

## PERFORMANCE SCRUTINY COMMITTEE

**Thursday, 17 November  
2022**

**6.00 pm**

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

Membership:	Councillors Gary Hewson (Chair), David Clarkson, Thomas Dyer, Rebecca Longbottom, Adrianna McNulty, Lucinda Preston, Clare Smalley, Loraine Woolley and Pat Vaughan (Vice-Chair)
Substitute members:	Councillors Liz Bushell, Martin Christopher and Joshua Wells
Officers attending:	Democratic Services, Jaclyn Gibson (Chief Finance Officer), Ben Jackson, Simon Walters (Strategic Director of Communities and Environment), Rob Marshall (Business Intelligence Analyst), Graham Rose and Colleen Warren

---

## AGENDA

---

<b>SECTION A</b>	<b>Pages</b>
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.	
2. Confirmation of Minutes - 29 September 2022	<b>3 - 12</b>
3. Confirmation of Housing Scrutiny Sub-Committee Minutes - 22 June 2022 and 11 August 2022	<b>13 - 26</b>
4. Portfolio Holder under Scrutiny - Reducing Inequality	<b>27 - 48</b>
5. Operational Performance Report - Quarter 2 2022/23	<b>49 - 102</b>
6. Financial Performance - Quarterly Monitoring	<b>103 - 134</b>
7. Treasury Management and Prudential Code Update Report - Half Yearly Report	<b>To Follow</b>
8. Budget Review Process 2023/24	<b>135 - 140</b>
9. Work Programme 2022/23 Update	<b>141 - 152</b>

10. Strategic Risk Register - Quarterly Review	153 - 156
11. Exclusion of Press and Public	157 - 158

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**

12. Strategic Risk Register - Quarterly Review	159 - 174
--	-----------

**[Exempt Paras 3**

**Present:** Councillor Gary Hewson (*in the Chair*),  
Councillor Pat Vaughan, Councillor Thomas Dyer,  
Councillor Rebecca Longbottom, Councillor  
Adrianna McNulty, Councillor Lucinda Preston, Councillor  
Clare Smalley, Councillor Loraine Woolley and Councillor  
Rachel Storer

**Apologies for Absence:** Councillor David Clarkson

**27. Confirmation of Minutes - 18 August 2022**

RESOLVED that the minutes of the meeting held on 18 August 2022 be confirmed.

**28. Declarations of Interest**

Councillor Pat Vaughan declared a Personal Interest with regard to the agenda item titled 'Financial Performance (Detailed) - Quarterly Monitoring: Quarter 1'. Reason: His Granddaughter worked in the Finance Department of the City of Lincoln Council.

**29. Portfolio Holder under Scrutiny - Economic Growth**

Councillor Neil Murray, Portfolio Holder for Economic Growth:

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

- Swanpool
- Towns Fund Projects in Lincoln – Central Market Transformation
- United Kingdom Shared Prosperity Fund – UKSPF
- Lincoln's Heritage
- High Street Historic Action Zone Project
- Planning Policy
- Small Business Support
- Car Parks/Parking
- Residents Parking Scheme
- Tourism
- Christmas Market 40<sup>th</sup> Anniversary

b) invited members' comments and questions

Question: Members asked for the Portfolio Holders views on being committed to keeping the Christmas Market and how this would be supported.

Response: The Portfolio Holder was absolutely committed to the Christmas Market. It was the 40<sup>th</sup> anniversary of the market this year and a lot of work goes into the event in order to make the market a success.

Question: Members asked if any work had been carried out following the rate of inflation and property prices decreasing for the Western Growth Corridor.

Response: The housing market in Lincoln was different as the Western Growth Corridor was a huge project that would hopefully help with the property market in Lincoln. The Western Growth Corridor would open up parts of Lincoln that were close to the city centre and offer easy access to amenities and transport links.

Question: Members asked if any work had been carried out for short term lets as a lot of people were using them rather than B&B's and hotels which was displacing some residents.

Response: Staycations have been good for Lincoln. There were a few houses that had become air B&B's but there is nothing that we could do about this. On a plus side the city has become popular. Before COVID there was £216m spent in the economy in Lincoln, this went down during COVID then increased again by £60m. Officers were to provide a summary of the key spends from 2019-2021 to the committee.

Question: Members asked what work was taking place with other organisations regarding the use of heritage buildings once they had the refurbishment completed as it would be good if tourists could be encouraged to stay for longer.

Response: Heritage Lincoln came this week to look at progress that had been made so far.

Question: Members asked if talks were being made with original stallholders from the Central Market once the refurbishment had taken place.

Response: It was envisaged that a lot more customers would use the market once the renovations had been completed. The arch windows were being completely opened up and a new roof being installed with a mezzanine floor.

Question: Members asked when the market is to be re-opened.

Response: Autumn 2023.

Comment: Members commented that the Car Parking Strategy was really important for this city as there is potential for more visitors once developments/projects had completed. Also, residents parking was being put in place in a small area of Boultham.

Response: The Car Parking Strategy was really important, especially with the infrastructure and income for the city. A lot of money had been invested in parking over the years. There was a dip in income over August and this may become a pattern due the cost-of-living crisis.

Resolved that:

1. A summary of the key spends in Lincoln from 2019-2021 be forwarded to the committee.
2. The report be noted.

### **30. Pre Christmas Market 2022 Verbal Update**

Simon Colburn, Assistant Director (Health and Environmental Services):



a) gave a verbal update on preparations being made for the Lincoln Christmas Market 2022

b) invited members' comments and questions.

Question: Members asked if there was anything that could be done to encourage shops in the Bailgate area to open for longer and what more was being done to encourage younger visitors to the market.

Response: St Pauls in the Bail is to be illuminated this year along with the Lincoln letters and a small stage area. If this worked for this year, then more work would be carried out for future years. The fairground was being tweaked for the younger visitors. Shops were engaged with every year to encourage them to stay open during the Christmas Market.

Question: Members asked if colouring competitions for children could help promote our brand and whether more could be done in the day for children.

Response: The issue with more things in the day is that children are at school on the Thursday and Friday of the market. Colouring sheets and a treasure hunt were being looked at as a grotto would cost too much to run. We have to be careful that children don't run off from their guardians.

Question: Members asked how much financial pressure and risk were the council taking on with this year's Christmas Market.

Response: The Christmas market was not an event that is put in place to make money. The market is unique and brings a lot of money into the economy of Lincoln. Not all the costs for the contractors have been received so an exact figure is not known. The market works to a budget of £43k net cost and officers work hard to try and get the costs as close to this figure as possible. The markets performance would be reviewed as always after the event.

Question: Members asked if there was a good mix of stalls.

Response: There was a mix of stalls again this year at the market. The team try to arrange stalls that are similar to be in different areas around the market.

Question: Members asked if coach parking was being pursued at the moment.

Response: Coach parking would be at the showground and work was continuing to promote this.

Question: Members asked if sponsorship had been looked into to help with costs.

Response: A small amount of sponsorship had been secured this year. The amount of sponsorship secured would be forwarded to the committee.

Question: Members asked if it was hoped that profit would be made from selling the 'Bailey Bear'.

Response: The bear will be placed in a branded paper bag which would cost 80p. Any bears that don't sell this year can be used for next year. 200 bears have been ordered to see how well they sell for the first year and to reduce risk. The cost of the stock was to be forwarded to the committee.

Question: Members asked if the well in St Paul's Square was being looked at as it mists up and there was a lot of growth that made it look untidy.

Response: The Perspex had been removed as it was creating condensation which leaves just the glass covering. A ventilation system had been put at the bottom and the vegetation was being trimmed back in time for the market.

Question: Members asked if a cost negotiation could take place to encourage more stalls at the market.

Response: The current stallholders have paid between £1800 - £3k per stall so to give spare stalls at a smaller rate would not be fair on stallholders that had already paid.

Question: Members asked that if merchandise was to be made into a profitable side-line whether we were narrowing our ability to sell it by only stocking it in the Visitor Information Centre.

Response: The Visitor Information Centre did have a stall at the Christmas Market, but it hadn't been branded well in the past. A surplus was made at the stall last year.

RESOLVED that:

1. The cost of the 'Bailey Bear' stock be forwarded to the committee.
2. The amount of sponsorship that had been secured for the Christmas market be forwarded to the committee.
3. The report be noted.

### **31. Financial Performance (Detailed) - Quarterly Monitoring: Quarter 1**

Xon JaColleen Warren, Financial Services Manager:

- a) presented a report to Performance Scrutiny Committee the first quarter's performance (up to 30<sup>th</sup> June) and to seek approval for changes to the capital programmes
- b) provided information on the Council's:
  - **General Fund Revenue Account** – for 2022/23 the Council's net General Fund Revenue Budget was set at £8,907,490, including a planned contribution from balances of £60,700, resulting in an estimated level of general balances at the year-end of £2,731,299. Appendix A provided a forecast General Fund Summary. There were a significant number of provisional year-end variations in income and expenditure against the approved budget. Full details of the main variances were provided in Appendix B.
  - **Housing Revenue Account** – for 2022/23 the Council's Housing Revenue Account (HRA) net revenue budget was set at a £38,670 use of balances, resulting in an estimated level of general balances

at the year-end of £1,063,872, after allowing for the 2021/22 outturn position. The HRA was currently predicting a forecast overspend of £161,365. Appendix C provided a forecast Housing Revenue Account Summary. There were a number of forecast year-end variations in income and expenditure against the approved budget. Full details of the main variances were provided in Appendix D.

- **Housing Repairs Service** – at quarter 1 the Housing Repairs Service (HRS) forecast a deficit of £550,765 in 2022/23. Appendix E provided a forecast summary, with full details of the main variances provided in Appendix F.

c) provided information in the following areas:

- **General Investment Programme** – the original General Investment Programme (GIP) for 2022/23 in the MTFS 2022-27 amounted to £19.407m which was increased to £30.913m following quarter 4 approvals and year end re-profiles from 2021/22. At quarter 1 the programme had been increased by £1.429m to £32.342m as shown in paragraph 7.2 of the report.

The overall spending on the General Investment Programme for the first quarter of 2022/23 was £1.68m, which was 2.65% of the 2022/23 active programme (excluding externally delivered schemes). This was detailed in Appendix I.

- **Housing Investment Programme** – the original Housing Investment Programme (HIP) for 2022/23 in the MTFS 2022-27 amounted to £21.72m. This was increased to £23.17m following approvals and year end re-profiles as part of the 2021/22 outturn. This had been further adjusted to £23.25m during the first quarter of 2022/23. A summary of the changes was shown in paragraph 7.8 of the report.

d) invited members' comments and questions.

Question: Members asked what the financial impact would be if money that had been borrowed got re-profiled.

Response: Work was being carried with financial advisers Link to see if there are any savings to be made with the money that had been borrowed. Markets are looked at daily to make sure that we are getting the best deal when it comes to borrowing that we possibly could.

Question: Members asked if there were a lot of variables that were being released from central government and when this would be brought back to Performance Scrutiny Committee.

Response: Quarterly financial reports are given to Performance Scrutiny Committee and the next report was due to come to the committee in November.

Members of Performance Scrutiny Committee had thanked the Finance Team for all of their work.

RESOLVED that the report be noted.

## **32. Vision 2025 Annual Economic Growth Report on Progress**

Francesca Bell, Assistant Director of Growth and Development:

- a) presented Performance Scrutiny Committee with an update on Economic Growth across the City including contextual measures and the City Council's activities that influence Inclusive Growth within the City and surrounding areas.
- b) the report provided:
  - an update on the projects delivered as part of Economic Growth since the end of Vision 2020
  - an update on Vision 2025 projects to date
  - information on contextual indicators either directly or indirectly influenced by the Councils efforts to increase inclusive economic growth
  - narrative on what this data meant and how this could be affected in the future.
- c) invited members' questions and comments.

Question: Members asked how inflation was affecting projects.

Response: When the HIVE project fell through there was £1m left in the fund. This money was then used to test the projects that were left to see if they were viable and whether they could use more funding. Quarterly monitoring took place with all of the projects and the situation was regularly being monitored. Most project were already in contract with fixed prices.

Question: Members asked why Greetwell Place was to make a deficit when the office space was at 100% capacity.

Response: The £16k deficit was not a deficit as such. The building was owned by Investors in Lincoln, and we Manage the running of it. The management agreement was up for renewal and so we have lost £16k this year but then next year this will increase.

Question: Members asked if the 1 inward investment enquiry was one that we pursued or 1 total that had been received.

Response: This was during a period of covid where we had a reduction in inward investment enquiries.

Question: Members asked what was happening with the arranging of a Place Board.

Response: We had an approach to establishing a Place Board which was done in February 2022 at the same time UKSPF came along and we thought there was a need for a board with UKSPF as this was included in the guidance. Work was being carried out to ensure that Place Board helped to shape the UKSPF and

needed to make sure that what was put in place added value to Lincoln. More work needed to take place with partners.

Question: Members asked why the bus station was still predicting a deficit.

Response: The bus station was seen as an investment in the economy and the station was still operating at 75% due to covid. The City of Lincoln Council had always subsidised the Bus station and hence the operating model as not fit to make a surplus.

Question: Members asked if there were any thoughts for investment zones in Lincoln.

Response: There were a number of concerns around investment zones and Lincolnshire was not an area that was approached for these developments. There was an issue for Lincoln and Lincolnshire on how we compete for investment when areas around us could offer something that we couldn't. In terms of the City, the Science and Innovation Park was potentially somewhere where an investment zone could be located. More money was needed by the Science and Innovation Park to increase the investments in that area.

Question: Members asked if we had any influence in the level of skills that people have/can take.

Response: Attainment results were better than what we had achieved in a long time and The City of Lincoln Council has very little influence on this.

Question: Members asked how viable the Western Growth Corridor was.

Response: The viability of the project was constantly being reviewed. A piece of work was taking place for the costings of the opening of the first phase alongside and risks and options available.

RESOLVED that the report be noted.

### **33. Work Programme 2022/23 Update**

Clare Stait, Democratic Services Officer:

- a) presented the draft work programme for 2022/23 as detailed at Appendix A of her report
- b) advised that the work programme for the Performance Scrutiny Committee was put forward annually for approval by Council; the work programme was then regularly updated throughout the year in consultation with the Performance Scrutiny Committee and its Chair
- c) reported that items had been scheduled in accordance with the existing work programme and officers' guidance regarding the meetings at which the most up-to-date information could be reported to the committee; the work programme also included the list of portfolio holders under scrutiny
- d) requested any relevant comments or changes to the proposed work programme for 2022/23.

RESOLVED that the work programme 2022/23 be noted.

## Performance Scrutiny Committee – Member request monitoring table

Date of committee – 29 September 2022

Action No.	Name of committee report	Information requested / question asked	Officer responsible for providing response	Date response provided	Response																																					
1	Portfolio Holder Under Scrutiny – Economic Growth	A summary of the key spends in Lincoln from 2019-2021 be forwarded to the committee.	Kate Ellis																																							
2	Per Christmas Market 2022 verbal report	The cost of the 'Bailey Bear' stock be forwarded to the committee.	Simon Colburn	3 Nov 2022	<div>1. The cost of the 'Bailey Bear' stock be forwarded to the committee.</div> <table><tr><th>Product</th><th>QTY ordered</th><th>Net Product Cost</th><th>Net Packaging Cost</th><th>Net Printing Cost</th><th>Total Net Product Cost</th><th>Gross Retail Price</th><th></th><th>Total net cost</th><th>Total Net Retail</th><th>Total Net Profit</th></tr><tr><td rowspan="3">Bailey Bear</td><td rowspan="3">288</td><td rowspan="3">£4.16</td><td rowspan="3">£2.94</td><td rowspan="3">£0.30</td><td rowspan="3">£7.40</td><td rowspan="3">£15.00</td><td>Bears</td><td>£1,198.08</td><td rowspan="3">£3,600</td><td rowspan="3">£1,464.03</td></tr><tr><td>Bags</td><td>£847.89</td></tr><tr><td>Certificates</td><td>£90.00</td></tr><tr><td colspan="8"></td><td>£2,135.97</td><td colspan="2"></td></tr></table>	Product	QTY ordered	Net Product Cost	Net Packaging Cost	Net Printing Cost	Total Net Product Cost	Gross Retail Price		Total net cost	Total Net Retail	Total Net Profit	Bailey Bear	288	£4.16	£2.94	£0.30	£7.40	£15.00	Bears	£1,198.08	£3,600	£1,464.03	Bags	£847.89	Certificates	£90.00									£2,135.97		
Product	QTY ordered	Net Product Cost	Net Packaging Cost	Net Printing Cost	Total Net Product Cost	Gross Retail Price		Total net cost	Total Net Retail	Total Net Profit																																
Bailey Bear	288	£4.16	£2.94	£0.30	£7.40	£15.00	Bears	£1,198.08	£3,600	£1,464.03																																
							Bags	£847.89																																		
							Certificates	£90.00																																		
								£2,135.97																																		
3		The amount of sponsorship that had been secured for the Christmas market be forwarded to the committee.	Simon Colburn	3 Nov 2022	We have a guaranteed sponsorship of £2500 per year for the next 3 years																																					

This page is intentionally blank.



**Present:** Councillors Councillor Gary Hewson (*in the Chair*), Alan Briggs, Liz Bushell, Mark Storer, Pat Vaughan and Loraine Woolley

**Apologies for Absence:** Councillor Jane Loffhagen and Mike Asher

**Also in Attendance:** Mick Barber (Chair of LTP), Caroline Coyle-Fox (Vice Chair of LTP), Steven Bearder (Member of LTP) and Debbie Rousseau (Member of LTP), Councillor Donald Nannestad (Portfolio Holder for Housing)

**1. Confirmation of Minutes -10 March 2022**

RESOLVED that the minutes of the meeting held on 10 March 2022 be confirmed and signed by the Chair, subject to an amendment to Minute No:45 'Tenancy Sustainment Update' Page 5 to be corrected to read as follows:

- *Question: Would care leavers who were entitled to council tenancies get additional support?*

**2. Matters Arising**

In relation to Minute No 45 'Tenant Sustainment Update' members asked whether the policy to encourage tenants in under-occupied properties to relocate/downsize had been updated?

Daren Turner, Director of Housing and Investment highlighted that work was ongoing to inspire the incentive scheme to become more attractive; results would be reported back to Housing Scrutiny Sub Committee in due course.

**3. Declarations of Interest**

Councillor Pat Vaughan declared a Personal Interest with regard to the agenda item titled 'Housing Finance'.

Reason: His granddaughter was employed in the Finance Section of City of Lincoln Council.

**4. Housing Finance**

Colleen Warren, Financial Services Manager, presented her report on the Council's Housing Out-turn position for 2021/22. She advised on the content of the report as follows:

- The report provided members with the provisional summary of actual income and expenditure compared to the revised budget for HRA and HRS services and showed how any surpluses had been allocated to reserves.
- The full out-turn report for the Authority would be presented to Executive on 20 June 2022.

- For 2021/22 the Council's Housing Revenue Account (HRA) net revenue budget was set at £14,910, which resulted in an estimated level of general balances at year-end of £1,059,743.
- The financial performance quarterly monitoring report for the 3<sup>rd</sup> quarter predicted an underspend of £31,226. The provisional outturn for 2021/22 now indicated an underspend of £19,339. This would result in HRA balances at 31 March 2022 of £1,025,202.
- Paragraph 3.3-3.4 of her report highlighted movement and variances to the outturn position and outfall summary
- For 2021/22 the Council's Housing Repairs Service (HRS) net revenue budget was set at zero, reflecting its full cost recovery nature.
- The financial performance quarterly monitoring report for the 3<sup>rd</sup> quarter predicted a £713,876 deficit outturn for 2021/22. The provisional outturn for 2021/22 showed a trading deficit of £42,757, a movement of £286,119. This movement was a result of the delay in billing of void jobs at Quarter 3, which made forecasting the outturn position difficult.

Councillor Hewson, Chair, highlighted that this information had been presented to Performance Scrutiny Committee. In terms of the figures for the out-turn position he requested that information as to the meaning of the letters alongside each item be included in future reports, together with the reasons for the overspend/underspend. He also asked that the relevant appendices be circulated to members of Housing Scrutiny Sub Committee for information/

RESOLVED that the provisional out-turn position for the HRA and HRS for 2021/22 be noted.

