overspend as a result of under-recovery of overpayments (offset by a reduction in the HB bad debt provision)	127
Repairs and Maintenance of corporate assets	(136)
Net other variances	156
Overall Budget Shortfall/(Surplus)	(148)

3.4 The following paragraphs, 3.5 – 3.7 set out further detail on the key financial challenges arising as result of Covid19 that the Council is facing in 2020/21.

3.5 **Exceptional costs of dealing with Covid19 and increased service demand**

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

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

3.6 **Income losses**

The most significant impact of Covid19 has been on the Council's income streams with monthly income levels plummeting across a range of discretionary services as well as through investments and rental streams, as a result of the shutdown of the economy and its likely phased path to recovery. The Council's reliance on local income streams has increased significantly in recent years as Government funding has reduced through austerity measures and new funding mechanisms have been introduced resulting in the Council having to be more self-sufficient and secure its own funding sources. Prior to the implement of new funding mechanisms in 2013 less than 20% of the Council's funding sources were subject to any level of volatility, for 2020/21 90% is now subject to volatility and emphasises the financial risk that the Council faces from its income streams.

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

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

3.8 MHCLG Financial Support

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

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

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

Targeted grants to cover specific costs pressures and new burdens arising during Covid19, for the Council these include:

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

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

3.9 **Measures to address budget shortfall**

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

- Budget Review – A review of all of the Council's revenue budgets undertaken to identify one off budget reductions.
- Coronavirus Job Retention Scheme – a range of staff from primarily income generating areas were placed on furlough.
- Towards Financial Sustainability – in the year savings programme target was increased.
- Direct Revenue Finance (DRF) – a review of capital financing was undertaken.
- Covid19 Reserve – monies allocated as part of the 19/20 closedown process and held in an earmarked reserve.

The total of these measures amounted to £2.194m, although as a result of further government grant allocations the use of the Covid19 reserve is not required in 2020/21, resulting in measures totalling £1.898m.

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

3.11 The measures taken now exceed the remaining impact of Covid19, after Government funding, on the General Fund. This allowed, at quarter 2, the recommendation that the 4th tranche of Covid19 funding from Central Government of £622k to be contributed to an earmarked reserve to be used to offset budget pressures in future years arising from the legacy impacts of Covid19 (subject to the final outturn position).

3.12 **Earmarked Reserves**

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

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

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

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

3.13 Carry Forward Requests

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

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

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

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

CX-STRATDEV	Lincoln Lottery – contribution from balance of earmarked lottery income	(69)	N
DCE-ADHENV	Outbreak Prevention Funding – carry forward remainder of grant to support Intervention Team in 21/22	(50,000)	N
DMD	Officer resource to support delivery of key schemes, e.g. Central Market, WGC, Tentercroft Street etc.	(166,800)	N
TOTAL		(466,869)	

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

4. Housing Revenue Account

- 4.1 For 2020/21 the Council's Housing Revenue Account (HRA) net revenue budget was set at (£75,000), resulting in an estimated level of general balances at the year-end of £1,000,141
- 4.2 The financial performance quarterly monitoring report for the 3rd quarter predicted an underspend of £772,391. The provisional outturn for 2020/21 now indicates an underspend of £74,512. This would result in HRA balances at 31 March 2021 of £1,074,653.
- 4.3 Although the forecast position is an underspend there are a number of forecast year-end variations in income and expenditure as a result of Covid19 along with variances arising from measures taken to address the budget pressures. Full details of the main variances are provided in Appendix D while the table below sets out the key variances:

	Forecast
--	-----------------

	£'000
Increased expenditure arising as a result of Covid19	487
Reduced repairs and maintenance expenditure	(1,385)
Budget Review Savings	(257)
Coronavirus Job Retention Scheme (Furlough)	(191)
Increased rental income arising from Buy-Backs	(235)
HRS Repatriation	458
Reduction in borrowing costs	(104)
Contributions to Reserves	1,143
Gain on sale of assets	(172)
Net other variances	182
Overall forecast budget surplus	(75)

The significant movement from Q3 to provisional outturn position includes:

- the final outturn position in the HRS, which was previously forecasted to be an underspend – movement £526,758,
- interlinked to this is a reduction in the cost of repairs and maintenance following completion of billing process for HRS – movement £779,492,
- the outturn position on rent arrears was improved resulting in a lower contribution being required to the bad debt position – movement £374,460,
- Contribution to the Repairs Reserve (£750k) and the Strategic Priorities Reserve (£550k), as due to Covid19 there were delays in the delivery of schemes in both of these areas, which will be delivered in future years – movement £1,300,000.

4.4 In line with the General Fund the HRA has also borne the financial impacts of Covid19 resulting in exceptional costs in responding to the pandemic and pressure on income streams. These have included:

Exceptional Expenditure:

- Establishment of Housing Rent Hardship Fund
- Provision of PPE and Covid19 secure status for HRA services and buildings

Income Pressures:

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

The impacts on the HRA have not however been on the same scale as the General Fund and despite initial early forecasts the overall impact of Covid19 has resulted in a significant underspend primarily due to delays in repairs and maintenance expenditure being incurred and rent arrears performance being in excess of that anticipated.

