

PERFORMANCE SCRUTINY COMMITTEE

Thursday, 18 August 2022

6.00 pm

**Committee Rooms 1-2, City
Hall**

Membership: Councillors Gary Hewson (Chair), Pat Vaughan (Vice-Chair),
David Clarkson, Thomas Dyer, Rebecca Longbottom,
Adrianna McNulty, Lucinda Preston, Clare Smalley and
Loraine Woolley

Substitute member(s): Councillors Liz Bushell, Martin Christopher and Joshua Wells

Officers attending: Democratic Services, Jaclyn Gibson, Simon Walters, Martin
Walmsley, Daren Turner, Clare Stait, Tracey Parker and Rob
Marshall

A G E N D A

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1. Declarations of Interest	
Please note that, in accordance with the Members' Code of Conduct, when declaring interests members must disclose the existence and nature of the interest, and whether it is a disclosable pecuniary interest (DPI) or personal and/or pecuniary.	
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You are asked to resolve that the press and public be excluded from the meeting during the consideration of the following item(s) because it is likely that if members of the press or public were present, there would be disclosure of 'exempt information'

SECTION B

9. Strategic Risk Register - Quarterly Review

[Exempt Para(s) 3]

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Portfolio Holder Responsibilities

Economic Growth

1. Building Control
2. Car Parks
3. Climate Change (linkage to Local Plan)
4. Commercial Development
5. Contaminated Land
6. Cultural Activities Including:
 - Christmas Market
 - Christmas Lights
7. Economic Development and Growth, including:
 - Western Growth Corridor
 - Sustainable Urban Extensions
8. Heritage
9. Innovation and Inward Investment including:
 - Lincoln Science and Innovation Park
 - Smart City initiatives
10. Markets
11. Planning, including:
 - Central Lincolnshire Local Plan
 - Regional and National Planning Policies
12. Public Realm including:
 - City Centre Masterplan
 - Cornhill Area Redevelopment
13. Regeneration Including:
 - Neighbourhood Revitalisation
 - Community Planning
14. Small Business Support
15. Tourism and Marketing
16. Transport including:
 - Transport Hub
 - Connectivity
 - Infrastructure

Reducing Inequality

1. Anti-Poverty Strategy
2. Asylum Seekers
3. Benefits Advice and take-up, including:
 - Housing Benefit
 - Council Tax Support
4. Community Cohesion Strategy
5. Community Strategies and Policies
6. Corporate Social Responsibility including:
 - Hate Crime
 - Lincolnshire Safer Communities
7. Discretionary Rate Relief Policy
8. Equality and Diversity:
 - Employer perspective
 - Service user perspective
9. Financial Inclusion, including:
 - Adult Learning;
 - Young People.
10. Prevent
11. Public Protection including:
 - Antisocial Behavior
 - Noise Nuisance
 - CCTV
 - Domestic Violence
11. Skills and Training, including The Network;
12. Social Value Policy
13. Universal Credit
14. Welfare Advice
15. Welfare Reform

Portfolio Holder Responsibilities

Quality Housing

1. Affordable Housing
2. Discretionary Housing Payments
3. Estate Management
4. Fleet Management
5. Health and Wellbeing, particularly its links to good quality housing
 - Physical and Mental Health
 - Suicide
6. Homelessness Prevention
7. House Building
8. Housing Investment and Decent Homes
9. Housing Repairs and Maintenance
10. Housing Revenue Account and Landlord Services including:
 - Tenant Engagement
 - Housing Stock Options
11. Lettings and Allocations including:
 - Rogue Landlords
 - Trusted Landlord Accreditation Scheme
12. Rough Sleepers
13. Strategic Housing
14. Supported Housing

Remarkable Place

1. Allotments
2. Cemeteries and Crematorium
3. Community Centres
4. Environmental Contracts including:
 - Refuse Collection and Recycling

- Highways
 - Open Space and Grounds Maintenance
 - Public Conveniences
 - Cleansing
5. Food Health and Safety
 6. Licensing
 7. Low Carbon Agenda
 8. Parks and Recreation
 9. Pollution Control
 10. Sport and Leisure facilities to promote physical activity

Our People and Resources

1. Asset Management
2. Civic and Twinning
3. Corporate Communications and Media Relations
4. Corporate Strategy including
 - Strategic Plan (Vision 2020)
 - Annual Report
 - Strategic Partnerships
5. Corporate Health and Safety
6. Emergency Planning
7. Finance including:
 - Financial Strategy
 - Financial Position
8. Human Resources including:
 - People Strategy
 - Apprenticeships
 - Trade Union Liaison
 - Organisational Culture and Core Values
9. Legal Services (excluding Electoral and Democratic Services)
10. Procurement (excluding social value)

Portfolio Holder Responsibilities

11. Regional and Sub-Regional Governance Arrangements including Devolution
12. Revenues
13. Risk Management and Governance including
 - Insurance
14. Specific Major Projects (Excluding Major Developments)
15. Towards Financial Sustainability including Commercialisation

Customer Experience and Review

1. Audit
 2. Central Support Services
 3. Complaints Handling
 4. Corporate Reviews
 5. Customer Engagement including:
 - Customer Services
 - Contact Centre
 6. Democratic and Electoral Services including
 - Voter Registration
 - Democratic Engagement
 7. ICT
 8. Performance including Systems and Process
 9. Strategic Information including:
 - Corporate Evidence Bases
- Lincoln City Profile

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REPORT UNDER RULE 2(vi) OF THE COUNCIL PROCEDURE RULES REPORT BY COUNCILLOR CHRIS BURKE, PORTFOLIO HOLDER FOR CUSTOMER EXPERIENCE AND REVIEW

Introduction

This has again proved to be a difficult year as we recover from Covid but also face the greatest cost of living crisis since WW2 caused by rising energy costs and supply line issues. Covid does remain, of course, and still causes some sickness issues however a very successful vaccination program has rendered the disease less effective. The problems we face as a result of an unresolved climate crisis, greed among energy and other companies paying high dividends to shareholders instead of considering customer basic needs and of course the return of an aggressive and dangerous Russian state effect all of us and our Councils delivery to citizens. Government announcements of action by local authorities without intelligent consultation has also caused a strain on our communication systems as the public, understandably, seeks guidance in large numbers from our staff. Brexit has, as anticipated by reliable economists during the Referendum Debate, caused staff shortages in the Labour Market and this has affected our recruitment processes.

As this report shows we have delivered a high standard despite the difficulties the authority faces. I was particularly pleased that staff provided excellent support for the all council Planning Committee which considered the Western Growth Corridor involving all departments but top marks to Democratic Services for ensuring a brilliant broadcasting event. At five hours it was a marathon event but worth the effort and I would compliment Cllr Bob Bushels Chairing and the staff who supported him. As a result of this work and subsequent discussions there is now support for this major development across the Board.

Investment in IT is paying off and reorganisation with considerable staff support is also proving successful.

Our guiding principle remains as a progressive local authority one that seeks to serve all the communities of our City of Lincoln providing effective but caring delivery. This report demonstrates that our teamwork has delivered the work needed to achieve a constantly improving City as it enters the third decade of the 21st Century and recovers to face our new challenges. Every single member of staff can take personal credit for this work.

Customer Services

The Customer Service team provide the first contact point for residents calling the council to access services. They answered over 127,000 incoming telephone calls in the financial year ending March 2022. In addition to this they processed more than 25,000 email communications and dealt with a vast number of online service requests, which the team check and authorise before being allocated to a service area.

Following the lifting of Covid restrictions the team continue to see customers face to face by appointment rather than the previous drop-in facility. This is far more efficient,

ensuring that appointments are made when staff are available, reducing waiting times for the public. Advisers can also prepare in advance for the customer's enquiry and make sure that the appropriate person deals with the appointment. Where necessary interpretation services and specialist support for vulnerable people can be pre-arranged and in place when the customer arrives.

There has been an increase in difficult calls this year, with a growing number of customers finding paying their bills, rent, and other living expenses challenging. The staff try to seek solutions with callers and refer to specialist services where appropriate, but these calls can be longer than expected.

We are working with a group of colleagues from across the directorates in the Creating Value Processes theme, and in conjunction with the Improving Technology pillar, to drive forward our improvements to the way customers interact with us. A new telephone system will make connecting with colleagues in service areas smoother and quicker, which will reduce the time it takes to respond to customer queries

The staff work incredibly hard to support customers and they are rightly proud of the contribution they make to the smooth running of the council

Audit Arrangements

Internal Audit continues to operate effectively, working as part of the Assurance Lincolnshire Partnership. The team continues to work with Assurance Lincolnshire to provide Audit services to them and other councils which generates income for the Council.

Internal Audit have provided assurance in some key areas during 2021/22 including financial systems, projects and other service areas. The team has continued to use its 'Combined Assurance' model to provide a broader level of assurance to management and members. There was a slight shortfall in resources this year whilst the Audit Manager post was recruited to, some of this was covered through the engagement of an audit consultancy company.

I am very pleased to report that the latest annual Internal Audit report (2021/22) established that overall, the Council was performing well across areas of governance, risk and internal financial control and performing adequately on internal control. There are some improvement areas in relation to IT disaster recovery, risk management and the implementation of agreed audit actions.

External Audit is undertaken by Mazars. Their most recent Annual Report issued for the year ended March 2021 provided an unqualified opinion on the statement of accounts 2020/21 including a positive Value for Money conclusion.

A full audit update is provided to my Portfolio holder meeting which links to the Audit Committee progress reports. This includes updates on all areas of activity including internal audit, counter fraud, finance and treasury, risk management and corporate governance.

I am pleased that the Audit Committee continues to take a positive and pro-active role.

Democratic and Electoral Services

The Electoral Services team successfully delivered the local elections on 5 May 2022, which applied to a third of the City Council's membership. The Electoral Services team is now currently working on the annual canvass, with forms being delivered to households during the week beginning 25 July 2022. This will be completed by 8 August 2022. If changes need to be made at an address and there is no response, household visits will commence 5 September 2022. I would like to encourage all councillors to promote the completion of such forms by their constituents.

As previously reported, the temporary legislation which allowed formal meetings of the Council to be held virtually came to an end in early May 2021. The vast majority of committees and meetings have returned to in-person, with a small number of meetings remaining online, as their terms of reference allow. Meetings of the Council have now returned to the Guildhall, which I am sure all councillors are pleased to see. I would like to take this opportunity to thank the New Life Centre and the Cathedral for hosting some of our meetings during 2021 when we were required to socially distance.

The Democratic Services team's efforts in arranging the Planning Committee on 12 January 2022 were vital in ensuring the smooth and successful running of the Council's largest planning application. This meeting attracted a lot of positive feedback on the efficiency and professionalism of the meeting. This meeting was watched online by more than 170 viewers. This helped ensure the meeting had the greatest reach and accessibility; and also helped safely manage capacity at the venue. As a result of this positive experience, the Council is exploring options for improving the equipment in the committee rooms to enable more meetings to be livestreamed at a good quality. However, this equipment would come at a cost. The Democratic Services and Elections Manager is in the early stages of a procurement exercise to make this possible.

Business Development and IT

Business Development have continued to support the organisation. In addition to providing covid support, including assisting with payments of grants to local businesses, other services have continued to move forward. These include:

- Design and development of processes for refuse collection services so that customers can report issues/access services online
- Website improvements including improved accessibility
- Supporting Council Tax energy rebate payments
- Upgrades to core ICT applications to ensure software
- Procuring a new telephony system for enhanced communications and customer support
- Reviewing options for replacement of web-based self-service channels for customers
- Automating customer service feedback processes
- Intranet development, developing Yammer staff communications solutions and investigating e-learning packages
- Developing new project management tools

- Delivering migration of Local Land Charges service to HMLR, as well as assisting HMLR on a national level
- Delivery of new mobile device contract and hardware to staff
- New Intranet to replace City People
- Leading for Lincoln on the DHLUC funded national Housing Repairs Service, presenting at Digital Leader's week and promoting the project nationally.
- Upgrade of Council's document management system to new user interface
- Supporting issues and enquiries coming through Fix My Street
- Replacement of electronic payments provider to make savings and efficiencies
- Support for Council Tax year end processes and billing

The ICT Team have also been engaged in supporting new ways of working including:

- Rollout of devices and new software to almost all staff and Councillors
- Rollout of O365 Citrix Services to staff
- Design and Development of O365 desktop services (what it looks like)
- Design and Development of O365 in our Citrix Environment
- Enhancing the secondary data centre to provide better Disaster Recovery facilities
- Enhancing connectivity into Disaster Recovery facilities e.g., Citrix and VPN @Hamilton House
- Upgrading systems to ensure they are fully supported
- Enhancing ICT security to protect customer data
- Reviewing options for replacement of infrastructure
- Developing new solutions for enhanced desktop services and tools
- Upgrading telephony monitoring facilities in advance of a new telephony system
- Upgrading core network infrastructure to ensure continuous service
- Upgrading core virtualisation infrastructure to ensure support and compliance
- Development of automated process to deploy new kit more quickly
- Design & Development of O365 access on Mobile Devices (tablets and phones)

General Performance

Under my portfolio I have responsibility for ensuring there is a process for producing good quality key operational performance data, which is used to monitor and drive performance improvements across the council.

Local Performance Management Framework (LPMF)

The council continues to strictly follow the Local Performance Management Framework, which aims to ensure effective performance monitoring processes are in place across the authority. It is expected that the current framework will be refreshed over the next 12 months to reflect changes to performance reporting, and to ensure the framework remains fit for purpose. A specific focus will be on driving a more performance driven culture.

The Performance & Information Management System (PIMS)

PIMS continues to be used to collect and monitor performance outturns on a quarterly basis. In total there are 76 strategic performance measures monitored through PIMS, alongside a number of corporate measures (sickness, complaints etc). The performance dashboards presented in the system provide a clear overview of service performance against both targets and trends, allowing for easy identification of those measures with performance outturns above or below target. Users of the system have the option to filter the performance outturns by Directorate, Assistant Director, Portfolio Holder and also by status, allowing for easy monitoring of those performance measures relevant to each area of responsibility.

Over the year ahead developments to the system will take place to further enhance its functionality and to allow for more in-depth analysis of performance data. An additional approval stage will also be added into the data collection process, which will require Assistant Directors to approve performance outturn and performance commentary in advance of submission for inclusion in the quarterly performance report. It is hoped that this will help to reduce the time spent by the Policy Team gaining approval of outturns and commentary, and also help to further drive a performance driven culture, with Assistant Directors being directly involved in the quarterly data collection and reporting process.

Target Setting

Performance targets continue to be reviewed on an annual basis to reflect changes in the marketplace, the council's strategic direction, as well as current outturn achievements. The targets for 2022/23 were reviewed in November 2021. For each targeted measure, both a high and low target is agreed with the service manager, Assistant Director, Director, and Portfolio Holder. For those measures recorded as quarterly in the system, just one high and one low target is set for the year, whilst for those cumulative measures, individual quarterly targets are set. A number of measures in the system are recorded as volumetric and have no targets allocated to them. Targets continue to be formally approved by Performance Scrutiny Committee and Executive.

As part of the target setting process, a number of new measures were also identified and introduced into the performance reporting process from Quarter 1 2022/23.

Quarterly Performance Reporting

The council continues to report performance to elected members and the public through a quarterly performance report. The report covers performance outturns for all 76 strategic performance measures, and for a range of corporate measures. Of these measures the majority are reported on a quarterly basis, with a small number of measures being reported on an annual basis. Included in the report is an analysis of performance outturns for each measure against the targets set. This analysis is presented in the form of a dashboard with supporting analytical and descriptive text, which provides a clear view of performance across key services. This enables key stakeholders such as the Corporate Management Team, Performance Scrutiny Committee and Executive Committee to easily identify those measures with

performance below target, above target and within target boundaries and the reasons for this. There continues to be a number of volumetric measures reported, which are those where a team cannot influence the outturn but are still valuable for contextual information. The dashboards included in the report are extracted directly from the PIMS performance system, which allows for clear referencing between the two. The format of the quarterly performance report continues evolve and improve to meet the changing needs of the organisation.

Lincoln City Profile (LCP)

On an annual basis the City of Lincoln Council produces the Lincoln City Profile report. The report provides the latest demographic data for the City of Lincoln in one central document, drawing data from national, local, and internal data sets. The profile paints a unique picture of what it is like to live and work in Lincoln. The contents of the Profile are split into eight key chapters. These include:

- Population
- Economy
- Welfare
- Crime
- Health
- Education
- Housing
- Environment and Climate

The latest LCP published in January 2022 includes an additional chapter focused on the impact of Covid-19 on the city. Within this section includes a breakdown of Covid-19 cases in Lincoln, vaccination data split by age, furlough data and the number of support grants issued to businesses in Lincoln.

The latest data for each dataset included within the LCP is presented within a chart showing clear comparison of Lincoln data against data for the East Midlands region. A link to the data source is also provided, which allow users to access the very latest data available post the publication of the current version of the LCP.

The current LCP can be viewed on the council's website via the following link and I would encourage all members to take a look at the wide range of informative data included - [Lincoln City Profile 2021/22](#).

Data collection for the next version of the LCP is scheduled to commence in October 2022, with the Lincoln City Profile 2023 expected to be published in January 2023.

As previously committed to members, the Policy Team will seek to deliver a series of presentations on the data included within the Lincoln City Profile to members later this year. If possible, the presentations will be focused on the data collated for the new Lincoln City Profile 2023. Emerging Census 2021 data will also form part of the presentations.

Project Management – The Lincoln Project Management Model (LPMM)

The LPMM continues to provide practical advice, tools and techniques to council staff involved in managing projects to ensure all projects are planned and managed effectively taking into consideration the size of the project, cost, anticipated duration, complexity, and the risk it brings.

The LPMM is split into three levels of projects. These are:

- Significant capital build ('Mega') projects
- Strategic Projects
- Service area projects

To ensure all LPMM guidance is easily accessible, a project management section has been developed on the new staff intranet, Hub. Included in this area are a wide range of guidance documents, together with a range of templates to assist in each stage of the project management process. Using a standardised set of guidance and templates ensures the approach to project management is delivered consistently across the council and ensures all key elements of project management are fully considered.

During the past year, LPMM training has continued to be delivered to staff to ensure they are fully aware of the model and the resources available to assist in project management.

The LPMM continues to be reviewed regularly to ensure this remains fit for purpose and in line with the requirements and expectations of the council.