## **5. Performance Monitoring Report Quarter 4-2021-2022**

Daren Turner, Director of Housing and Investment

- a. presented the Housing Scrutiny Sub Committee with an end of year report on performance indicators for the 2021/22 financial year (April 2021-March 2022), which combined all performance relevant to Housing Landlord issues
- b. reported that over the last twelve years the Council had been working with Lincoln Tenants Panel to improve external scrutiny and to meet standards implemented by the Tenant Services Authority
- c. added that from April 2010 all social landlords were required to have local offers in place alongside the national standards as set out in the new Regulatory Framework for Social Housing, which was amended with effect from April 2012 although the principles remained the same
- d. reported that of the 21 measures in total; 10 were on or exceeding targets for the year (year-end), 10 had not met the normal targets set, of which 3 were within 5% tolerance of their respective targets (Amber Rating), and one measure did not have a target (complaints replied to in line with corporate policy)

- e. referred to Appendix A of the report which detailed performance against the various targets in greater detail/clarity with further information on areas highlighted at paragraph 4 of the report
- f. invited committees' questions and comments.

Members discussed the content of the report, commented, asked questions, and received relevant responses from officers as follows:

- Question: Why was there a high level of refusals from tenants in terms of voids being re-let. There had been 108 refusals in total which equated to 23.8%?
- Response: The current practice allowed three refusals in total. There were a variety of reasons for this including the layout of the property, size of the garden, location of the property, presentation of the property and the upkeep of the neighbours garden. Officers were currently unable to identify any trends as to why properties were refused.
- Question: Mick Barber, Chair of Lincoln Tenant's Panel suggested further investigation on the reasons for refusals on properties be undertaken as the figure was quite high. Why would homeless people turn down a property?
- Response: The incidence of refused properties from homeless people was extremely low.
- Comment: The incidence of refused properties added further time on to the re-let period.
- Response: The Housing Directorate was working exceptionally hard to do all within its power to re-let council properties, for example redecorating vouchers were available.
- Question: Who decided which customer had the first viewing on a re-lettable property?
- Response: This was down to need and the circumstances of the bidder.
- Question: Once a bidder backed down, was the property offered to the next bidder?
- Response: This was dependent upon how long the tenant had been on the waiting list.
- Comment: In a past policy LTP Panel members had inspected the condition of void properties, they did not come across anything terrible with 9 out of 10 having no issues.
- Question: What measures were being taken to bring voids figures back on target?
- Response: The housing Service was doing everything it could to bring void figures back on target. Bench marking measures carried out across other authorities revealed they were in a similar position.

Daren Turner, Director of Housing and Investment provided a detailed power point presentation to members which demonstrated the multiple measures undertaken to monitor and encourage take-up of re-let properties. He emphasised that the properties had to be at a lettable standard and safe for tenants. He highlighted that three Tenancy Sustainment Officers had been appointed to assist vulnerable tenants who struggled with day to day tasks to manage their tenancies for a longer period. This would also bring about improvements.

Councillor Hewson referred to problems in terms of the turn-around time for housing repairs being completed after customer services received the repair request call. He highlighted a high incidence of customer services calls chasing repairs already reported. He asked whether tenants were made aware at the time they registered a repair how long they would be expected to wait?

Phil Longhorn, Interim Maintenance Manager, Investment commented as follows:

- He was conscious of the points raised; however, the detail was in the problem that calls were received from customers who did not know how the system worked.
- Customers were now issued a date for their repair request at the first point of call which reduced the number of repeat calls into the customer services team.
- Repair requests could also be reported on line which speeded up the process.
- It was important to communicate to customers via press releases and other public relation opportunities to spread awareness.

RESOLVED that:

1. The current performance outcomes during the financial year 2021/21 be noted.
2. A commitment to continued reporting on a quarterly basis and to determine a programme to have more interim in-depth reviews of service specific performance be noted.

## **6. Scheduled Repairs Pilot Update (Verbal Report)**

Phil Longhorn, Interim Maintenance Manager, Investment, gave a verbal update on the Scheduled Repairs Programme covering the following main areas:

- The extended Scheduled Repairs trial period commenced on 9<sup>th</sup> August 2021 and was completed on 4<sup>th</sup> February 2022.
- The revised way of working carrying out scheduled repairs in one geographic area for a concentrated period of time meant that overall, a greater number of repairs could be undertaken with the same amount of labour resource.
- It was considered that there were numerous advantages and benefits, for tenants and for the Council, to delivering Scheduled Repairs in this manner compared to service delivery via the previous system. These advantages related to tenant satisfaction, operational efficiency, operational performance, potential financial savings, and the environmental benefits.
- The trial was extended in order to obtain data that could be used to establish meaningful conclusions with regard to increased productivity and efficiency. The additional data was required in order to carry out a like for like comparison to a previous comparable period. This comparison was not possible previously as a result of various factors that influenced and corrupted the data, these included:
  - The backlog of 1700 non-urgent repairs
  - The impact of lockdowns during the trial period upon the volume of repairs completed

- A potential decreased demand in repairs reported and completed due to what may have been a reluctance of tenants to admit operatives into their homes for non-urgent matters
- The reclassification of repair timescales during the reporting period
- Figures were encouraging with the number of first time fixes having improved massively together with a massive reduction in no access appointments. Efficiencies were starting to kick-in.
- Carrying out scheduled repairs in a more methodical manner allowed properties to be identified which were not receiving regular repairs and therefore vulnerable of becoming void.
- The relationship between the Scheduled Repairs Team and Customer Service Staff taking the calls was important in terms of staff having the required depth of questioning/experience to establish the repair required/needs of vulnerable tenants.

Members questioned whether customer services staff were given full training.

Officers advised that call handlers were not experts. There was a need to gain knowledge in housing matters for them to be able to assist effectively. Some aspects of scheduled repairs were not in our full control. The online service provided was very detailed and effective.

RESOLVED that the content of the verbal report be noted pending a written report to be presented to the next meeting of Housing Scrutiny Sub Committee.

## 7. **Asset Management Strategy Workshops (Verbal Report)**

Mick Barber, Chair of Lincoln Tenants Panel, updated members on the Panel's involvement in Asset Management Strategy Workshops, covering the following main points:

- As a representative of LTP, he was very happy to be asked to be part of a working group and attended Asset Management Strategy Workshop in March and April to provide feedback, views and opinions.
- The working group discussed the following priorities;
  - Decarbonisation
  - Decent Homes/Lincoln Standard
  - Repairs and Maintenance
  - Estate Regeneration
  - Health and Safety Compliance
- The aim of the workshops had been to ensure LTP was a key member of the working group to establish and determine where City of Lincoln Council resources were allocated and the standards to expect.
- At the wrap up session LTP were asked to put the areas in order of priority and proposed:

Ranking	Service
1	Repairs and Maintenance
2	Health and Safety
2	Decent Homes/Lincoln Standard

4	Estate Regeneration
5	Building Additional Homes
6	Decarbonisation
6	Cyclical Maintenance
8	Other

Andrew McNeil, Assistant Director, Housing Investment and Strategy advised that the Asset Management Strategy had now been written and would be presented to Housing Scrutiny Sub Committee in due course.

RESOLVED that the verbal update be noted with thanks.

#### **8. Allocations Breakdown April 2021 - March 2022**

A written breakdown of statistical data for allocation of Council accommodation was presented to members, for information.

Daren Turner, Director of Housing and Investment referred to the vast number of homeless enquiries/people at risk of homelessness and rough sleepers. He suggested this may have an impact on how tenancies were managed in the future with great pressure on the workload of our Tenancy Sustainability Officers.

RESOLVED that the content of the report be noted.

#### **9. Lincoln Tenant's Panel Review of Constitution**

Andrew McNeil, Assistant Director, Housing and Investment:

- a. presented a report containing proposed amendments to Lincoln Tenants' Panel (LTP) Constitution taking into account this committee's views, to make these changes prior to Executive approval being sought
- b. advised that the purpose of the LTP Constitution set out how the Lincoln Tenants' Panel was to operate, reviewed on an annual basis: the last constitutional amendments were agreed by Executive on 26 February 2018, a copy of which could be found at Appendix 1 to this report with the proposed revised Constitution detailed at Appendix 2
- c. highlighted that the current LTP Constitution required that any proposed changes to the Constitution may only be made by a two-thirds majority of voting members attending an Annual General Meeting or an Extraordinary General Meeting called for that purpose.
- d. reported that the amended Constitution proposed that the requirement for an Annual General Meeting be removed and replaced by a General Meeting held every 3 years or that an extra-ordinary meeting be called in the event of any changes to the Constitution, or any other issues deemed to require a decision by LTP
- e. clarified that this revised Constitution if agreed would require an Extra-Ordinary General Meeting to be arranged to formally adopt and sign the Constitution
- f. summarised the main proposed changes to the LTP Constitution as detailed at paragraph 3 of the officer's report

- g. requested feedback from members of Housing Scrutiny Sub-Committee on the proposed amendments to the LTP Constitution for referral to Executive for consideration.

Members discussed the content of the report in further detail.

Mick Barber, Chair of Lincoln Tenant's Panel thanked all officers involved including the Legal Team for their guidance and support in the preparation of this document.

RESOLVED that subject to minor amendments as detailed within the officer's report, the LTP Constitution be referred to Executive for final approval.

#### **10. Work Programme 2022/23**

The Chair:

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

RESOLVED that:

‘

1. An agenda topic entitled 'LTP Matters' be brought forward as the first agenda item for each meeting.
2. The content of the work programme be noted

This page is intentionally blank.



**Present:** Councillor Gary Hewson (*in the Chair*),  
Councillor Alan Briggs, Councillor Jane Loffhagen,  
Councillor Loraine Woolley and Councillor Pat Vaughan

**Apologies for Absence:** Councillor Mark Storer

**Also in Attendance:** Donald Nannestad, Portfolio Holder for Housing.

**11. Confirmation of Minutes - 22 June 2022**

RESOLVED that the minutes of the meeting held on 22 June 2022 be confirmed.

**12. Declarations of Interest**

No declarations of interest were received.

**13. Change to Order of Business**

RESOLVED that the order of business be changed to allow the report entitled 'Performance Monitoring Report Quarter 1 – 2022/23' to be considered prior to 'Lincoln Tenants Panel Matters'.

**14. Performance Monitoring Report Quarter 1-2022/23**

Andrew McNeil, Assistant Director Housing Investment & Strategy:

- a) explained that over the last 12 years the Council had been working with the Lincoln Tenants Panel to improve external scrutiny and to meet the standards implemented by the Tenant Services Authority.
- b) highlighted that in total there were 21 measures and of those, against agreed targets, 10 were on or exceeding targets for the year (year-end), 10 had not met the normal targets set. Of the 10 measures that did not meet target, 3 of these were within 5% tolerance of their respective targets (Amber rating), One measure didn't have a target (Complaints replied to in line with corporate policy).
- c) referred to Appendix A of the report and advised how it attempted to simplify the overall analysis by listing performance on a service functional basis (rents, repairs etc) and then showing the source of the indicator (reason)
- d) provided the committee with some key figures in relation to performance targets which were as follows:
  - rent collection was ahead of the 96.5% target and Tenancy Services continued to prioritise the collection of rent to maintain the income stream. The financial pressures tenants were facing were increasingly apparent, and the new Sustainment Team were working with tenants who were struggling financially

- arrears as a % of the debit was currently ahead of the target of 4.45%. Housing Officers and the Sustainment Team were working hard to collect the rent and work with tenants to prioritise sustaining tenancies and to control the number of evictions
- the average re-let time for all dwellings (excluding major works) was slightly ahead of the high target of 34 with 37.26 days being achieved at the end of Quarter 1; significant changes were being made to all aspects of the voids process
- including major works, there had been an improvement in performance compared to last quarter from 59.88 days to 50.71 days which demonstrated a positive trend.

e) welcomed members questions and comments.

Members discussed the report in full and presented officers with a range of questions, the following clarity was provided:

- The system had a set way in which figures were presented which made it difficult to provide performance figures in any other way than percentages.
- Tenants were refused a transfer if the property was left in a damaged state.
- Tenants signed a disclaimer to confirm they were happy with the state of the property before a mutual exchange took place. JUSTIFY
- Non council assigned contractors were able to carry out repairs to council properties and tenants were encouraged to carry out repairs themselves rather than being reliant on the Council to do. JUSTIFY
- A meeting took place with HRS to discuss the timetable for future works on Council Housing, it was confirmed that it would be brought before Lincoln Tenants Panel once ready to deliver.

Members suggested it would be beneficial for the Lincoln Tenants Panel (LTP) minutes be presented at future Housing Sub Committee meetings. This would give members an insight into the discussions that took place at LTP meetings and give the opportunity to ask questions.

Jo Crookes, Customer Services Manager provided members with an update on the current call time performance figures, she explained:

- The current call waiting time was at an all-time high, mainly down to a reduction in staffing of the team from 25 to 20. There had also been a huge turnover in staff recently resulting in a lot of well experienced staff leaving.
- There were currently 2.5 vacant posts which were proving difficult to fill. Of the 3 part time jobs that were currently being advertised, only 6 applications had been received and only 2 of the 3 people selected for interview had attended.
- More calls had been received in general due to the backlog from Covid-19 and the nature of the calls meant that it was taking longer to address the reason for the calls.

- The Council were administering the Council Tax Energy rebates and as a result of that, the volume of calls had increased and over the past 4 weeks an extra calls 5,905 were received.
- There were still a lot of customers with low level digital skills which meant that they would call about an issue rather than use the online platform.
- A customer satisfaction survey had been carried out and of the 160 people that took part, 5.4 customers were being put through to an advisor within the appropriate time.
- There had been issues with the old Contact Centre software which led to calls not being transferred to staff using Microsoft Teams.
- The council was in the process of securing a new phone system
- Discussions were taking place with HR regarding the period of notice given to people leaving their jobs. It was also being considered whether staff that had attained a new job internally could stay in their current role to train the new member of staff before moving on. This would allow the Customer Services team to be well staffed and equipped to continue providing an efficient service.

RESOLVED that:

- 1) Mick Barber, Chair of Lincoln Tenants Panel, to provide the Democratic Services Team with a copy of the LTP minutes prior to all future Housing Scrutiny Sub Committee meetings.
- 2) The content of the report be noted.

## 15. **Lincoln Tenants Panel Matters**

Mick Barber, Chair of Lincoln Tenants Panel, updated members on the Panel's involvement in the following areas:

- LTP were currently working with tenancy services, fire safety assurance, maintenance, business management and resident involvement on a variety of projects.
- Within tenancy services LTP were working with Vicky Wilson, Voids Team Leader to relaunch the void inspections and had agreed to inspect 10% of void properties, with the first inspections commencing 8th August. They had also participated in estate inspections during July.
- Members were working with Lara Trickett from Business Management reviewing complaints and had agreed to increase the percentage of complaints reviewed on a quarterly basis. The first review meeting was in August and Lara would circulate feedback to officers with recommendations.
- Members attended a consultation and a fire safety exercise at Trent View Flats together with Councillor Nannestad, Councillor Longbottom, officers from City of Lincoln Council and Lincolnshire Fire & Rescue. The aim of the consultation exercise was to provide residents and tenants with an

opportunity to ask questions and/or raise any concerns they may have had with regards to the fire exercise drill.

- Members were also working with the Resident Involvement Manager on the Resident Involvement Strategy action plan to award it star rating.
- LTP were working closely with Phil Longhorn, Interim Maintenance Manager on the schedule of repairs project. We were attending monthly meetings to review performance focusing on creating a marketing programme to deliver a consistent message and information to tenants on the benefits of the schedule of repairs project.
- In addition to this, LTP had been holding monthly meetings, located at City Hall and through teams. At the meeting in June, Portfolio for Quality Housing, Councillor Nannestad attended and presented his annual report and in July, Jo Crookes, Customer Service Manager gave an overview of the service and updated LTP on the processes in place surrounding vulnerable tenants, repairs, and call times. Followed by, Caroline Hannah, Rough Sleeping Programme Manager, who gave an overview of the service and allocations policy.
- All LTP members agreed to attend a 1-2-1 review with Donna Lyons – Resident Involvement Manager and Caroline Coyle Fox, Vice Chair of LTP.
- Mike Asher, Debbie Rousseau, and Mandy Harley attended the “Opportunities for Empowerment” two-day residential course at Trafford Hall.
- In May, Donna Lyons, Resident Involvement Manager, applied to join a government led initiative - The Social Housing Quality Resident Panel. The aim of the initiative was to bring together social housing residents from across the country so they could directly share their views with the government and ministers on government’s approach to driving up the quality of social housing. Confirmation had been received last week that Donna had successfully been selected to join the panel.
- In addition to the Housing Social Quality Resident Panel, Mike Asher was currently working with Housing Ombudsmen Service and had joined as a resident panel member. The panel provided opportunities for residents to be involved in the development of the Housing Ombudsmen Service as well as giving direct feedback on experience of using this service.

## **16. Allocations Breakdown April-June 2022**

Andrew McNeil, Assistant Director Housing Investment & Strategy advised the committee that at the end of Quarter 1 2022, the Council had allocated 148 council house properties. He presented the following information:

- a) 49.3% of lettings were successfully allocated to people who were classed as homeless and therefore were prioritised for accommodation.
- b) 25% of lettings were allocated to tenants that were on the property register
- c) 25.7% were allocated via a transfer which resulted in tenants being allocated a property that was more suitable for their needs.

He welcomed members comments and questions.

Members discussed the report in full and presented officers with a range of questions, the following clarity was provided:

- Officers always carried out a pre tenancy interview at the property if the tenant was unable to come to City Hall
- There was currently no time limit on how long people were given to downsize. Members were reassured that when the new scheme for downsizing was up and running, assistance would be offered to people who were unable to carry out the move themselves.

RESOLVED that the report be noted.

## **17. ASB Update**

Keeley Johnson, Tenancy Services Manager:

- a) provided the committee with an update on the current position with anti-social behaviour in housing properties
- b) explained that the Antisocial Behaviour Crime and Policing Act (2014) gave local authorities increased powers and tools to deal with anti-social behaviour (ASB).
- c) highlighted that as of the end of June, Tenancy Services had 22 ASB cases as outlined at 3.1 of the report
- d) identified some of the key cases which included the following:
  - A Closure Order was served on a property on 1 June 2022, the tenant then terminated the tenancy when faced with absolute grounds Notice of Seeking Possession (NOSP)
  - An ongoing injunction application against a tenant was in process due to threats against staff and abusive behaviour aimed at Housing Officers and Customer Services

She welcomed members questions and comments.

RESOLVED that the report be noted.

## **18. Work Programme 2022/23**

The Democratic Services Officer:

- a. presented the work programme for Housing Scrutiny Sub-Committee for 202/23 as detailed at Appendix A of the officer's report
- b. advised that this was an opportunity for committee to suggest other items to be included on the work programme.

RESOLVED that:

- a) LTP minutes be added to all future Housing Scrutiny Sub Committee meetings
- b) The work programme be noted.



## 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

This page is intentionally blank.

**REPORT UNDER RULE 2(vi) OF THE COUNCIL PROCEDURE RULES****REPORT BY COUNCILLOR S BURKE – PORTFOLIO HOLDER FOR REDUCING INEQUALITY**

I continue to be impressed by the dedication of council employees and elected members in helping to ensure our residents receive the support they need. This has been especially important over the past twelve months due to the continuing impacts of the pandemic and the evolving cost of living crisis. I would like to say a huge thank you to our staff and members for your effort and professionalism during this time of ongoing uncertainty.

I would also like to thank Lincoln's statutory, religious, and voluntary agencies who continue to work with the council and have contributed to mitigating some of these new challenges we have faced during the previous year. This support builds upon the vital support these agencies provided to our residents during the pandemic. Through effective partnership working we continue to find innovative ways of breaking down equality barriers and ensuring the most vulnerable in the city receive the support they need.

Included in my report below are updates on those council services under the responsibility of my portfolio. These updates focus on key achievements and success stories over the past twelve months. I have also provided the latest outturns for those performance measures linked to services under my portfolio in Appendix 1.

I would particularly like to thank council officers for their input in helping to produce this report.

**Welfare and benefits advice**

The Welfare team is a long-established element of the advice and support that the council provides for residents. The team specialise in assisting people to claim all forms of DWP benefits and statutory grants, HMRC tax credits and also discretionary awards, grants, and charitable payments. The team can advise on what is available to be claimed, assist with the application process, and provide help to challenge decisions where they consider a reconsideration or

appeal is merited.

In the financial year 2021/22, the team saw an increased number of enquiries, advising a total of 7,467 Lincoln residents compared to 6,830 in the previous year.

Additional benefits claimed by Lincoln residents who sought the advice and assistance of the Welfare Team in 2021/2022 totalled a weekly value of £22,623. Over the full year these additional benefits can be estimated to deliver new money to the value of £1,176,396. In addition to these benefits, in many cases customers had backdated awards or lump sum payments. In the last year the total value of backdated and lump sum payments amounted to £271,497.

To illustrate what these figures can mean to an individual, one very typical example of a resident helped was a disabled resident who previously had no success obtaining Personal Independence Payments (PIP) for himself. With advice and assistance his claim was successful, and he was awarded standard rate for both Daily Living and Mobility of £83.70 per week, with backdated arrears of £1,757.70. This gentleman reports that the advice of the team has "changed his life and made it worth living".