4.5 As per the General Fund, early action was taken to mitigate the impact of Covid19 on the HRA. The measures taken were similar to those in the General Fund and are summarised as follows:

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

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

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

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

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

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

5. **Housing Repairs Service**

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

5.2 The financial performance quarterly monitoring report for the 3rd quarter predicted a £204,670 surplus outturn for 2020/21. The provisional outturn for 2020/21 shows a trading deficit of £322,088, a movement of £526,758. The movement is as a result of the delay in billing as highlighted at Quarter 3 which made forecasting the outturn position difficult. Now that billing is up to date the full financial impacts of Covid19 have resulted in a loss to HRS.

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

- Reduction of jobs within the year due to Covid19 – reduced income £565,511
- Reduction in material costs due to less jobs being carried out – reduced expenditure (£694,653)
- Staff vacancies not recruited for within the year – reduced expenditure (£217,770)
- Sub-contractor costs have increased due to CoL staff shielding during pandemic – additional expenditure £385,916
- Fleet leasing contract saving – reduced expenditure (£61,819)
- Reduction in labour hours charged out – reduced income £100,340
- Increased hire of equipment costs – additional expenditure £110,083

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

6. Earmarked Reserves

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

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

7. Capital Programme

7.1 General Investment Programme

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

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

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

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

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

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

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

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

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

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

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

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

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

- Disabled Facilities Grants of £1m have been reprofiled into 2021/22 this has been due to a reduction in works being undertaken during the pandemic as a result of households not wanting tradesman to attend as well as issues with construction supply chain. Although work has been re-profiled into 2021/22 the issues in the supply chain with materials and labour availability may cause further delays in the delivery of the programme.
- Covid19 has also delayed other capital work programmes, with slippage moved into the next financial year.
- The issues in the construction supply chain have also delayed a number of other smaller schemes, with slippage moved into the next financial year.

7.7 Housing Investment Programme

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

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

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

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

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

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

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

The following points should be taken into consideration: -

- Due to Covid19 various scheduled work programmes have slipped or been delayed into 2020/21, with the 2020/21 budget impact still being assessed and will be reflected within 2021/22 reports.
- The budgets for DeWint Court have been reprofiled into 21/22 in line with expected expenditure outflows.

8. Strategic Priorities

8.1 The MTFS underpins this policy and financial planning framework and set out the overall framework on which the Council plans and manages its financial resources to ensure that they fit with, and support, the direction of the Council's vision and strategic priorities. Vision 2025 identifies the Council's strategic priorities, setting the vision and direction for the council and the city for the next five years. The proposals in this report allow the Council to maintain a balanced budget position in 2020/21 in order that we can continue to deliver services in support of Vision 2025.

9. Resource Implications

9.1 The financial implications are contained throughout the report.

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

General Balances, on both the General Fund and HRA, are the only resource not earmarked to a particular future need. The prudent minimum level of balance that should be maintained on the General Fund is between £1.5m-£2m and £1m-£1.5m on the HRA. Based on the provisional outturn the level of balances as at 31st March 2021 will be maintained within these ranges with the General Fund level slightly in excess of this.

Although the primary focus of this report has been to set out the financial challenges that the Council has faced in the current financial year and the measures actioned to mitigate the budget shortfalls, this does not mean that the financial issues for the Council are resolved, it simply means that the in-year budget challenges have been addressed. Beyond 2020/21 the Council is set to face ongoing reductions in resources and increased service costs from the legacy of impacts of Covid19. This will require ongoing reductions in the net cost base in order to live within a significantly reduced resources envelope. The Council's MTFS 2021-2026, approved by Full Council in March 2021 sets out the detail of the financial challenge the Council faces.

9.2 Legal Implications including Procurement Rules

There are no legal implications arising from this report.

9.3 Equality, Diversity and Human Rights

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

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

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

10 Risk Implications

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

11. Recommendations

PSC are recommended to:

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

Key Decision No

Key Decision Reference No. N/A

Do the Exempt Information Categories Apply No

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

Does the report contain Appendices? Yes

List of Background Papers: Medium Term Financial Strategy 2020-2025

Lead Officer: Colleen Warren, Financial Services Manager
Telephone 01522 873361.