Conclusion

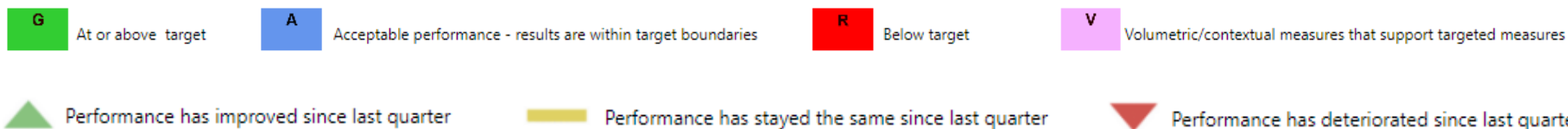
I conclude by again praising our staff for their brilliant response during a crisis year that will prove more challenging yet. That said I am hugely impressed by the preparations everybody is making to deal with what is ahead and I am sure that we will ensure that our citizens continue to receive the best possible service.

I would also like to welcome all new employees to the council and thank you all for hitting the ground running and contributing to our success over the past 12 months.

Needless to say, Government cuts also continue to challenge us as we seek to continue the development of our brilliant City but even so we are preparing to move to the next stage of our shared Vision 2025 and be ready to play our part as our City community moves positively forward.

Customer Experience and Review measures – Q1 2022/23

With regard to my Portfolio Holder performance, there are several measures directly linked to the services in my portfolio. These measures and their latest outturns are presented in the tables below.



Quarterly 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	Customer Services	CS 1	Number of face-to-face enquiries in customer services	N/A	Volumetric	Volumetric	Q4 - 21/22	57	Q1 - 22/23	40	Number	V	Lower than previous quarter. There were 187 customers in total - welfare saw 79, parking had 21 and tenancy services saw 19.
	Customer Services	CS 2	Number of telephone enquiries answered in Channel Shift Areas (Rev & Bens, Housing &	N/A	Volumetric	Volumetric	Q4 - 21/22	32,005	Q1 - 22/23	28,315	Number	V	Slightly less than the same quarter last year. We have answered 4,396 refuse/environmental calls, 4,810 for housing solutions/homeless calls, 10,710 housing calls, 8,399 for council tax/benefit calls, and

	Service Area	Measure ID	Measure	High Or Low	Low Target	High Target	Previous Data Period	Previous Value	Current Quarter	Current Value	Unit	Status	Commentary
			Env. Services)										1,416 other calls. Q1 other calls are always slightly higher as this is when we take the bulk of the garden waste calls for renewing the subscription.
	Customer Services	CS 3	Average time taken to answer a call to customer services	Low is good	300	180	Q4 - 21/22	321	Q1 - 22/23	484	Seconds	R	▼ The wait has increased again - we are currently advertising externally for three part time posts and a full-time post. Once staff are recruited it can take 3-6 months for them to be trained to take calls so this may not improve in the next quarter.
	Customer Services	CS 4	Average customer feedback score face to face enquiries	High is good	80.00	90.00			Q1 - 22/23	0	%	R	— Due to very low numbers of face-to-face appointment, we have not had any surveys completed. We will look to see if this can be moved to main reception.

	Service Area	Measure ID	Measure	High Or Low	Low Target	High Target	Previous Data Period	Previous Value	Current Quarter	Current Value	Unit	Status	Commentary
	Customer Services	CS 5	Customer satisfaction with phone calls to customer service	High is good	80.00	95.00			Q1 - 22/23	62.00	%	R	— A few very low scoring feedbacks have unfortunately skewed the satisfaction score quite heavily, with an outturn of 62% against a lower target of 80%. The customer service team have recently introduced a QR code in reception to attain more feedback.
DHI	Business Development	BD 1	Number of users logged into the on-line self-service system this quarter	High is good	10,000	11,000	Q4 - 21/22	14,771	Q1 - 22/23	11,424	Number	G	▼ The number of users logged into the system during Q1 was above target and in line with Q1 last year. Steps are being considered to replace ageing software and increase usage.
	IT	ICT 1	Number of calls logged to IT helpdesk	N/A	Volumetric	Volumetric	Q4 - 21/22	1,124	Q1 - 22/23	957	Number	V	Reduction in calls - less incidents reported and lower number of quarantined emails.

	Service Area	Measure ID	Measure	High Or Low	Low Target	High Target	Previous Data Period	Previous Value	Current Quarter	Current Value	Unit	Status	Commentary
	IT	ICT 2	Percentage of first-time fixes	N/A	Volumetric	Volumetric	Q4 - 21/22	60.60	Q1 - 22/23	60.30	%	V	No real change - reflecting higher numbers generally of calls being fixed first time. May be due to recording many smaller issues.

Annual Measures

	Service Area	Measure ID	Measure	High Or Low	Low Target	High Target	Previous Data Period	Previous Value	Current Year	Current Value	Unit	Status	Commentary
	CX Democratic Services	DEM 1	The number of individuals registered on the electoral register (local elections)	N/A	Volumetric	Volumetric	2020/21	68,203	2021/22	62,292	Number	V	Registration is expected to increase through monthly updates throughout the year, with more application expected around the May elections.

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SUBJECT:	OPERATIONAL PERFORMANCE REPORT Q1 2022/23
DIRECTORATE:	CHIEF EXECUTIVE AND TOWN CLERK
REPORT AUTHORS:	ROBERT MARSHALL – BUSINESS INTELLIGENCE ANALYST CORPORATE POLICY
	SCOTT LEA – POLICY PERFORMANCE AND SUPPORT OFFICER

1. Purpose of Report

- 1.1 To present to PSC an outturn summary of the council's performance in Q1 of 2022/23.

2. Executive Summary

- 2.1 This report covers Quarter 1 of 2022/23, with the data found in two Appendices A and B.

Appendix A – Summary of Quarterly Performance by Directorate
Appendix B – Quarterly Measure Performance from PIMS

There are 76 quarterly measures included within this report;

- 14 measures are RED (Below lower target boundary)
- 23 measures are Blue (Within target boundaries – Acceptable)
- 22 measures are Green (Exceeding the higher target)
- 17 measures are Volumetric (Contextual)

Therefore, 45 out of the 59 targeted performance related measures are within or exceeding the targets set.

It is important to note the on-going effects of covid recovery, cost of living increases and supply shortages have impacted a range of services.

The **Directorate for the Chief Executive** has 22 measures within this report of which 3 are volumetric. Out of the 19 performance monitored measures -

- 5 measures are RED (Below lower target boundary)
- 5 measures are Blue (Within target boundaries – Acceptable)
- 9 measures are Green (Exceeding the higher target)

CX – Overall 14 measures are within or exceeding targets.

The **Directorate for Communities and Environment** has 33 measures within this report of which 9 are volumetric. Out of the 24 performance monitored measures -

- 5 measures are RED (Below lower target boundary)
- 12 measures are Blue (Within target boundaries – Acceptable)
- 7 measures are Green (Exceeding the higher target)

DCE – Overall 19 measures are within or exceeding targets.

The **Directorate for Housing and Investment** has 21 measures within this report of which 5 are volumetric. Out of the 16 performance monitored measures -

- 4 measures are RED (Below lower target boundary)
- 6 measures are Blue (Within target boundaries – Acceptable)
- 6 measures are Green (Exceeding the higher target)

DHI – Overall 12 measures are within or exceeding targets.

3. Background

- 3.1 City of Lincoln Council, (CoLC), like all other authorities, has had to make dramatic changes in service provisions during the COVID pandemic and as we continue in this period of recovery, additional challenges (cost of living, reduced supply chain) are putting additional demand on the public and CoLC itself.

Ensuring our critical services continue to function, together with continuing to deliver a community leadership role for our city in a time of crisis has continued to be our focus.

Regular monitoring of the Council’s operational performance is a key component of the Local Performance Management Framework. This report covers key strategic performance measures identified by Members and CMT which are of strategic importance.

4. The Data Appendices

- 4.1 The full report is attached as **Appendix A**. This report focuses on service area performance measures and what has affected their outturn (performance). It offers commentary on why this is the case and what steps are in place to remedy any issues.

Appendix B provides an overview of performance outturns and their statuses as at the end of the quarter. This is presented in a dashboard format.

5. Strategic Priorities

- 5.1 City of Lincoln Council – Vision 2025 Strategic Priorities

- 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 focused on service area performance rather than the delivery of strategic projects, there are no direct impacts on the council's six strategic priorities. However, clearly a positive performance outturn will mean service areas can contribute more effectively towards the delivery of our priorities.

6. Organisational Impacts

6.1 Finance (including whole life costs where applicable)

There are no direct financial implications because of this report. Further details on the Council's financial position can be found in the financial performance quarterly report.

6.2 Legal Implications including Procurement Rules

There are no direct legal implications because of this report.

6.3 Equality, Diversity and Human Rights

There are no direct equality implications because of this report.

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

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

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

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

7. Risk Implications

7.1 (i) Options Explored – n/a

7.2 (ii) Key Risks Associated with the Preferred Approach – n/a

8. Recommendation

8.1 To comment on the content of the report ahead of it being presented to Executive on 22nd August 2022.

Is this a key decision?	No
Do the exempt information categories apply?	No
Does Rule 15 of the Scrutiny Procedure Rules (call-in and urgency) apply?	No
How many appendices does the report contain?	Two (A and B)
List of Background Papers:	None
Lead Officers:	Robert Marshall Business Intelligence Analyst, Corporate Policy
	Scott Lea Policy and Performance Support Officer



Operational Performance Report



2022 – 2023

Q1

JULY 2022

Robert Marshall, Business Intelligence Analyst

Scott Lea, Policy and Performance Support Officer

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How to Read this Report

Measures belonging to Chief Executives Directorate

– predominantly covering “Reducing all kinds of inequality”

Measures belonging to Directorate for Communities and Environment

– predominantly covering “Lets enhance our remarkable place”

Measures belonging to Directorate for Housing and Investment

- predominantly covering “Lets deliver quality housing”

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

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

The report also includes data on our corporate measure categories:

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

Measure Performance is Reported using the following indicators:

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/year



Performance has stayed the same since last quarter/year



Performance has deteriorated since last quarter/year

Executive Summary

Within this Operational Performance Report for the City of Lincoln Council (CoLC), we are reporting on the Quarter 1 (Q1) 2022-23 outturns for 76 performance measures. These 76 measures are split across the Directorates of the Chief Executive (DCX), Community and Environment (DCE) and Housing and Investment (DHI). Currently there are no strategic measures for the Directorate for Major Development.

The main format of this report has the same structure of previous reports and is split into five parts.

1. Executive Summary
2. Directorate of the Chief Executive Performance
3. Directorate of Communities and Environment Performance
4. Directorate of Housing and Investment Performance
5. Authority Wide Performance

All targets for this financial year are as agreed in March 2022 and are set inline with the current Lincoln Performance Management Framework (LPMF) and have a lower and higher target range. During the target setting report it was outlined that some initial changes would be made where possible to help monitor performance in a timelier manner. As this was the first quarter for this, 'teething' issues have been found but now rectified to allow all measure to be monitored and reported in Q2.

Another important note to mention is that, as the council and public settle into the new business as usual, we are continuing to learn and develop new processes and strategies to account for the change in behaviour. For example, old methods of receiving customer feedback passively are no-longer effective as they were based on volume. With such a large change in footfall, this approach has been ineffective in Q1 for gaining feedback and therefore new processes put in place as we enter Q2.

There is also a larger piece of work underway to fully update the current reporting process to support and build a more holistic overview of performance and updates will follow. However, some updates have been made and as requested earlier in the year by members, the targets for each measure are now shown in this appendix on pages 6, 13 and 20 as well as appendix B.

The overall performance of the CoLC is showing progress in all directorates, as performance is being impacted by the positive changes made in the last 9 to 12 months. Although a number of measures are still 'Red', there is a clear stabilisation being seen in outturns. The ongoing challenge created by the 'lifestyle change culture', seen during and after COVID is still heavily effecting recruitment and retention in many services and continues to undermine performance but every effort is being made to mitigate this.

Authority Wide Summary

Below is a summary of the performance measures status for each directorate and as an authority.

This table presents as a count of the measures, broken down by the directorates, status and overall summary.

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

	Quarterly Strategic measure performance by status				
Directorate	Below Target	Acceptable	Above target	Volumetric	Total
CX	5	5	9	3	22
DCE	5	12	7	9	33
DHI	4	6	6	5	21
Total	14	23	22	17	76

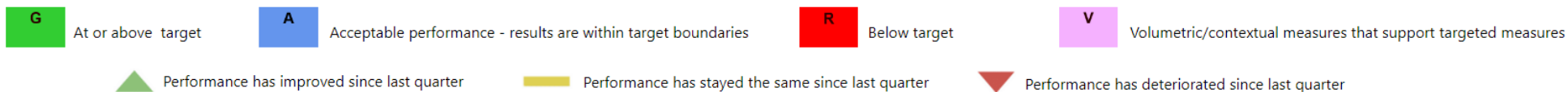
This table presents as a count of the measures, broken down by the directorates, based on performance against the previous reporting period and overall summary.

	Quarterly Strategic measure performance by direction				
Directorate	Deteriorating	No change	Improving	Volumetric	Total
CX	7	5	7	3	22
DCE	11	4	9	9	33
DHI	8	4	4	5	21
Total	26	13	20	17	76

Directorate of the Chief Executive



Directorate of the Chief Executive – Performance Measures



Service Area	Measure	High Or Low	Low Target	High Target	Previous Data Period	Previous Value	Current Quarter	Current Value	Unit	Status	
Communications	Percentage of media enquiries responded to within four working hours	High is good	75.00	90.00	Q4 - 21/22	73.00	Q1 - 22/23	78.00	%	A	▲
Work Based Learning	Percentage of apprentices completing their qualification on time	High is good	95.00	100.00	Q4 - 21/22	83.00	Q1 - 22/23	0.00	%	R	▼
Work Based Learning	Number of new starters on the apprenticeship scheme	High is good	3	5	Q1 - 21/22	4	Q1 - 22/23	1	Number	R	▼
Work Based Learning	Percentage of apprentices moving into Education, Employment or Training	High is good	90.00	95.00	Q4 - 21/22	83.00	Q1 - 22/23	0.00	%	R	▼
Customer Services	Number of face-to-face enquiries in customer services	N/A	Volumetric	Volumetric	Q4 - 21/22	57	Q1 - 22/23	40	Number	V	
Customer Services	Number of telephone enquiries answered in Channel Shift Areas (Rev & Bens, Housing & Env. Services)	N/A	Volumetric	Volumetric	Q4 - 21/22	32,005	Q1 - 22/23	28315	Number	V	
Customer Services	Average time taken to answer a call to customer services	Low is good	300	180	Q4 - 21/22	321	Q1 - 22/23	484	Seconds	R	
Customer Services	Average customer feedback score face to face enquiries	High is good	80.00	90.00			Q1 - 22/23	0.00	%	R	
Customer Services	Customer satisfaction with phone calls to customer service	High is good	80.00	95.00			Q1 - 22/23	62.00	%	R	
Accountancy	Average return on investment portfolio	High is good	0.15	0.25	Q4 - 21/22	0.30	Q1 - 22/23	0.90	%	G	▲
Accountancy	Average interest rate on external borrowing	Low is good	4.75	3.75	Q4 - 21/22	3.02	Q1 - 22/23	3.05	%	G	▼
Debtors & Creditors	Percentage of invoices paid within 30 days	High is good	95.00	97.00	Q1 - 21/22	95.84	Q1 - 22/23	98.11	%	G	▲
Debtors & Creditors	Percentage of invoices that have a Purchase Order completed	High is good	45.00	55.00	Q1 - 21/22	55.00	Q1 - 22/23	58.00	%	G	▲
Debtors & Creditors	Average number of days to pay invoices	Low is good	30.00	15.00	Q1 - 21/22	13.00	Q1 - 22/23	13.00	Days	G	▬
Revenues Administration	Council Tax - in year collection rate for Lincoln	High is good	25.00	28.00	Q1 - 21/22	25.10	Q1 - 22/23	25.99	%	A	▲
Revenues Administration	Business Rates - in year collection rate for Lincoln	High is good	29.00	32.00	Q1 - 21/22	29.10	Q1 - 22/23	38.60	%	G	▲
Revenues Administration	Number of outstanding customer changes in the Revenues team	Low is good	2,000	1,500	Q1 - 21/22	2,665	Q1 - 22/23	2137	Number	R	▲
Housing Benefit Administration	Average (YTD) days to process new housing benefit claims from date received	Low is good	21.00	19.00	Q1 - 21/22	16.81	Q1 - 22/23	17.73	Days	G	▼
Housing Benefit Administration	Average (YTD) days to process housing benefit claim changes of circumstances from date received	Low is good	10.00	7.50	Q1 - 21/22	4.88	Q1 - 22/23	6.52	Days	G	▼
Housing Benefit Administration	Number of Housing Benefits / Council Tax support customers awaiting assessment	Low is good	2,500	2,000	Q1 - 21/22	2,098	Q1 - 22/23	2544	Number	R	▼
Housing Benefit Administration	Percentage of risk-based quality checks made where Benefit entitlement is correct	High is good	87.00	90.00	Q1 - 21/22	95.94	Q1 - 22/23	94.32	%	G	▼
Housing Benefit Administration	The number of new benefit claims year to date (Housing Benefits/Council Tax Support)	N/A	Volumetric	Volumetric	Q4 - 21/22	4,036	Q1 - 22/23	1056	Number	V	

Communications

In Q1 there was a slight drop in the number of enquiries received compared to last quarter which helped the team achieve an increase in the number of responses able to be provided within the four-hour timescale. This outturn for Q1 returned to 76% which was the same as Q3 and sits within the new (higher) target boundaries of 70%-90%. As discussed in the Q4, the two new members have now joined the team, this is expected to drive performance higher in the coming months.

Enquiries this quarter were varied, with fewer topics attracting significant interest over and above the rest. The only topics of note were the May 2022 elections, prompting a flurry of enquiries on and around polling day, updates on the ongoing repair works at Yarborough, and the promotion of the Queen's Baton Relay at the end of the quarter from all local and regional media ahead of its visit to the city in early July.

Work Based Learning

As you will see from the table above, WBL 1 - Percentage of apprentices completing their qualification on time and WBL 3 - Percentage of apprentices moving into Education, Employment or Training are both 'A', for acceptable performance although the outturn being 0%. As there were no apprentices due to complete their qualification within Q1 this year, and therefore, there were no apprentices to move on, both measures were natural.