The money advice side of the team's work is performed under the regulations of the Financial Conduct Authority and is focussed on securing the best outcome for the client. The workload is picking up after a period of lower activity during the pandemic. Whilst we were in lockdown tenants were protected from eviction due to rent arrears and most creditors froze recovery action on outstanding debts. This meant that there was no demand for advice on how to respond to collection agents or letters threatening court action.

During the year the team assisted and advised 134 individuals with their debts, this compares to 66 in the previous 12 months. The team start by doing a full check of incomings and outgoings. An income maximisation process and an analysis of expenses forms the foundation before help is given to negotiate with creditors, set up affordable payment arrangements, and where appropriate, seek solutions such as debt relief orders.

### Welfare Reform, Covid 19 and Cost of Living Support

Our Welfare Reform Support Team has continued to provide vital support to the residents of Lincoln. This support has included providing a proactive response to matters relating to not only welfare reforms and related benefits support, but also significant support over the last 2½ years in relation to Covid-19 and Cost of Living support.

In terms of the Test and Trace Support scheme, which ran from September 2020 to April 2022 delivering payments of £500 to those having to self-isolate due to Covid-19 and suffering financial hardship as a result, the team delivered £1,045,500 of these payments in Lincoln.

In respect of the first wave of Household Support Fund, the team made the following payments from December 2021 to March 2022:

Category	Food	Energy	Essentials linked to Energy & Water	Wider Essentials	
Number of families without children	628	401	39	223	
Number of families with children	953	606	84	532	
Total Amount of Award	£241,900	£97,742	£12,400	£75,500	<b>Total Paid £427,542</b>

The second round of Household Support Fund (HSF2) has also now been delivered. Working with foodbanks in Lincoln in August and September 2022, over £90,000 in HSF2 vouchers have been delivered to more than 700 households identified as in need of assistance through this fund. Also, 2,077 residents of pension age have received a HSF2 voucher of £110 each, during September 2022. A third wave of Household Support Fund has been announced and will run through to March 2023 - it is anticipated that this team will again deliver these vital monies to assist with food and energy costs.

As well as support and advice in relation to Universal Credit, our Benefits Team continued to administer a whole range of other welfare reforms – such as Localised Council Tax Support, Spare Room Subsidy ('bedroom tax'), Benefits Cap and Discretionary Housing Payments (DHP). In 2021/22, the team paid out £195,454 to help our residents with their housing costs. Up to the end of Quarter 2 2021/22, the team had already paid out £832,886 in DHP, to 203 residents. This proactive approach aims to help residents mitigate impacts of welfare reforms.

The Council Tax Energy Rebate scheme has been a significant and resource-intensive scheme, with almost 38,000 payments of £150 per household being delivered over the first half of 2022/23. A Discretionary Council Tax Energy Rebate scheme is also in place, with a fund of £196,950 to be delivered by the end of November 2022.

The Cost of Living crisis is continuing to have a significant impact on many. To help our residents to navigate these impacts, the council has recently produced an extremely useful Cost of Living Support Guide. The guide provides details of the wide range of support currently available for residents, with a specific focus on the areas of –

- benefits
- energy saving
- financial
- food
- housing
- well-being & emotional support.

The guide can be found on the homepage of the council's website. Hard copies have also been shared with our key partners for further distribution to Lincoln's residents, and also placed within the council's community centres.

In addition, co-ordinated work throughout the City and County is taking place in relation to warm spaces, recognising the need to ensure a joined-up and clear response for our residents. A verbal update on the progress made on this area of support will be provided at Performance Scrutiny Committee on 17<sup>th</sup> November 2022.

### **Housing Benefit / Council Tax Support**

Although Universal Credit Full Service was rolled out for new claims in Lincoln Jobcentre Plus from March 2018, our Benefits Team continued to administer a significant number of Housing Benefit and Council Tax Support caseloads – as at the end of August 2021 these figures were 4,256 and 8,463 respectively. Our Council Tax Support caseload rose sharply as a result of the initial Covid-19 lockdown. The caseload had plateaued somewhat before falling and returning back to pre-pandemic levels. However, with the ongoing cost of living pressures on residents there is the potential that the number of Council Tax Support claimants may begin to increase again.



Despite the challenges, pressures and demands on the Benefits Team, New Claims and Changes of Circumstance continue to be processed promptly, with positive average processing times being achieved – New Claims are currently being processed within an average of 16.41 days and Changes of Circumstance in 6.44 days (as at the end of Quarter 2 2022/23). When compared to national average processing times, new claims were nationally processed in an average of 22 days and Change of Circumstance in an average of 8 days (based on data released on 26<sup>th</sup> October 2022).

### **Discretionary Rate Relief Policy**

A 'Business Rates Growth Policy' was approved by Executive on 23<sup>rd</sup> July 2018. The policy provides a time-limited rate relief discount to new and extended business premises within the city, in the interest of building the Business Rates base, supporting economic growth and job creation. Eligibility for this scheme is dependent on the extent of the business premises creation or extension, location and the impact of the new business or expansion plans on the local economy.

The impacts of Covid-19 meant applications under this policy understandably reduced. In 2021/22, a total of £19,337.95 was awarded under this policy, and to date in 2022/23 a total of £33,058.65 has been awarded.

The Business Rates Team has been instrumental in supporting businesses in 2021/22, awarding £9.5 million in Expanded Retail Discount. This team has also delivered the Covid Additional Relief Fund to eligible and applying businesses, to the value of £864,736.

## Financial Inclusion

Financial inclusion continues to be a key objective and factor in many areas of our Revenues and Benefits Service's work. The Lincolnshire Financial Inclusion Partnership (FIP) is currently chaired by the Head of Shared Revenues and Benefits for City of Lincoln Council and North Kesteven District Council, which brings together organisations and partners to promote and raise the profile of financial inclusion across the county. FIP aims to ensure that everyone has the capability and opportunity to access appropriate financial services and products needed to participate fully in society.



FIP works to develop, implement and, when available, gain funding for positive solutions to improve financial inclusion for all people within Lincolnshire. The FIP also provides a forum for sharing good practice and information.

In terms of scope of activity, FIP works in partnership to coordinate the discussion, development and delivery of services and identify issues connected to the alleviation of financial exclusion in Lincolnshire. Areas of activity include but are not limited to:

- Banking Services
- Insurance and savings
- Financial capability
- Affordable and responsible credit
- Debt advice and emergency help
- Advice and support to access welfare benefits and entitlements

FIP is currently further developing an action plan relating to financial inclusion for Covid-19 recovery in Lincolnshire, which is managed and monitored through quarterly meetings of the FIP Steering Group and full FIP Group. The action plan specifically focuses on helping to reduce the current cost of living pressures on residents.

## Skills and Training (including Adult Learning and The Network)

The Head of Shared Revenues and Benefits has key links into a number of employment and skills related schemes, including the Restart scheme, providing assistance and intelligence in relation to cohorts who may benefit under such a scheme as well as connecting key partners.

### The Network

The Network project, which aims to provide careers and related advice to the Not in Education or Employment (NEET) group, proactively engages with young people to help them with a variety of issues and to provide positive outcomes for them in trying to find work and development opportunities.



Throughout the pandemic and since then, The Network has continued to find innovative solutions to engage with young people to ensure the service has been accessible to as many people as possible. This has meant implementing a mix of face to face, phone call and virtual options, including platforms such as Discord and WhatsApp.



City of Lincoln Council has continued to support this project, sitting on its Trustee and Management Board, as well as physically hosting The Network office on the ground floor of City Hall.

Gabby Wright, Project Co-ordinator at The Network, has provided the key statistics for this service below. The statistics are for the period October 2021 to October 2022.

<b>The Network</b>	
Clients total (all projects)	185
New clients	122
Appointments total approximately (virtual and in person, not including between session support)	809 attended
<b>Projects / funding: CareerNet, Flexible Support Fund with Department for Work &amp; Pensions, City of Lincoln Council room space</b>	
Job Outcomes	25 confirmed
Kickstart	17 confirmed
Training	15 confirmed
Volunteering / work experience	11

### Homelessness and Rough Sleeping

The volume of work in the Allocations, Homelessness and Rough Sleeping services continues to be extremely challenging. The teams have now settled into a blended working pattern with officers mixing working from home and in the office to ensure they are available to see members of the public in person as needed.

The team continues to receive extremely high numbers of homelessness enquiries, with around 260 cases usually open at any one time. The team is also seeing higher numbers of placements in temporary accommodation, although the length of stay is still within target. In addition, the team is also receiving high numbers of Housing Register applications. It is likely the high numbers are due to the current cost of living crisis, with many people trying to move into council accommodation, which tends to be cheaper than the private rented sector.

The team and I are delighted that the council has secured continued funding of around £1 million per year through the Rough Sleeping Initiative for a further 3 years to March 2025. Our Rough Sleeping Team continues to work with our most vulnerable clients to try to ensure that no-one has to spend any time living on the streets. The team undertake outreach throughout the week and the actual numbers out varies from around 2-8 at any one time. Of these there is a small core of people that the team is trying to engage with, whilst the others will generally be new to Lincoln.

### Asylum Seekers and Refugees

Members will be aware that the council has been actively involved in the Vulnerable Persons Resettlement Scheme, having provided accommodation for families from Syria and Afghanistan.

Since the spring the council has also been a key partner in the response to the Ukrainian War Crisis. We have provided housing advice to those arriving under the Ukrainian Family Scheme and have also been working closely with Lincolnshire County Council, the other Lincolnshire districts, and other key partners to implement the Homes for Ukraine Scheme. Officers have undertaken property safety and suitability checks where local people have offered to be sponsors for those fleeing the war in Ukraine and are also administering the welcome guest payments and ongoing sponsor payments. In Lincoln we have now welcomed over 60



households into sponsor properties and continue to work to help the families settle into the community.

## Neighbourhood Working



During the past twelve months the Neighbourhood Team has reverted back to solely focusing on interventions in the Sincil Bank area. This was following an absence of almost two years where the team was dedicated to supporting the council's efforts to help vulnerable members of our community during the pandemic.

In November 2021, Ward Councillors reported and gained approval to focus on the following physical improvements in the area:

- Hermit Street redevelopment
- Creating open / green spaces
- Residents parking
- Redesign of the highways infrastructure / urban design
- Cleaner Safer Streets
- Palmer Street garage site

All projects are progressing well. Highlights over the last twelve months include:

- The funding and installation of additional CCTV cameras covering many of the fly tipping hot spots in the area.
- A week of action aimed at encouraging reporting of fly tipping and informing the community of how to dispose of waste correctly.
- Lincolnshire County Council has progressed the Residents Parking Scheme with a final decision across the whole of the Sincil Bank area expected early in 2023.

Alongside these physical interventions, the team has worked hard to reconnect with the community following this two-year absence from the neighbourhood. Sincil Bank Community Hub is now back open five days a week providing invaluable support to members of our community. During the first quarter of 2022/23, 90 residents were supported. The support that is offered is extremely diverse and during the last year we continued to support many new comers to the city. This support can cover topics including housing, school admissions, welfare advice and employment.

The team has also funded events to assist in bringing our communities together. The largest was an event to commemorate the Queen's Jubilee. It is estimated that this was attended by over 400 local residents. The team has also continued to administer the Community Chest, which is used to kickstart community activity in the area. This fund has seen the inception of a local football team and a gardening project that aims to significantly improve the physical appearance of Portland Street.

The need to support our culturally diverse communities is demonstrated to the team on a daily basis and the team has been instrumental in creating an organisation called the Lincoln Embracing All Nations (LEAN) to provide advice and guidance to these communities.

## Equality and Diversity – Employer perspective

Over the past twelve months the Human Resources team has continued to offer support, advice and guidance on equality, diversity, and inclusion at the Council.



Line manager briefings have continued covering a wide range of topics. Over the last year focus has been on managing and supporting mental health in the workplace, with a number of face to face sessions provided by the HR team.

The Council successfully retained accreditations as a Mindful Employer, Disability Confident Employer, and retention of the Carers Quality Award. In addition the Council has been officially approved as a Foster Friendly Employer.

The Council's workforce as of 31<sup>st</sup> March 2022 stood at 612 staff members, of which 280 were males and 332 were females. 27 members of the workforce declared a disability and 19 were from a black and ethnic minority group. The largest age group was 50 to 59 years of age, with 185 staff members in this age group.

The HR team has continued to provide advice and guidance, monitor recruitment and workforce data and review HR policies and procedures.

### **Equality and Diversity – Service user perspective**

In 2020, to combat discrimination and other forms of injustice, the council adopted five Equality Objectives, which will be in place until 2024. These objectives are:

1. Our services are accessible and do not discriminate on any unjustifiable grounds.
2. Local communities, partners and stakeholders are empowered to influence the way our services are provided to them.
3. Equality and diversity is at the heart of decision making at all levels within the city council.
4. Our workforce at all levels reflects the makeup of the local community.
5. Equalities, Social Inclusion and Community Cohesion have all improved within our communities.

In my role as portfolio holder for reducing inequalities, I am also the vice chair for the Equality and Diversity Group, alongside Cllr Naomi Tweddle as chair of the group.

Supporting our equality objectives is the Equality and Diversity Action Plan, which is developed on an annual basis and monitored by the Equality and Diversity Advisory Panel. Each year the action plan includes a range of actions, which will be delivered within the financial year towards meeting the council's Equality Objectives. The action plan is developed as part of the service planning process. The council's progress towards these actions is highlighted within the annual Equality Journal.

At the end of the year 15 out of the 21 actions from the 2021/22 action plan had been completed. Six actions within the plan were not progressed within the year, which was either due to resource pressures or it not being possible to progress the actions due to other influencing factors. However, all actions not progressed within the 2021/22 have been carried forward into the 2022/23 action plan and will be progressed during 2022/23.

With regard to the current Equality Action Plan 2022/23. This latest plan contains a total of 25 actions. As at 27<sup>th</sup> October 22, two actions were completed, thirteen were on target and ten were to be started soon.

Managers continue to use the Equality Analysis Toolkit to consider any differential impact on those with protected characteristics and to ensure mitigating action is taken where it is appropriate to do so.

## Public Protection and Anti-Social Behaviour (PPASB Team)

The PPASB team operates to protect individuals, the community, and the amenity of the City. The team operates over a broad range of areas, with the core services providing a combination of both proactive and reactive activities.

These areas include:

- Anti-Social Behaviour
- Noise
- Animals
- Pests / conditions of gardens
- Accumulations of waste
- Fly-tipping investigations
- Licencing consultations
- Bins on streets
- Littering Fixed Penalty Notices



### Service Demand

The table below shows the demand on the PPASB service over the past three and a half years.

	Q1	Q2	Q3	Q4	Total
<b>2019</b>	742	864	621	554	2,781
<b>2020</b>	556	711	575	681	2,523
<b>2021</b>	1,007	1,065	839	814	3,725
<b>2022</b>	1,092	1,134			2,226 (YTD)

The outbreak and recovery period of the COVID-19 pandemic resulted in a decrease in demand on the service throughout 2020. This was largely due to the national restrictions in place. The service saw an increase in demand during 2021 and the demand on the service has remained relatively high since, when compared to pre COVID-19 levels. Covid also accelerated the introduction of hybrid working within the team. This brought about many technological challenges and created new ways working, which the team is still working to stabilise and improve.

Formal enforcement action has remained relatively low across the team demonstrating that early informal intervention is successful. This approach has been key to achieving the PPASB team aims over the past 3 years. The Court system is still struggling with demand in the aftermath of Covid-19, therefore informal intervention is crucial to resolving cases and preventing court applications.

The table below shows PPASB Enforcement Action undertaken during 2020/21, 2021/22 and between 1st April 2022 and 27th September 2022 (Q1 + Q2 of 2022/23). It is important to note that prior to enforcement action being taken, a number of informal actions or warnings will normally take place. This table represents only the cases where we could not resolve informally or where an outright offence was evidenced.

Enforcement type	01/04/2020 - 01/03/2021	01/04/2021 - 31/03/2022	01/04/2022 - 27/09/2022
Environmental Issues			
Littering Fixed Penalty Notice	0	2	1
Dog Fouling Fixed Penalty Notice	0	0	0
Dog Straying Fixed Penalty Notice	0	0	0
Dog Straying Community Protection Notice	0	1	0
Fly Tipping Fixed Penalty Notice	2	7	4
Fly Tipping Prosecutions	0	1	0
Bins on streets Community Protection Notice	0	6	2
Fly tipping Community Protection Notice	13	14	1
Bonfire Abatement Notice	0	1	1
Noise Issues			
Noise Abatement Notices	15	12	5
Noise Abatement Notices - Dog	0	2	0
Noise Prosecutions	1	1	0
Noise Warrants	0	0	0
Noise Community Protection Notices	9	2	0
General ASB Issues			
ASB Community Protection Notices	19	6	0
Prosecutions	1	1	0
Injunctions	0	2	0
Criminal Behaviour Order	0	1	0
Closures	1	0	0
Condition of property related issues			
Prevention of Damage by Pests Notices	4	12	2
Condition of Garden or Property Notices, Inc F & V	1	4	6
Subsequent Fixed Penalty Notices	1	0	0
Other enforcements			

Prosecution for microchipping of dogs	0	0	0
Community Protection Notice for dog attack on person	0	0	1
Microchipping notice	0	1	0
Statutory Nuisance Notice (Light Nuisance)	2	2	0

## **Partnership working**

### **University and Students Union**

The service continues to build on its working relationship with the University of Lincoln. This involves maintaining strong links of communication between the two organisations to support students and communities to coexist. Proactive and early intervention is key when it comes to engaging with the student community within the city. The service focuses on education and support, whilst utilising enforcement tools where necessary. The University now have a full-time uniformed Police Officer fully dedicated to policing at the University and we are already making benefit of this resource. The Police Officer provides advice and guidance to students who may be victim to anti-social behaviour or crime. The PPASB team shares information of noise complaints received against students with the University. This approach allows support and guidance to be delivered with the intention of resolving the issue without the need for any formal enforcement action.

### **Police**

The PPASB service has continued to work closely with both Neighbourhood Policing Teams across the past 12 months. The policing teams were based in the PPASB office at City Hall, but they have since been relocated to the Lincoln Central Emergency Services Hub. This has brought about the opportunity for the PPASB team, amongst other council service areas, to have access to the Emergency Services Hub, with the intention of further improving the working relationship between the teams. This process is currently ongoing and some council staff have already undergone vetting via Lincolnshire Police to allow access to the Hub. This working arrangement is due to go live at the end of 2022.

The two organisations are currently in the process of improving digital communication between the teams. This involves utilising the hybrid working equipment, with a particular emphasis on getting the most out of the Microsoft Teams system for information sharing.

### **Safer Lincolnshire Partnership**

The Safer Lincolnshire partnership has continued to have strategic overview of three key areas. These areas are Anti-Social Behaviour (ASB), Serious and Organised Crime and Reducing Offending, with cross cutting themes of Mental Health and substance misuse. During the past year, City of Lincoln Council has continued to have representation on the Strategic Group and the ASB Core Priority Group.

### **Protecting Vulnerable People**

The 'Protecting Vulnerable People' group was expanded over recent years to encompass Hate Crime, PREVENT, Domestic Abuse and Modern Slavery. This approach has ensured there has been a coordinated approach to a range of safeguarding issues and that training of staff and any materials that may be needed to protect vulnerable people have been centrally stored. The

group initially worked on a number of priorities that focus on training of staff and ensuring that reports are centrally stored and auditable. A brief update on each of the areas that encompasses the Protecting Vulnerable People agenda follows below.

## **Hate Crime**

During the past year Council officers have continued to attend and support the Community Cohesion Steering Group.

## **PREVENT**

Officers from the council have continued to attend and contribute to the PREVENT Steering Group, in addition to delivering PREVENT actions arising from the Protecting Vulnerable People meeting. All council staff have continued to be required to complete online PREVENT training at least every two years.

## **Domestic Abuse**

With the introduction of the Domestic Abuse Act 2021, which came into effect from April 2021, under the new act domestic abuse no longer sits under the Safer Lincolnshire Partnership and instead a new domestic abuse board has been established. The council has continued to support and attend the strategic board and the operational group.

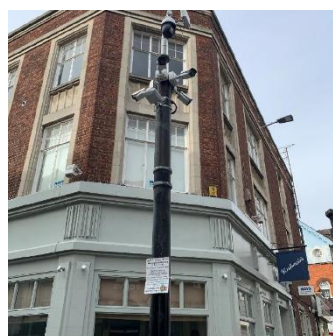
## **Modern Slavery**

The council has continued to have a Modern Slavery Statement in place and remains signed up to a Modern Slavery Charter. During the past year, staff have continued to be required to complete Modern Slavery Awareness Training at the required intervals. Information on the topic of modern slavery is available to all staff via the council's staff intranet.