GENERAL FUND SUMMARY – OUTTURN 2020/21

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

General Fund Forecast Variances - Outturn 2020/21

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

Ref	<u>Additional Expenditure</u>	£	Reason for variance
A	Call Monitoring	37,064	Increased costs due to call diversions as a result of remote working.
A	Customer Services	60,063	Cost pressure due to shortfall on planned TFS savings as a result of reduced attrition during lockdown combined with addition cost of MARS scheme.
A	CX Corporate Policy	38,515	Increased staffing costs as a result of MARS scheme.
B	Buildings Cleaning/City Hall	49,279	Additional costs of enhanced cleaning regimes and other Covid19 secure buildings measures (offset by reduced expenditure below).
B	Property Management	92,094	Agency costs incurred to cover vacant post and consultancy fees for asset appraisals/schemes.
B	Financial Services	34,032	Agency costs incurred covering vacant posts.
C	Representation of People Act	30,361	Increased postage/printing costs as a result of Covid19 restrictions.
D	Rough Sleeping	108,962	Costs incurred in ensuring all rough sleepers are provided accommodation as part of Covid19 measures (net cost after offset of housing benefit).
D	Control Centre	92,859	Increased expenditure due to MARS payments, additional overtime and increased telephone costs as a result of Covid19.
G	Active Nation	343,101	Active Nation Covid19 related claims for the lockdown periods.
G	Crematorium	54,825	Additional live streaming costs and staffing costs due to Covid19.
G	Health & Safety	98,586	Additional staffing requirements to support testing, tracing, outbreak planning and support to businesses (offset by funding from LCC).

Ref		£	Reason for variance
G	Health & Safety	58,657	Additional costs incurred relation to compliance and enforcement (Covid19 Marshalls) (offset by Government grant).
M	Annual Vacancy Savings Target	72,680	Vacancy savings target offset by vacancies within service areas.
N	Earmarked Reserves	466,869	Proposed carry forwards to Earmarked Reserves as detailed in paragraph 3.14 above.
<u>Reduced Income</u>			
A	Land Charges	25,399	Shortfall in income due reduced demand during lockdown (offset by £6,878 SFC Income Compensation below).
B	The Terrace	56,030	Reduction in Rental and Fees & Charges income as a result of Covid19 and lower occupancy levels (offset by reduced expenditure below).
B	Lincoln Properties	527,723	Reduction in rental income as a result of Covid19, including impact of CVA for Travelodge.
B	Council Tax	235,644	Reduction in court cost income due to closure of courts as a result of Covid19.
B	Housing Benefits	266,286	Under-recovery of overpayments offset by reduction Bad Debt provision.
B	Treasury Investment Income	38,084	Reduction in interest received due to lower base rate.
C	CX Workbased Learning	39,341	Reduced income as a result of year on year drop in apprenticeship courses (offset by reduced expenditure on CoLC Apprentices below).
F	Car Parks	4,066,494	Reduced income following Covid19 lockdowns and the ongoing impact of local economic recovery (offset by expenditure savings and SFC Income Compensation detailed below).
F	Hartsholme Country Park	58,185	Reduction in departure fees due to reduction in the service levels during Covid19 and recovery period (offset by reduced expenditure below).
F	Bus Station	21,220	Reduction in departure fees due to reduction in the service levels during Covid19 and recovery period (offset by reduced expenditure below).

Ref		£	Reason for variance
F	Bus Station	29,580	Reduction in Rental income as a result of unoccupied office space (offset by reduced expenditure and SFC Income Compensation detailed below).
G	Enforcement Officer	23,115	Shortfall of income following Covid19 disruption.
G	Yarborough/Birchwood Leisure Centres	85,030	Loss of swimming and pitch income due to closure of centres during to lockdown and ongoing impact of social distancing (offset by £60,584 SFC Income Compensation detailed below).
G	Christmas Market	653,000	Loss of income from cancellation of 2020 Xmas Market (offset by reduced expenditure and SFC Income Compensation detailed below).
G	Community Centres & Rec Grounds	81,025	Loss of income due to ongoing closure of centres and reduction in demand at recreational grounds (offset by expenditures savings and SFC Income Compensation detailed below).
G	Visitor Information Centre	107,921	Loss of income at VIC due to Covid19 closure and impact on footfall and tourism during recovery (offset by reduced expenditure and SFC Income compensation detailed below).
G	Markets	56,744	Reduction in stall licence fee income as a result of Covid19 and lower occupancy levels (offset by £18,145 SFC Income Compensation detailed below).
H	Development Control	93,803	Fees and charges losses anticipated following Covid19 and subsequent impact on local economy and market conditions.
H	Building Control	74,332	Fees and charges losses anticipated following Covid19 and subsequent impact on local economy and market conditions.
<u>Reduced Expenditure</u>			
A	External Grants	(44,145)	Savings due to reduction in grants paid as a result of closures during Covid19 restrictions.
B	City Hall	(37,014)	Reduced premises running costs as a result of lower occupancy during Covid19 restrictions.