For WBL 2 - Number of new starters on the apprenticeship scheme saw 1 new apprentice versus 4 in the same period last year and 5 in Q4 2021/22. This is below our target range of 3-5. It is not expected that there will be an increase in the number of external apprentices as the current number 8 externals are remaining as 8, with the WBL team trying to see whether they can link apprentices more externally into funds for the skills agenda. It is possible that there may be an increase in our own existing employees taking up an apprenticeship role alongside their job.

Customer Services

There were 187 face-to-face appointments across all services, these include Welfare Team, Housing Officers, Homelessness and Parking. This matches Q4 but is above the 152 seen at the same point last year. Once again, the Welfare team saw the greatest number of appointments at 79, which is 42% of the total volume.

CS 1 - Q2 = 187, Q3 = 198, Q4 = 187, Q1 = 187

Within the Customer Services team, we have seen a drop in face-to-face customers for Q1 at City Hall from Q4 and the same quarter last year, being (Last year) Q1= 53, Q2 = 72, Q3 = 73, Q4 = 57 and (This year) Q1 = 40. We continue to use the pre-booking system which is operating well for both staff and customers. It is worth noting that there was capacity to handle more face-to-face meetings but there was no demand.

In Q1 we have seen the first reduction in total calls received year on year with a reduction of 2780 from the same quarter last year, this equates to 6.6% reduction YoY. As is expected in Q1, there was a significant increase in garden waste calls as people renew their subscription.

The following shows a breakdown of calls for Q1 (2022-23)

	No. of calls Q1 22-23	% Of all calls 22-23
Elections / Xmas Market	182	0.5%
Environment	1143	2.9%
Garden Waste	1598	4.1%
Homeless	579	1.5%
Housing Solutions	5748	14.6%
Housing	17299	43.9%
Refuse	4951	12.6%
Repairs	58	0.1%
Revenues	7872	20.0%
Total	39430	NA

Waiting time for calls to be answered in Q1 reached 484 seconds which is outside of the current performance range of 180-300 seconds. This is an increase of 163 seconds from Q4 but based on an initial investigation there a number of anomalous calls and waiting times which have heavily skewed outturn. Until more detailed analysis can be done, it is hard to clearly outline or undertake any detailed root cause analysis.

It is worth outlining that even without any detailed analysis, recruitment is continuing to be an ongoing restriction to performance and the customer service department have 4 vacancies. It is estimated that for recruitment to be completed and training, it takes approximately 3-6 months for a new employee to take calls and therefore it is expected performance will be slow to recover in the short term.

During Q4, we reintroduced CS 4 - Average customer feedback score for face-to-face enquiries but during both quarters we have not received any formal feedback. When this measure was last running, we were seeing five to ten times the number of customers face-to-face, which even with a small completion rate, meant we could gain feedback. With only 40 face-to-face appointments in customer service and the lack of response to the passive approach to feedback, we are now looking at new approaches to drive engagement and feedback. This includes the introduction of an easy-to-use QR code, advertised and published around City Hall and a drive with advisors to proactive ask for feedback using the QR code or the feedback cards.

As with CS 4, we also reintroduced CS 5 - Customer satisfaction with phone calls to customer service but have also seen a very small uptake in responses. Due to this, a few very low scoring feedbacks have unfortunately skewed the satisfaction score quite heavily, with an outturn on 62% against a lower target of 80%. As with CS 4, additional routines have been put

in place to drive engagement with the survey following calls to hopefully allow for a more inclusive result for Q2.

It is worth noting that unlike the previous routines that were in place prior to Covid, the new form does allow us to look in greater detail to the feedback which could not be done before. For example, of the outliers which scored us 1 out of 10, each one, when looked at in detail was about ongoing issues e.g., not about the call itself. The measure itself is asking about the call but the feedback is being given about the ongoing issue that the agent could not resolve. Another example is the objectivity of the feedback, for example, another member of the public gave a satisfaction score of 2 out of 10 with their commentary being that their complaint was about roads and that the City of Lincoln Council does not look after the roads which they felt was "stupid!". Although frustrating they had taken the time to call the CoLC this feedback was not necessarily about the phone call service. With an increased quantity of feedback, I would expect to see a clearer picture of service in Q2.

Accountancy

The average return on investment has seen the fourth consecutive quarter of improvement, from 0.3% in Q4 to 0.9% in Q1. This means that for the last four quarters, this measure has been within or exceeded the new (higher) target boundaries for 2022/23 of 0.15% and 0.25%. As outlined in previous quarters, The Bank of England base rate has increased driving this performance and we expect this trend to continue in future quarters.

We continue to outperform on ACC 2 – Average Interest rate on external borrowing and have achieved the higher target of 3.75 for the 10th consecutive period at 3.05% for Q1, this is a marginal drop from 3.05% in Q4 but still performing strongly.

As you will be aware from the target setting briefing earlier this year, we have started to transition some annual measures to reporting more frequently to allow for a stronger awareness of outturn and performance. DCT 1, DCT 2 and DCT 3 are an example of this transition.

Debtors and Creditors

For DCT 1 - Percentage of invoices paid within 30 days figures are calculated on all supplier invoices and credit notes (not refunds or grants) paid 01/04/2022 - 30/06/2022.

Figures are adjusted based on certain assumptions as below: -

- 1) No invoice collected for payment by supplier by direct debit or standing order is assumed to be late.
- 2) No credit note taken by CoLC outside of 30 days classified as late.
- 3) 0.5% of those invoices paid over 30 days assumed to be in dispute at some point and hence paid late after dispute resolved not classified as late
- 4) 1% of those invoices paid after 30 days were held back from payment because the overall balance with the supplier was in credit

The target range for this measure is 95%-97% and for Q1 this year the outturn was 98.1% compared to the same period last year of 95.8%.

For DCT 2 - Percentage of invoices that have a Purchase Order completed is based on 1) Supplier expenditure only, invoices dated between 01/04/2022 and 30/06/2022. Also excluded are Gas, Water and Electricity bills where purchase orders are not required.

2) No of invoices included - 2,793 of which 1,569 were linked to either an Agresso or UH (universal housing) order number.

The outturn for Q1 was 56% which is above the higher target boundary of 55% and above the same period last year which was also 55%.

For DCT 3 - Average number of days to pay invoices it uses the same assumptions as DCT 1 which are outlined above. For Q1 the outturn was 13 days which exceeds the higher target boundary of 15 days and is also in line with the outturn for Q1 last year of 13 days.

Revenues

For REV 1 - Council Tax - in year collection rate for Lincoln we have seen an increase on the same period last year of 0.89%, from 25.1% in Q1 last year to 25.99% this year. This means that the measure sits within the acceptable boundary and 0.01% of the higher target.

Business Rates - in year collection rate for Lincoln (REV 2) shows an increase of 7.5% when compared to last year. At 36.6% the outturn exceeds the higher target boundary of 32% and 29.1% for the same period last year. It is difficult with business rates as we are not comparing like for like due to the retail relief changes due to the pandemic.

At the end of Q1, there were 2137 outstanding changes for the revenue team. This is a reduction of 528 from the same period last year. Although 2137 sits outside of the lower target boundary of 2000 and is therefore red, it is an incredible achievement as we have just gone through annual billing, which always creates additional correspondence and phone calls. On top of this, the teams have been administering the Council Tax Energy Rebate for over 90,000 customers which has taken a lot of staff away from their 'normal' jobs to deal with this additional work.

The officers in the revenues team have answered almost 9000 calls since 1.4.2022 and received almost 7500 pieces of correspondence and made payments to 24,359 Lincoln council taxpayers, and 34,858 North Kesteven council taxpayers.

Staffing is still not static as we have had two officers resign, and two officers retire and are currently trying to fill these vacant posts.

Benefits Administration

For the 10th consecutive quarter, BE 1 – Average (YTD) days to process new housing benefit claims is outperforming target boundaries and in Q1 reported 17.73 days against a seasonal higher target of 19.00 days. The main reason given for the positive performance outcomes is the weekly monitoring of housing benefit claims which was introduced last year and continues to drive performance.

BE 2 - Average (YTD) days to process housing benefit claim changes of circumstances from date received has risen from 3.55 in Q4 to 6.52 in Q1 but is still exceeding the higher target boundary of 7.5 days.

The number of housing benefit or council tax support customers waiting assessment (BE3) has continued to increase and for Q1 sits at 2,544 against 2,117 in Q4 and 2,098 for the same period last year. Out of the 2544 customer, 2260 are awaiting first contact.

BE4 - Percentage of risk-based quality checks made where Benefit entitlement is correct continues to outperform target boundaries at 94.32% versus a higher target of 90%. The definition for 'correct, first time' relates to a claim being out by even 1p which shows the stringent controls and checks that are undertaken to maintain this measure.

The number of new benefit claims year to date (Housing Benefits/Council Tax Support) for Q1 was 241 for housing benefit and 815 for council tax reductions and this is in line with the same period last year.

Directorate of Communities and Environment



Directorate of Communities and Environment – Performance Measures



At or above target



Acceptable performance - results are within target boundaries



Below target



Volumetric/contextual measures that support targeted measures



Performance has improved since last quarter

Performance has stayed the same since last quarter



Performance has deteriorated since last quarter

Service Area	Measure	High Or Low	Low Target	High Target	Previous Data Period	Previous Value	Current Quarter	Current Value	Unit	Status	
Affordable Housing	Cumulative number of affordable homes delivered	High is good	5	15	Q1 - 18/19	231	Q1 - 22/23	0	Number	A	▼
Food and Health & Safety Enforcement	Percentage of premises fully or broadly compliant with Food Health & Safety inspection	High is good	95	97	Q4 - 21/22	98.1	Q1 - 22/23	98.15	%	G	▲
Food and Health & Safety Enforcement	Average time from actual date of inspection to achieving compliance	Low is good	15	10	Q4 - 21/22	18.6	Q1 - 22/23	14.55	Days	A	▲
Food and Health & Safety Enforcement	Percentage of food inspections that should have been completed and have been in that time period	High is good	85	97	Q4 - 21/22	100	Q1 - 22/23	100	%	G	▬
Development Management (Planning)	Number of applications in the quarter	N/A	Vol.	Vol.	Q4 - 21/22	228	Q1 - 22/23	218	Number	V	
Development Management (Planning)	End to end time to determine a planning application (Days)	Low is good	85	65	Q4 - 21/22	79.16	Q1 - 22/23	87.86	Days	R	▼
Development Management (Planning)	Number of live planning applications open	Low is good	180	120	Q4 - 21/22	145	Q1 - 22/23	126	Number	A	▲
Development Management (Planning)	Percentage of applications approved	High is good	85	97	Q4 - 21/22	95	Q1 - 22/23	95	%	A	▬
Development Management (Planning)	Percentage of decisions on planning applications that are subsequently overturned on appeal	Low is good	10	5	Q4 - 21/22	0	Q1 - 22/23	0	%	G	▬
Development Management (Planning)	Percentage of Non-Major Planning Applications determined within the government target (70% in 8 weeks) measured on a 2 year rolling basis	High is good	70	90	Q4 - 21/22	83	Q1 - 22/23	84.2	%	A	▲
Development Management (Planning)	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	90	Q4 - 21/22	89	Q1 - 22/23	89.3	%	A	▲
Private Housing	Average time in weeks from occupational therapy notification to completion of works on site for a DFG grant (all DFG's exc. extensions)	Low is good	26	19	Q4 - 21/22	28	Q1 - 22/23	30.4	Weeks	R	▼
Private Housing	Average time from date of inspection of accommodation to removing a severe hazard to an acceptable level	Low is good	20	12	Q4 - 21/22	5.4	Q1 - 22/23	15.1	Weeks	A	▼
Private Housing	Number of empty homes brought back into use	High is good	1	8	Q1 - 21/22	3	Q1 - 22/23	5	Number	A	▲
Public Protection and Anti-Social Behaviour Team	Number of cases received in the quarter (ASB)	N/A	Vol.	Vol.	Q4 - 21/22	85	Q1 - 22/23	128	Number	V	
Public Protection and Anti-Social Behaviour Team	Number of cases closed in the quarter	N/A	Vol.	Vol.	Q4 - 21/22	715	Q1 - 22/23	953	Number	V	
Public Protection and Anti-Social Behaviour Team	Number of live cases open at the end of the quarter	Low is good	260	220	Q4 - 21/22	248	Q1 - 22/23	282	Number	R	▼
Public Protection and Anti-Social Behaviour Team	Satisfaction of complainants relating to how the complaint was handled	High is good	75	85	Q4 - 21/22	0	Q1 - 22/23	0	%	A	▬
Sport & Leisure	Quarterly visitor numbers to Birchwood Leisure Centre	N/A	Vol.	Vol.	Q4 - 21/22	39,613	Q1 - 22/23	33468	Number	V	
Sport & Leisure	Quarterly visitor numbers to Yarborough Leisure Centre	N/A	Vol.	Vol.	Q4 - 21/22	66,896	Q1 - 22/23	51958	Number	V	
Sport & Leisure	Artificial Grass Pitch usage at Yarborough Leisure Centre & Birchwood Leisure Centre	High is good	520	650	Q4 - 21/22	775	Q1 - 22/23	689	Hours	G	▼
Sport & Leisure	Customers who would recommend Birchwood Leisure Centre	High is good	62	70	Q4 - 21/22	83	Q1 - 22/23	77	%	G	▼
Sport & Leisure	Customers who would recommend Yarborough Leisure Centre	High is good	62	70	Q4 - 21/22	62	Q1 - 22/23	50	%	R	▼

Service Area	Measure	High Or Low	Low Target	High Target	Previous Data Period	Previous Value	Current Quarter	Current Value	Unit	Status	
CCTV	Total number of incidents handled by CCTV operators	N/A	Vol.	Vol.	Q4 - 21/22	2,134	Q1 - 22/23	2628	Number	V	
Waste & Recycling	Percentage of waste recycled or composted	High is good	26	30	Q1 - 21/22	29.34	Q1 - 22/23	30.32	%	G	▲
Waste & Recycling	Contractor points achieved against target standards specified in contract - Waste Management	Low is good	150	50	Q4 - 21/22	125	Q1 - 22/23	75	Number	A	▲
Street Cleansing	Contractor points achieved against target standards specified in contract - Street Cleansing	Low is good	150	50	Q4 - 21/22	65	Q1 - 22/23	150	Number	A	▼
Grounds Maintenance	Contractor points achieved against target standards specified in contract - Grounds Maintenance	Low is good	150	50	Q4 - 21/22	35	Q1 - 22/23	75	Number	A	▼
Allotments	Percentage occupancy of allotment plots	High is good	84	92	Q4 - 21/22	95	Q1 - 22/23	94	%	G	▼
Parking Services	Overall percentage utilisation of all car parks	High is good	50	60	Q4 - 21/22	42	Q1 - 22/23	46	%	R	▲
Parking Services	Number of off street charged parking spaces	N/A	Vol.	Vol.	Q4 - 21/22	3,771	Q1 - 22/23	3771	Number	V	
Licensing	Total number of committee referrals (for all licensing functions)	N/A	Vol.	Vol.	Q4 - 21/22	3	Q1 - 22/23	5	Number	V	
Licensing	Total number of enforcement actions (revocations, suspensions and prosecutions)	N/A	Vol.	Vol.	Q4 - 21/22	1	Q1 - 22/23	3	Number	V	

Food Health and Safety

In Q1 we continued to operate under the guidance of the Food Standards Agency (FSA) Recovery Plan. The focus in the first quarter has remained on those less compliant businesses in the city. In total 12 businesses were of a non-compliant status. The food health and safety team are continuing to work with these businesses to support them in achieving a level that is broadly compliant.

The Q1 data shows that say that of the 1146 businesses registered in the city, 650 are currently included within the FSA recovery plan. This figure continues to increase from previous quarters. It is anticipated that the performance of this measure will continue to improve further as full-service resumes and more businesses are inspected.

We continued to see an improvement in the average time from date of inspection to achieving compliance. The latest Q1 figure was 14.55 days which falls within the higher and lower target boundary. This is an improvement from the Q4 figure of 18.6 days. A total of 147 businesses were inspected in during Q1.

Development Management (Planning)

Development Management has continued to show good performance in Q1, with one of the services six targeted measures performing above target, four performing on target and one performing below target.

In Q1 there were 218 planning applications submitted, and although a decrease from the previous quarter, is consistent with the previous Q4 figure which reported at 228. This shows a continued increased level of confidence in the development sector.

It took 87.86 days on average to determine the outcome of live planning applications in Q1, which was a significant increase on the reported Q4 figure of 79.16 days. This was as a result of an increase in complex applications, which have required additional input from the development team, together with longer waiting times to sign off the necessary agreements.

The number of planning applications that were still being worked on decreased in Q1 to 126 from the 145 reported in Q4, which reflects the complexity of ongoing major applications, however the continued hard work of the development management team ensured more decisions were made this quarter.

The percentage of non-major planning applications determined within the government target of 90% reported at 84.2% in Q1, which was an increase on the previous quarters outturn of 83%, however still fell within the target boundary for this measure. There was a slight increase in major planning applications determined within the government target of 90%, reporting at 89.3% in Q1, compared to 89% last quarter. This outturn also fell comfortably within the target boundary for this measure. It is important to note that throughout Q1, major planning applications continue to remain the highest priority for the Development Management team.

Private Housing

The average time from an occupational therapist notification to completing works on site was 30.4 weeks at the end of the quarter, which was an increase of just over 2 weeks when compared to the previous quarter. The reason for increased waiting times is due to the design service being agreed. The Private Housing team are looking at bringing this service in house. Once the application for a DFG was approved, the average time to when the works were completed was 12.9 weeks in Q1. At the end of the first quarter, there were 47 cases that had been assigned to case officers, with 11 awaiting allocation. A total of 15 adaptations were completed during Q1.

During Q1, 40 disrepair/condition cases were resolved in an average time of 15.1 weeks, which was a significant reduction in performance when compared to the previous quarter, which reported at 5.4 weeks. Increased workloads have resulted in longer waiting times; however, the team is working hard to resolve all issues as quickly as possible.

During Q1 Park and Abbey wards received the highest number of private rented accommodation complaints in the city equating to 65% of those received in total.

In Q1, 5 further empty properties were returned to use. This was an increase of 2 properties in the period when compared to the same quarter last year, where 3 empty properties were returned to use.

Public Protection and Anti-Social Behaviour (PPASB)

The number of ASB cases received in any quarter is a volumetric measure (meaning it is not something the team can influence). In Q1 the figure reported at 128 cases, which was a significant increase from the previous quarter. This figure continues to show the resource impact on the PPASB team due to increased demand across all services. It is important to note that ASB cases often increase at this time of year, however the cases received will continue to be monitored by the team moving forward after such a sharp increase. This increase was also reflected in the number of ASB service requests received in Q1 (1,092), however the team has worked hard to ensure 953 of these have been closed.