Over the past few months, all identified front line staff, including the PPASB team, have attended a Modern Slavery awareness session. This awareness session was provided by a charity named 'Hope for Justice'. The session provided the attendees with an overview of what defines Modern Slavery, the indicators of Modern Slavery and details of the National Referral Mechanism.

The council's Modern Slavery Statement can be viewed via the following link - <https://www.lincoln.gov.uk/policies-publications/information-policies-publications/4>

## **CCTV Service**



Over the past 12 months the CCTV service has monitored over 10,000 incidents, processed 658 reviews, and produced 560 evidence discs for criminal prosecutions, as part of the council's ongoing support for the police and commitment to public safety. The council has continued to collaborate closely with our partners to support the day and night-time economy. Our aim to promote closer working relationships and present a transparent service has resulted in an increase in visits to the control room from stakeholders, community groups and recently elected councillors. A member of the CCTV team has qualified as a practitioner in trauma risk management (TRiM) and is now supporting operators who have been involved in monitoring traumatic incidents. The CCTV service has benefitted from a successful bid to the Safer Street Fund. This has enabled the council to upgrade our server room and install a total of 34 cameras in the Abbey, Carholme, Castle and Park wards. The aim of the project is to help provide safer routes for visitors, residents and students who choose to walk home after a night out in the city centre. The service delivered the project on time and the additional cameras have been in operation since March 2022. The service monitors various council sites including

City Hall and continues to support events hosted in the city such as football matches, the Lincoln 10k, cycling events, Lincoln Pride, Christmas Lights switch on and the Lincoln Christmas Market. More recently the CCTV team has monitored official sites following the death of her majesty the Queen as part of operation London Bridge.

### Lincoln Community Lottery

Lincoln Community Lottery has continued to raise additional funds for local good causes in and around the City of Lincoln since its launch in 2018. To date over £165,000 has been raised by the lottery, with 85 local good causes currently using the lottery to raise additional funds to support the work of their cause.



For every one-pound ticket sold, 10 pence directly supports the community fund, and a further 50 pence goes directly to the supporter's chosen good cause. Supporters also have the option of selecting the community fund as their preferred good cause, and in these cases, the full 60 pence supports the community fund.

During 2020/21, £10,500 raised in the community fund was successfully allocated to the following causes in November 2021, following an application and selection process.

- **Active Arena CIC** - Awarded £2,500 to help create a multi-purpose well-being and sensory garden on an unused green space area.
- **Development Plus** - Awarded £2,000 to help create an art club specifically for adults of all abilities who enjoy making, creating, and sharing their skills with each other.
- **Busydays Day Care** - Awarded £1,500 to help deliver yoga and dance courses with the aim of improving the mental health of those attending.
- **Rhubarb Theatre** – Awarded £2,000 to help deliver six weeks of interactive storytelling sessions in three Lincoln based children's centres.
- **Building Resilience in Communities** - Awarded £2,500 to assist with the development of a Kids Patch and Community Garden in the St Giles area of Lincoln.

Focusing on 2021/22 (August 21 to August 22), £10,000 was raised within the Lincoln Lottery Community Fund. This was a great achievement, especially during such a difficult year where ticket sales across lotteries have generally seen a decline due to the cost of living crisis.

Work is currently taking place with the support of Voluntary Centre Services to allocate these funds, which will involve local good causes being invited to apply for a share of this funding to support the delivery of a specific project or activity to benefit the residents of Lincoln.

### Lincoln Social Responsibility Charter

Launched in 2018, the Lincoln Social Responsibility Charter has continued to grow from strength to strength with 104 local organisations now signing up to the principles of the charter and gaining accreditation as socially responsible organisations.



The charter welcomes all sizes and types of organisations from across a wide range of sectors, with the aim of encouraging organisations in and around the City of Lincoln to undertake a range of socially responsible activities above the statutory minimum to support their employees and the local community. To ensure accreditation is fair, organisations are required to demonstrate that they are undertaking the required number of activities to support their employees and the local community. This criteria differs depending on the number of employees the organisation has. In return to help raise awareness of those organisations gaining accreditation to the charter,



the council has continued to promote signees via a range of routes, including via social media, press releases, promotional videos, online directory, video case studies, promotion on the bus station screen and more.

Annual contact is made with all signees to the charter to ensure they continue to meet the criteria to retain accreditation, and also to find out about the great socially responsible activities they have undertaken over the previous year.

Over the year ahead the council will be working with the University of Lincoln to undertake research into the real positive impact of undertaking socially responsible activities on employees and the local community in the City of Lincoln.

To find out more about the charter and to view the online directory of signees, please visit [www.lincoln.gov.uk/socialresponsibility](http://www.lincoln.gov.uk/socialresponsibility).

## Holocaust Memorial Day



For 2022 Holocaust Memorial Day took place on Thursday 27th January 2022. The theme of the day for 2022 set by the Holocaust Memorial Day Trust was 'One Day' - working towards One Day without genocide, racism, or hatred.

To raise awareness of Holocaust Memorial Day within Lincoln, working with the council's Communications Team, myself as the Portfolio Holder for Reducing Inequalities, alongside the Mayor Councillor Jackie Kirk and the Leader Councillor Ric Metcalfe, produced a series of short videos raising awareness of the holocaust and the importance of marking Holocaust Memorial Day each year. The video was communicated to staff and residents via the council's intranet and social media channels.

Holocaust Memorial Day 2023 will take place on Friday 27<sup>th</sup> January 2022. The theme for the day will be 'Ordinary People' and the council will work again to raise awareness of the importance of the day via its channels.

## Looking ahead to 2022

Over the next year I look forward to working closely with our staff and members as we continue to provide vital support to those most in need, whilst also continuing to drive forward the reducing inequality agenda across the council and the city. Due to the ongoing cost of living crisis and the continuing impacts of the pandemic, it is expected this support will be relied upon by our residents more than ever before.

**Cllr Sue Burke**  
**Portfolio Holder for Reducing Inequality**

## APPENDIX 1 - Performance Monitoring

Below provides the latest performance measure outturns linked to those services under my portfolio.

### Status Key



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
Housing Benefit Administration	BE 1	Average (YTD) days to process new housing benefit claims from date received	Low is good	20.00	18.50	Q2 21/22	- 17.50	Q2 22/23	- 16.41	Days	G	▲	Slight improvement in performance as levels of outstanding work decrease.
Housing Benefit Administration	BE 2	Average (YTD) days to process housing benefit claim changes of circumstances from date received	Low is good	9.00	7.00	Q2 21/22	- 5.49	Q2 22/23	- 6.44	Days	G	▼	There has been a slight increase in the number of days to process housing benefit claim changes of circumstances. This was due to the amount of outstanding work within the team being slightly higher than at the same time last year.
Housing Benefit Administration	BE 3	Number of Housing Benefits / Council Tax support customers awaiting assessment	Low is good	2,000	1,800	Q2 21/22	- 1,411	Q2 22/23	- 1,502	Number	G	▼	1,502 customers awaiting assessment, of which 1,169 are waiting a first contact from the council. Outstanding work has decreased within the team as annual up ratings and rent increases have been dealt with.



Service Area	Measure ID	Measure	High Or Low	Low Target	High Target	Previous Data Period	Previous Value	Current Quarter	Current Value	Unit	Status		Commentary
Housing Benefit Administration	BE 4	Percentage of risk-based quality checks made where Benefit entitlement is correct	High is good	88.00	91.00	Q2 21/22	- 95.26	Q2 22/23	- 95.56	%	G	▲	Large amount of Quality Checks have been done over the last quarter.
Housing Benefit Administration	BE 5	The number of new benefit claims year to date (Housing Benefits/Council Tax Support)	N/A	Volumetric	Volumetric	Q1 22/23	- 1,056	Q2 22/23	- 2,251	Number	V		499 Housing Benefit and 1,752 Council Tax reduction new claims have been received so far in 2022.
CCTV	CCTV 1	Total number of incidents handled by CCTV operators	N/A	Volumetric	Volumetric	Q1 22/23	- 2,628	Q2 22/23	- 2,462	Number	V		The number of cameras operated by the service has risen to 522. The increase is the result of an upgrade at Trent View & Jarvis House flats. The aim to present the CCTV department as an open and transparent service has been successful with numerous visits by various organisations. With regard to incidents, public order, shoplifting, and mental health continue to produce the highest incident numbers.
Public Protection and Anti-Social Behaviour Team	PPASB 1	Number of cases received in the quarter (ASB cases only)	N/A	Volumetric	Volumetric	Q1 22/23	- 128	Q2 22/23	- 133	Number	V		This is a 51.14% increase compared to the amount of ASB cases received in Q2 of 21/22. It is comparable with the Q1 figure for 22/23 but will need to be monitored over the second half of 22/23.

Service Area	Measure ID	Measure	High Or Low	Low Target	High Target	Previous Data Period	Previous Value	Current Quarter	Current Value	Unit	Status	Commentary
Public Protection and Anti-Social Behaviour Team	PPASB 2	Number of cases closed in the quarter (across full PPASB service)	N/A	Volumetric	Volumetric	Q1 22/23	- 953	Q2 22/23	- 1,036	Number	V	This figure is up 22% compared with Q2 of 21/22. The team has received 1,134 cases in this quarter (Q2 of 22/23), which is up 6.47% compared with the Q2 figure of 21/22.
Public Protection and Anti-Social Behaviour Team	PPASB 3	Number of live cases open at the end of the quarter (across full PPASB service)	Low is good	260	220	Q1 22/23	- 282	Q2 22/23	- 208	Number	G	▲ This is a 26.24% decrease compared to Q1 of 22/23 and a 10.05% increase when compared to Q2 of 21/22. The decrease from Q1 22/23 is positive and demonstrates that the team is managing the incoming cases effectively. The team has been short staffed and missing both the Team Leader and Service Manager for a large section of Q2 22/23. The Team Leader is going to work closely with the team to ensure that all cases are reviewed regularly.
Public Protection and Anti-Social Behaviour Team	PPASB 4	Satisfaction of complainants relating to how the complaint was handled (across full PPASB service)	High is good	75.00	85.00	Q1 22/23	- 0.00	Q2 22/23	-	%	Data not available	Satisfaction surveys have not been being sent to customers. The trial was unsuccessful due to satisfaction surveys being sent to all customer who contacted the PPASB team, regardless of their query or whether or not the PPASB team handed the complaint to another team (for example housing cases). This needs some work to agree on which pool of customers are sent satisfaction surveys and how the system can accommodate. The new Service

Service Area	Measure ID	Measure	High Or Low	Low Target	High Target	Previous Data Period	Previous Value	Current Quarter	Current Value	Unit	Status		Commentary
													Manager and Team leader will aim to progress this.

Source – COLC Performance Information Management System (PIMS)

This page is intentionally blank.

<b>SUBJECT:</b>	<b>OPERATIONAL PERFORMANCE REPORT – QUARTER 2 2022/23</b>
<b>DIRECTORATE:</b>	<b>CHIEF EXECUTIVE</b>
<b>REPORT AUTHOR:</b>	<b>GRAHAM ROSE – SENIOR STRATEGIC POLICY OFFICER SCOTT LEA – POLICY OFFICER</b>

## 1. Purpose of Report

- 1.1 To present to Performance Scrutiny Committee an outturn summary of the council's performance in Quarter 2 of 2022/23.

## 2. Background

- 2.1 Regular monitoring of the council's performance is a key component of the Local Performance Management Framework. This report covers the key strategic performance measures identified by Members and CMT as of strategic importance.
- 2.2 Each measure is monitored against a target boundary range. If a performance measure outturn status is Blue (acceptable), the measure is seen as performing on track. If a performance measure outturn status is green, the measure is seen to be achieving or exceeding the aspirational target. If a performance measure outturn status is red, the measure is seen to be performing below target and should be an area of focus.

## 3. Executive Summary

- 3.1 This report covers Quarter 2 of 2022/23, with the performance data outturns found in Appendices A and B.  
Appendix A – Operational Performance Report - Quarter 2 2022/23  
Appendix B – Quarterly and annual performance measure outturn tables from PIMS

There are 75 quarterly measures and 2 annual measures included within the report across the directorates Chief Executive's, Communities and Environment and Housing and Investment. The outturns for these measures are found at Appendix A. In total 60 performance measures out of the 77 are monitored against targets. As at the end of quarter 2 2022/23:

- **19 measures (31.7%)** were Red (below lower target boundary)
- **13 measures (21.7%)** were Blue (within target boundaries – acceptable)
- **25 measures (41.7%)** were Green (meeting or exceeding the higher target)
- **3 measures (5.0%)** were recorded as data not available for this quarter

Therefore, **38 (63.3%)** out of the **60** performance related measures were within or exceeding the targets set.

The Directorate for Major Developments (DMD) does not monitor performance through strategic measures. Instead performance is managed by the progress of the various projects DMD owns under the priorities "Driving Inclusive Economic Growth"

and “Lets Address the Challenge of Climate Change”. From quarter 3 2022/23, a progress update on these projects will be included within the quarterly performance report.

3.2 The **Directorate for the Chief Executive** has 21 measures within this report of which 3 are volumetric. As at the end of quarter 2 2022/23, out of the 18 performance monitored measures:

- 4 measures (22.2%) were Red (below lower target boundary)
- 1 measure (5.6%) was Blue (within target boundaries – acceptable)
- 13 measures (72.2%) were Green (meeting or exceeding the higher target)

Therefore, 14 (77.8%) of the 18 targeted measures were within or exceeding targets at the end of the quarter.

3.3 The **Directorate for Communities and Environment** has 35 measures within this report of which 9 are volumetric. As at the end of quarter 2 2022/23, out of the 26 performance monitored measures:

- 8 measures (30.8%) were Red (below lower target boundary)
- 8 measures (30.8%) were Blue (within target boundaries – acceptable)
- 9 measures (34.6%) were Green (meeting or exceeding the higher target)
- 1 measure (3.8%) was recorded as data not being available for this quarter

Therefore, 17 (65.4%) of the 26 targeted measures were within or exceeding targets at the end of the quarter.

3.4 The **Directorate for Housing and Investment** has 21 measures within this report of which 5 are volumetric. As at the end of quarter 2 2022/23, out of the 16 performance monitored measures:

- 7 measures (43.8%) were Red (below lower target boundary)
- 4 measures (25.0%) were Blue (within target boundaries – acceptable)
- 3 measures (18.8%) were Green (exceeding the higher target)
- 2 measures (12.5%) were recorded as data not available for this quarter

Therefore, 7 (43.8%) of the 16 targeted performance measures were within or exceeding targets at the end of the quarter.

3.5 As part of the data checking process, for Quarter 2 2022/23 onwards Assistant Directors were asked to approve all data and commentary submissions following entry into the PIMS system by data collectors.

#### 4. Key performance achievements and concerns – Quarter 2 2022/23

4.1 Below outlines the key performance achievements and concerns as at quarter 2 2022/23. Further information as to the reasons behind the outturns are provided in Appendix A.

4.2 **Key performance achievements** - the measures identified below are showing an improving performance trend and performed above target in quarter 2 2022/23.

**CX**

- During the second quarter, 2 apprentices were due to complete their qualification. Both successfully complete on time resulting in the performance outturn for measure WBL 1 achieving 100% for this quarter. Both apprentices completing in quarter 2 also moved into further education, employment, and training (100%) (WBL 1 & 2).
- The average return on investment portfolio has continued to rise for the 5<sup>th</sup> consecutive quarter. At the end of quarter 2, the average return stood at 1.64%, which was significantly above the high target for this measure of 0.25% (ACC 1).
- The average interest rate on external borrowing has seen a steady decline since quarter 2 2021/22. At the end the quarter 2 2022/23 the average interest rate on external borrowing stood at 2.97%, which was below the high target for the quarter of 3.75% (low is good) (ACC 2).
- During the second quarter 59% of invoices had an associated purchase order raised, which was above the high target for the measure of 55% (DCT 2).
- The Council Tax in year collection rate for Lincoln reached 52.16% in quarter 2 2022/23. This was just above the high target for this quarter of 51.50%. When compared to the same quarter last year, this was an improvement of 2.58% (REV 1).
- The Business Rates in year collection rate for Lincoln achieved an outturn of 62.99% in quarter 2 2022/23. This was above the high target for this quarter of 57.00% and was an improvement of 7.29% when compared to the same quarter last year (REV 2).
- The average (YTD) days to process new housing benefit claims from date received has continued to outperform its target. At the end of the quarter the average time to process such claims was 16.41 days against the high target of 18.50 days (low is good) (BE 1).
- The percentage of risk-based quality checks made where benefit entitlement is correct reached 95.56% at the end of the second quarter, outperforming its high target of 91% (BE 4).

## **DCE**

- All businesses falling within the scope of the Food Standard Agency Recovery Plan that were due to be inspected during quarter 2 were inspected on time (100%). This outturn was above the high target for the period of 97% (FHS 3).
- The number of live planning applications open as at the end of the second quarter was 120. This was a slight decrease when compared to the previous quarter, which reported at 126. This latest outturn was in line with the high target for this measure of 120 (low is good) (DM 3).
- The percentage of planning applications approved within quarter 2 was 97%. This was an improvement on the previous quarter's outturn of 95% and in line with the high target for the period of 97% (DM 4)
- The number of live cases open at the end of the quarter across the full PPASB service was 208, which outperformed the high target for the period of 220 (low

is good). This latest outturn was a decrease of 26.24% in cases when compared to the quarter 1 2022/23 outturn (PPASB 3).

- The percentage of customers that would recommend Birchwood Leisure Centre to others in quarter 2 2022/23 was 81%. This outturn was above the high target of 70% (SP 3a).
- In quarter 2 2022/23, 45 contractor points were awarded against the grounds maintenance contract. This was an improvement when compared to the quarter 1 2022/23 outturn where 75 points were awarded (low is good) (GM 1).
- The percentage occupancy of allotment plots as at the end of quarter 2 2022/23 was 96% and continued to perform above the high target for this measure of 92%. The 96% occupancy equates to 1,075 plots out of a total 1,172 plots being let during the quarter (AM 1).

#### **DHI**

- The percentage of dwellings with a valid gas safety certificate performed above target during the second quarter of 2022/23, with an outturn of 99.69% against a high target of 99.20% (HI 3).
- The percentage of rent collected as a proportion of rent owed exceeded the high target for the quarter of 95%, with an outturn of 97.69% (RC 1)

4.3 **Key performance concerns** – the measures identified below are showing a deteriorating performance trend and performed below target in quarter 2 2022/23.

#### **CX**

- The average time taken to answer a call to customer services increased significantly in the second quarter to 795 seconds and was higher than the low target for the period of 300 seconds (low is good) (CS 3).

#### **DCE**

- In quarter 2 there were 0 affordable homes delivered in the city against the low target for this quarter of 15. This was due to no housing schemes meeting the required threshold and criteria for delivering affordable housing (AH 1).
- The average end to end time to determine a planning application in quarter 2 was 105.21 days. This latest outturn was above the low target for the quarter of 85 days and was a significant time increase when compared to the quarter 1 outturn, which reported at 87.86 days (low is good) (DM 2).
- During quarter 2, 41 housing disrepair / condition cases were resolved in an average time of 20.4 weeks. This was an increase in time when compared to the previous quarters outturn of 15.1 weeks and just outside of the low target for this measure of 20 weeks (low is good) (PH 2).
- The quarterly data presented for the percentage of waste recycled or composted is lagged by one quarter due to the time taken for LCC to process the required 'disposal' data, with the latest data referring to quarter 1 2022/23. In total for quarter 1, 35% of waste had been recycled or composted, with 16.8% being recycled and 18.2% being composted. This latest outturn was a slight reduction on the quarter 1 2021/22 outturn of 35.39% and below the low target for the quarter of 36% (WM 1).



## **DHI**

- The percentage of council properties that were not at the 'Decent Homes' standard (excluding refusals) was 1.6% at the end of quarter 2 2022/23. This was outside of the low target for this measure of 1.5% and equated to 125 properties not being at the 'Decent Homes' standard (excluding referrals) (low is good) (HI 1).
- The current tenant arrears as a percentage of the annual rent debit achieved a performance outturn of 4.76% during the second quarter of 2022/23. This outturn was greater than the low target for this measure of 4.65% (low is good) (RC 2).
- The percentage of successful preventions and relief of homelessness against the total number homelessness approaches decreased to 41.24% during quarter 2 2022/23 and performed below the low target for this measure of 45% (HS 3).
- The percentage of rent lost through a dwelling being vacant increased during quarter 2 2022/23 to 1.42% from 1.15% in the first quarter. This latest outturn performed above the low target of 1% for this measure (low is good) (HV 1).
- The average re-let time in calendar days for all dwellings (standard re-lets) performed below target during the second quarter of 2022/23, with an outturn of 39.04 days against a low target of 34 days (low is good) (HV 2).
- The number of users logged into the on-line self-service system during the second quarter of 2022/23 was 9,958. This outturn was below the low target for the period of 10,000 and was a decrease of 1,466 when compared to the previous quarter (BD 1).