Ref		£	Reason for variance
B	The Terrace	(51,504)	Underspend on Direct Business Rates and Running costs as a result of lower occupancy levels due to the ongoing impact of Covid19 restrictions.
C	Civic	(32,822)	Underspend due to a reduction in civic activities as a result of ongoing Covid19 restrictions.
C	Human Resources & Payroll	(30,295)	Underspend on Corporate & departmental Training Courses as a result of ongoing Covid19 restrictions.
C	CoLC Apprentices	(69,140)	Underspend due to a reduced number of Apprentices this year, average 11 out of 20 budgeted FTE.
D	Rough Sleepers	(55,422)	Salary savings due to vacant posts.
E	Homeless Bed & Breakfast	(68,973)	Reduction in the usage of Bed & Breakfast due to alternative accommodation being used, partly offset by a reduction in HB claims.
F	Car Parks	(97,507)	Underspend on repairs and maintenance and cleaning requirements due to reduced car park usage (offsets income losses above).
F	Bus Station	(52,990)	Underspend on repairs and maintenance requirements, potential to contribute to Bus Station Sinking Fund subject to year-end outturn.
F	Public Conveniences	(37,940)	Underspend due to vacant post and reduced overtime due to closure of toilets and reduced usage during Covid19 restrictions.
G	Christmas Market	(602,806)	Savings arising from non-delivery of 2020 Christmas Market (offsets income losses above, net effect £50,194).
G	Community Centres & Rec Grounds	(32,446)	Underspend on utilities & cleaning costs due to ongoing closure of centres and reduction in demand at recreational grounds (offsets income losses above).
G	Visitor Information Centre	(26,680)	Reduced costs at VIC due to Covid19 closures and impact on footfall and tourism during recovery (offsets income losses above).
G	Markets	(34,448)	Vacancy savings and reduced running costs (offsets income losses above).

Ref		£	Reason for variance
I	Bad Debt Provision - Housing Benefits	(139,518)	Reduction in the required contribution to the bad debt provision for housing benefits.
I	Bad Debt Provision - General Fund	(43,309)	Reduction in the required contribution to the bad debt provision for general fund debtor balances.
I	Corporate Repairs & Maintenance	(136,972)	Underspend on Corporate R&M expenditure as a result of Covid19 pandemic restrictions.
L	Contingencies – Budget measures taken at Q1	(1,168,170)	A combination of all the budgets measures approved at Q1 to offset the income and expenditure pressures as a result of the national lockdown and subsequent recovery period.

Additional Income

B	City Hall	(102,789)	Increased rental and service charge income from existing tenants requirements for out of hours working.
B	Test & Trace Support	(72,029)	New Burdens funding to compensate for work associated with administering the Test & Trace Support Payment grants.
B	Managed Workspace – CoLC Profit Share	(25,668)	CoLC profit share as a result of cost savings at Greetwell, Managed Workspace.
B	Industrial Estates	(50,522)	Increased rental income following in year rent reviews.
C	Representation of People Act	(51,435)	IER Funding awarded in Q4.
D	Rough Sleepers	(62,026)	Grant received in respect of increased rough sleeping costs as a result of Covid19 measures (additional expenditure set out above).
D	Rough Sleepers	(55,028)	Housing Benefit contribution towards Rough Sleeper bed & breakfast costs.
G	Health & Safety	(189,470)	Additional funding to resource staffing requirements to support testing, tracing, outbreak planning and support to businesses.
G	Health & Safety	(58,020)	Ring fenced Government grant for Local Authority Compliance and Enforcement.
G	Crematorium	(66,319)	Additional income from cremations, partly offset by additional staffing costs (see above).
G	Cemeteries	(31,454)	Additional income from burials

Ref		£	Reason for variance
I	Corporates Services	(320,300)	New Burdens funding to compensate for work associated with administering the business support grants (total grant £355.3k less agreed £35k carry forward to 2021/22).
L	Contingencies – Income	(38,630)	No asset sales anticipated in year with income losses.
L	Contingencies – Job Retention Scheme	(102,340)	Funding through access to Job Retention Scheme, income relates to August to March claims (previous months included in Q1 measures).
L	Contingencies - SFC Income Compensation Scheme	(2,989,360)	Income losses arising as result of Covid19 to be compensated for through government scheme. Net income losses, after a 5% deductible and offset for savings arising during period, are compensated for a 75p for each £1 loss (offsets income losses detailed above). See 3.7 for further detail.
L	Government Grant	(1,254,690)	Government funding to offset local authority expenditure pressures arising due to Covid19 (total grant £1.877m less agreed £622.1k carry forward to 2021/22).