The number of cases still open in Q1 was 282, which was higher than normally expected and exceeded the number of service requests received in the same quarter the previous year. This was due to a higher number of cases being received in Q1 as well as the continued resource pressures within the PPASB team.

It is important to note that no data was collected in Q1 for performance measure satisfaction of complainants relating to how the complaint was handled. However, the satisfaction form is now live and has been distributed to customers with collection anticipated to resume in Q2.

Sports and Leisure

In Q1 visitor numbers to Birchwood Leisure Centre decreased slightly reporting at 33,468. This was down from 39,613 in Q4 and equates to Birchwood operating at 58% of pre-pandemic levels in Q1. A similar picture could also be seen at Yarborough Leisure Centre, where visitor numbers reported at 51,958 in Q1, which was down from 66,896 in Q4 and

equates to Yarborough Leisure Centre operating at 27% of pre-pandemic level. The majority of this decrease at Yarborough continues to be due to the pool currently being closed for essential repairs, however, it is anticipated the pool will be able to open again around Christmas time.

The Artificial Grass Pitches (AGP) at Yarborough Leisure Centre and Birchwood Leisure Centre, collectively saw 689 hours of use during Q1, which was a decrease of 86 hours when compared to the previous quarter where the pitches saw 775 hours of use. However, the latest usage figures continue to remain comfortably above target. It is important to note that Birchwood Leisure Centre received 498 bookings during the period, which equates to 52% capacity utilisation. Yarborough Leisure Centre received 192 booking, which equates to just 20% capacity utilisation. The low utilisation at Yarborough during the period was due to the loss of a major customer who had been attending Yarborough whilst their own grass pitches were refurbished. It is important to note that nationally grass pitches are operating at 70% pre-pandemic capacity utilisation.

Waste and Recycling

The quarterly data presented for this service is lagged by one quarter and thus refers to Q4 2021/22. In Q4 20.21% of waste was recycled and 10.11% of waste was composted equating to an overall figure of 30.32% of waste being composted or recycled. This was a decrease of 1.98% when compared to the previous quarter. It is important to note that composting tonnages are very much related to the weather and will vary seasonally.

Points are given against contractors where work is not delivered to the required standard, has not been completed at all or has been completed beyond the deadline specified.

In Q1 the number of contractor points recorded against the waste management service remained within the target boundary of 50-150 in Q1 reporting at 75, with 35 points recorded in April, 15 points recorded in May and 25 recorded points in June. It is important to note the majority of these points were recorded due to work orders being missed by the contractor.

Street Cleaning and Grounds Maintenance

In Q1 150 contractor points were recorded against the Street Cleansing team and 75 points recorded against the Grounds Maintenance team. Although this was a deterioration in both areas from the previous quarter, both remained within their target boundaries of between 50 and 150 points.

The breakdown across the quarter for contractor points recorded against the Street Cleansing team was 30 points recorded in April, 70 points recorded in May and 50 points recorded in June.

The breakdown across the quarter for contractor points recorded against the Grounds Maintenance team was 10 points recorded in April, 20 points recorded in May and 20 points recorded in June.

Allotments

As at the end of Q1, the percentage of occupancy of allotment plots was 94%, which was above the target of 92%. 1,049 plots of a total 1,172 plots were let. Of the 1,172 plots, 1,118 of these were lettable at the end of Q1.

The demand for allotment tenancies continues to operate at a steady rate and all allotment sites currently have waiting lists for plots, of which the team are continuing to work hard to address. Allotment charges were significantly increased in Q1, which has had an impact on the number of plots allocated with people unable to commit to some plots at this time.

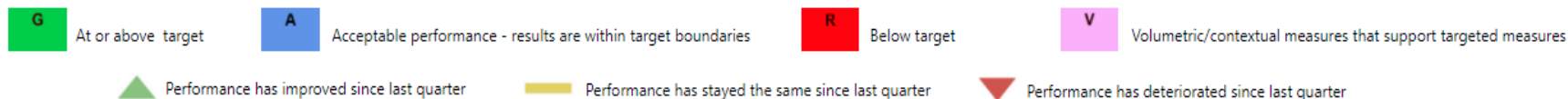
Parking

In Q1 car park utilisation increased to 46%. This was a significant improvement on the same quarter for the previous year and was as a result of a continued increase in demand for car parking, due to increased footfall and workers returning to the office. It is important to note this period also includes Easter and May half term school holidays. The team continue to ensure a clean, safe experience is provided for our customers and staff.

Directorate of the Housing and Investment



Directorate of Housing and Investment – Performance Measures



Service Area	Measure	High Or Low	Low Target	High Target	Previous Data Period	Previous Value	Current Quarter	Current Value	Unit	Status	
Housing Investment	Percentage of council properties that are not at the 'Decent Homes' standard (excluding refusals)	Low is good	1.5	1	Q4 - 21/22	0.7	Q1 - 22/23	0.93	%	G	▼
Housing Investment	Number of properties 'not decent' as a result of tenant's refusal to allow work (excluding referrals)	N/A	Vol.	Vol.	Q4 - 21/22	183	Q1 - 22/23	222	Number	V	
Housing Investment	Percentage of dwellings with a valid gas safety certificate	High is good	98.2	99.2	Q4 - 21/22	99.71	Q1 - 22/23	98.89	%	A	▼
Control Centre	Percentage satisfied of new connections for the control centre	High is good	90	95			Q1 - 22/23	0	%	A	▬
Control Centre	Percentage of Lincare Housing Assistance calls answered within 60 seconds	High is good	97.5	98	Q4 - 21/22	98.24	Q1 - 22/23	97.51	%	A	▼
Rent Collection	Rent collected as a proportion of rent owed	High is good	92	93	Q1 - 21/22	99.31	Q1 - 22/23	98.6	%	G	▼
Rent Collection	Current tenant arrears as a percentage of the annual rent debit	Low is good	4.65	4.55	Q4 - 21/22	3.63	Q1 - 22/23	4.16	%	G	▼
Housing Solutions	The number of people currently on the housing list	N/A	Vol.	Vol.	Q4 - 21/22	1,440	Q1 - 22/23	1558	Number	V	
Housing Solutions	The number of people approaching the council as homeless	N/A	Vol.	Vol.	Q4 - 21/22	990	Q1 - 22/23	204	Number	V	
Housing Solutions	Successful preventions and relief of homelessness against total number of homelessness approaches	High is good	45	50	Q4 - 21/22	45.19	Q1 - 22/23	49.49	%	A	▲
Housing Voids	Percentage of rent lost through dwelling being vacant	Low is good	1	0.9	Q4 - 21/22	1.41	Q1 - 22/23	1.15	%	R	▲
Housing Voids	Average re-let time calendar days for all dwellings - standard re-lets	Low is good	34	32	Q4 - 21/22	56.08	Q1 - 22/23	37.26	Days	R	▲
Housing Voids	Average re-let time calendar days for all dwellings (including major works)	Low is good	40	38	Q4 - 21/22	65.76	Q1 - 22/23	50.71	Days	R	▲
Housing Maintenance	Percentage of reactive repairs completed within target time (priority 1 day only)	High is good	98.5	99.5			Q1 - 22/23	99.5	%	G	▬
Housing Maintenance	Percentage of reactive repairs completed within target time (urgent 3-day repairs only)	High is good	95	97.5			Q1 - 22/23	96.71	%	A	▬
Housing Maintenance	Percentage of repairs fixed first time (priority and urgent repairs) - HRS only	High is good	90	93	Q4 - 21/22	92.85	Q1 - 22/23	92.04	%	A	▼
Housing Maintenance	Percentage of tenants satisfied with repairs and maintenance	High is good	94	96			Q1 - 22/23	88.57	%	R	▬
Housing Maintenance	Appointments kept as a percentage of appointments made (priority and urgent repairs) - HRS only	High is good	95	97	Q4 - 21/22	99.46	Q1 - 22/23	99.07	%	G	▼
Business Development	Number of users logged into the on-line self-service system this quarter	High is good	10,000	11,000	Q4 - 21/22	14,771	Q1 - 22/23	11424	Number	G	▼
IT	Number of calls logged to IT helpdesk	N/A	Vol.	Vol.	Q4 - 21/22	1,124	Q1 - 22/23	957	Number	V	
IT	Percentage of first-time fixes	N/A	Vol.	Vol.	Q4 - 21/22	60.6	Q1 - 22/23	60.3	%	V	

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Housing Investment

The percentage of homes not at a 'Decent Homes' standard (excluding refusals), HI 1, has exceeded the higher target boundary of 1%, achieving 0.93%. This is continuing to see positive improvement against its highest point at 2.10% in Q1, 1.50% in Q2, 1.06% in Q3 and 0.7% in Q4.

As outlined in previous reports, we are having long term access issues to carry out electrical testing, despite attempts working across the council to gain entry. Tenants have the option to refuse improvement works, with various reasons for refusal offered such as health issues and a lack of willingness to cooperate. We currently have 222 properties which are considered 'not decent standard' because of tenants refusing us entry, this is against 183 in Q4.

As discussed in previous reports, the Health and Safety Executive set the expectation that gas servicing must continue during the pandemic, but we are still having access issues with a small number of properties. That said, we are continuing to see positive improvement quarter on quarter with the percentage of dwelling with a valid gas certificate now at 98.89% versus 99.71% in Q4 and is within the acceptable target boundary.

We have robust processes in place which are followed, and failed access addresses are referred to legal services to obtain access.

Control Centre

A new measure that was first introduced in 2021/22 but not tracked is CC 1 - Percentage satisfied of new connections for the control centre has been marked as acceptable although there is no data for this measure. This was due to an internal oversight which has now been resolved and will start reporting in Q2.

For CC 2 - Percentage of Lincare Housing Assistance calls answered within 60 seconds the outturn was 97.51% which is within the boundaries of 97.5% and 98%. This is a drop in performance which was driven by invoices going out at the end of June and operators taking calls about price increases, it is there expected that performance will improve during Q2.

Rent Collection (Tenancy Services)

Rent collection sits well above the target boundary of 92%-93% at 96.5% and Tenancy Services continue to prioritise the collection of rent to maintain the income stream. This is a nominal reduction against the same period last year of 99.31% but is still exceeding target boundaries.

It is worth noting that the financial pressures tenants are facing are increasingly apparent, and our new Sustainment Team are working with tenants who are struggling financially.

For RC 2 - Current tenant arrears as a percentage of the annual rent debit we have seen a slight increase from Q4 outturn of 3.63% but it is still exceeding higher target boundary of 4.55%. Housing Officers and the Sustainment Team are working hard to collect the rent and work with tenants and prioritise sustaining tenancies and controlling the number of evictions.

Housing Solutions

We are seeing a steady increase in the number of Housing Register applications. Since Covid we have been receiving on average 65 new applications per week but over the recent weeks this has risen to 75-85 per week. This is likely due to the current cost of living increase and applicants trying to reduce their outgoings in terms of rent, property maintenance, etc. We will continue to monitor. For Q1 the figure sits at 1558 versus 1440 in Q4.

For HS 2 - The number of people approaching the council as homeless during Q1 was 204 which continues to be high, and this now seems to be the 'new normal'. We are hoping to undertake a piece of work which exams 'homelessness flow' - who is applying and why, so that we can better target our services in the coming quarters.

The prevention and relief of homelessness continues to be extremely challenging, but the outturn does still sit within the acceptable target boundary at 49.49%. The main challenges are the continued high volumes of need and the low numbers of affordable housing options within the city.

Housing Voids

The reduction in rent lost as a % due to dwellings being vacant has improved due to the improvement in the overall void times as outlined below. For Q1 the outturn sat at 1.15% which is below the lower target boundary of 1.00%. It is worth noting that despite this outturn the standard relet time has improved by 14.68 days compared to last quarter and all lets (including major works) has improved by 9.17 days compared to the previous quarter. Consequently, this has reduced the rent lost overall.

The average re-let time for all dwellings is below the lower target boundary of 34 days and for Q1 was 37.26 days. As discussed in previous reports significant improvement has been made to all aspects of the voids process so although the measure still sits outside the target boundary, we have seen a significant improvement in performance compared to the previous quarter which was 56.08 days. The teams have been working to identify issues during the void process and rectify them to avoid delays. Housing Repairs are now working with three external contractors to turn properties and Allocations and Void Support are prioritising offers and sign ups as quickly as possible to try and achieve target.

There has been an improvement in performance compared to last quarter from 65.76 days in Q4 to 50.71 days in Q1 which demonstrates a positive trend in performance. It does still mean that this measure is red and sits outside the target boundary of 40-38 days but is showing continued improvement. The improvement in performance is due to a concerted effort from all teams to reduce the void times and work together to identify potential delays early on. We continue to focus on achieving target as quickly as possible.

Q1 Has seen a significant positive progression in repair performance, this progression should continue with 3 Contractors now aiming to carry out 2 Void properties per week alongside the HRS Void repairs team, though gains may be smaller due to a bit of mobilisation but a return to positive performance is expected.

The Quantity of voids entering the process has risen from 7.8 to 9.6 per week meaning more pressure on the repairs team exacerbated by the standard of property entering the void repair process. This continues to be a challenge with 32% (43% in Q4 2021-2022) requiring some form of cleaning work to be carried out before a property condition inspection can take place. This therefore causes a delay in the process and ultimately more repairs as the properties requiring cleansing often have been poorly looked after.

Moving into Q2 there will be entering 34 transferred properties from the De Wint Court project, this is in addition to the 9 or 10 properties a week and early indications are that some of the properties require major works such as kitchen and bathroom replacements due to refusals by tenants in the past. Inconsistency in the process does add complexity to managing void repairs and reducing the "humps" in the process like De Wint Court is essential to ensuring a steady manageable flow of properties as it does impact the repairs process for a few months after the "hump" starts. Void repairs management will continue to monitor this situation moving into Q2 to identify any early signs of concerns and take action where possible to reduce any delays.

Housing Maintenance

As you will recall a decision was made to separate HM 1 into two new measures to help with a clearer view of maintenance performance and trends.

HM 1a - Percentage of reactive repairs completed within target time (priority 1 day only) continues to improve and sits at 99.50% for Q1 and exceeding the higher target boundary. Our Dedicated Emergency and Urgent team have now bedded into a routine to ensure high customer performance and service, so we expect this performance to continue.

For HM 1b - Percentage of reactive repairs completed within target time (urgent 3-day repairs only) the improvements and dedicated Emergency and Urgent are also having a positive impact on urgent

3-day repairs. The outturn for Q1 is 96.71% which sits within the acceptable boundary of performance and is an improved performance of 6% compared to 2021/22 final outturn (90.69%).

Our Right First Time fix rate is within target boundaries at 92.04% and is slightly below Q4 outturn of 92.85% and we need further improvement to ensure we continue to reduce follow on work and increase first time fix rates.

During Q4 we committed to return the customer satisfaction measures but as outlined earlier, each measure and how it is monitored will be looked at to improve engagement rates. For Q1, the percentage of tenants satisfied with repairs and maintenance is 88.57% which is outside the overall target boundary of 94%-96%. We are currently experiencing small numbers of feedback returns from our customers and this creates a distorted performance figure. We are continuing to send our automated SMS surveys and will be monitoring response rates closely.

Our performance on appointments kept as a percentage of appointments made (priority and urgent repairs) - HRS is above higher target boundaries and for Q1 was 99.07% against the higher target boundary of 97% and this is in line with previous quarters. We still need to further resource the resource planning team to ensure a further enhance level of customer service.

Business Development

For BD 1 - Number of users logged into the on-line self-service system this quarter was 11,424 versus 14,771 in Q4 and inline with Q1 last year. This outturn means this measure is exceeding the higher target boundary of 11,000 but steps are being considered to replace ageing software and still increase usage.

For ICT 1 we saw a drop of approximately 10% from Q4 with an outturn of 957 calls logged to the IT helpdesk versus 1124 in Q4. This reduction was primarily driven by the reduction in the number of quarantined emails.

The percentage of first-time fixes for Q1 was 60.3% versus 60.6% in Q4, statistically this is a nominal change and therefore performance is static and reflects higher numbers of calls being fixed first time.

Authority Wide Measures



Authority Wide Measures

Resource Information

The total number of FTE employees (excluding apprentices) at the end of Q1 was 530.58 with an average of 5.31 apprentices over the period. In terms of the level of vacancies at Q1 - budgeted establishment unfilled positions (FTE) stood at 80 FTE. It should be noted that the council are actively recruiting 27.85 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 four was 3.1% (excluding apprentices).

Directorate	CX (Excluding Apprentices)	DCE	DMD	DHI	Total (Excluding Apprentices)
Number of FTE employees	164.1	130.4	13.2	222.8	530.58
Average number of apprentices (as at quarter end)	Authority Wide				5.31
Percentage of staff turnover	Authority Wide				3.1%
Total number of FTE vacancies (in i-Trent)	Authority Wide				80.00
Active vacancies which are being recruited (FTE)	Authority Wide				27.85

2022 Appraisals completed to date

Directorate	Number of staff on establishment (Head count)	Appraisals completed to date	% of appraisals completed
CX	211	19	9.00%
DCE	150	29	19.33%
DMD	14	0	0.00%
DHI	239	27	11.30%
Authority wide	614	75	12.22%

It is important to note that the figures above show the 2022 appraisal completion rate as at the end of Q1. Some appraisals were completed in advance of the Q1 period

commencing which are also reflected in the above figures. It is also important to note that in some cases it has not been possible to complete appraisals due to staff members being on long term sick or maternity leave. The deadline for appraisals to be completed is September 2022.

Health and Wellbeing

Between April and June 2022, the council made 15 Occupational Health referrals.

During Q1 the Council launch the Virgin Pulse GO challenge (formally known as the Global Corporate Challenge) and over 160 employees are currently taking part. As part of this initiative employees can:

- Complete a personal health assessment and receive a personalised wellness report that gives them a clear picture of their health and lifestyle choices.
- Track Healthy Habits to improve their daily routine and learn new tips. This year there is also a new focus on Budgeting and Money Management to support financial health.
- In addition to the Council wide team step challenge, employees have access to create your own individual or peer-to-peer challenges to strengthen new habits in the spirit of healthy competition and motivating others.