4.4 It is important to note that factors such as resource pressures, recruitment challenges and the cost of living crisis have had an impact on performance in quarter 2 2022/23. Looking ahead the cost of living crisis could lead to a further increased demand for council services, as the more vulnerable in the city look to the council for support, which could also further impact on performance. This is likely to be at a time when the council could see a reduction in both income for services and collection rates due to the increased financial pressures being faced by Lincoln's residents and businesses.

## **4.5 Resource information**

- The council was actively recruiting 26.96 FTE at the end of the quarter, with a strong focus on essential and business critical roles due to the financial environment. This was a decrease of 0.89 FTE when compared to the quarter 1 outturn.
- The percentage staff turnover at the end of quarter 2 was 3.3% (excluding apprentices). When compared to the previous quarter this was an increase of 0.2%

## **4.6 Appraisal completions**

- The 2022/23 appraisals for council employees were due to be completed by September 2022. As at the end of the second quarter 284 employees had received their appraisal out of a total of 613 employees (46.32%).

It is 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. It is also important to note that in some cases service areas may have completed appraisals, however, these may not have been added onto the ITrent system at the time of writing this report. Subsequently these appraisals will not be included within the figures above.

#### **4.7 Sickness performance**

- In quarter 2 2022/23 the average sickness absence rate increased to 3.68 days per FTE. This was an increase of 0.28 days when compared to the same quarter in 2021/2022, where the average sickness absence rate stood at 3.40 days per FTE.
- When focusing specifically on the short-term sickness level, during quarter 2 short-term sickness increased by 0.41 days per FTE when compared to the same quarter in 2021/2022, reporting at 1.39 days per FTE.
- However, the long-term sickness level decrease in quarter 2 2022/23 by 0.13 days per FTE when compared to the same quarter in 2021/22, reporting at 2.29 days per FTE.

#### **4.8 Complaints performance**

- In quarter 2 2022/23 there were 129 complaints dealt with across the council, which was an increase of 39 complaints when compared to the quarter 1 2022/23 outturn.
- As at the end of the quarter, the percentage of formal complaints, which were responded to within their target time across all directorates year to date, was 67% (147).

### **5. Strategic Priorities**

#### **5.1 The City of Lincoln Council's Vision 2025 priorities are:**

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

The performance measures under each directorate predominantly link directly into one Vision 2025 strategic priority. These links are as follows:

Chief Executive's Directorate – *Let's reduce all kinds of inequality*

Directorate for Communities and Environment – *Let's enhance our remarkable place*

Directorate for Housing and Investment - *Let's deliver quality housing*

### **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 quarterly financial performance report.

Legal Implications including Procurement Rules

6.2 - There are no direct legal implications

Equality, Diversity and Human Rights

6.3 - 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 service performance we are constantly able to review the quality of services 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. Recommendations**

8.1 1) Performance Scrutiny Committee is asked to review and comment on the Quarter 2 2022/23 Operational performance report ahead of the report being presented to Executive on 21<sup>st</sup> November 2022.

2) Performance Scrutiny Committee is asked to confirm that the format of the performance report continues to meet their requirements.

**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:**

Graham Rose - Senior Strategic Policy Officer  
Scott Lea - Policy Officer

This page is intentionally blank.

# Operational Performance Report – Quarter 2 2022/23



Graham Rose - Senior Strategic Policy Officer

Scott Lea - Policy Officer

## Contents

How to read this report .....	3
Executive summary .....	4
Chief Executive's Directorate – Performance Measures .....	7
Chief Executive's Directorate measures performing at or above target .....	9
Chief Executive's Directorate measures performing below target .....	11
Directorate for Communities and Environment – Performance Measures .....	14
Directorate for Communities and Environment measures performing at or above target .....	17
Directorate for Communities and Environment measures performing below target .....	19
Directorate for Housing and Investment – Performance Measures .....	22
Directorate for Housing and Investment measures performing at or above target .....	23
Directorate for Housing and Investment measures performing below target .....	24
Authority Wide Measures .....	28
Resource Information .....	28
Health and Wellbeing .....	28
Sickness performance .....	29
Complaints performance .....	31

## How to read this report

The performance measures within this report are split into two key areas:

- Performance measures specific to each directorate
- Corporate performance measures focusing on the whole authority

### Directorate performance measures

Presented in this report are the quarter 2 2022/23 performance measure outturns for those performance measures under each council directorate.

The performance measures under each directorate predominantly link directly into one Vision 2025 strategic priority. These links are as follows;

- **Chief Executive's Directorate Measures** – predominantly covering “Reducing all kinds of inequality”
- **Directorate for Communities and Environment Measures** - predominantly covering “Lets enhance our remarkable place”
- **Directorate for Housing and Investment Measures** - predominantly covering “Lets deliver quality housing”








The Directorate for Major Developments (DMD) does not monitor performance through strategic measures. Instead performance is managed by the progress of the various projects DMD owns under the priorities "Driving Inclusive Economic Growth" and “Lets Address the Challenge of Climate Change”. From quarter 3 2022/23 onwards, a progress update on these projects will be included within the quarterly performance report.

### Authority wide performance measures

For the authority wide performance measures the data is not specific to directorates but focuses on the council's performance overall. These corporate performance measures are split into the following categories:

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

For all directorate performance measures, outturn data is presented using the following indicators:

	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 / year
	Performance has stayed the same since last quarter / year
	Performance has deteriorated since last quarter / year

## Executive summary

Within this quarter 2 2022-23 Operational Performance Report for the City of Lincoln Council, we are reporting on 75 quarterly performance measures and 2 annual performance measures. The 77 measures are split across the directorates of Chief Executive's (CX), Community and Environment (DCE) and Housing and Investment (DHI). Currently there are no performance measures for the Directorate for Major Developments.

The main format of this report is split into five parts -

1. Executive Summary
2. Chief Executive's Directorate performance
3. Directorate for Communities and Environment performance
4. Directorate for Housing and Investment performance
5. Authority Wide performance

The 2022/23 targets for each targeted performance measure were agreed with Performance Scrutiny Committee and Executive in March 2022.

Below provides a summary of the quarterly performance measure outturns by status and by direction of travel for each directorate as at the end of quarter 2 2022/23.

Performance measure outturns by status						
Directorate	Below target	Acceptable	Above target	Volumetric	Data not available	Total
CX	4	1	13	3	0	21
DCE	8	8	9	9	1	35
DHI	7	4	3	5	2	21
<b>Total</b>	<b>19</b>	<b>13</b>	<b>25</b>	<b>17</b>	<b>3</b>	<b>77</b>

Performance measures outturns by direction of travel						
Directorate	Deteriorating	No change	Improving	Volumetric	Data not available	Total
CX	4	1	13	3	0	21
DCE	7	2	16	9	1	35
DHI	10	0	4	5	2	21
<b>Total</b>	<b>21</b>	<b>3</b>	<b>33</b>	<b>17</b>	<b>3</b>	<b>77</b>

When compared to the previous quarter there has been an increase of 3 quarterly measures performing at or above target within the second quarter. However, there has also been an increase of 4 quarterly measures performing below target during this latest quarter. When focusing on the performance direction of travel, there has been an increase of 11 quarterly measures showing an improving performance trend and a decrease of 5 quarterly measures showing a deteriorating performance trend. This indicates that performance overall is improving across the council based on trend, however, there remains a need for service areas to focus over the next quarter on those measures performing below target and with deteriorating performance. The report below specifically focuses on those measures with performance outturns above or below target for each directorate.

It is important to note that factors such as resource pressures, recruitment challenges and the cost of living crisis have had an impact on performance in quarter 2 2022/23. Looking ahead the cost of



living crisis could lead to a further increased demand for council services, as the more vulnerable in the city look to the council for support, which could also further impact on performance. This is likely to be at a time when the council could see a reduction in both income for services and collection rates due to the increased financial pressures being faced by Lincoln's residents and businesses.



**Chief Executive's Directorate**

## Chief Executive's Directorate – Performance Measures

### Quarterly Measures

Service Area	Measure ID	Measure	High Or Low	Low Target	High Target	Current Value	Status	
Communications	COM 1	Percentage of media enquiries responded to within four working hours	High is good	75.00	90.00	82.00	A	▲
Work Based Learning	WBL 1	Percentage of apprentices completing their qualification on time	High is good	95.00	100.00	100.00	G	▲
Work Based Learning	WBL 2	Number of new starters on the apprenticeship scheme	High is good	8	10	5.00	R	▲
Work Based Learning	WBL 3	Percentage of apprentices moving into Education, Employment or Training	High is good	90.00	95.00	100.00	G	▲
Customer Services	CS 1	Number of face to face enquiries in customer services	N/A	Volumetric	Volumetric	30.00	V	
Customer Services	CS 2	Number of telephone enquiries answered in Channel Shift Areas (Rev & Bens, Housing & Env. Services)	N/A	Volumetric	Volumetric	28,197	V	
Customer Services	CS 3	Average time taken to answer a call to customer services	Low is good	300	180	795.00	R	▼
Customer Services	CS 4	Average customer feedback score (telephone, face to face and e-mail enquiries)	High is good	80.00	90.00	67.00	R	▬
Accountancy	ACC 1	Average return on investment portfolio	High is good	0.15	0.25	1.64	G	▲
Accountancy	ACC 2	Average interest rate on external borrowing	Low is good	4.75	3.75	2.97	G	▲
Debtors & Creditors	DCT 1	Percentage of invoices paid within 30 days	High is good	95.00	97.00	97.01	G	▼
Debtors & Creditors	DCT 2	Percentage of invoices that have a Purchase Order completed	High is good	45.00	55.00	59.00	G	▲
Debtors & Creditors	DCT 3	Average number of days to pay invoices	Low is good	30.00	15.00	14.00	G	▼

Service Area	Measure ID	Measure	High Or Low	Low Target	High Target	Current Value	Status	
Revenues Administration	REV 1	Council Tax - in year collection rate for Lincoln	High is good	50.00	51.50	52.16	G	▲
Revenues Administration	REV 2	Business Rates - in year collection rate for Lincoln	High is good	54.00	57.00	62.99	G	▲
Revenues Administration	REV 3	Number of outstanding customer changes in the Revenues team	Low is good	1,800	1,400	3,025	R	▲
Housing Benefit Administration	BE 1	Average (YTD) days to process new housing benefit claims from date received	Low is good	20.00	18.50	16.41	G	▲
Housing Benefit Administration	BE 2	Average (YTD) days to process housing benefit claim changes of circumstances from date received	Low is good	9.00	7.00	6.44	G	▼
Housing Benefit Administration	BE 3	Number of Housing Benefits / Council Tax support customers awaiting assessment	Low is good	2,000	1,800	1,502	G	▼
Housing Benefit Administration	BE 4	Percentage of risk-based quality checks made where Benefit entitlement is correct	High is good	88.00	91.00	95.56	G	▲
Housing Benefit Administration	BE 5	The number of new benefit claims year to date (Housing Benefits/Council Tax Support)	N/A	Volumetric	Volumetric	2,251	V	



## Chief Executive's Directorate measures performing at or above target

G

### Work Based Learning

WBL 1 - Percentage of apprentices completing their qualification on time &

WBL 3 - Percentage of apprentices moving into Education, Employment or Training

During the second quarter, 2 apprentices were due to complete their qualification. Both successfully complete on time resulting in the performance outturn for measure WBL 1 achieving 100% for this quarter. Both apprentices (100%) completing in quarter 2 also moved into further education, employment, and training.

### Accountancy

ACC 1 – Average return on investment portfolio

The average return on investment portfolio has continued to rise for the 5<sup>th</sup> consecutive quarter. As at the end of quarter 2, the average return on investment portfolio stood at 1.64%, which was significantly above the high target for this measure of 0.25%. This continued increase is due to the Bank of England rates continuing to rise. As a result investment income is likely to continue to rise over the coming quarters.

ACC 2 - Average interest rate on external borrowing

In comparison the average interest rate on external borrowing has seen a steady decline since quarter 2 2021/22. As at the end the quarter 2 2022/23 the average interest rate on external borrowing stood at 2.97%, which was below the high target for the quarter of 3.75%. It is important to note that interest rates are increasing, which may result in borrowing costs also increasing in line with this.

### Debtors & Creditors

DCT 1 - Percentage of invoices paid within 30 days

The percentage of invoices paid within 30 days during the second quarter of 2022/23 was 97.01%. This was just above the high target for this measure of 97% and is the second consecutive quarter this measure has performed above target. It is important to note that the outturn figure is calculated on all supplier invoices and credit notes (not refunds or grants) paid 01/07/2022 - 30/09/2022.

DCT 2 - Percentage of invoices that have a Purchase Order completed

To assist with making invoice payments as quickly as possible, the council aims to ensure as many invoices as possible have associated purchase orders raised. During the second quarter 59% of invoices had an associated purchase order raised, which was just above the high target of 55% for this measure. It is important to note that gas, water, and electricity invoices are excluded from this measure as purchase orders are not required.

### DCT 3 - Average number of days to pay invoices

The council aims to pay invoices within 30 days of this being received. In the second quarter of 2022/23 the average time for the council to pay invoices was just 14 days. This was below the high target of 15 days demonstrating exceptional performance. This figure is calculated on all supplier invoices and credit notes paid within the quarter 2 period.

## **Revenues Administration**

### REV 1 - Council Tax - in year collection rate for Lincoln

At the end of the second quarter of 2022/23 the council tax in-year collection rate reached 52.16%. This was just above the high target for this quarter of 51.50%. When compared to the same quarter last year, this was an improvement of 2.58%. There are a number of likely reasons for this increase, which include the application of Covid-19 hardship relief of £207k onto a number of council tax accounts. The council has also applied 7,365 Energy Rebates onto the Council Tax accounts where customers did not request a refund. This ensured that the customer did not miss out on the rebate.

### REV 2 - Business Rates - in year collection rate for Lincoln

The business rates in year collection rate for Lincoln at the end of the second quarter achieved an outturn of 62.99%. This was above the high target for this quarter of 57% and was an improvement of 7.29% when compared to the same quarter last year. There are a number of reasons for this increase, one of which is the application of the Covid-19 Additional Relief Fund. Approximately £852k rate relief was backdated into 2021-22 due to this additional relief. These credits have overinflated the 2022-23 collection at this point. £852k equates to roughly 2% of the liability for 2022-23.

## **Benefits Administration**

### BE 1 - Average (YTD) days to process new housing benefit claims from date received

The average (YTD) days to process new housing benefit claims from date received has continued to outperform its target. As at the end of the quarter the average time to process such claims was 16.41 days against the high target of 18.50 days. When compared to the same quarter in 2021/22, this was a reduction of 1.09 processing days. This improvement in performance was due to levels of outstanding workload decreasing within the Benefits Administration Team.

### BE 2 - Average (YTD) days to process housing benefit claim changes of circumstances from date received

The average (YTD) days to process housing benefit claim changes of circumstances from date received also saw a decrease as at the end of the second quarter reducing to 6.44 days. This outturn performed better than the high target for this period of 7 days. When compared to the same quarter last year, this outturn has seen a slight increase in the processing time for housing benefit claim changes of circumstances (0.95 days). This small increase was due to the amount of outstanding work within the team being slightly higher than at the same time last year.

### BE 3 - Number of Housing Benefits / Council Tax support customers awaiting assessment

The number of Housing Benefits / Council Tax support customers awaiting assessment at the end of the second quarter of 2022/23 was 1,502, which performed better than the high target for the

quarter of 1,800. Of these customers 1,169 were awaiting a first contact from the council as at the end of the quarter. Outstanding work has decreased within the team during quarter 2 as annual up ratings and rent increases have been processed within the team. When compared to the same quarter in 2021/22 the number of customers awaiting assessment in the second quarter of 2022/23 was slightly greater (1,411 in quarter 2 2021/22).

#### BE 4 - Percentage of risk-based quality checks made where Benefit entitlement is correct

The percentage of risk-based quality checks made where benefit entitlement is correct reached 95.56% at the end of the second quarter, outperforming its high target of 91%. This encouraging performance reflects the large amount of quality checks which have been undertaken within the team during the quarter. When compared to the same quarter in 2021/22, the quarter 2 2022/23 outturn was an improvement in performance of 0.3%.

### **Chief Executive's Directorate measures performing below target**

**R**

### **Work Based Learning**

#### WBL 2 - Number of new starters on the apprenticeship scheme

During the second quarter, 5 apprentices started at the council bringing the total number of new starters on the apprenticeship scheme in 2022/23 to 6. This outturn was below the quarter 2 low target for this measure of 8, however, was an increase of 3 new starters when compared to the same quarter in 2021/22. Looking ahead work will continue to identify further apprentice placement opportunities across the council. In addition, the apprenticeship scheme will continue to be promoted to council employees, with the scheme providing the opportunity for employees to develop their skills through an apprenticeship alongside completing their job role.

#### CS 3 - Average time taken to answer a call to customer services

The average time taken to answer a call to customer services increased significantly in the second quarter to 795 seconds and was higher than the low target for the period of 300 seconds. The increased waiting time for customers in quarter 2 was as a result of their being two staff vacancies within the Customer Services Team during the quarter. Whilst these vacant posts were recruited to within the quarter, the new members of staff were not expected to commence in their posts until the start of quarter 3. Upon commencement the new staff members will need to undertake a period of training before performance in this area will start to improve. Frustratingly for the Customer Services Team, a further two vacancies were noted in the team at the time of writing this report. A further recruitment process will need to take place, together with the necessary training, and subsequently performance is unlikely to improve for this measure over the next quarter.

#### CS 4 - Average customer feedback score (telephone, face to face and e-mail enquiries)

The Customer Services Team monitor customer satisfaction through an integrated satisfaction survey, which covers the telephone service, face to face appointments and e-mails. During the second quarter 180 responses to the survey were received, with an average satisfaction rate of 67.00%. This was the first time data for this measure had been collected and the outturn for this

measure was below the low target of 80%. The longer call wait times as outlined above are likely to have had an impact on this outturn. However, a range of really positive comments were received against the service during the quarter. Some of these included:

- *I was amazed at how caring and helpful your team was!*
- *The lady I spoke to both times was so lovely, caring, and professional. I'm facing homelessness, there was no judging and she explained every step to me.*

### REV 3 - Number of outstanding customer changes in the Revenues Team

The number of outstanding changes in the Revenues Team at the end of the second quarter reached 3,025, which was significantly above the high target for the quarter of 1,400. This decline in performance was partly as a result of the Revenues Team being unable to process correspondence for a whole week in September 2022 due to an East Midlands internet provider outage, which reduced access to council systems. This outage had an adverse affected on the number of documents outstanding during the quarter. In addition, for the whole of both quarter 1 and quarter 2, resource within the Revenues Team has been moved from the day-to-day activities to deal with the Mandatory Energy Rebate. Overtime was offered to the team during the quarter to try to keep the backlog created by this scheme to a minimum. Looking ahead it is expected the outstanding correspondence level should improve soon as the outage issue appears to have been resolved and the Mandatory Energy Rebate scheme is coming to an end. Resources will be moved from this scheme onto normal day to day activities. The Discretionary Energy Rebate scheme is still ongoing but is a considerably smaller scheme and does not require the same level of resource.