HOUSING REVENUE ACCOUNT FUND SUMMARY – OUTTURN 2020/21

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

Housing Revenue Account Variances - Outturn 2020/21

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

Ref		£	Reason for variance
<u>Increased Expenditure</u>			
N	HRS Trading Deficit -Repatriation	458,237	HRS deficit repatriated to the HRA (see HRS for detail).
A	Discretionary Housing Payments	70,421	Discretionary housing rent hardship payments as a result of Covid-19.
A	Supervision & Management	486,613	Increased expenditure largely as a result of void works orders, agency staff payments, disrepair claims and both Pain & Gain share (£46.7k) and redundancy costs for TUPE staff (£82k) on Kiers contract.
U	Transfers to/from Reserves	1,191,860	Contributions to the Repairs Reserve (£750k) and the Strategic Priorities Reserve (£550k), as due to Covid19 there were delays in the delivery of schemes in both of these areas, which will be delivered in future years, partly offset by reduced drawdown from reserves not required.
<u>Increased Income</u>			
A	Rental Income	(234,462)	Dwelling social & affordable rent higher than budget due to additional properties coming online from NSAP & Purchase and Repair properties.
<u>Reduced Expenditure</u>			
D	Repairs & Maintenance	(1,384,865)	Variance due to Covid19 delaying repairs, with savings incurred during lockdown and recovery period. Majority of underspend on Painting programme within External Decorations.
J	Contingencies	(44,050)	Savings attributable to the HRA and HRS arising from savings reviews undertaken in the General Fund as part of the TFS programme.

Appendix D

J	Contingencies	(257,320)	Budget Review savings as a result of Covid19.
J	Contingencies	(190,940)	Additional funding from the Government for Furloughed staff.
P	Loan Charges Interest	(103,937)	Reduction in borrowing costs due to a change in financing.
	<u>Reduced Income</u>		
A	Dwelling Rents	65,335	Increase in void numbers during lockdown and increased length of time voids being relet due to social distancing requirements resulting in lost rental income.
C	Reduced Income	49,188	Reduction in Court Cost income due to Covid19.

HOUSING REPAIRS SERVICE SUMMARY - OUTTURN 2020/21

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

Housing Repairs Service Variances - Outturn 2020/21

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

	£	Reason for Variance
<u>Reduced Income</u>		
Income - Other	565,511	Reduced Income due to fewer jobs being carried out within the year as a result of Covid19.
HRS Administration	185,627	Reduction in income due to reduced labour hours charged as a result of Covid19.
<u>Reduced Expenditure</u>		
Transport	(61,819)	Saving on leasing contract due to a 10% reduction on contract price for extending the contract for 1 year.
Materials	(694,653)	Reduced material costs due to fewer jobs being carried out, as a result of Covid19.
Employees	(217,770)	Due to vacancies within the red book staff, following delays in recruitment due to Covid19.
<u>Increased Expenditure</u>		
Supplies & Services	113,694	Increase in equipment hire costs due to a change in policy to hire equipment as opposed to purchasing.
Sub-Contractors	385,916	Increased use of sub-contractors whilst Council officers were required to shield during pandemic.

EARMARKED RESERVES – OUTTURN 2020/21

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

Appendix G

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

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

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

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

General Investment Programme – Summary of Financial Changes

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

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

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

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

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

General Investment Programme – Summary of Expenditure as at 31st March 2021

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

Major Developments

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

Chief Executives Department - Corporate Policy

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

Chief Executives - Chief Finance Officer

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

Schemes Currently Under Review

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

Housing Investment Programme – Summary of Financial Changes

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

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

Appendix K

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

Housing Investment Programme – Summary of Expenditure as at 31st March 2021

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

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

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

TFS Phase7 programme: progress at Q4 - 2020/2021

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

Appendix M

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

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SUBJECT:	TREASURY MANAGEMENT STEWARDSHIP AND ACTUAL PRUDENTIAL INDICATORS REPORT 2020/21 (OUTTURN)
REPORT BY:	CHIEF FINANCE OFFICER
LEAD OFFICER:	COLLEEN WARREN – FINANCIAL SERVICES MANAGER

1. Purpose of Report

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

2. Executive Summary

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

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

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

3. Background

3.1 The prudential system for capital expenditure is now well established. One of the requirements of the Prudential Code is to ensure adequate monitoring of the capital expenditure plans, prudential indicators (PIs) and treasury management response to these plans. This report fulfils that requirement and shows the status of the Prudential Indicators at 31st March 2021. For the 2020/21 financial year the minimum reporting requirements were that members should receive the following reports:

- an annual Treasury Management Strategy in advance of the year (Council 3rd March 2020)
- a mid-year Treasury Update report (Executive 23rd November 2020)
- an annual report following the year describing the activity compared to the strategy (this report)

3.2 Recent changes in the regulatory environment place a much greater onus on members for the review and scrutiny of treasury management policy and activities. This report is important in that respect, as it provides details of the outturn position for treasury activities and highlights compliance with the Council's policies previously approved by members.

3.3 In compliance with the Prudential Code treasury management reports are scrutinised by Performance Scrutiny Committee and reviewed by the Executive prior to reporting to full Council if required. Member training for the Performance Scrutiny and Audit Committees was undertaken on 19th November 2020 and 2nd February 2021 in order to support their roles in scrutinising the treasury management strategy and policies.

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

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

4.2

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

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

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

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

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

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

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

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

4.7 Risk Benchmarking

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

Security

- The Council's actual average security risk for the portfolio as at 31st March 2020 is 0.007%, which compares with the 0.009% for the budgeted portfolio. This gives the estimated default rate on the investment counterparties which

comprise the portfolio at 31st March 2021. This equates to a potential financial loss of £1,355 on the investment portfolio of £19m (£14.9m of our instruments do not have a counterparty credit rating).