Sickness Performance

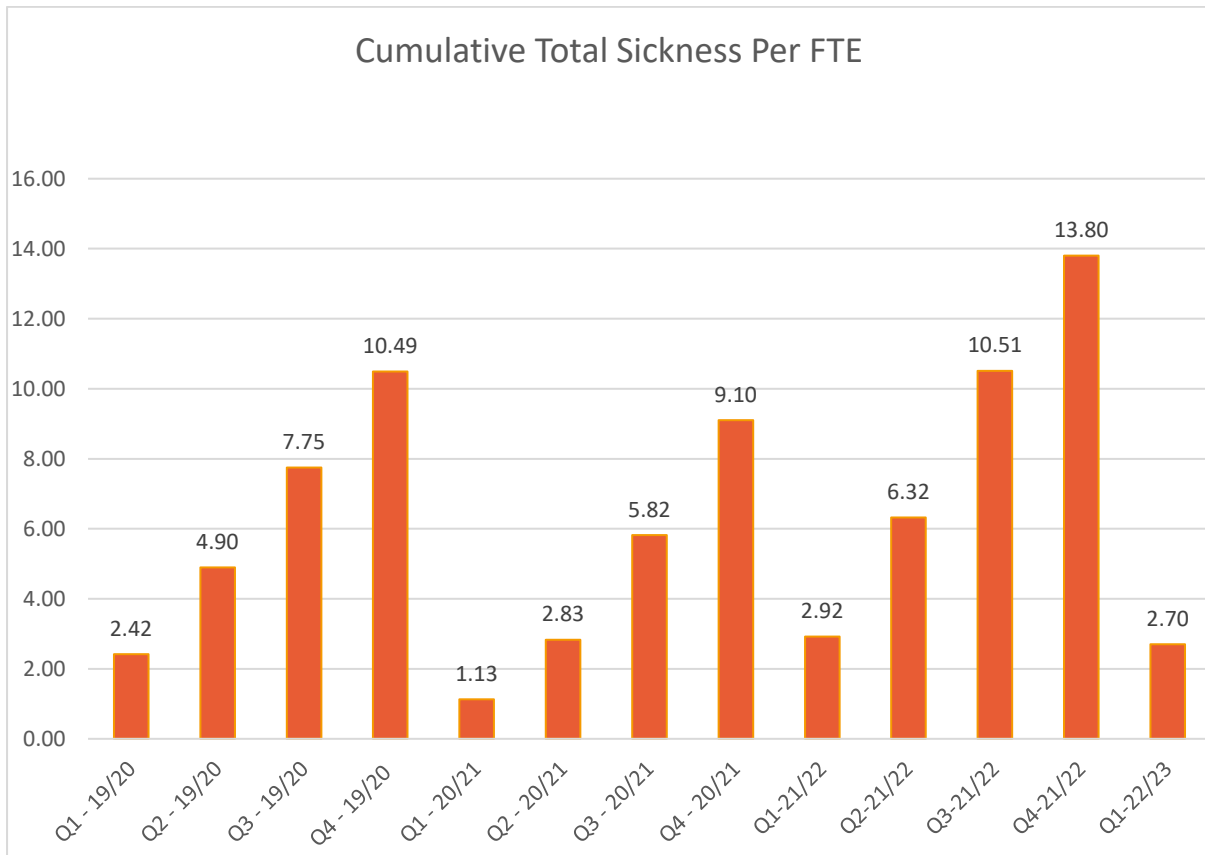
Overall average sickness absence rate of 2.70 days per FTE has decreased against the same quarter in 2021/2022, where it stood at 2.92 days per FTE.

The short-term sickness level has increased by 0.45 days per FTE compared to the same quarter in 2021/2022, now reporting at 1.17 days per FTE in Q1 2022/2023. The long-term sickness level has decreased by 0.67 days per FTE compared to the same quarter in 2021/22, now reporting at 1.53 days per FTE in Q1 2022/2023.

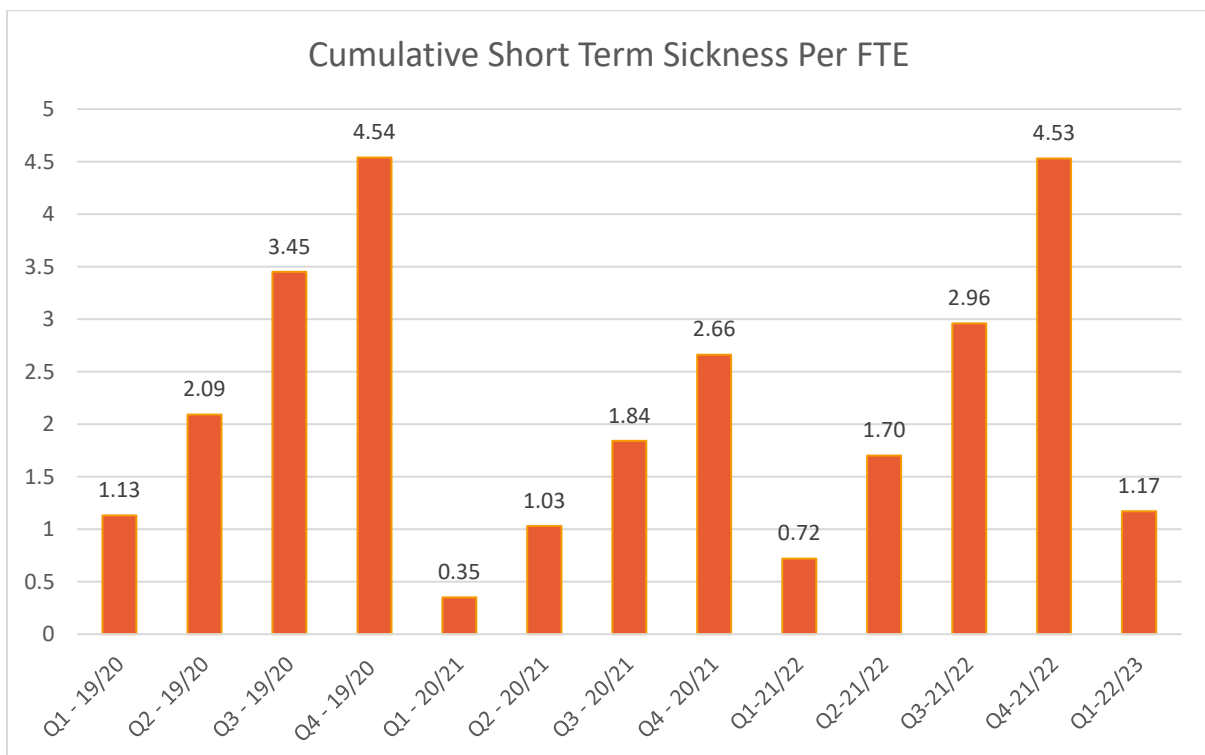
Q1 2022/23 ONLY

Directorate	CX (Excluding Apprentices)	DCE	DMD	DHI	Total (Excluding Apprentices)	Apprentice Sickness
Short Term Days Lost	183.5	94	3	339.5	620	13
Long Term Days Lost	225	170	0	418	813	0
Total days lost	408.5	264	3	757.5	1433	13
Number of FTE	164.1	130.44	13.2	222.84	530.58	5.31
Average Short-Term Days lost per FTE	1.12	0.72	0.23	1.52	1.17	2.45
Average Long-Term Days lost per FTE	1.37	1.30	0.00	1.88	1.53	0.00
Average Total Days lost per FTE	2.49	2.02	0.23	3.40	2.70	2.45

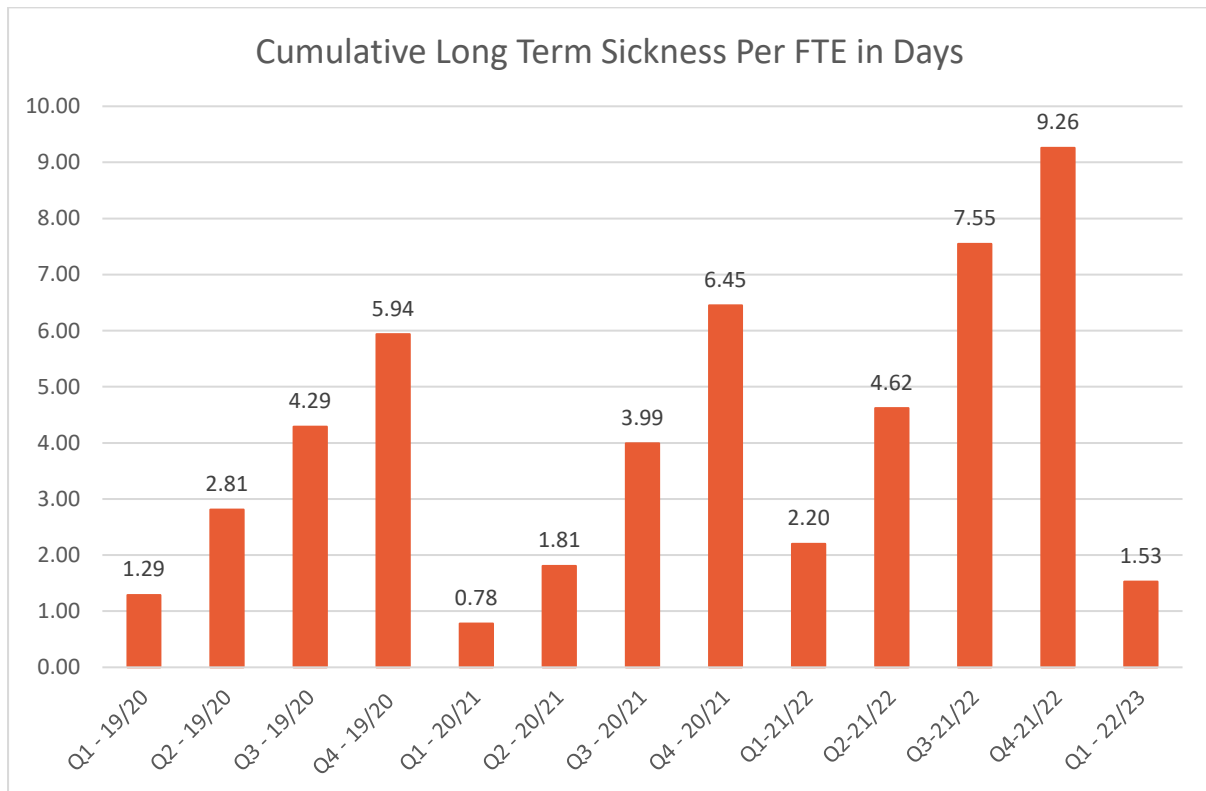
Cumulative Total Sickness Per FTE (excluding apprentices)



Cumulative Short-Term Sickness Per FTE in Days



Cumulative Long-Term Sickness Per FTE in Days

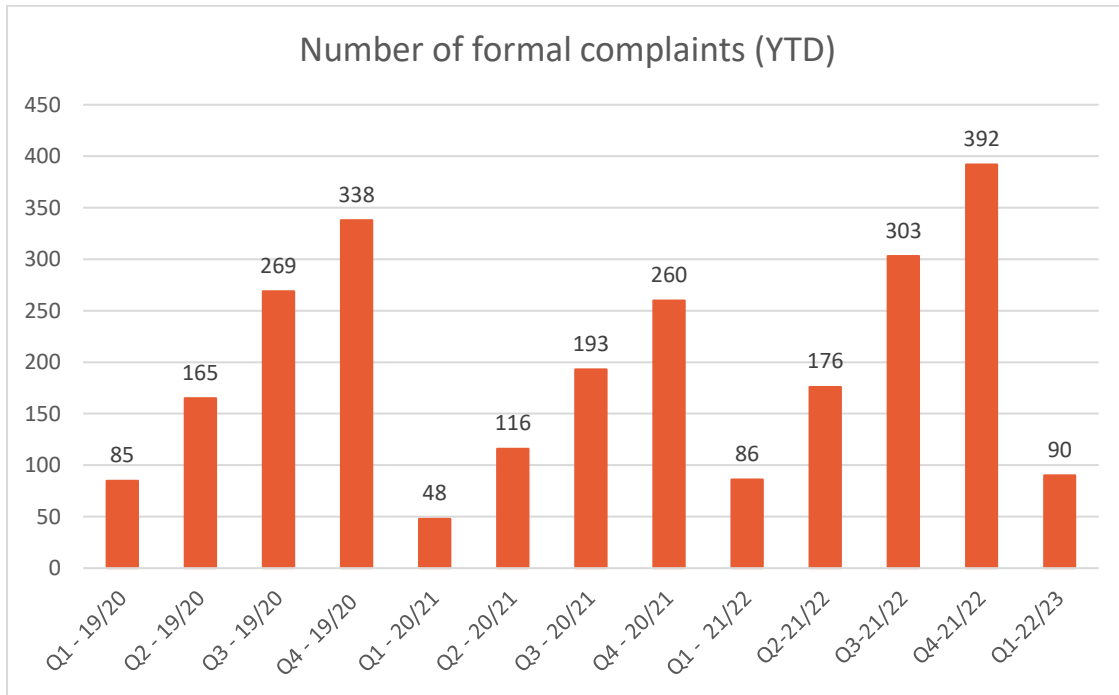


Complaints Performance

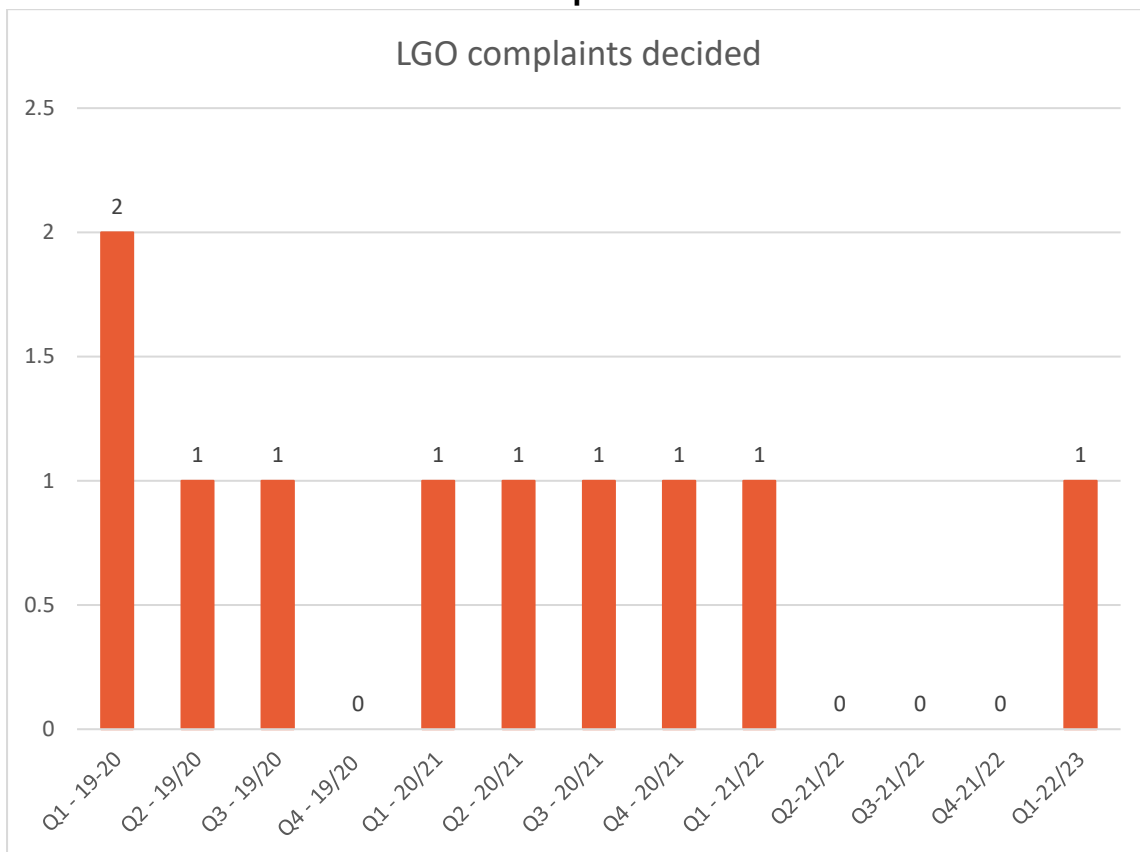
In Quarter one there were 90 complaints dealt with. It is important to note for the two stages of complaints – Stage 1 - to be completed within 10 days and stage 2 to be completed within 20 days. The percentage of responses to formal complaints within target time across all directorates is 70% year to date. In quarter one, we had one LGO complaint decided.