## Directorate for Communities and Environment – Performance Measures

### Quarterly Measures

Service Area	Measure ID	Measure	High Or Low	Low Target	High Target	Current Value	Status	
Affordable Housing	AH1	Cumulative number of affordable homes delivered	High is good	15	45	0.00	R	▼
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	98.64	G	▲
Food and Health & Safety Enforcement	FHS 2	Average time from actual date of inspection to achieving compliance	Low is good	15.00	10.00	12.86	A	▲
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	100.00	G	—
Development Management (Planning)	DM 1	Number of applications in the quarter	N/A	Volumetric	Volumetric	231.00	V	
Development Management (Planning)	DM 2	End to end time to determine a planning application (Days)	Low is good	85.00	65.00	105.21	R	▼
Development Management (Planning)	DM 3	Number of live planning applications open	Low is good	180	120	120.00	G	▲
Development Management (Planning)	DM 4	Percentage of applications approved	High is good	85.00	97.00	97.00	G	▲
Development Management (Planning)	DM 5	Percentage of decisions on planning applications that are subsequently overturned on appeal	Low is good	10.00	5.00	0.00	G	—
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	88.30	A	▲
Development Management (Planning)	DM 7	Percentage of Major Planning Applications determined within the government target (60% in	High is good	60.00	90.00	84.20	A	▼

Service Area	Measure ID	Measure	High Or Low	Low Target	High Target	Current Value	Status	
		13 weeks) measured on a 2 year rolling basis						
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	29.40	R	▲
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	20.40	R	▼
Private Housing	PH 3	Number of empty homes brought back into use (YTD)	High is good	8	18	16.00	A	▲
Public Protection and Anti-Social Behaviour Team	PPASB 1	Number of cases received in the quarter (ASB cases only)	N/A	Volumetric	Volumetric	133.00	V	
Public Protection and Anti-Social Behaviour Team	PPASB 2	Number of cases closed in the quarter (across full PPASB service)	N/A	Volumetric	Volumetric	1,036	V	
Public Protection and Anti-Social Behaviour Team	PPASB 3	Number of live cases open at the end of the quarter (across full PPASB service)	Low is good	260	220	208.00	G	▲
Public Protection and Anti-Social Behaviour Team	PPASB 4	Satisfaction of complainants relating to how the complaint was handled (across full PPASB service)	High is good	75.00	85.00		Data not available	
Sport & Leisure	SP 1a	Quarterly visitor numbers to Birchwood Leisure Centre	N/A	Volumetric	Volumetric	37,616	V	
Sport & Leisure	SP 1b	Quarterly visitor numbers to Yarborough Leisure Centre	N/A	Volumetric	Volumetric	60,934	V	
Sport & Leisure	SP 2	Artificial Grass Pitch usage at Yarborough Leisure Centre & Birchwood Leisure Centre	High is good	520.00	650.00	635.00	A	▼
Sport & Leisure	SP 3a	Customers who would recommend Birchwood Leisure Centre	High is good	62.00	70.00	81.00	G	▲



Service Area	Measure ID	Measure	High Or Low	Low Target	High Target	Current Value	Status	
Sport & Leisure	SP 3b	Customers who would recommend Yarborough Leisure Centre	High is good	62.00	70.00	55.00	R	▲
CCTV	CCTV 1	Total number of incidents handled by CCTV operators	N/A	Volumetric	Volumetric	2,462.00	V	
Waste & Recycling	WM 1	Percentage of waste recycled or composted	High is good	36.00	39.00	35.00	R	▼
Waste & Recycling	WM 2	Contractor points achieved against target standards specified in contract - Waste Management	Low is good	150	50	130.00	A	▼
Street Cleansing	SC 1	Contractor points achieved against target standards specified in contract - Street Cleansing	Low is good	150	50	105.00	A	▲
Grounds Maintenance	GM 1	Contractor points achieved against target standards specified in contract - Grounds Maintenance	Low is good	150	50	45.00	G	▲
Allotments	AM 1	Percentage occupancy of allotment plots	High is good	84.00	92.00	96.00	G	▲
Parking Services	PS 1	Overall percentage utilisation of all car parks	High is good	50.00	60.00	47.00	R	▲
Parking Services	PS 2	Number of off street charged parking spaces	N/A	Volumetric	Volumetric	3,771.00	V	
Licensing	LIC 1	Total number of committee referrals (for all licensing functions)	N/A	Volumetric	Volumetric	2.00	V	
Licensing	LIC 2	Total number of enforcement actions (revocations, suspensions, and prosecutions)	N/A	Volumetric	Volumetric	0.00	V	

## Annual Measures

Service Area	Measure ID	Measure	High Or Low	Low Target	High Target	Current Value	Status
Grounds Maintenance	GM 2	Satisfaction with play areas, parks, and open spaces (collected via Citizens' Panel)	High is good	85.00	90.00	80.00	R
Street Cleansing	SC 2	Satisfaction that public land and public highways are kept clear of litter and refuse (Street Cleansing) (collected via Citizens' Panel)	High is good	68.00	80.00	72.80	A

### Food Health & Safety

#### FHS 1 - Percentage of premises fully or broadly compliant with Food Health & Safety inspection

In quarter 2 the percentage of food premises fully or broadly compliant with Food Health and Safety inspection was 98.64%, which was above the high target for the period of 97%. During the quarter the council's Food, Health and Safety Team continued to operate in accordance with the Food Standard Agency (FSA) Recovery Plan and as a result the percentage of premises fully or broadly compliant with food health & safety inspection should be treated with caution. During the second quarter the focus of the team continued to be on the less compliant businesses in the city of which 10 were non-compliant. The team is continuing to work with these businesses to ensure they are at a minimum level of being at least broadly compliant. As at the end of quarter 2, of the 1,121 food registered businesses in the city, 738 of these businesses are included in the FSA Recovery Plan.

#### FHS 3 - Percentage of food inspections that should have been completed and have been in that time period

All businesses falling within the scope of the Food Standard Agency Recovery Plan that were due to be inspected during quarter 2 were inspected on time (100%). This outturn was above the high target for the period of 97%. During the quarter the Food Health & Safety Team were able to focus on inspecting the businesses that were not inspected during the Covid-19 lockdown periods and a total of 146 food inspections were carried out during the quarter.

### Development Management

#### DM 3 - Number of live planning applications open

The number of live planning applications open as at the end of the second quarter was 120. This was a slight decrease when compared to the previous quarter, which reported at 126. This latest outturn was in line with the high target for this measure of 120. Performance of this measure has remained at a relatively consistent level.

#### DM 4 - Percentage of applications approved

The percentage of applications approved within quarter 2 was 97%. This was an improvement on the previous quarter's outturn of 95% and in line with the high target for the period of 97%. The application approval rate continues to remain high. This is due to the hard work of the team and the effectiveness of the pre-application screening and officer negotiation.

#### DM 5 - Percentage of decisions on planning applications that are subsequently overturned on appeal

The percentage of decisions on planning applications that are subsequently overturned on appeal remained at 0 during quarter 2. This was the 7<sup>th</sup> consecutive quarter the outturn for this performance measure had been recorded at 0 and demonstrates the continued strong appeal performance of the team and the quality of the decisions being made.

## Public Protection & Anti-Social Behaviour

### PPSAB 3 - Number of live cases open at the end of the quarter (across full PPASB service)

The number of live cases open at the end of the quarter across the full PPASB service was 208, which outperformed the high target for the period of 220. This latest outturn was a decrease of 26.24% in cases when compared to the quarter 1 2022/23 outturn. This latest decrease demonstrates that the team has managed the incoming cases effectively during the quarter. This is a key achievement as the team has been short staffed and missing both the Team Leader and Service Manager for a large part of quarter 2 2022/23.

## Sport & Leisure

### SP 3a - Customers who would recommend Birchwood Leisure Centre

The percentage of customers that would recommend Birchwood Leisure Centre to others in quarter 2 2022/23 was 81%. This outturn was above the high target of 70% and was an improvement of 4% when compared to the previous quarter. During the second quarter a mystery shopper attended Birchwood Leisure Centre and the customer service they received was scored at 94.6%.

## Grounds Maintenance

### GM 1 - Contractor points achieved against target standards specified in contract - Grounds Maintenance

Contractor points are awarded against a contractor where scheduled work has not been completed to the required standard or within the required timeframe. In quarter 2 2022/23, 45 contractor points were awarded against the grounds maintenance contract. This was an improvement when compared to the quarter 1 2022/23 where 75 points were awarded. Of the contractor points awarded during the quarter, 20 points were awarded against the contractor in July 22, 5 points were awarded in August 22 and 20 were points awarded in September 22. The majority of points awarded were in relation to grass cutting (missed or poor quality) and fairly small maintenance issues. All issues were rectified within 1-2 days.

## Allotments

### AM 1 - Percentage occupancy of allotment plots

At the end of quarter 2 2022/23, the percentage occupancy of allotment plots was 96% and continued to perform above the high target for this measure of 92%. The 96% occupancy equates to 1,075 plots out of a total 1,172 plots being let during the quarter. There has continued to be a steady demand for allotment plots with most of the allotment sites currently having a waiting list for plots. The Allotments Team has continued to ensure any plots that become available are re-let as quickly as possible. This measure will be closely monitored in the coming quarters as the demand for allotment plots may dramatically increase due to the cost of living crisis. It is important to note the new allotment charge levels introduced in February 2022 have not had a major impact on demand for allotment plots.

## Directorate for Communities and Environment measures performing below target

R

### Affordable Housing

#### AH 1 - Cumulative number of affordable homes delivered

In quarter 2 there were 0 affordable homes delivered in the city against the low target for this quarter of 15. This was due to no housing schemes meeting the required threshold and criteria for delivering affordable housing. Affordable housing contributions are only sought on sites where 11 or more houses are being built as outlined in the policy LP11 of the Central Lincolnshire Local Plan. It is anticipated that there will be some affordable housing delivery in quarter 3, with a large volume of housing currently being built in the Romangate area of the city.

### Development Management

#### DM 2 - End to end time to determine a planning application (Days)

The average end to end time to determine a planning application in quarter 2 was 105.21 days. This latest outturn was above the low target for the quarter of 85 days and was a significant time increase when compared to the previous quarter 1 outturn, which reported at 87.86 days. This level of performance reflects the complexities of some of the proposals determined in the quarter, as well as resource pressures due to there being a vacant position within the team.

### Private Housing

#### PH 1 - Average time in weeks from occupational therapy notification to completion of works on site for a Disabled Facilities Grant (DFG) (all DFG's exc. extensions)

In quarter 2 the average time from an occupational therapist notification to completing works on site was 29.4 weeks. Whilst this latest outturn was a slight improvement when compared to the previous quarter (30.4 weeks), this latest outturn has remained higher than the target for the period of 26 weeks. It is important to note this measure is calculated from when the first occupational therapist notification was received. During quarter 2, the time from when the application was approved, which incorporates all design work being agreed, a contractor being sourced, and the work being completed, was 12.4 weeks and was a slight improvement from the previous quarter which recorded at 12.9 weeks. This measure will continue to be monitored as it is anticipated performance will unlikely improve in the next quarter as the resignation of a key member of staff has had an impact on overall staffing resources. At the end of the second quarter 35 cases had been assigned to case officers with 22 awaiting allocation. A total of 29 adaptations have been completed so far in 2022/23.

#### PH 2 - Average time from date of inspection of accommodation to removing a severe hazard to an acceptable level

During quarter 2, 41 housing disrepair / condition cases were resolved in an average time of 20.4 weeks. This was an increase in time when compared to the previous quarters outturn of 15.1 weeks and just outside of the low target for this measure of 20 weeks. This decrease in performance was

mainly due to the team managing a number of other workstreams including HMO licensing, licensing condition visits and Homes for Ukraine checks, all of which had an impact on issues being resolved. Park and Abbey wards have continued to have the highest private rented accommodation complaints in the city reporting at 61% across both of these wards.

## **Sport & Leisure**

### SP 3b - Customers who would recommend Yarborough Leisure Centre

The percentage of customers that would recommend Yarborough Leisure Centre to others in quarter 2 2022/23 was just 55%. Whilst a slight improvement in performance when compared to the previous quarter, the latest outturn performed below the low target for this measure of 62%. Performance of this measure has dropped since the temporary closure of the pool at Yarborough Leisure Centre, with most of the negative feedback received relating to the pool not being in use. Work is continuing to ensure the pool can reopen as quickly as possible.

## **Waste Management**

### WM 1 - Percentage of waste recycled or composted

The quarterly data presented for the percentage of waste recycled or composted is lagged by one quarter due to the time taken for LCC to process the required 'disposal' data, with the latest data referring to quarter 1 2022/23. In total for quarter 1, 35% of waste had been recycled or composted, with 16.8% being recycled and 18.2% being composted. This latest outturn was a slight reduction on the quarter 1 2021/22 outturn of 35.39% and below the low target for the quarter of 36%. Work will continue to raise awareness of the importance of recycling over the coming quarter, and to remind residents of the items which can be sent for recycling or composting. Significant changes are anticipated for this service when the requirements of the Environment Act are made clearer.

## **Parking Services**

### PS 1 - Overall percentage utilisation of all car parks

In quarter 2 2022/23 the overall percentage utilisation of all City of Lincoln Council owned car parks was 47%. Whilst this was an increase of 1% when compared to the quarter 1 2022/23 outturn, this latest outturn performed below the low target for the measure of 50%. However, when compared to the same quarter in 2021/22, utilisation levels have seen an increase of 7% indicating more visitors are returning to the city and using the council's car parks. During the quarter 2 uphill car parks performed well with an increased level of tourism and with the University of Lincoln graduation days falling within this period. The work of the council's Car Parking Income Maximisation Group will continue over the coming quarter.

## **Grounds Maintenance**

### GM 2 - Satisfaction with play areas, parks, and open spaces (collected via Citizens' Panel)

Satisfaction with play areas, parks, and open spaces is an annual measure collected in quarter 2 from the July Lincoln Citizens' Panel survey. The latest outturn for 2022/23 showed that 80% of residents were satisfied or very satisfied with the play areas, parks, and open spaces in the city. Whilst this latest outturn was below the low target for the period of 85%, this level of satisfaction is encouraging and was an improvement when compared to the 2021/22 outturn for this measure of 77.8%.





**Directorate of Housing and Investment**

## Directorate for Housing and Investment – Performance Measures

Service Area	Measure ID	Measure	High Or Low	Low Target	High Target	Current Value	Status	
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	1.60	R	▼
Housing Investment	HI 2	Number of properties 'not decent' as a result of tenants refusal to allow work (excluding referrals)	N/A	Volumetric	Volumetric	249	V	
Housing Investment	HI 3	Percentage of dwellings with a valid gas safety certificate	High is good	98.20	99.20	99.69	G	▲
Control Centre	CC 1	Percentage of customers satisfied with their new Lincare Housing Assistance service connection to the control centre	High is good	90.00	95.00		Data not available	
Control Centre	CC 2	Percentage of Lincare Housing Assistance calls answered within 60 seconds	High is good	97.50	98.00	97.87	A	▼
Rent Collection	RC 1	Rent collected as a proportion of rent owed	High is good	92.50	95.00	97.69	G	▲
Rent Collection	RC 2	Current tenant arrears as a percentage of the annual rent debit	Low is good	4.65	4.55	4.76	R	▼
Housing Solutions	HS 1	The number of people currently on the housing waiting list	N/A	Volumetric	Volumetric	1,574	V	
Housing Solutions	HS 2	The number of people approaching the council as homeless	N/A	Volumetric	Volumetric	631	V	
Housing Solutions	HS 3	Successful preventions and relief of homelessness against total number of homelessness approaches	High is good	45.00	50.00	41.24	R	▼
Housing Voids	HV 1	Percentage of rent lost through dwelling being vacant	Low is good	1.00	0.90	1.42	R	▼
Housing Voids	HV 2	Average re-let time calendar days for all dwellings - standard re-lets	Low is good	34.00	32.00	39.04	R	▼
Housing Voids	HV 3	Average re-let time calendar days for all dwellings (including major works)	Low is good	40.00	38.00	50.30	R	▲

Service Area	Measure ID	Measure	High Or Low	Low Target	High Target	Current Value	Status	
Housing Maintenance	HM 1a	Percentage of reactive repairs completed within target time (priority 1 day only)	High is good	98.50	99.50	99.47	A	▼
Housing Maintenance	HM 1b	Percentage of reactive repairs completed within target time ( urgent 3 day repairs only)	High is good	95.00	97.50	96.92	A	▲
Housing Maintenance	HM 2	Percentage of repairs fixed first time (priority and urgent repairs) - HRS only	High is good	90.00	93.00	91.23	A	▼
Housing Maintenance	HM 3	Percentage of tenants satisfied with repairs and maintenance	High is good	94.00	96.00		Data not available	
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	98.76	G	▼
Business Development	BD 1	Number of users logged into the on-line self-service system this quarter	High is good	10,000	11,000	9,958.00	R	▼
IT	ICT 1	Number of calls logged to IT helpdesk	N/A	Volumetric	Volumetric	861.00	V	
IT	ICT 2	Percentage of first time fixes	N/A	Volumetric	Volumetric	58.00	V	

## Directorate for Housing and Investment measures performing at or above target

G

### Housing Investment

#### HI 3 - Percentage of dwellings with a valid gas safety certificate

The percentage of dwellings with a valid gas safety certificate performed above target during the second quarter of 2022/23, with an outturn of 99.69% against a high target of 99.20%. Whilst this is an improvement of 0.8% when compared to the previous quarter, the team continues to experience some instances where they cannot access a property to carry out a gas safety check within our housing stock. This is a trend since the Covid-19 pandemic, and the council is following the correct protocols with the tenancy and legal teams.

### Rent Collection

#### RC 1 - Rent collected as a proportion of rent owed

The percentage of rent collected as a proportion of rent owed exceeded the high target for the quarter of 95%, with an outturn of 97.69%. As with the first quarter of 2022/23, the team has continued to prioritise the collection of rent to maintain an income stream. During the quarter the

council's new Sustainment Team has continued to work with tenants who are struggling financially. This latest outturn is slightly above the collection rate achieved in the same quarter of 2021/22, which performed at 97.61%.

### Housing Maintenance

During quarter 2 2022/23 the Housing Repairs Service has experienced issues with the repairs booked in on the DRS systems and its links to Universal Housing. As a result some asbestos information, job descriptions and time allocations have not been transferring onto the DRS system or mobile devices and more manual input has been required. This will continue until the replacement system is in place. These issues have unfortunately impacted on performance across measures HM 1a, HM 1b, HM 2 and HM 4, although the impact is slightly different across each of the measures.

#### HM 4 - Appointments kept as a percentage of appointments made (priority and urgent repairs) - HRS only

Despite the issues the team has experienced above, during the second quarter of 2022/23 98.76% of appointment made were kept, which performed above the high target for this measure of 97%. Performance levels remain consistent with previous quarters. Despite this the team continues to scrutinise when appointments are missed to see if this was caused by a resource, training, or communication issue.

## Directorate for Housing and Investment measures performing below target

R

### Housing Investment

#### HI 1 - Percentage of council properties that are not at the 'Decent Homes' standard (excluding refusals)

At the end of quarter 2 2022/23, the percentage of council properties that were not at the 'Decent Homes' standard (excluding refusals) was 1.6%. This was just outside of the low target for this measure of 1.5% and equated to 125 properties not being at the 'Decent Homes' standard (excluding referrals). The breakdown of the reasons as to why the housing was not at the 'Decent Homes' standard at the end of quarter 2 2022/23 was as follows:

Reason	Number not at 'Decent Homes' standard
Doors	32
Windows	56
Electrics	37
Roof	1 (1 property failed both doors and windows)

During the final month of the quarter the figures had decreased when compared to earlier in the quarter. This was mainly as a result of doors and windows being installed in September 2022 in some council properties and all previous failures for chimneys being resolved.



## Rent Collection (Tenancy Services)

### RC 2 - Current tenant arrears as a percentage of the annual rent debit

The current tenant arrears as a percentage of the annual rent debit achieved a performance outturn of 4.76% during the second quarter of 2022/23. This outturn was greater than the low target for this measure of 4.65% (low is good). It is important to note that arrears are normally at their highest at this time of the year, with a reduction in arrears expected at the end of quarters 3 and 4 due to rent-free weeks. An increased number of tenants migrated over to Universal Credit during the quarter, meaning increased arrears and the heightened costs of living has put pressure on households. The national period of mourning also impacted on the collection of arrears during the quarter.

## Housing Solution

### HS 3 - Successful preventions and relief of homelessness against total number of homelessness approaches

The percentage of successful preventions and relief of homelessness against the total number of homelessness approaches decreased to 41.24% during quarter 2 2022/23 and performed below the low target for this measure of 45%. It proved to be increasingly difficult to prevent or relieve homelessness during the quarter into anything other than council accommodation, as most of the council's applicants were not able to afford privately rented accommodation. Subsequently during the second quarter of 2022/23 there were high numbers of applicants waiting for suitable social housing. It is important to note homelessness applications are increasing nationally and the council has seen an increase in line with national averages.

## Housing Voids

### HV 1 - Percentage of rent lost through dwelling being vacant

The percentage of rent lost through a dwelling being vacant increased during quarter 2 2022/23 to 1.42% from 1.15% in the first quarter. This latest outturn performed above the low target of 1% for this measure (low is good). Throughout the quarter the team worked hard to turn properties around as quickly as possible, however, when compared to the same quarter in 2022/23, the team received a higher number of keys during the period, which unfortunately resulted in an increased pressure on resources.

### HV 2 - Average re-let time calendar days for all dwellings - standard re-lets

The average re-let time in calendar days for all dwellings (standard re-lets) performed below target during the second quarter of 2022/23, with an outturn of 39.04 days against a low target of 34 days. However, when compared to the same quarter in 2021/22 (44.83 days), this latest outturn was an improvement in performance. The Housing Voids Team has faced an increase in the number of properties being re-let post pandemic with keys now being returned at around 10 sets per week. Some housing is in poor condition and therefore needing a considerable amount of work, and subsequently some contractors have struggled to meet this demand due to the current market condition regarding labour shortages in the construction sector, which is also affecting many other local authorities. The Housing Voids Team is working to bring this performance measure closer to target for quarter 3 2022/23.