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

Liquidity

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

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

The actual liquidity indicators at 31st March 2020 were as follows:

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

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

4.8 Benchmarking

The Council participates in the following benchmarking club:

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

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

5. Strategic Priorities

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

6. Organisational Impacts

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

7. Risk Implications

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

8. Recommendation

- 8.1 That Performance Scrutiny Committee notes the actual prudential indicators contained within appendices A and B.
- 8.2 That Performance Scrutiny Committee notes the annual treasury management report for 2020/21.

Key Decision No

Do the Exempt Information Categories Apply? No

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

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

2

**List of Background
Papers:**

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

Lead Officer:

Colleen Warren – Financial Services Manager

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

1. Introduction

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

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

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

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

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

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

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

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

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

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

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

3. The Council's Overall Borrowing Need

3.1 The Council's underlying need to borrow is called the Capital Financing Requirement (CFR). This figure is a gauge for the Council's debt position and represents 2020/21 and prior years' net capital expenditure that has not yet been charged to revenue or other resources.

3.2 Part of the Council's treasury activities is to address this borrowing need, either through borrowing from external bodies, or utilising temporary cash resources within the Council.

3.3 The General Fund element of the CFR is reduced each year by a statutory revenue charge (called the Minimum Revenue Provision - MRP). The total CFR can also be reduced by:

- the application of additional capital resources (such as unapplied capital receipts); or
- charging more than the statutory revenue charge (MRP) each year through a Voluntary Revenue Provision (VRP) or depreciation.

3.4 The Council's MRP policy for 2020/21 was approved by Council on 3rd March 2020 as part of the Prudential Indicators 2020/21 – 2022/23 and Treasury Management Strategy 2020/21.

3.5 The Council's CFR for the year is shown below, and represents a key prudential indicator. The CFR includes leasing schemes which increase the Council's

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

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

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

* includes finance lease repayments

4. Treasury Position at 31st March 2021

4.1 Whilst the Council's gauge of its underlying need to borrow is the CFR, the Chief Finance Officer and the treasury team manage the Council's actual borrowing position by either:

- borrowing to the CFR,
- choosing to temporarily utilise some flow funds instead of borrowing (under-borrowing)
- borrowing for future increases in the CFR (borrowing in advance of need).

4.2 It should be noted that the figures in this report are based on the principal amounts borrowed and invested and so may differ from those in the final accounts by items

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

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

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

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

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

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

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

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

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

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

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

5. The Strategy for 2020/21

5.1 The Council's overall core borrowing objectives are:

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

6. Actual Debt Management Activity during 2020/21

6.1 Borrowing

6.1.1 Long term borrowing, totalling £8m, was taken in 2020/21; short term borrowing of £5m was taken in 2020/21; PWLB, short term and annuity borrowing of £9.705m was repaid in 2020/21; new borrowing of £3.5m was taken in 2020/21.

6.1.2 The average rate achieved for borrowing (excluding finance and embedded leases) in 2020/21 was 3.25%, which compares favourably to the target of 4.75% (2019/20 3.62% actual compared to the target of 4.75%). The decrease in rate is due to short term borrowing through other local authorities replacing PWLB borrowing at favourable rates.

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

6.2 Rescheduling

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

7. Prudential Indicators and Compliance Issues

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

7.2 Net Borrowing and the CFR

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

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

7.3 The Authorised Limit and Operational Boundary

7.3.1 The Authorised Limit is the "Affordable Borrowing Limit" required by section 3 of the Local Government Act 2003. The Council does not have the power to borrow above this level. The table below demonstrates that during 2020/21 the Council has maintained gross borrowing within its Authorised Limit.

7.3.2 The Operational Boundary is the expected borrowing position of the Council during the year, and periods where the actual position is either below or over the Boundary is acceptable subject to the Authorised Limit not being breached.

7.3.3 The table below shows the highest borrowing position reached in the year (including temporary borrowing and other long term liabilities) compared to the Authorised Limit and Operational Boundary.