	CX	DCE	DMD	DHI	TOTAL
Number of Formal complaints dealt with this quarter	5	11	1	73	90
Number of Formal complaints Upheld this quarter	4 (80%)	6 (55%)	0 (0%)	34 (47%)	44 (49%)
YTD total number of complaints investigated Cumulative (Q1)	5	11	1	73	90
YTD Number of Formal complaints Upheld	4 (80%)	6 (55%)	0 (0%)	34 (47%)	44 (49%)
% of responses within target time this quarter	4 (80%)	10 (91%)	1 (100%)	55 (75%)	70 (78%)
% of responses within target time YTD	4 (80%)	10 (91%)	1 (100%)	55 (75%)	70 (78%)
LGO complaints decided	0	1	0	0	0

Number of formal complaints (YTD)



Local Government Ombudsman Complaints Decided



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At or above target



Acceptable performance - results are within target boundaries



Below target



Volumetric/contextual measures that support targeted measures



Performance has improved since last quarter



Performance has stayed the same since last quarter



Performance has deteriorated since last quarter

	Service Area	Measure ID	Measure	High Or Low	Low Target	High Target	Previous Data Period	Previous Value	Current Quarter	Current Value	Unit	Status	Commentary
CX	Communications	COM 1	Percentage of media enquiries responded to within four working hours	High is good	75.00	90.00	Q4 - 21/22	73.00	Q1 - 22/23	76.00	%	A	▲ A slight drop in the number of enquiries received this quarter compared to last helped the team achieve a small increase in the number of responses able to be provided within the four-hour timescale. With two new members having now joined the team, this is expected to climb even higher in the coming months. Enquiries this quarter were varied, with fewer topics attracting significant interest over and above the rest. That said, the May 2022 election prompted a flurry of enquiries on and around polling day; we received regular requests for updates on the ongoing repair works at Yarborough and, at the end of the quarter, our promotion of the Queen's Baton Relay prompted enquiries from all local and regional media ahead of its visit to the city in early July.
	Work Based Learning	WBL 1	Percentage of apprentices completing their qualification on time	High is good	95.00	100.00	Q4 - 21/22	83.00	Q1 - 22/23	0.00	%	A	▬ In Q1 2022/23 there were no completers. The reason being due to not having any apprentices on programme who were expected to complete their apprenticeships within this period
	Work Based Learning	WBL 2	Number of new starters on the apprenticeship scheme	High is good	3	5	Q1 - 21/22	4	Q1 - 22/23	1	Number	R	▼ We had 1 new start in Q1 of 2022/23 - this is a cumulative figure and as such in Q1 it is a standalone figure until further quarters are added to it.
	Work Based Learning	WBL 3	Percentage of apprentices moving into Education, Employment or Training	High is good	90.00	95.00	Q4 - 21/22	83.00	Q1 - 22/23	0.00	%	A	▬ In Q1 2022/23 there were no completers so no data available for WBL 3. *Please see notes for WBL1
	Customer Services	CS 1	Number of face-to-face enquiries in customer services	N/A	Volumetric	Volumetric	Q4 - 21/22	57	Q1 - 22/23	40	Number	V	Lower than previous quarter, there were 187 customers in total, welfare saw 79, Parking had 21 and tenancy services saw 19.
	Customer Services	CS 2	Number of telephone enquiries answered in Channel Shift Areas (Rev & Bens, Housing & Env. Services)	N/A	Volumetric	Volumetric	Q4 - 21/22	32,005	Q1 - 22/23	28,315	Number	V	Slightly less than the same quarter last year. We have answered 4,396 refuse/environmental calls, 4,810 for housing solutions/homeless calls, 10,710 housing calls, and 8,399 for council tax/benefit calls, and 1,416 other calls. Q1 other calls are always slightly higher as this is when we take the bulk of the garden waste calls for renewing the subscription.
	Customer Services	CS 3	Average time taken to answer a call to customer services	Low is good	300	180	Q4 - 21/22	321	Q1 - 22/23	484	Seconds	R	▼ The wait has increased again, we are currently advertising externally for three part time posts and a full-time post. Once staff are recruited it can take 3-6 months for them to be trained to take calls so this may not improve in the next quarter.
	Customer Services	CS 4	Average customer feedback score face to face enquiries	High is good	80.00	90.00			Q1 - 22/23	0	%	R	▬ Due to very low numbers of face-to-face appointments, we have not had any surveys completed. We will look to see if this can be moved to main reception.
	Customer Services	CS 5	Customer satisfaction with phone calls to customer service	High is good	80.00	95.00			Q1 - 22/23	62	%	R	▬ A few very low scoring feedbacks have unfortunately skewed the satisfaction score quite heavily, with an outturn of 62% against a lower target of 80%. The customer service team have

	Service Area	Measure ID	Measure	High Or Low	Low Target	High Target	Previous Data Period	Previous Value	Current Quarter	Current Value	Unit	Status	Commentary
56													recently introduced a QR code in reception to attain more feedback.
	Accountancy	ACC 1	Average return on investment portfolio	High is good	0.15	0.25	Q4 - 21/22	0.30	Q1 - 22/23	0.90	%	G ▲	Average Return on Investments for Q1. BOE rate rises have increased the return
	Accountancy	ACC 2	Average interest rate on external borrowing	Low is good	4.75	3.75	Q4 - 21/22	3.02	Q1 - 22/23	3.05	%	G ▼	Short term borrowing taken in the quarter - BoE rate has increased to 1.25%. Future borrowing will be at higher rates of interest than currently experienced.
	Debtors & Creditors	DCT 1	Percentage of invoices paid within 30 days	High is good	95.00	97.00	Q1 - 21/22	95.84	Q1 - 22/23	98.11	%	G ▲	Figures are calculated on all supplier invoices and credit notes (not refunds or grants) paid 01/04/2022 - 30/06/2022. Figures are adjusted based on certain assumptions as below: - 1) No invoice collected for payment by supplier by direct debit or standing order is assumed to be late. 2) No credit note taken by CoLC outside of 30 days classified as late. 3) 0.5% of those invoices paid over 30 days assumed to be in dispute at some point and hence paid late after dispute resolved not classified as late 4) 1% of those invoices 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	45.00	55.00	Q1 - 21/22	55.00	Q1 - 22/23	56.00	%	G ▲	Based on: - > Supplier expenditure only, invoices dated between 01/04/2022 and 30/06/2022. Also excluded are Gas, Water and Electricity bills where purchase orders are not required. > No of invoices included - 2,793 of which 1,569 were linked to either an Agresso or UH (universal housing) order number.
	Debtors & Creditors	DCT 3	Average number of days to pay invoices	Low is good	30.00	15.00	Q1 - 21/22	13.00	Q1 - 22/23	13.00	Days	G ▼	Figures are calculated on all supplier invoices and credit notes (not refunds or grants) paid 01/04/2022 - 30/06/2022. Figures are adjusted based on certain assumptions as below: - 1) No invoice collected for payment by supplier by direct debit or standing order is assumed to be late. 2) No credit note taken by CoLC outside of 30 days classified as late. 3) 0.5% of those invoices paid over 30 days assumed to be in dispute at some point and hence paid late after dispute resolved not classified as late 4) 1% of those invoices paid after 30 days were held back from payment because the overall balance with the supplier was in credit
	Revenues Administration	REV 1	Council Tax - in year collection rate for Lincoln	High is good	25.00	26.00	Q1 - 21/22	25.10	Q1 - 22/23	25.99	%	A ▲	This is an increase of 0.89% when compared to last year
	Revenues Administration	REV 2	Business Rates - in year collection rate for Lincoln	High is good	29.00	32.00	Q1 - 21/22	29.10	Q1 - 22/23	36.60	%	G ▲	This shows an increase of 7.5% when compared to last year, but a decrease of 4.71% compared to the year before. It is difficult with business rates as we are not comparing like for like due to the retail relief changes due to the pandemic.
	Revenues Administration	REV 3	Number of outstanding customer changes in the Revenues team	Low is good	2,000	1,500	Q1 - 21/22	2,665	Q1 - 22/23	2137	Number	R ▲	At the end of June there were 2137 outstanding documents for Lincoln. This is an incredible achievement as we have just gone through annual billing which always creates additional correspondence and phone calls. On top of this, the teams have been administering the Council Tax Energy Rebate for

	Service Area	Measure ID	Measure	High Or Low	Low Target	High Target	Previous Data Period	Previous Value	Current Quarter	Current Value	Unit	Status	Commentary
													over 90,000 customers which has taken a lot of staff away from their 'normal' jobs to deal with this additional work. The officers in the revenues team have answered almost 9000 calls since 1.4.2022 and received almost 7500 pieces of correspondence and made payments to 24,359 Lincoln council taxpayers, and 34,858 North Kesteven council taxpayers. Staffing is still not static as we have had two officers resign, and two officers retire and are currently trying to fill these vacant posts.
	Housing Benefit Administration	BE 1	Average (YTD) days to process new housing benefit claims from date received	Low is good	21.00	19.00	Q1 - 21/22	16.81	Q1 - 22/23	17.73	Days	G	Weekly monitoring of new claims continues to contribute towards prompt decision making despite increased workload.
	Housing Benefit Administration	BE 2	Average (YTD) days to process housing benefit claim changes of circumstances from date received	Low is good	10.00	7.50	Q1 - 21/22	4.88	Q1 - 22/23	6.52	Days	G	Annual up ratings continue to contribute to increased levels of work during April and May, leading to longer processing times.
	Housing Benefit Administration	BE 3	Number of Housing Benefits / Council Tax support customers awaiting assessment	Low is good	2,500	2,000	Q1 - 21/22	2,098	Q1 - 22/23	2544	Number	R	2544 Customers of which 2260 are waiting a first contact, annual up ratings continue to contribute to increased levels of work in April and May.
	Housing Benefit Administration	BE 4	Percentage of risk-based quality checks made where Benefit entitlement is correct	High is good	87.00	90.00	Q1 - 21/22	95.94	Q1 - 22/23	94.32	%	G	Improvement on the amount of QA checks that are done.
57	Housing Benefit Administration	BE 5	The number of new benefit claims year to date (Housing Benefits/Council Tax Support)	N/A	Volumetric	Volumetric	Q4 - 21/22	4,036	Q1 - 22/23	1056	Number	V	241 Housing Benefit new claims and 815 Council Tax Reduction new claims
DCE	Affordable Housing	AH1	Cumulative number of affordable homes delivered	High is good	5	15	Q1 - 18/19	231	Q1 - 22/23	0	Number	A	As this measure has recently been changed to be collected from annually to quarterly, collection is unavailable this quarter however this will resume in Q2.
	Food and Health & Safety Enforcement	FHS 1	Percentage of premises fully or broadly compliant with Food Health & Safety inspection	High is good	95.00	97.00	Q4 - 21/22	98.10	Q1 - 22/23	98.15	%	G	This measure still should be treated with some caution as we are still operating in accordance with the FSA Recovery Plan. The number of businesses that are included is 650 of the total businesses 1146 that are food registered in the city. What we can report is that there is a focus on less compliant businesses in the city, currently there are 12 businesses that are non-compliant, and we continue to work with them to get them to a level that is at least broadly compliant.
	Food and Health & Safety Enforcement	FHS 2	Average time from actual date of inspection to achieving compliance	Low is good	15.00	10.00	Q4 - 21/22	18.60	Q1 - 22/23	14.55	Days	A	There continues to be an improvement in the average time taken to get a food business compliant. As we are up to date with inspections within the scope of the FSA Recovery Plan, the team have been mostly inspecting businesses within the Lincoln Recovery Plan, which are the more compliant businesses. 147 businesses were inspected in this quarter.
	Food and Health & Safety Enforcement	FHS 3	Percentage of food inspections that should have been completed and have been in that time period	High is good	85.00	97.00	Q4 - 21/22	100.00	Q1 - 22/23	100.00	%	G	All of the businesses that fell within the scope of the FSA Recovery Plan were completed. The team were able to focus on inspecting businesses that had not been inspected during lockdown periods, 147 inspections were carried out during this quarter.
	Development Management (Planning)	DM 1	Number of applications in the quarter	N/A	Volumetric	Volumetric	Q4 - 21/22	228	Q1 - 22/23	218	Number	V	A small decrease in workload into the team showing that the environment for now is still positive in the sector

	Service Area	Measure ID	Measure	High Or Low	Low Target	High Target	Previous Data Period	Previous Value	Current Quarter	Current Value	Unit	Status	Commentary
58	Development Management (Planning)	DM 2	End to end time to determine a planning application (Days)	Low is good	85.00	65.00	Q4 - 21/22	79.16	Q1 - 22/23	87.86	Days	R	End to end times have increased as a consequence of a number of complex applications being dealt with in the quarter that require additional input and sign off such as section 106 agreements
	Development Management (Planning)	DM 3	Number of live planning applications open	Low is good	180	120	Q4 - 21/22	145	Q1 - 22/23	126	Number	A	This reflects the complexity of a number of existing ongoing major applications, as well as the slight reduction in new applications per quarter
	Development Management (Planning)	DM 4	Percentage of applications approved	High is good	85.00	97.00	Q4 - 21/22	95.00	Q1 - 22/23	95.00	%	A	This figure remains consistently high reflecting the positive approach of the service
	Development Management (Planning)	DM 5	Percentage of decisions on planning applications that are subsequently overturned on appeal	Low is good	10.00	5.00	Q4 - 21/22	0.00	Q1 - 22/23	0.00	%	G	Continued strong appeal performance reflecting the quality of decisions made
	Development Management (Planning)	DM 6	Percentage of Non-Major Planning Applications determined within the government target (70% in 8 weeks) measured on a 2-year rolling basis	High is good	70.00	90.00	Q4 - 21/22	83.00	Q1 - 22/23	84.20	%	A	Performance on the key measure remains comfortably above the national threshold
	Development Management (Planning)	DM 7	Percentage of Major Planning Applications determined within the government target (60% in 13 weeks) measured on a 2-year rolling basis	High is good	60.00	90.00	Q4 - 21/22	89.00	Q1 - 22/23	89.30	%	A	Performance on the key measure remains comfortably above the national threshold
	Private Housing	PH 1	Average time in weeks from occupational therapy notification to completion of works on site for a DFG grant (all DFG's exc. extensions)	Low is good	26.00	19.00	Q4 - 21/22	28.00	Q1 - 22/23	30.40	Weeks	R	15 adaptations have been completed between April and end of June. The measure is the time in weeks from when the first OT notification is received. The time from when the application is approved (and this means that all design has been agreed with the OT and the client, a contractor has priced and accepted the work) to works being completed is 12.9 weeks. The reason for increased waiting times is due to the design service being agreed. The Private Housing team are looking at bringing this service in house. There 47 cases that have been assigned to case officers and 11 are awaiting allocation to a case officer.
	Private Housing	PH 2	Average time from date of inspection of accommodation to removing a severe hazard to an acceptable level	Low is good	20.00	12.00	Q4 - 21/22	5.40	Q1 - 22/23	15.10	Weeks	A	This is average time from receiving a complaint about disrepair in a private rented property to the property being declared free of any serious hazards. During this quarter 40 housing disrepair/condition cases were resolved. Park and Abbey are the wards which have the highest private rented accommodation complaints in the city with 65% recorded into these 2 wards. The team are managing a number of workstreams, such as HMO licencing, licence condition visits and housing assistance applications and this is impacting on the time taken to get issues resolved.
	Private Housing	PH 3	Number of empty homes brought back into use	High is good	1	8	Q1 - 21/22	3	Q1 - 22/23	5	Number	A	5 properties have been brought back into use during this monitoring period
	Public Protection and Anti-Social Behaviour Team	ASB 1	Number of cases received in the quarter (ASB)	N/A	Volumetric	Volumetric	Q4 - 21/22	85	Q1 - 22/23	128	Number	V	This is a higher than normal demand upon service for ASB specific complaints. ASB often rises in the warmer months however such a sharp increase will need to be monitored.

	Service Area	Measure ID	Measure	High Or Low	Low Target	High Target	Previous Data Period	Previous Value	Current Quarter	Current Value	Unit	Status	Commentary
59	Public Protection and Anti-Social Behaviour Team	ASB 2	Number of cases closed in the quarter	N/A	Volumetric	Volumetric	Q4 - 21/22	715	Q1 - 22/23	953	Number	V	The total number of cases received in Q1 is 1,092 which is slightly higher than Q1 in 2021/22. the number of cases closed is proportionate to the number of cases received in this quarter and the previous quarter
	Public Protection and Anti-Social Behaviour Team	ASB 3	Number of live cases open at the end of the quarter	Low is good	260	220	Q4 - 21/22	248	Q1 - 22/23	282	Number	R	<p>▼ This is higher than previous quarters and years. number of service requests is also higher than this time last year. the team have also been short staffed which may explain why cases are remaining open.</p> <p>To add further context to this:</p> <p>In 2017/18 the service demand was 3205 requests In 2018/19 the service demand was 3183 requests In 2019/20 the service demand was 2781 requests In 2020/21 the service demand was 2523 requests In 2021/22 the service demand was 3815 requests</p> <p>The figures above show that during covid, service requests dropped however service demand has now exceeded pre-covid levels and is consistently high when viewed as quarterly monitoring. The service has seen a 51% increase in demand between 2020/21 and 2021/22.</p>
	Public Protection and Anti-Social Behaviour Team	ASB 4	Satisfaction of complainants relating to how the complaint was handled	High is good	75.00	85.00	Q4 - 21/22	0.00	Q1 - 22/23	0.00	%	A	— This is not currently being undertaken by customer services
	Sport & Leisure	SP 1a	Quarterly visitor numbers to Birchwood Leisure Centre	N/A	Volumetric	Volumetric	Q4 - 21/22	39,613	Q1 - 22/23	33468	Number	V	Birchwood is currently operating at approximately 58% of pre-pandemic levels (Q1 19/20)
	Sport & Leisure	SP 1b	Quarterly visitor numbers to Yarborough Leisure Centre	N/A	Volumetric	Volumetric	Q4 - 21/22	66,896	Q1 - 22/23	51958	Number	V	Quarter 1, the main swimming pool remains closed for essential repairs which continues to lower the attendance significantly. Yarborough is currently 27% of pre-pandemic levels for this time of year. Work will be commencing this month with a predicted reopening being around Christmas time (the works are bespoke and as such can only be estimated).
	Sport & Leisure	SP 2	Artificial Grass Pitch usage at Yarborough Leisure Centre & Birchwood Leisure Centre	High is good	520.00	650.00	Q4 - 21/22	775.00	Q1 - 22/23	689.00	Hours	G	▼ Q1 Total slots used Birchwood 498 bookings which is approx. 52% capacity. Yarborough 192 which is 20% capacity and is down due to an original daytime booking leaving Yarborough as their own pitch/s have now been refurbished. It is important to note that nationally grass pitch usage is operating at 70% pre-pandemic levels.
	Sport & Leisure	SP 3a	Customers who would recommend Birchwood Leisure Centre	High is good	62.00	70.00	Q4 - 21/22	83.00	Q1 - 22/23	77.00	%	G	▼ Q1 National Bench Marking Score 39 Active Nation Organisational Target 40 Active Nation Organisational Average Score 28. Birchwood Bench Marking Score 71 (No. 1 in the Active Nation organisation) 77% of customers would recommend Birchwood Leisure Centre
	Sport & Leisure	SP 3b	Customers who would recommend Yarborough Leisure Centre	High is good	62.00	70.00	Q4 - 21/22	62.00	Q1 - 22/23	50.00	%	R	▼ Quarterly National Bench Marking Score 39, Active Nation Organisational Target 40, Active Nation Average Score 28, Yarborough Average Score 20 which means it is second highest Active Nation rating. 50% of customers would recommend Yarborough Leisure