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

The average re-let time in calendar days for all dwellings (including major works) performed below target during the second quarter of 2022/23, with a relet time of 50.30 days against a high target of 38 days (low is good). There have been a number of challenges faced by the team, together with a high number of transfers during the quarter due to sign ups for De Wint Court. Throughout the quarter the team has worked hard to reduce the overall number of re-let days, whilst contractors have also placed additional labour into properties where necessary, and when compared to the first quarter of 2022/23 there has been a slight reduction in the overall relet times.

## **Business Development**

### BD 1 - Number of users logged into the on-line self-service system this quarter

The number of users logged into the on-line self-service system during the second quarter of 2022/23 was 9,958. This outturn was below the low target for the period of 10,000 and was a small decrease of 1,466 when compared to the previous quarter. A project to replace the on-line self-service system will commence in the near future. Associated communications will take place to encourage customers to use the new self-service system upon project completion.





# Authority Wide Measures

## Authority Wide Measures

### Resource Information

The total number of FTE employees (excluding apprentices) at the end of quarter 2 was 534.15. During this period the average number of apprentices was 6.41. The council was actively recruiting 26.96 FTE as at the end of the quarter, 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 2 was 3.3% (excluding apprentices).

Directorate	CX	DCE	DMD	DHI	Total (Excluding Apprentices)
Number of FTE employees	162.87	129.09	13.70	228.49	534.15
Average number of apprentices (as at quarter end)	Authority Wide				6.41
Percentage of staff turnover	Authority Wide				3.30%
Active vacancies which are being recruited (FTE)	Authority Wide				26.96

Appraisals for the year 2022/23 completed up to the end of quarter 2 as recorded in ITrent

Directorate	Number of staff on establishment (head count) as at 30/09/2022	Appraisals completed to date (Q1 and Q2)	% of appraisals completed
CX	205	71	34.63%
DCE	150	92	61.33%
DMD	15	0	0.00%
DHI	243	121	49.79%
Authority Wide	613	284	46.32%

It is 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 was 30<sup>th</sup> September 2022. Service areas will continue to be encouraged to complete appraisals as soon as possible over the coming quarter. It is also important to note that in some cases service areas may have completed appraisals, however, these may not have been added onto the ITrent system at the time of writing this report. Subsequently these appraisals will not be included within the figures above.

### Health and Wellbeing

In quarter 2 2022/23 the council made 10 referrals to Occupational Health.

The council's main focus for health and wellbeing for quarter 2 was the Virgin Pulse Go Challenge, which is a holistic wellbeing platform aimed at driving improved health and wellbeing behaviours



and habits. Outcomes aimed for are greater health awareness, behaviour changes for sustained health / wellbeing habits and improved overall health.

Additionally, during this period the Human Resources Team promoted a range of health and wellbeing schemes and initiatives via the staff intranet and / or via announcements on the Virgin Go portal:

- National Fitness Week at Yarborough and Birchwood Leisure Centres, the tennis courts on the West Common and park runs at Boultham Park and Doddington Hall.
- The new Let's Move Lincolnshire activity finder.
- A free Self-Harm and Suicide Prevention course at Lincoln College.
- Flu vaccination vouchers.
- Men's Health Awareness Week with a focus on men's mental health initiatives such as the support groups at Lincoln City Football Club
- Carers Week to raise awareness of the support available to those members of staff who have caring responsibilities for a family member or friend.

## Sickness performance

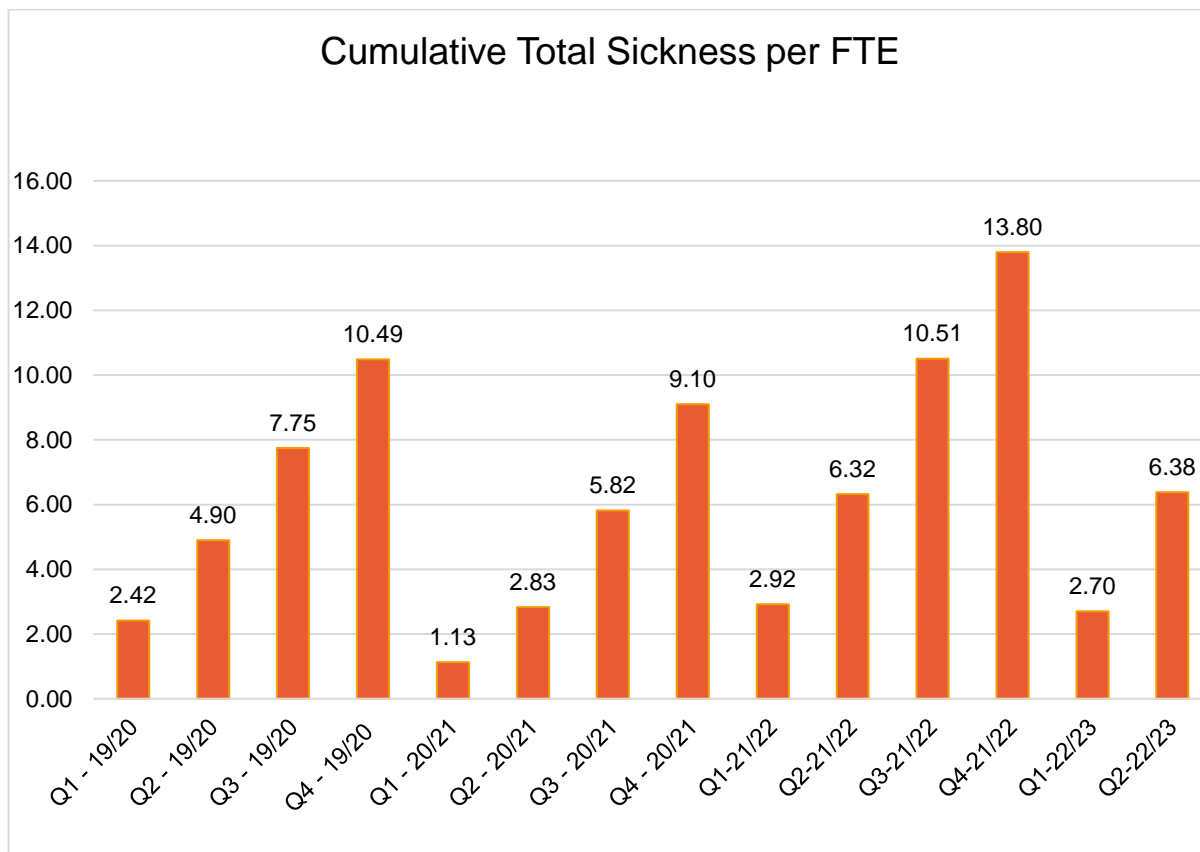
In quarter 2 2022/23 the average sickness absence rate increased to 3.68 days per FTE. This was an increase of 0.28 days when compared to the same quarter in 2021/2022, where the average sickness absence rate stood at 3.40 days per FTE.

When focusing specifically on the short-term sickness level, during quarter 2 short-term sickness increased by 0.41 days per FTE when compared to the same quarter in 2021/2022, reporting at 1.39 days per FTE. However, the long-term sickness level decrease in quarter 2 2022/23 by 0.13 days per FTE when compared to the same quarter in 2021/22, reporting at 2.29 days per FTE.

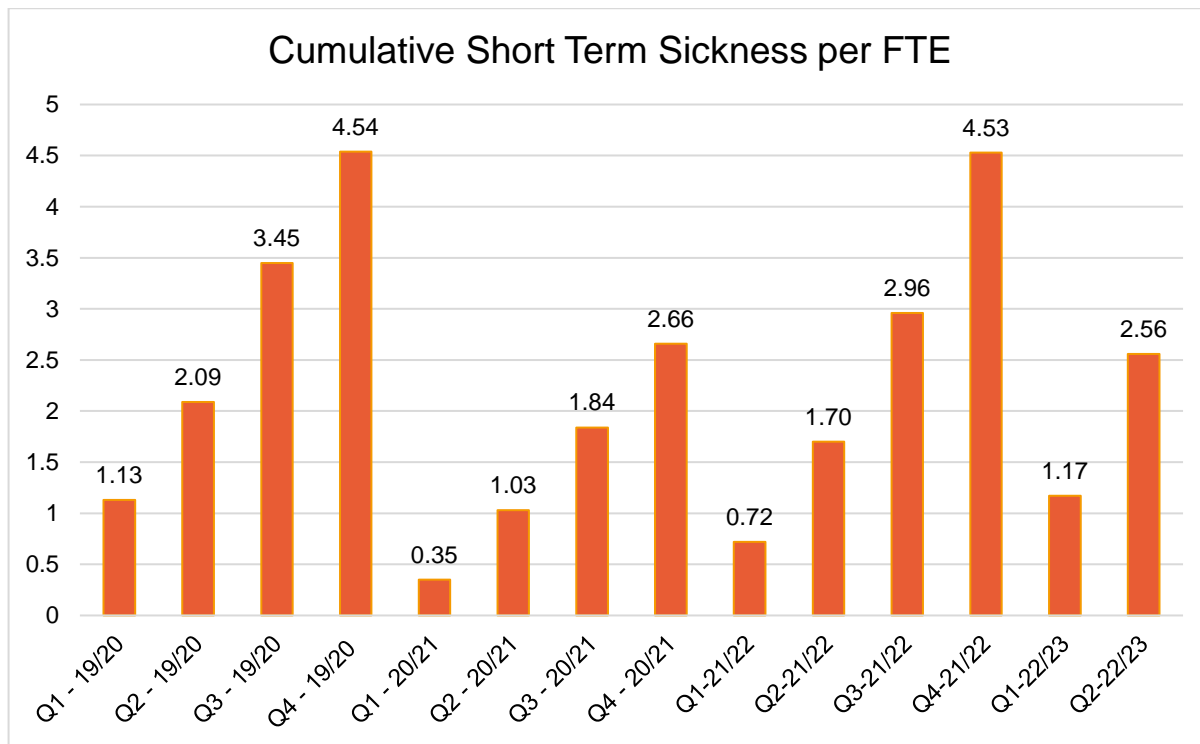
### Quarter 2 2022/23 ONLY

Directorate	CX	DCE	DMD	DHI	Total (Excluding Apprentices)	Apprentice sickness
Short term days lost	218	176	6	343	743	12
Long term days lost	407.5	124	0	690	1,221.5	0
Total days lost	625.5	300	6	1,033	1,964.5	12
Number of FTE	162.87	129.09	13.7	228.49	534.15	6.41
Average short-term days lost per FTE	1.34	1.36	0.44	1.50	1.39	1.87
Average long-term days lost per FTE	2.50	0.96	0.00	3.02	2.29	0.00
Average total days lost per FTE	3.84	2.32	0.44	4.52	3.68	1.87

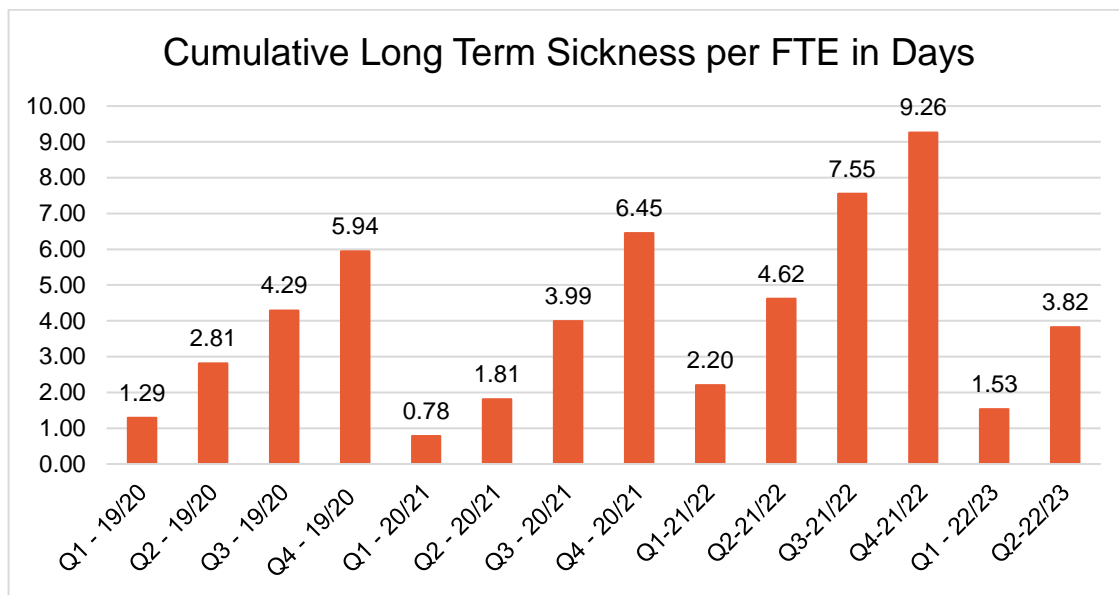
### Cumulative Total Sickness per FTE in days (excluding apprentices)



### Cumulative Short-Term Sickness per FTE in days (excluding apprentices)



## Cumulative Long-Term Sickness per FTE in days (excluding apprentices)



## Complaints performance

In quarter 2 2022/23 there were 129 complaints dealt with across the council, which was an increase of 39 complaints when compared to quarter 1 2022/23.

It is important to note that the timeframe for providing a response to Stage 1 and Start 2 complaints is as follows –

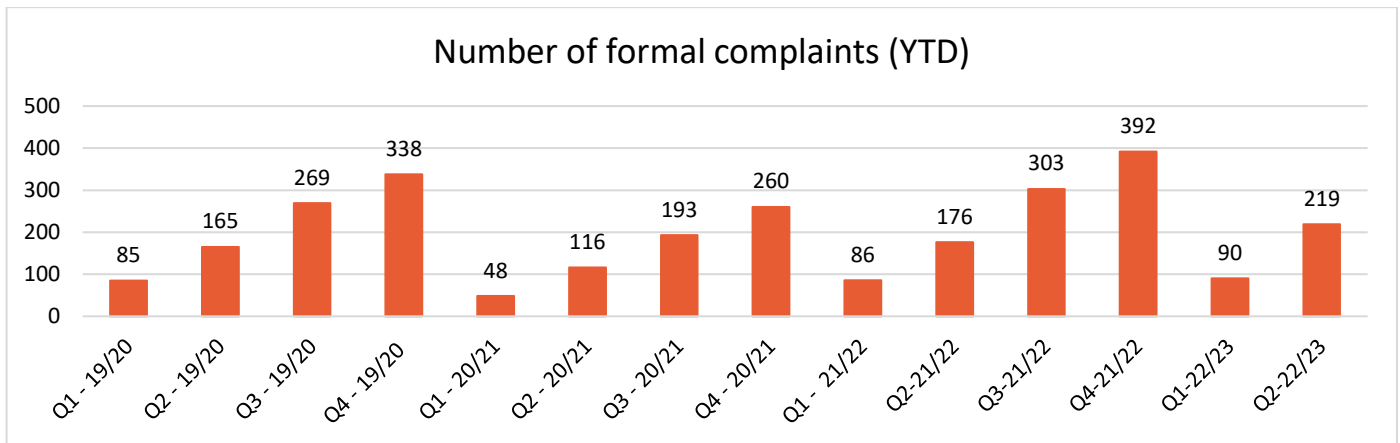
- Stage 1 - to be completed within 10 days
- Stage 2 - to be completed within 20 days.

As at the end of the quarter, the percentage of formal complaints, which were responded to within their target time across all directorates year to date, was 67% (147). In quarter 2 2022/23, there was one LGO complaint decided.

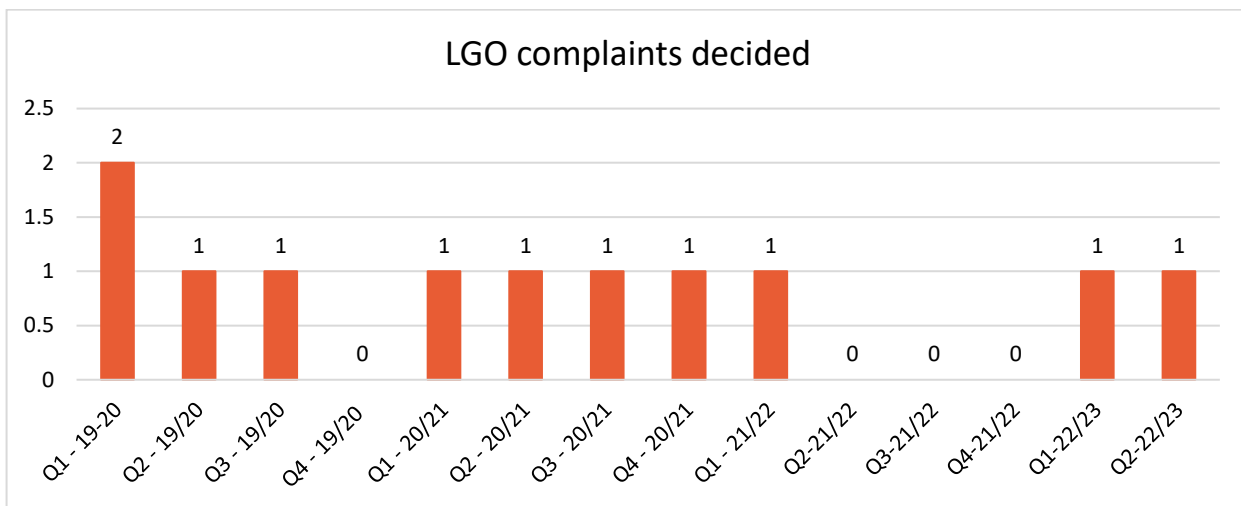
### Quarter 2 2022/23

	CX	DCE	DHI	DMD	TOTAL
Number of Formal complaints dealt with this quarter (Q2)	9	11	109	0	129
Number of Formal complaints Upheld this quarter (Q2)	3 (33%)	4 (36%)	79 (72%)	0 (0%)	86 (67%)
YTD total number of complaints investigated Cumulative	14	22	182	1	219
YTD Number of Formal complaints Upheld	7 (50%)	10 (45%)	113 (62%)	0 (0%)	130 (59%)
% of responses within target time this quarter (Q2)	8 (89%)	11 (100%)	58 (53%)	1 (100%)	78 (60%)
% of responses within target time YTD	12 (86%)	21 (95%)	113 (62%)	1 (100%)	147 (67%)
LGO complaints decided (Q2)	1	0	0	0	1
LHO complaints decided (Q2)	0	0	1	0	1

## Number of formal complaints (YTD)






## Local Government Ombudsman Complaints Decided



## Performance Key

<b>G</b>	At or above target
<b>A</b>	Acceptable performance - results are within target boundaries
<b>R</b>	Below target
<b>V</b>	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

Performance  
Information  
Management  
System

## 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	Communications	COM 1	Percentage of media enquiries responded to within four working hours	High is good	75	90	Q1 - 22/23le	76	Q2 - 22/23	82	%	A	▲	This quarter has seen ongoing requests received about the repair work being undertaken at Yarborough Leisure Centre and our likely completion date of Christmas 2022. The fire caused by a discarded battery in one of our refuse trucks also appeared to captivate the media. Our proactive partnership communications around the unveiling of the George Boole statue outside Lincoln's main railway station attracted attention and enquiries from all major media in the city and beyond. Our work to help the vulnerable during July's heatwave resulted in a flurry of media enquiries, as did our work on the cost of living leaflet later on in the quarter. Summer months tend to be quieter for media enquiries and this, along with the team being at full capacity, has meant that an increased number of these enquiries were able to be responded to within the four hours we aim for.
	Work Based Learning	WBL 1	Percentage of apprentices completing their qualification on time	High is good	95	100	Q1 - 22/23	0	Q2 - 22/23	100	%	G	▲	In Q2 2022/23 2/2 apprentices completed their apprenticeships on time (100%).
	Work Based Learning	WBL 2	Number of new starters on the apprenticeship scheme	High is good	8	10	Q2 - 21/22	2	Q2 - 22/23	5	Number	R	▲	We had 5 new starts within Q2. The cumulative figure up to Q2 is 6.
	Work Based Learning	WBL 3	Percentage of apprentices moving into Education, Employment or Training	High is good	90	95	Q1 - 22/23	0	Q2 - 22/23	100	%	G	▲	In Q2 2022/23 100% (2/2) of apprentices on programme moved into Employment Education or Training.
	Customer Services	CS 1	Number of face to face enquiries in customer services	N/A	Volumetric	Volumetric	Q1 - 22/23	40	Q2 - 22/23	30	Number	V		The number of face to face enquiries is lower when compared to the last quarter. 30 customers were seen in pre-booked appointments out of 144 seen by teams across the authority. Welfare saw 21.