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

7.4 Actual financing costs as a proportion of net revenue stream

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

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

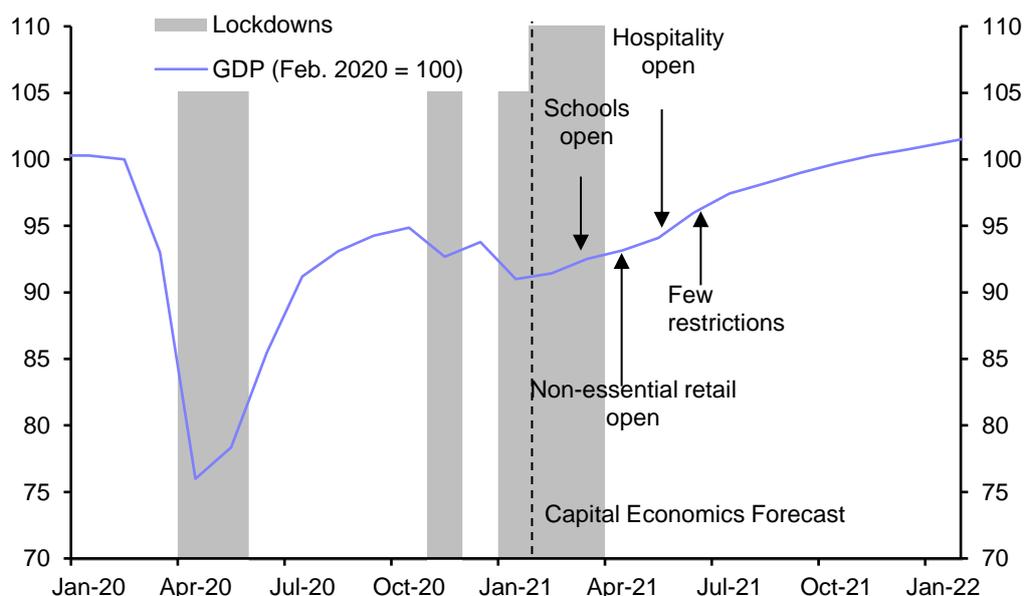
The increase in General Fund Financing costs as a % of net revenue stream in 2020/21, when compared with 2019/20, is due to increased MRP charges and lower rates of return on investments.

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

8. Economic Background for 2020/21

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

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



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

9. Investment Position

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

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

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

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

10. Investments Held by the Council

10.1 The Council does not have the expertise or resources to actively use a wide range of investment products and therefore performance tends to be more stable but lower over the longer term than for professionally managed funds (whose performance may fluctuate more). The Council maintained an average balance of £35.804m and received an average return of 0.20%. The comparable performance indicator is the average 7-day LIBID rate, which was -0.07%. Based on the average investment balance this performance margin of 0.27% in the Council's favour.

10.2 In 2020/21, £72k interest was earned on balances (£242k in 2019/20). This is £59k less than the £131k estimated in the Medium Term Financial Strategy 2020-25. The analysis of this result is shown in the table below.

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

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

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

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

11. Risk Benchmarking

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

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

Security

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

Liquidity

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

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

The actual liquidity indicators at 31st March 2021 were as follows:

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

11.2 Performance Indicators set for 2020/21

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

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

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

Regulatory Framework, Risk and Performance

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

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

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

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

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

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

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

Prudential and Treasury Indicators 2020/21

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

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

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

Local Indicators Treasury Management Indicators

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

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

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

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

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

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

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

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

PEFORMANCE SCRUTINY COMMITTEE

22 JUNE 2021

SUBJECT: WORK PROGRAMME FOR 2021/22

DIRECTORATE: CHIEF EXECUTIVE AND TOWN CLERK

LEAD OFFICER: CLARE STAIT, DEMOCRATIC SERVICES OFFICER

1. Purpose of Report

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

2. Background

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

3. Recommendation

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

Key Decision No

Do the Exempt Information Categories Apply No

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

Does the report contain Appendices? Yes

If Yes, how many Appendices? 1

Lead Officer: Clare Stait, Democratic Services Officer
Telephone 873239

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22 June 2021

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

8 July 2021

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

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

Item(s)	Responsible Person(s)	Vision 2020 Strategic Priority/ Comments
Standard Items		
Portfolio Under Scrutiny Session – Customer Experience and Review (From Previous Year)	Portfolio Holder	Annual Session Vision 2020 (Mixed)
Portfolio Under Scrutiny Session – Remarkable Place(From Previous Year)	Portfolio Holder	Annual Session Lets Enhance our Remarkable Place

19 August 2021 (Monitoring Overview)

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

30 September (Thematic Reviews)

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2021-22 - Update	Democratic Services	Regular Report
Portfolio Under Scrutiny Session – Economic Growth	Portfolio Holder	Annual Session Lets Drive Economic Growth
Economic Growth Vision 2025 Progress Report	Kate Ellis	Regular Report Lets Drive Economic Growth
Monitoring Items		
Scrutiny Annual Report	Democratic Services	Annual Report Professional High Performing Services
Other Item(s)		
Pre-Christmas Market 2021 verbal event report	Simon Colburn	Requested Lets Drive Economic Growth

18 November 2021 (Monitoring Overview)

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2021-22 - Update	Democratic Services	Regular Report
Portfolio Under Scrutiny Session – Reducing Inequality	Portfolio Holder	Annual Session Lets Reduce Inequality
Reduce Inequality Vision 2025 Progress Report	Angela Andrews	Regular Report Lets Reduce Inequality
Monitoring Items		
Financial Performance (Detailed) – Quarterly Monitoring: Quarter 2	Colleen Warren	Quarterly Report Professional High Performing Services
Performance Quarterly Monitoring: Quarter 2	Pat Jukes	Quarterly Report Professional High Performing Services
Strategic Risk Register – Quarterly Report Quarter 2	Jaclyn Gibson	Quarterly Report Professional High Performing Services Services
Treasury Management and Prudential Code Update Report – Half Yearly Report	Colleen Warren	Half Yearly Report Professional High Performing Services
Other Items:		
Budget Theme Group – Nominees	Jaclyn Gibson	Annual Appointment Professional High Performing Services