	Service Area	Measure ID	Measure	High Or Low	Low Target	High Target	Previous Data Period	Previous Value	Current Quarter	Current Value	Unit	Status	Commentary
60													Centre. This score has dropped since the temporary closure of the pool.
	CCTV	CCTV 1	Total number of incidents handled by CCTV operators	N/A	Volumetric	Volumetric	Q4 - 21/22	2,134	Q1 - 22/23	2628	Number	V	Incidents have risen from the last quarter. Shoplifting has increased as the stores begin to operate fully post pandemic. There has also been a rise in mental health incidents. The server upgrade is now complete, and the safer streets cameras are online.
	Waste & Recycling	WM 1	Percentage of waste recycled or composted	High is good	26.00	30.00	Q1 - 21/22	29.34	Q1 - 22/23	30.32	%	G ▲	This figure relates to Quarter 4 (January 2022-March 2022). 20.21% has been recorded as waste being recycled, whereas 10.11% was recorded of waste being composted, equating to 30.32% being composted or recycled.
	Waste & Recycling	WM 2	Contractor points achieved against target standards specified in contract - Waste Management	Low is good	150	50	Q4 - 21/22	125	Q1 - 22/23	75	Number	A ▲	75 points were recorded in the new quarter. This has been broken down into 35 points in April, 15 points in May and 25 points in June
	Street Cleansing	SC 1	Contractor points achieved against target standards specified in contract - Street Cleansing	Low is good	150	50	Q4 - 21/22	65	Q1 - 22/23	150	Number	A ▼	Points were recorded as 150 collectively, broken down into 30 in April, 70 in May and 50 in June.
	Grounds Maintenance	GM 1	Contractor points achieved against target standards specified in contract - Grounds Maintenance	Low is good	150	50	Q4 - 21/22	35	Q1 - 22/23	75	Number	A ▼	75 points were collected in Q1. This has been broken down into 10 in April 20 in May and 20 in June.
	Allotments	AM 1	Percentage occupancy of allotment plots	High is good	84.00	92.00	Q4 - 21/22	95.00	Q1 - 22/23	94.00	%	G ▼	As at the end of June 2022, 1,049 plots of a total 1172 were let. Of the 1172 total plots, 1118 plots are currently lettable. 1049 occupied lettable plots equates to 94% occupancy rate. There continues to be a significant demand for allotment tenancies. The majority of allotment sites currently have waiting lists for plots now and when plots become available, we try to re-let the plots to those on the waiting lists as quickly as possible. In May 2022, a number of tenancies were terminated for non-payment of the annual allotment charges that were requested in February 2022. Also, a number of additional plots may become available in the near future as checks are being carried out to ascertain the condition of the tenanted plots and enforcement action will be taken if any plots continue to be unused.
	Parking Services	PS 1	Overall percentage utilisation of all car parks	High is good	50.00	60.00	Q4 - 21/22	42.00	Q1 - 22/23	46.00	%	R ▲	Improving picture as more workers return to the office and shoppers keep returning. This period includes Easter and May half term school holidays
	Parking Services	PS 2	Number of off street charged parking spaces	N/A	Volumetric	Volumetric	Q4 - 21/22	3,771	Q1 - 22/23	3771	Number	V	No change
	Licensing	LIC 1	Total number of committee referrals (for all licensing functions)	N/A	Volumetric	Volumetric	Q4 - 21/22	3	Q1 - 22/23	5	Number	V	4 PH Drivers. 3 for accruing points on driving licence. 1 for non-disclosure of conviction. 1 LA03 - Extension of hours objected to by local residents. Application withdrawn before committee.
	Licensing	LIC 2	Total number of enforcement actions (revocations, suspensions, and prosecutions)	N/A	Volumetric	Volumetric	Q4 - 21/22	1	Q1 - 22/23	3	Number	V	3 PH driver revocations. 1 immediate revocation following allegations of exploitation. 1 immediate revocation following driver convicted of people trafficking. 1 revoked at committee for accruing 15 points on driving licence.

	Service Area	Measure ID	Measure	High Or Low	Low Target	High Target	Previous Data Period	Previous Value	Current Quarter	Current Value	Unit	Status	Commentary
DHI	Housing Investment	HI 1	Percentage of council properties that are not at the 'Decent Homes' standard (excluding refusals)	Low is good	1.50	1.00	Q4 - 21/22	0.70	Q1 - 22/23	0.93	%	G	Additional inspections that have identified requirements for replacement components have masked the progress made this month. A modest overall increase of 2 properties has therefore resulted. Presently 72 properties are now failing, with 43 doors, 2 Windows, 21 Electrics, 2 roofs and 6 Chimney. An additional 2 properties fail both door and windows.
	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	Q4 - 21/22	183	Q1 - 22/23	222	Number	V	The level or refusals is recorded but cannot be controlled by the Council. We have had an increase of 39 since end of 2021/22.
	Housing Investment	HI 3	Percentage of dwellings with a valid gas safety certificate	High is good	98.20	99.20	Q4 - 21/22	99.71	Q1 - 22/23	98.89	%	A	We have a robust gas servicing process in place. However, on a monthly basis, we have a small number of tenants who fail to allow access to their home to enable us to undertake the annual gas service. These cases are then passed through our legal process.
	Control Centre	CC 1	Percentage satisfied of new connections for the control centre	High is good	90.00	95.00			Q1 - 22/23	0.00	%	A	Due to this being a new measure, no data is available for this period, however collection will be resumed in Q2.
	Control Centre	CC 2	Percentage of Lincare Housing Assistance calls answered within 60 seconds	High is good	97.50	98.00	Q4 - 21/22	98.24	Q1 - 22/23	97.51	%	A	Due to invoices going out in the month of June and operators taking a lot of calls about the price increase this has had a detrimental effect on call handling stats which are just above the target of 97.5% reporting at 97.51% for the month. We will anticipate seeing an improvement next quarter.
	Rent Collection	RC 1	Rent collected as a proportion of rent owed	High is good	92.00	93.00	Q1 - 21/22	99.31	Q1 - 22/23	98.60	%	G	Rent collection is ahead of the 96.5% target and Tenancy Services continue to prioritise the collection of rent to maintain the income stream. The financial pressures tenants are facing are increasingly apparent, and our new Sustainment Team are working with tenants who are struggling financially.
	Rent Collection	RC 2	Current tenant arrears as a percentage of the annual rent debit	Low is good	4.65	4.55	Q4 - 21/22	3.63	Q1 - 22/23	4.16	%	G	The arrears as a % of the debit is currently ahead of the target of 4.45%. Housing Officers and the Sustainment Team are working hard to collect the rent and work with tenants and prioritise sustaining tenancies and controlling the number of evictions.
	Housing Solutions	HS 1	The number of people currently on the housing list	N/A	Volumetric	Volumetric	Q4 - 21/22	1,440	Q1 - 22/23	1558	Number	V	We are seeing a steady increase in the number of Housing Register applications. Since Covid we have been receiving on average 65 new applications per week but over the recent weeks this has risen to 75-85 per week. This is likely due to the current cost of living increase and applicants trying to reduce their outgoings in terms of rent, property maintenance, etc. We will continue to monitor.
	Housing Solutions	HS 2	The number of people approaching the council as homeless	N/A	Volumetric	Volumetric	Q4 - 21/22	990	Q1 - 22/23	204	Number	V	Homelessness applications continue to be high, and this now seems to be the 'new normal'. We are hoping to undertake a piece of work which exams 'homelessness flow' - who is applying and why, so that we can better target our services.
	Housing Solutions	HS 3	Successful preventions and relief of homelessness against total number of homelessness approaches	High is good	45.00	50.00	Q4 - 21/22	45.19	Q1 - 22/23	49.49	%	A	Prevention continues to be extremely challenging due to low numbers of affordable housing options within the city.
Housing Voids	HV 1	Percentage of rent lost through dwelling being vacant	Low is good	1.00	0.90	Q4 - 21/22	1.41	Q1 - 22/23	1.15	%	R	Th reduction in rent lost as a % due to dwellings being vacant has improved due to the improvement in the overall void times as outlined below. The standard relet time has improved by	

	Service Area	Measure ID	Measure	High Or Low	Low Target	High Target	Previous Data Period	Previous Value	Current Quarter	Current Value	Unit	Status	Commentary
62													14.68 days compared to last quarter and all lets (including major works) has improved by 9.17 days compared to the previous quarter. Consequently, this has reduced the rent lost overall.
	Housing Voids	HV 2	Average re-let time calendar days for all dwellings - standard re-lets	Low is good	34.00	32.00	Q4 - 21/22	56.08	Q1 - 22/23	37.26	Days	R ▲	The average re-let time for all dwellings is slightly ahead of the high target of 34 with 37.26 days being achieved at the end of quarter one. Significant improvement has been made to all aspects of the voids process as reflected in the improvement in performance compared to the previous quarter. The teams have been working to identify issues during the void process and rectify them to avoid delays. Housing Repairs are now working with three external contractors to turn properties and Allocations and Void Support are prioritising offers and sign ups as quickly as possible to try and achieve target.
	Housing Voids	HV 3	Average re-let time calendar days for all dwellings (including major works)	Low is good	40.00	38.00	Q4 - 21/22	65.76	Q1 - 22/23	50.71	Days	R ▲	<p>There has been an improvement in performance compared to last quarter from 65.76 days in Q4 to 50.71 days in Q1 which demonstrates a positive trend in performance. The improvement in performance is due to a concerted effort from all teams to reduce the void times and work together to identify potential delays early on. We continue to focus on achieving target as quickly as possible.</p> <p>Q1 Has seen a significant positive progression in repair performance, this progression should continue with 3 Contractors now aiming to carry out 2 Void properties per week alongside the HRS Void repairs team, though gains may be smaller due to a bit of mobilisation I still hope for a positive performance return.</p> <p>The Quantity of voids entering the process has risen from 7.8 to 9.6 per week meaning more pressure on the repairs team exacerbated by the standard of property entering the void repair process. This continues to be an issue with 32% (43% in Q4 2021-2022) requiring some form of cleaning work to be carried out before a property condition inspection can take place, therefore causing a delay in the process and ultimately more repairs as the properties requiring cleansing often have been poorly looked after.</p> <p>Moving into Q2 there will be entering 34 transferred properties from the De Wint Court project in addition to the 9 or 10 properties a week and early indications are that some of the properties require major works such as kitchen and bathroom replacements due to refusals by tenants in the past. Inconsistency in the process does add complexity to managing void repairs and reducing the "humps" in the process like De Wint Court is essential to ensuring a steady manageable flow of properties as it does impact the repairs process for a few months after the "hump" starts Void repairs management will continue to monitor this situation moving into Q2 to identify any early signs of concerns and take action where possible to reduce any delays.</p>
	Housing Maintenance	HM 1a	Percentage of reactive repairs completed within target time (priority 1 day only)	High is good	98.50	99.50			Q1 - 22/23	99.50	%	G ▼	Our performance on 24-hour Emergency tickets continues to improve and it is on target to improve further. Our Dedicated

	Service Area	Measure ID	Measure	High Or Low	Low Target	High Target	Previous Data Period	Previous Value	Current Quarter	Current Value	Unit	Status	Commentary
G3													Emergency and Urgent team have now bedded into a routine to ensure high customer performance and service.
	Housing Maintenance	HM 1b	Percentage of reactive repairs completed within target time (urgent 3-day repairs only)	High is good	95.00	97.50			Q1 - 22/23	96.71	%	A	With our dedicated Emergency and Urgent team now bedded in we have seen improvement in completing 3-day tickets within target time. Although slightly below the target of 97.5%, we have improved performance by 6% compared to 2021/22 final outturn (90.69%).
	Housing Maintenance	HM 2	Percentage of repairs fixed first time (priority and urgent repairs) - HRS only	High is good	90.00	93.00	Q4 - 21/22	92.85	Q1 - 22/23	92.04	%	A	Our Right First Time fix rate is on target, although we need further improvement to ensure we continue to reduce follow on work and increase first time fix rates.
	Housing Maintenance	HM 3	Percentage of tenants satisfied with repairs and maintenance	High is good	94.00	96.00			Q1 - 22/23	88.57	%	R	We are currently experiencing small numbers of feedback returns from our customers and this creates a distorted performance figure. We are continuing to send our automated SMS surveys and will be monitoring response rates closely.
	Housing Maintenance	HM 4	Appointments kept as a percentage of appointments made (priority and urgent repairs) - HRS only	High is good	95.00	97.00	Q4 - 21/22	99.46	Q1 - 22/23	99.07	%	G	Our performance on this measure is above target and we are consistent with previous quarters. We still need to further resource the resource planning team to ensure a further enhance level of customer service.
	Business Development	BD 1	Number of users logged into the on-line self-service system this quarter	High is good	10,000	11,000	Q4 - 21/22	14,771	Q1 - 22/23	11,424	Number	G	The number of users logged into the system during Q1 was above target and in line with Q1 last year. Steps are being considered to replace ageing software and increase usage.
	IT	ICT 1	Number of calls logged to IT helpdesk	N/A	Volumetric	Volumetric	Q4 - 21/22	1,124	Q1 - 22/23	957	Number	V	Reduction in calls - less incidents reported and lower number of quarantined emails.
	IT	ICT 2	Percentage of first-time fixes	N/A	Volumetric	Volumetric	Q4 - 21/22	60.60	Q1 - 22/23	60.30	%	V	No real change - reflecting higher numbers generally of calls being fixed first time. May be due to recording many smaller issues.

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SUBJECT:	INCOME AND ARREARS MONITORING
DIRECTORATE:	CHIEF EXECUTIVE AND TOWN CLERK
REPORT AUTHOR:	MARTIN WALMSLEY, HEAD OF SHARED REVENUES AND BENEFITS

1. Purpose of Report

- 1.1 To update Members on the position with regard to amounts of monies owed to the City Council as at 1st April 2022, (and Business Improvement District (BID) levy to the end of June 2022).

2. Executive Summary

- 2.1 This update is provided to Members of this Committee each year once all figures have been collated.
- 2.2 The report summarises the in-year collection of Council Tax, Business Rates, the Business Improvement District (BID) levy, Housing Rents, Former Tenant Rent Arrears, Sundry Debtors and Housing Benefit Overpayments to the 31st March 2022, and sets out the arrears brought forward position at 1st April 2022, (BID to the end of June 2022).
- 2.3 The impacts of Covid-19 have, understandably, been significant with regard to impacting on collecting monies due to the Council – with many businesses and taxpayers suffering financial hardship. This in turn impacts on officers' ability to recover monies in as prompt manner as would have been the case in previous years.

3. Background

- 3.1 2021/22 was another year of significant challenges for the Revenues and Benefits service, mainly due to the Covid-19 pandemic, as well as other matters affecting residents' incomes with rising prices of energy, fuel, food etc.

4. Council Tax Collection

- 4.1 The Council Tax net collectable debit for 2021/22 after Council Tax Support, discounts and exemptions had been granted was £47,790,772. This is an increase of £2,728,406 from 2020/21.
- 4.2 Total payments received in respect of 2021/22 were £44,923,761 This is an increase of £2,211,848 from 2020/21.
- 4.3 For the financial year 2021/22, in-year collection is down by 0.78%, compared to

2020/21. 2021/22 in-year collection is 94.00%, compared to 94.78% in 2020/21. The impacts of Covid-19 on residents' incomes has continued, making collection of Council Tax a balance of the importance of collecting monies due in a prompt manner, whilst making repayment arrangements where applicable and appropriate so that undue financial hardship to taxpayers is avoided.

Therefore, in the aforementioned climate, as well as with the increased costs of living, this reduced level of collection is not unexpected. Whilst every effort is being made to collect monies due, this is a real challenge and is likely to remain so for the immediate future.

- 4.4 The circumstances as set out in paragraph 4.3 (above) has also impacted on the level of arrears. Council Tax arrears brought forward on 1st April 2021 and 1st April 2022 are shown below:

Council Tax	Brought-forward 1st April 2021	Council Tax	Brought-forward 1st April 2022	Increase/Decrease
Value of accounts in credit for the years before 2019/20	-£1,012,223	Value of accounts in credit for the years before 2020/21	-£956,769	Decrease £55,454
Value of accounts in debit for the years before 2019/20	£4,241,814	Value of accounts in debit for the years before 2020/21	£3,428,880	Decrease £812,934
Value of accounts in credit in 2019/20	-£900,943	Value of accounts in credit in 2020/21	-£128,991	Decrease £771,952
Value of accounts in debit in 2019/20	£3,319,167	Value of accounts in debit in 2020/21	£1,709,461	Decrease £1,609,706
Overall credits brought forward into the 2020/21	-£1,913,166	Overall credits brought forward into the 2021/22	-£1,955,231	Increase £42,065
Overall debits brought forward into 2020/21	£7,560,980	Overall debits brought forward into 2021/22	£9,067,724	Increase £1,506,744
Number of arrears cases	34,790	Number of arrears cases	25,658	Decrease 9,132

The balance of debits brought forward into 2021/22 was £4,241,814 and this reduced to £3,428,880 by 31st March 2022, a reduction of £812,934.

The balance of credits brought forward into 2021/22 was £1,012,223, which reduced to £956,769. Some of this reduction will be due to refunds, but otherwise these credits will have been offset against the 2021/22 debit.

- 4.5 The new arrears figure of £9,067,724 brought forward represents; the balance of arrears outstanding from previous years at 31st March 2021 as set out in 4.4 above, the Council Tax due in 2021/22 and not collected, court costs raised in 2021/22 and still unpaid, other adjustments made in 2021/22 in respect of previous years, and excludes any credits held.
- 4.6 In terms of the amount of Council Tax written-out during the financial year 2021/22

(which could be outstanding Council Tax from any financial year), the figure was £268,228. This compares to £182,156 written-out during 2020/21.

- 4.7 It is important to note that just because a debt has been written-out, this does not mean it cannot be written back on and collected if new information is received. During 2021/22, £9,018 was written back on.

5. Business Rates Collection

- 5.1 The Business Rates net collectable debit for 2021/22 after empty voids, charity entitlements and other reliefs had been granted was £34,939,946. This is an increase of £16,419,697 from 2020/21. 2021/22 is not wholly comparable to 2020/21 due to a reduction in Expanded Retail Discount (ERD).
- 5.2 Total payments received in respect of 2021/22 were £35,816,640. This is an increase of £17,488,076 from 2020/21. The key reason again for this, was the reduction in award of ERD due to changes in the rules relating to this.
- 5.3 Business Rates arrears brought forward from all previous years at 1st April 2021 was £797,858. By 31st March 2022, these arrears had decreased to £232,909.
- 5.4 The table below shows comparisons between 2020/21 and 2021/22 in respect of; in-year collection rate, arrears brought forward and number of arrears cases.

Business Rates	2020/21	2021/22	Increase/ (Decrease)
Collection Rate	98.97%	98.45%	(0.52%)
Arrears @ 1 st April (Value)	£880,831	£797,858	(Decrease £82,973)
Arrears @ 1 st April (Cases)	94	258	Increase 164

The slight reduction in collection is not wholly unexpected with regard to the economic climate during 2021/22 due to Covid-19, but also due to the reduction of ERD from 100% relief to 66% from 1st July 2021 (up to 31st March 2022).