9 December 2021

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

20 January 2022

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2021-22 - Update	Democratic Services	Regular Report
Portfolio Under Scrutiny Session – Quality Housing	Portfolio Holder	Annual Session Lets Deliver Quality Housing
Quality Housing Vision 2025 Progress Report	Kate Ellis/Daren Turner	Lets Deliver Quality Housing
Monitoring Item(s)		
Fire Safety Update	Andrew McNeil/Matt Hillman	Annual Report

17 February 2022 (Monitoring Overview)

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

Portfolio Under Scrutiny Sessions

Date	Portfolio
8 July 2021	Our People and Resources
30 September 2021	Economic Growth
18 November 2021	Reducing Inequality
20 January 2022	Quality Housing
9 December 2021	Remarkable Place
9 December 2021	Customer Experience and Review

SUBJECT: STRATEGIC RISK REGISTER – QUARTERLY REVIEW

DIRECTORATE: CHIEF EXECUTIVE AND TOWN CLERK

REPORT AUTHOR: JACLYN GIBSON, CHIEF FINANCE OFFICER

1. Purpose of Report

- 1.1 To provide Members with a status report of the revised Strategic Risk Register as at the end of 2020/21.

2. Background

- 2.1 An update of the Strategic Risk Register was developed under the risk management approach of 'risk appetite', was last presented Members in November 2020 and contained fifteen strategic risks. Although regular monitoring of the Council's strategic risks has continued since the last report to Members, reporting (along with other routine performance reporting for Council services), was not undertaken for quarter three.
- 2.2 Since reporting to Members in November, the Strategic Risk Register has been refreshed and updated by the Corporate Leadership Team. The Strategic Risk Register reflects the significant change in circumstances in which the Council has been operating since the onset of the pandemic and the different challenges and opportunities it faces. This review has identified that there have been some positive movement in the register, along with the addition of one new, emerging, risk.
- 2.3 The updated Register is contained with Part B of this agenda, it contains sixteen strategic risks which are listed below, along with details of relevant mitigations.

3. Strategic Risks

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

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

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

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

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

- Risk 5. Failure to protect the local authority's vision 2025 due to changing structures and relationships in local government and impact on size, scale and scope of the Council – a watching brief is being maintained in terms of the Government's stance on devolution and local government reorganisation, with a Recovery and Devolution White Paper expected in Autumn 2021
- Risk 8. Decline in the economic prosperity within the City Centre – In March 21 it was announced that the Council was one of the successful cities/towns to be awarded Towns Fund, a total of £19m was awarded to the City. Whilst not the full amount requested, this represents a significant potential investment in the City. Work now progresses on refining the schemes to be submitted.
- Risk 9. Failure to mitigate against the implications for the Council following the outcome of Brexit – The internal action plan has now been completed with ongoing items transferred to service areas as business as usual. The internal working group has now been stood down although quarterly meetings with District and County officers are still undertaken.
- Risk 12. Failure to work in partnership to sustain support to vulnerable residents post Covid19. The Council has established and continues to deliver Test & Trace Isolation payments on behalf of the Government and is working with LCC to deliver further support to vulnerable residents through the Winter Grant Scheme, as well as implementing the Council Tax Hardship Fund payments.
- Risk 13. Failure to put in place safe working practices and social distancing measures to protect officers and service users – The Council continues to review and follow government guidance on working practices to allow staff to come into work safely where required. An appointments system is in place to control customers coming into the buildings with regular monitoring of City Hall and Hamilton House occupancy. Lateral flow testing has been encouraged for all staff having to physically attend work.

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

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

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

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

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

Risk No.	Risk Rating	Likelihood	Impact
8	Red/High	Almost Certain	Critical
2, 3, 11, 14 &16	Red/High	Probable	Critical
7	Red/High	Almost Certain	Major
1 & 10	Amber/Medium	Probable	Major
4, 5, 6, 12 &13	Amber/Medium	Possible	Major
15	Amber/Medium	Possible	Critical
9	Green/Low	Hardly Ever	Minor

Control actions continue to be implemented and risks managed accordingly.

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

4. Strategic Priorities

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

5. Organisational Impacts

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

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

5.3 Equality, Diversity and Human Rights

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

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

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

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

6. Risk Implications

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

7. Recommendation

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

Is this a key decision? No

Do the exempt information categories apply? No

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

How many appendices does the report contain? None

List of Background Papers: None

Lead Officer: Jaclyn Gibson, Chief Finance Officer
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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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