- 5.5 The new arrears figure of £232,909 brought forward represents; the balance of arrears outstanding from previous years at 31st March 2021 as set out in 5.3 above, the Business Rates due in 2021/22 and not collected, the balance of court costs raised in 2021/22 and still unpaid, any other adjustments made in 2021/22 in respect of previous years, and excludes credits.
- 5.6 In terms of the amount of Business Rates written-out during the financial year 2021/22 (which could be outstanding Business Rates from any financial year), the figure was £139,416. This compares to £180,736 written-out during 2020/21.
- 5.7 As with Council Tax, it is important to note that just because a debt has been written-out, this does not mean it cannot be written back on and collected if new

information is received. During 2021/22, £19,204 was written back on.

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

- 6.1 Members will be aware that the Authority is responsible for the administration and collection of the BID Levy.
- 6.2 The BID financial year runs from July to June and the figures given below represent collection up to the end of June 2022.
- 6.3 The 2021/22 net collectable debit raised in respect of the Levy was £417,094.
- 6.4 A comparison of in-year collection rates between the BID financial years ending 30th June 2021 and 30th June 2022 is shown in the table below.

Year ending 30 th June 2022	97.37%	increase 5.68%
Year ending 30 th June 2021	91.69%	

7. Housing Rents Collection

- 7.1 The net Housing Rent debit for 2021/22 (collectable rent) excluding Housing Benefits, Universal Credit and other adjustments was £28,688,341 of which 100.18% was collected. This is an increase of 0.72% on 2020/21 collection of 99.46%.
- 7.2 For administration purposes, Housing Rent Arrears are split between 'current' and 'former' tenants. The table below shows comparisons between 2020/21 and 2021/22 in respect of: in-year collection rate, arrears brought forward and number of arrears cases.

Housing Rents	2020/21	2021/22	Increase/ (Decrease)
Collection Rate (including arrears/credits b/f)	97.60%	97.07%	(0.53%)
Collection Rate (excluding arrears/credits b/f)	99.46%	100.18%	0.72%
Arrears @ 1 st April (Value)	£1,985,838	£2,002,314	£16,476
- Current	£1,060,439	£1,042,420	(£18,019)
- Former	£925,399	£959,894	£34,495
Arrears @ 1 st April (Cases)	2,440	2,490	50

- 7.3 Tenancy Services continue to focus on rent collection and income maximisation for tenants and are committed to reducing the arrears whilst sustaining tenancies.

Year collection as of the end of March 2022 stood at 100.18%, an improvement from 99.46% at the end of the previous year. This mean that all of the rent charge was collected and overall, a reduction overall in arrears from £1,060,439 to £1,042,420, a reduction of £18,019.

Arrears as a % of the debit stood at 3.63% as of the end of March, compared to 3.74% the previous year, an improvement of 0.09%.

Evictions have also remained at a low level with 10 being carried out in 2021/22 compared to 87 in 2018/19, 38 in 2019/20 and 0 in 2020/21. A commitment to sustaining tenancies whilst maximising the income to the authority has been demonstrated and a Tenancy Sustainment Team is now in post to continue this work.

- 7.4 Former tenant arrears collection for 2021/22 was 29.42%.

8. Sundry Debtors Collection

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

- 8.2 The table below shows comparisons between 2020/21 and 2021/22 in respect of arrears brought forward and number of arrears cases.

Sundry Debtors	2020/21	2021/22	Increase/ (Decrease)
Arrears @ 1 st April (Value)	£3,522,367	£4,557,447	Increase £1,035,080
Arrears @ 1 st April (Cases)	4,291	4,801	Increase 510

Sundry debt invoices to the value of £2,330,415 were raised in March 2022, with expectation that some of these would not be paid in year (i.e., in 2021/22). The collection rate for 2021/22 was 84.05% - this is a decrease from 2020/21 of 0.79%. The issue of raising large invoices towards the end of the financial year has been an ongoing problem for collection as these invoices are not due to be paid for approximately 28 days and businesses do not generally pay as soon as they get the bill. Therefore, raising an invoice in March 2022 would generally mean that this is not paid before 1st April 2022.

9. Housing Benefit Overpayments Collection

- 9.1 The balance of outstanding Housing Benefit Overpayments as at 1st April 2022 was £2,661,801 and compares to £3,153,505 at 1st April 2021, a decrease of £491,704.

- 9.2 A total of £591,882 in Housing Benefit overpayments was raised in 2021/22. Total credits received in 2021/22 were £992,963 – this includes card payments, direct deductions from ongoing benefit, payments from our collection agents, underlying entitlement and payments via attachments from the Department for Work and Pensions (DWP) and employers.
- 9.3 The total number of cases with a debt outstanding in the Debtors system at the 1st April 2022 was 1,416.

The table below shows comparisons between 2020/21 and 2021/22 in respect of arrears brought forward and number of arrears cases in the Debtors system.

Housing Benefit Overpayments	2020/21	2021/22	Increase/ (Decrease)
Arrears @ 1 st April (Value)	£3,153,505	£2,661,801	(£491,704)
Arrears @ 1 st April (Cases)	2,201	1,416	(785)

10. Strategic Priorities

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

11. Organisational Impacts

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

12. Risk Implications

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

13. Recommendation

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

Key Decision

Yes/No

Do the Exempt Information Categories Apply?

Yes/No

Call in and Urgency: Is the decision one to which Rule 15 of the Scrutiny Procedure Rules apply?

Yes/No

How many appendices does the report contain?

None

List of Background Papers:

None

Lead Officer:

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

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SUBJECT: COUNCIL TAX REBATE (ENERGY) – UPDATE

DIRECTORATE: CHIEF EXECUTIVE & TOWN CLERK

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

1. Purpose of Report

- 1.1 On 3rd February 2022, Central Government announced a package of support known as the Energy Bills Rebate to help households with rising energy bills, worth £9.1 billion in 2022-23.
- 1.2 This included a £150 non-repayable rebate for households in England in Council Tax bands A to D, known as the 'Council Tax Rebate'. This report updates on City of Lincoln Council's progress in delivering this scheme.

2. Background – Council Tax Rebate

- 2.1 The mandatory Council Tax energy Rebate scheme covers most households in Council Tax bands A-D. As at the time of writing this report, over 27,200 payments of £150 have been made to City of Lincoln residents. All payments under the mandatory scheme have to be made by 30th September 2022.
- 2.2 Government has also provided funding, for City of Lincoln this is £196,950, for local authorities to operate a discretionary fund for households in need who would not otherwise be eligible. This could include, for example, individuals who live in properties valued in Council Tax bands E to H. All payments under a discretionary scheme must be made by 30th November 2022.

3. Eligibility for Council Tax Rebate

- 3.1 In order to be eligible for the scheme, a person must be the liable Council Taxpayer and meet the following eligibility criteria:

- **The property must be in Council Tax banding A-D on 1st April 2022**
 - a) This will include any Band E properties which have been reduced to a Band D under the disabled band reduction scheme.
 - b) Any changes to the Council Tax banding after 1st April 2022 are ignored for the purpose of this scheme.
 - (i) The only exceptions to b) are new build properties which are waiting for an official banding from the Valuation Office, as eligibility will be determined based on the official band where this has an effective date on or before 1st April 2022.

Payments will not be made in b)(i) where the official band is notified to the Council after 30th September 2022.

- **Must be someone's sole or main residence, this means that:**
 - Empty homes do not qualify;
 - Second homes do not qualify;
 - Customers in receipt of full Council Tax Support will qualify.

- **The property must be a chargeable dwelling, or exempt under Classes N, S, U or W of the Council Tax (Exempt Dwellings Order) 1992**
 - Class N – occupied by students;
 - Class S – occupied by persons under 18 only;
 - Class U – occupied by persons severally mentally impaired;
 - Class W – an annexe occupied by a dependent relative of the main dwelling.

- **For properties classified as House in Multiple Occupation:**
 - If the liable Council Taxpayer is the landlord, who is liable as an individual, the £150 payment under mandatory scheme is paid to the landlord;

 - If the liable Council Taxpayer is the landlord, who is liable as a corporate body (e.g., company) – no payment will be made.

4. Making Payments

- 4.1 Payments are made automatically for Council Taxpayers who pay by Direct Debit, as current bank details are held for these residents

Where the Council Taxpayer does not pay by Direct Debit, officers have contacted Taxpayers by issuing a letter requesting bank account information through an online form via a secure web portal. Where customers do not have internet access or need support in completing the online form, this is being provided by officers.

Due diligence is in place to check/verify bank account arrangements, using such systems such as Spotlight (which was also used for business grants).

All reasonable steps are to be taken to obtain bank account details for all customers who are eligible under this scheme. However, where it has not been possible to obtain bank details, the Council can pay the £150 rebate onto the person's Council Tax account.

All mandatory scheme payments must be made by 30th September 2022.

5. Discretionary Fund

- 5.1 Government has also provided funding, for City of Lincoln this is £196,950, for local authorities to operate a discretionary fund for households in need who would not

otherwise be eligible. This could include, for example, individuals who live in properties valued in Council Tax bands E to H.

Officers have understandably been prioritising making as many payments as possible under the mandatory scheme, whilst working on developing a proposed Discretionary Fund scheme. A verbal update will be provided to this Committee on 18th August.

All Discretionary Fund scheme payments must be made by 30th November 2022.

6. City of Lincoln Council – Relevant Statistics

Council Tax property band	No. of properties	% of total properties
A	28,085	60.2%
B	9,060	19.4%
C	4,917	10.5%
D	2,555	5.4%
E	1,389	3.0%
F	447	0.96%
G	135	0.29%
H	47	0.1%
Total	46,635	

This means in Lincoln; 44,617 properties are in Bands A-D – equivalent to 95.7% of the total number of domestic properties in the City.

The most recently available statistics show that 24,268 of Bands A-D households are paying Council Tax by Direct Debit (i.e., 54.4%), and 1,330 Band E-H households (i.e., 65.9%).

As at the time of writing this report, 24,191 rebate payments have been made to households in Council Tax Bands A-D paying by Direct Debit. Any that remain unpaid have either had a query regarding their bank account, or are not eligible under the mandatory scheme.

As at the time of writing this report (15th July 2022), 7,364 payments have been made to households in Council Tax Bands A-D who do not pay by Direct Debit. However, all potentially eligible Taxpayers not paying by Direct Debit have now been issued a letter asking for them to provide their bank account information, - they have 30 days to do this otherwise the £150 rebate payment will be allocated to their Council Tax account. Therefore, it is anticipated numbers paid will have increased substantially by the time of this Committee meeting being held on 18th August 2022 – therefore, a verbal update will be provided.

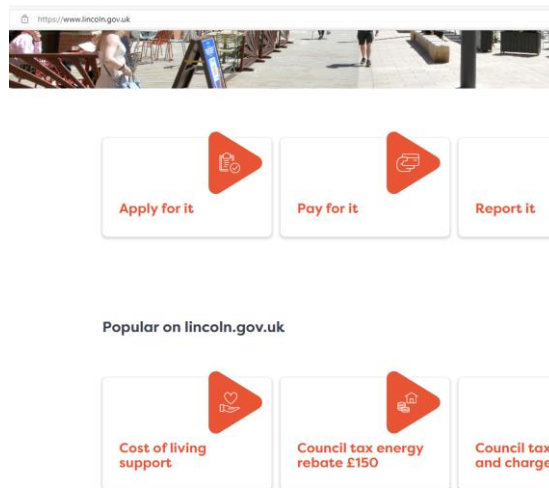
7. Communications

7.1 Since the announcements of the Council Tax Rebate, proactive communications has been a key activity, to try and set early expectation in terms of:

- When the rebate will be paid to taxpayers;
- Who is eligible;

- The advantage of paying Council Tax by Direct Debit;
- That the payment will not be deducted from the annual Council Tax bill for 2022/23;
- To be aware of ‘scams’;
- ‘Myth-busting’ regarding when payments are to be made, and how.

7.2 The Council’s website homepage includes a very clear link to Council Tax Rebate information on the home page:



The website also contains an area being regular updated with related information: [Council Tax Energy Rebate – City of Lincoln Council](#) .

The Council’s telephone line for Revenues and Benefits also currently includes a pre-recorded message in respect of the Council Tax Rebate, again outlining key messages – with an aim of trying to prevent the phone lines being taken up with a high level of enquiries relating to the rebate. These messages are regularly reviewed and amended as appropriate.

8. Significant Policy Impacts

8.1 Strategic Priorities

Let’s reduce all kinds of inequality – Council Tax Rebate is designed to support households in meeting rising energy costs.

8.2 Organisational Impacts

Finance (including whole life costs where applicable)

For the mandatory/non-discretionary Council Tax Rebate scheme, £6,103,200 has been made available to City of Lincoln Council – the intention is that this will cover the £150 payments made to eligible households in Bands A-D.

The monies made available for Discretionary Fund for City of Lincoln Council is £196,950.

Both funding amounts were paid to the Council in March 2022.

Department for Levelling Up, Housing & Communities (DLUHC) has confirmed that any overfunding would need to be paid back, and that any underfunding would be settled.

In terms of fees for utilising 'Spotlight' for bank account checks, these are being covered by Central Government.

New Burdens paid in April 2022 for the Council, are £59,673. The additional burdens on officers have been considerable, not just in terms of time and resources required, but also for additional software requirements

8.3 Legal implications inc Procurement Rules

There are no direct legal/procurement impacts as a direct result of this report.

8.4 Equality, Diversity and Human Rights

There are no direct equality, diversity or human rights impacts as a direct result of this report.

8.5 Staffing

Resources are stretched across a number of Council services, and delivery of this scheme will require participation from a number of teams over a period of several months.

9. Risk Implications

9.1 If robust arrangements are not in place to make payments of Council Tax Rebate, they could be made to the wrong party

9.2 Discretionary scheme does not target those who most need this support.

10. Recommendation

10.1 Members are asked to note the contents of this report.

Key Decision	No
Do the Exempt Information Categories Apply	No
Call In and Urgency: Is the decision one to which Rule 15 of the Scrutiny Procedure Rules apply?	No
Does the report contain Appendices?	No
If Yes, how many Appendices?	None
List of Background Papers:	None
Lead Officer:	Martin Walmsley – Telephone 01522 873597

PEFORMANCE SCRUTINY COMMITTEE

18 AUGUST 2022

SUBJECT: WORK PROGRAMME FOR 2022/23

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 2022/23 (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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16 June 2022

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	Rob Marshall	Quarterly Report-Professional High Performing Services
Strategic Risk Register – Quarterly Report Q3&4	Jaclyn Gibson/Colleen Warren	Quarterly Report Professional High Performing Services
Lincoln’s GEO – Sense Footfall Data	Graham Rose	Requested Report

4 August (moved from 14 July 2022)

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

18 August 2022 (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
Portfolio Under Scrutiny Session – Customer Experience and Review	Portfolio Holder	Annual Session Vision 2020 (Mixed)
Monitoring Items		
Performance Quarterly Monitoring: Quarter 1	Rob Marshall	Quarterly Report Professional High Performing Services
Quarterly Strategic Risk Register Report-Quarter1	Jaclyn Gibson	Quarterly Report Professional High Performing Services
Income/Arrears Monitoring report	Martin Walmsley	Annual Report Professional High Performing Services
Council Tax Rebate Payments	Martin Walmsley	Requested Report

29 September 2022 (Thematic Reviews)

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2021-22 - Update	Democratic Services	Regular Report
Portfolio Under Scrutiny Session – Economic Growth	Portfolio Holder	Annual Session Lets Drive Economic Growth
Other Item(s)		
Financial Performance (Detailed) – Quarterly Monitoring: Quarter 1 (moved from 18 August)	Colleen Warren	Quarterly Report Professional High Performing Services
Pre-Christmas Market 2021 verbal event report	Simon Colburn	Requested Lets Drive Economic Growth
Climate Change	Kate Bell	Annual Report
Investment Portfolio (Section B)	Jaclyn Gibson	Requested – Annual Report

17 November 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 – Reducing Inequality	Portfolio Holder	Annual Session Reducing Inequality
Monitoring Items		
Financial Performance (Detailed) – Quarterly Monitoring: Quarter 2	Colleen Warren	Quarterly Report Professional High Performing Services
Performance Quarterly Monitoring: Quarter 2	Rob Marshall	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

8 December 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 – Remarkable Place	Portfolio Holder	Annual Session Lets Enhance Our Remarkable Place
Climate Change update Vision 2025	Kate Bell	Annual Report

19 January 2023

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

15 February 2023 (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 2023-24	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	Rob Marshall	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
Scrutiny Annual Report	Democratic Services	Annual Report Professional High Performing Services

Portfolio Under Scrutiny Sessions

Date	Portfolio
4 August 2022	Our People and Resources
18 Aug 2022	Customer Experience and Review
29 September 2021	Economic Growth
17 November 2021	Reducing Inequality
8 December 2022	Remarkable Place
19 January 2023	Quality Housing

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SUBJECT: STRATEGIC RISK REGISTER – QUARTERLY REVIEW

DIRECTORATE: CHIEF EXECUTIVE AND TOWN CLERK

REPORT AUTHOR: JACLYN GIBSON, CHIEF FINANCE OFFICER

1. Purpose of Report

- 1.1 To provide Members with a status report of the revised Strategic Risk Register as at the end of the first quarter 2022/23.

2. Background

- 2.1 An update of the Strategic Risk Register, developed under the risk management approach of 'risk appetite', was last presented Members in June 2022 and contained twelve strategic risks.
- 2.2 Since reporting to Members in June, the Strategic Risk Register has been refreshed and updated by the Risk Owners and Corporate Management Team for the financial year 2022/23. This assessment has reviewed each risk in terms of the level of assessed risk (likelihood and impact), target risk scores, control measures in place and mitigating actions required in order to; avoid, seek, modify, transfer or retain the risks.
- 2.3 The outcome of this work has resulted in a refreshed Strategic Risk Register for 2022/23, which reflects the changing circumstances in which the Council is operating and the different challenges and opportunities it faces. This refreshed register, contained in Part B of the agenda, will be performance monitored on a quarterly basis, reported to both the Performance Scrutiny Committee and the Executive.

3. Strategic Risks

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

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

3.2 The assessed level of each of these twelve risks is as follows:

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

Control actions continue to be implemented and risks managed accordingly.

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

4. Strategic Priorities

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

5. Organisational Impacts

5.1 Finance - There are no direct financial implications arising as a result of this report. The Council's Strategic Risk Register contains two specific risks in relation to the Medium-Term Financial Strategy and the Towards Financial Sustainability

Programme, the risk registers that support these are also being reviewed in light of the current financial challenges the Council is facing.

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

5.3 Equality, Diversity and Human Rights

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

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

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

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

6. Risk Implications

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

7. Recommendation

7.1 Members are asked to note and comment on the Council's strategic risks as at the end quarter 1 2022/23.

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

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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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