	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 2	Number of telephone enquiries answered in Channel Shift Areas (Rev & Bens, Housing & Env. Services)	N/A	Volumetric	Volumetric	Q1 - 22/23	28,315	Q2 - 22/23	28,197	Number	V		Very similar to the last quarter. We have answered 3,911 refuse/environmental calls, 4,578 housing solutions/homeless calls, 8,912 housing calls, 10,796 council tax/benefit calls, and 486 other calls. Although the overall number is similar, we dealt with an extra 2,397 calls for council/tax/benefits, which is as a result of the £150.00 energy rebate. We have also received 6,585 emails; this method of contact is increasing and is dealt with by the same team.
	Customer Services	CS 3	Average time taken to answer a call to customer services	Low is good	300	180	Q1 - 22/23	484	Q2 - 22/23	795	Seconds	R	▼	This is a longer wait than previous quarters. We have had vacancies during this period as previously reported in the last quarter. We have now filled the posts. Two new staff members start at the beginning of quarter three. There will be a period of training before performance improves. Frustratingly we now have two new vacancies, so with recruitment, appointing and training we are unlikely to improve performance in the next quarter.
	Customer Services	CS 4	Average customer feedback score (telephone, face to face and e-mail enquiries)	High is good	80	90	Q1 - 22/23	-	Q2 - 22/23	67	%	R	—	This is now an integrated survey across phones, face to face and emails. We received 180 responses in quarter two. There are two selected customers comments below:  - I was amazed at how caring and helpful your team was! - The lady I spoke to both times was so lovely, caring and professional. I'm facing homelessness, there was no judging, and she explained every step to me.
	Accountancy	ACC 1	Average return on investment portfolio	High is good	0.15	0.25	Q1 - 22/23	0.90	Q2 - 22/23	1.64	%	G	▲	Bank of England rates continuing to increase so investment income is likely to continue to rise.
	Accountancy	ACC 2	Average interest rate on external borrowing	Low is good	4.75	3.75	Q1 - 22/23	3.05	Q2 - 22/23	2.97	%	G	▲	Average current interest rate on borrowing for Q2 - interest rates are increasing so borrowing costs may increase in line.
	Debtors & Creditors	DCT 1	Percentage of invoices paid within 30 days	High is good	95.00	97.00	Q1 - 22/23	98.11	Q2 - 22/23	97.01	%	G	▼	Figures are calculated on all supplier invoices and credit notes (not refunds or grants) paid 01/07/2022 - 30/09/2022. Figures are adjusted based on certain assumptions as below: -

	Service Area	Measure ID	Measure	High Or Low	Low Target	High Target	Previous Data Period	Previous Value	Current Quarter	Current Value	Unit	Status	Commentary
													<p>1) No invoice collected for payment by supplier by direct debit or standing order is assumed to be late.</p> <p>2) No credit note taken by COLC outside of 30 days classified as late.</p> <p>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</p> <p>4) 1% of those invoices paid after 30 days were held back from payment because the overall balance with the supplier was in credit</p>
	Debtors & Creditors	DCT 2	Percentage of invoices that have a Purchase Order completed	High is good	45	55	Q1 - 22/23	56	Q2 - 22/23	59	%	G	▲ Based on supplier expenditure ONLY: invoices dated between 01/07/2022 and 30/09/2022. Excluded are Gas, Water and Electricity bills where purchase orders are not required. Number of invoices included 2,825 of which 1,662 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	15	Q1 - 22/23	13	Q2 - 22/23	14	Days	G	▼ Figures are calculated on all supplier invoices and credit notes paid 01/07/2022 - 30/09/2022.
	Revenues Administration	REV 1	Council Tax - in year collection rate for Lincoln	High is good	50.00	51.50	Q2 - 21/22	49.58	Q2 - 22/23	52.16	%	G	▲ This is an improvement of 2.58% on the end of Q2 for 2021-22. There may be a number of reasons for this increase, which include the application of covid hardship relief of £207k onto a number of council tax accounts - this figure equates to only 0.4%. We have also applied a number of the Energy Rebates onto the Council Tax accounts where customers did not request a refund. This ensures that the customer did not miss out on the rebate. We added 7,365 such payments to the council tax accounts. Just under 2,000 of these are customers who are on full council tax support or have already cleared their 2022-23 liability and therefore are expected to make a request for a refund (these equate to about 0.6% of the 'collection' figures).
	Revenues Administration	REV 2	Business Rates - in year collection rate for Lincoln	High is good	54.00	57.00	Q2 - 21/22	55.70	Q2 - 22/23	62.99	%	G	▲ This is an improvement of 7.29% on last year's figures for end of Q2. There will be a number of reasons for this including the application of Covid-19 Additional Relief Fund. Approximately £852k rate relief was backdated into 2021-22 and where



	Service Area	Measure ID	Measure	High Or Low	Low Target	High Target	Previous Data Period	Previous Value	Current Quarter	Current Value	Unit	Status		Commentary
														customers have effectively overpaid 2021-22 due to this additional relief, credits will be overinflating the 2022-23 collection at this point. £852k equates to roughly 2% of the liability for 2022-23.
	Revenues Administration	REV 3	Number of outstanding customer changes in the Revenues team	Low is good	1,800	1,400	Q2 - 21/22	3,737	Q2 - 22/23	3,025	Number	R	▲	<p>This is the number of documents outstanding in Enterprise - 3,025 for Lincoln. For almost a whole week in September we were unable to process correspondence due to an East Midlands Internet provider outage which reduced access to our systems. This will have adversely affected the number of documents outstanding.</p> <p>For the whole of both quarter 1 and quarter 2 resource has been moved from the day-to-day activities to deal with the Mandatory Energy Rebate and overtime has been offered to try to keep the backlog created by this scheme to a minimum.</p> <p>The outstanding correspondence level should improve soon as the system access appears to be resolved and the Mandatory Energy Rebate scheme is coming to an end. Resources can be moved from this scheme onto normal day to day activities. The Discretionary Energy Rebate scheme is still ongoing but is a considerably smaller scheme and does not require the same level of resource.</p>
	Housing Benefit Administration	BE 1	Average (YTD) days to process new housing benefit claims from date received	Low is good	20.00	18.50	Q2 - 21/22	17.50	Q2 - 22/23	16.41	Days	G	▲	Slight improvement in performance as levels of outstanding work decrease.
	Housing Benefit Administration	BE 2	Average (YTD) days to process housing benefit claim changes of circumstances from date received	Low is good	9.00	7.00	Q2 - 21/22	5.49	Q2 - 22/23	6.44	Days	G	▼	There has been a slight increase in the number of days to process housing benefit claim changes of circumstances. This was due to the amount of outstanding work within the team being slightly higher than at the same time last year.
	Housing Benefit Administration	BE 3	Number of Housing Benefits / Council Tax support customers awaiting assessment	Low is good	2,000	1,800	Q2 - 21/22	1,411	Q2 - 22/23	1,502	Number	G	▼	1,502 customers awaiting assessment, of which 1,169 are waiting a first contact from the council. Outstanding work has decreased within the team as annual up ratings and rent increases have been dealt with.



	Service Area	Measure ID	Measure	High Or Low	Low Target	High Target	Previous Data Period	Previous Value	Current Quarter	Current Value	Unit	Status		Commentary
	Housing Benefit Administration	BE 4	Percentage of risk-based quality checks made where Benefit entitlement is correct	High is good	88.00	91.00	Q2 - 21/22	95.26	Q2 - 22/23	95.56	%	G	▲	Large amount of Quality Checks have been done over the last quarter.
	Housing Benefit Administration	BE 5	The number of new benefit claims year to date (Housing Benefits/Council Tax Support)	N/A	Volumetric	Volumetric	Q1 - 22/23	1,056	Q2 - 22/23	2,251	Number	V		499 Housing Benefit and 1,752 Council Tax reduction new claims have been received so far in 2022.
DCE	Affordable Housing	AH1	Cumulative number of affordable homes delivered	High is good	15	45	Q1 - 20/21	109	Q2 - 22/23	0	Number	R	▼	There were no housing schemes which met the threshold/criteria for delivering affordable housing. It is only where there are sites of 11 houses, or more being built where affordable housing contributions are sought. This is set out in Policy LP11 of the current adopted Central Lincolnshire Local Plan.  We are expecting some AH delivery during Q3 from the Romangate site (near Waitrose), which is a large housing site currently being built up by Taylor Lindsey.
	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	Q1 - 22/23	98.15	Q2 - 22/23	98.64	%	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 738 of the total businesses 1,121 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 10 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	Q1 - 22/23	14.55	Q2 - 22/23	12.86	Days	A	▲	There continues to be an improvement in the average time taken to get a food business compliant. We prioritise inspections within the scope of the FSA Recovery Plan, then businesses within the Lincoln Recovery Plan. There were 146 businesses 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	97	Q1 - 22/23	100	Q2 - 22/23	100	%	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. 146 inspections were carried out during this 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
	Development Management (Planning)	DM 1	Number of applications in the quarter	N/A	Volumetric	Volumetric	Q1 - 22/23	218	Q2 - 22/23	231	Number	V		There has been a small increase in applications submitted keeping a fairly consistent pattern at the moment.
	Development Management (Planning)	DM 2	End to end time to determine a planning application (Days)	Low is good	85.00	65.00	Q1 - 22/23	87.86	Q2 - 22/23	105.21	Days	R	▼	Increase in end-to-end times that reflects both the complexity of some of the proposals determined in the quarter as well as the fact that we are currently carrying a vacancy within the team.
	Development Management (Planning)	DM 3	Number of live planning applications open	Low is good	180	120	Q1 - 22/23	126	Q2 - 22/23	120	Number	G	▲	Live applications remain fairly consistent in this quarter.
	Development Management (Planning)	DM 4	Percentage of applications approved	High is good	85	97	Q1 - 22/23	95	Q2 - 22/23	97	%	G	▲	High approval rate is maintained due to the effectiveness of pre-application screening and officer negotiation.
	Development Management (Planning)	DM 5	Percentage of decisions on planning applications that are subsequently overturned on appeal	Low is good	10	5	Q1 - 22/23	0	Q2 - 22/23	0	%	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	90	Q1 - 22/23	84.2	Q2 - 22/23	88.3	%	A	▲	This figure remains high at the moment in the quarter, but it is likely to dip as the effects of reduced staffing resource start to take effect on overall performance.
	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	60.0	90.0	Q1 - 22/23	89.3	Q2 - 22/23	84.2	%	A	▼	This figure remains high at the moment in the quarter but is likely to dip as the effects of the reduced staffing resource start to take effect on overall performance.
	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	26.0	19.0	Q1 - 22/23	30.4	Q2 - 22/23	29.4	Weeks	R	▲	29 adaptations have been completed between April and end of September. The measure is the time in weeks from when the first Occupational Therapy (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 12.4 weeks. There were 35 cases that have been assigned to case officers and 22 are awaiting allocation to a case officer. This measure has been

	Service Area	Measure ID	Measure	High Or Low	Low Target	High Target	Previous Data Period	Previous Value	Current Quarter	Current Value	Unit	Status	Commentary
													performing at RED for a number of quarters and this is unlikely to improve in the next quarter as a Technical Officer has resigned and we will be running the service with a decrease in staffing resources.
	Private Housing	PH 2	Average time from date of inspection of accommodation to removing a severe hazard to an acceptable level	Low is good	20.0	12.0	Q1 - 22/23	15.1	Q2 - 22/23	20.4	Weeks	R	During this quarter 41 housing disrepair/condition cases were resolved. Park and Abbey wards still have the highest private rented accommodation complaints in the city with 61% recorded into these 2 wards. The team is managing a number of workstreams, such as HMO licencing, licence condition visits, Home for Ukraine checks 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 (YTD)	High is good	8	18	Q2 - 21/22	12	Q2 - 22/23	16	Number	A	11 properties were successfully bought back into use during this quarter.
	Public Protection and Anti-Social Behaviour Team	PPASB 1	Number of cases received in the quarter (ASB cases only)	N/A	Volumetric	Volumetric	Q1 - 22/23	128	Q2 - 22/23	133	Number	V	This is a 51.14% increase compared to the amount of ASB cases received in Q2 of 21/22. It is comparable with the Q1 figure for 22/23 but will need to be monitored over the second half of 22/23.
	Public Protection and Anti-Social Behaviour Team	PPASB 2	Number of cases closed in the quarter (across full PPASB service)	N/A	Volumetric	Volumetric	Q1 - 22/23	953	Q2 - 22/23	1,036	Number	V	This figure is up 22% compared with Q2 of 21/22. The team have received 1,134 cases in this quarter (Q2 of 22/23), which is up 6.47% compared with the Q2 figure of 21/22.
	Public Protection and Anti-Social Behaviour Team	PPASB 3	Number of live cases open at the end of the quarter (across full PPASB service)	Low is good	260	220	Q1 - 22/23	282	Q2 - 22/23	208	Number	G	This is a 26.24% decrease compared to Q1 of 22/23 and a 10.05% increase when compared to Q2 of 21/22. The decrease from Q1 22/23 is positive and demonstrates that the team is managing the incoming cases effectively. The team has been short staffed and missing both the Team Leader and Service Manager for a large section of Q2 22/23. The Team Leader is going to work closely with the team to ensure that all cases are reviewed regularly.
	Public Protection and Anti-Social Behaviour Team	PPASB 4	Satisfaction of complainants relating to how the complaint was	High is good	75	85	Q1 - 22/23	0	Q2 - 22/23		%	Data not available	Satisfaction surveys have not been being sent to customers. The trial was unsuccessful due to satisfaction surveys being sent to all customer who contacted the PPASB team, regardless of their query or whether or not the PPASB team handed

	Service Area	Measure ID	Measure	High Or Low	Low Target	High Target	Previous Data Period	Previous Value	Current Quarter	Current Value	Unit	Status	Commentary
			handled (across full PPASB service)										the complaint to another team (for example housing cases). This needs some work to agree on which pool of customers are sent satisfaction surveys and how the system can accommodate. The new Service Manager and Team leader will aim to progress this.
	Sport & Leisure	SP 1a	Quarterly visitor numbers to Birchwood Leisure Centre	N/A	Volumetric	Volumetric	Q1 - 22/23	33,468	Q2 - 22/23	37,616	Number	V	Birchwood usage is up on Q1 by 4,148. In comparison Q2 pre pandemic usage is approximately 65%. In comparison to last year Q2 usage is up 8%.
	Sport & Leisure	SP 1b	Quarterly visitor numbers to Yarborough Leisure Centre	N/A	Volumetric	Volumetric	Q1 - 22/23	51,958	Q2 - 22/23	60,934	Number	V	At quarter 2 Yarborough Leisure Centre was at 32% of pre-pandemic levels for this time of year and up 17% on Q1 this year. The main swimming pool remains closed for essential repairs, which continues to lower the attendance significantly. 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	650	Q1 - 22/23	689	Q2 - 22/23	635	Hours	A	▼ Q2 total slots used at Birchwood Leisure Centre was 530 bookings, which was approximately 55% capacity. Yarborough Leisure Centre was 105 bookings, which was 11% capacity. This was down due to an original daytime booking leaving Yarborough as their own pitch/s have now been refurbished and this space has not been refilled. 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	70	Q1 - 22/23	77	Q2 - 22/23	81	%	G	▲ Q2 National Bench Marking Score 39 Active Nation Organisational Target 40 Active Nation Organisational Average Score 32. Birchwood Bench Marking Score 43 (No. 1 in the Active Nation organisation) 81% of customers who replied to the survey would recommend Birchwood Leisure Centre This quarter a mystery shopper has attended Birchwood, the customer service has received a score of 94.6%.
	Sport & Leisure	SP 3b	Customers who would recommend Yarborough Leisure Centre	High is good	62	70	Q1 - 22/23	50	Q2 - 22/23	55	%	R	▲ Quarterly National Bench Marking Score 39, Active Nation Organisational Target 40, Active Nation Average Score 32, Yarborough Average Score -3

	Service Area	Measure ID	Measure	High Or Low	Low Target	High Target	Previous Data Period	Previous Value	Current Quarter	Current Value	Unit	Status	Commentary
													55% of customers would recommend Yarborough Leisure Centre. This score has dropped since the temporary closure of the pool, with most of the negative feedback being related to the pool not being in use.
	CCTV	CCTV 1	Total number of incidents handled by CCTV operators	N/A	Volumetric	Volumetric	Q1 - 22/23	2,628	Q2 - 22/23	2,462	Number	V	The number of cameras operated by the service has risen to 522. The increase is the result of an upgrade at Trent View & Jarvis House flats. The aim to present the CCTV department as an open and transparent service has been successful with numerous visits by various organisations. With regard to incidents, public order, shoplifting, and mental health continue to produce the highest incident numbers.
	Waste & Recycling	WM 1	Percentage of waste recycled or composted	High is good	36	39	Q2 - 21/22	35.39	Q2 - 22/23	35	%	R	▼ This figure relates to Quarter 1 (April 2022 - June 2022). 16.80% has been recorded as waste being recycled, whereas 18.20% was recorded as waste being composted, equating to 35% being composted or recycled.
	Waste & Recycling	WM 2	Contractor points achieved against target standards specified in contract - Waste Management	Low is good	150	50	Q1 - 22/23	75	Q2 - 22/23	130	Number	A	▼ 130 points were recorded in the new quarter. This has been broken down into 40 points in July, 40 points in August and 50 points in September. These points were mostly in connection to missed assisted waste collections.
	Street Cleansing	SC 1	Contractor points achieved against target standards specified in contract - Street Cleansing	Low is good	150	50	Q1 - 22/23	150	Q2 - 22/23	105	Number	A	▲ Points were recorded as 30 in July, 45 in August and 30 in September, resulting in 105 for the quarter. These points were mostly in connection to full litter and dog waste bins.
	Grounds Maintenance	GM 1	Contractor points achieved against target standards specified in contract - Grounds Maintenance	Low is good	150	50	Q1 - 22/23	75	Q2 - 22/23	45	Number	G	▲ The collective points totalled to 45. This has been broken down into 20 in July, 5 in August and 20 in September. Majority of points were a combination of grass cutting (missed or poor quality) and fairly small maintenance issues.
	Allotments	AM 1	Percentage occupancy of allotment plots	High is good	84	92	Q1 - 22/23	94	Q2 - 22/23	96	%	G	▲ As at the end of September 2022, 1,075 plots of a total 1,172 were let. Of the 1,172 total plots, 1,118 plots are currently lettable. 1,075 occupied lettable plots equates to 96% occupancy rate. There continues to be a steady demand for allotment tenancies (this may increase dramatically if the



	Service Area	Measure ID	Measure	High Or Low	Low Target	High Target	Previous Data Period	Previous Value	Current Quarter	Current Value	Unit	Status	Commentary
													cost-of-living crisis continues in the long-term). Most of the 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.  New charge levels introduced in February 2022 do not, as yet, seem to have had a major impact on demand.
	Parking Services	PS 1	Overall percentage utilisation of all car parks	High is good	50	60	Q1 - 22/23	46.00	Q2 - 22/23	47	%	R	▲ This quarter covers the main summer school holidays. Uphill car parks have done well this quarter with the tourist season and then with one of the University of Lincoln graduation days falling on the September survey date.
	Parking Services	PS 2	Number of off street charged parking spaces	N/A	Volumetric	Volumetric	Q1 - 22/23	3,771.00	Q2 - 22/23	3,771	Number	V	No change to the number of spaces.
	Licensing	LIC 1	Total number of committee referrals (for all licensing functions)	N/A	Volumetric	Volumetric	Q1 - 22/23	5.00	Q2 - 22/23	2	Number	V	Two Private Hire drivers - both for accruing points for driving offences.
	Licensing	LIC 2	Total number of enforcement actions (revocations, suspensions and prosecutions)	N/A	Volumetric	Volumetric	Q1 - 22/23	3.00	Q2 - 22/23	0	Number	V	No enforcement actions of this nature were taken during this quarter.
DHI	Housing Investment	HI 1	Percentage of council properties that are not at the 'Decent Homes' standard (excluding refusals)	Low is good	1.5	1.0	Q1 - 22/23	0.93	Q2 - 22/23	1.6	%	R	▼ At the end of the quarter, we had 125 non decent properties which excludes refusals. The breakdown consists of 32 doors, 56 windows, 37 electrics and 1 roof (1 property fails both door and windows). We saw a reduction in non-decent properties from the previous month, this was mainly as a result doors and windows installed in September and all previous failures for Chimneys now being resolved.
	Housing Investment	HI 2	Number of properties 'not decent' as a result of tenants refusal to allow work (excluding referrals)	N/A	Volumetric	Volumetric	Q1 - 22/23	222.00	Q2 - 22/23	249	Number	V	The level of refusals is recorded but cannot be controlled by the Council. We have had an increase of 27 since the end of quarter one.
	Housing Investment	HI 3	Percentage of dwellings with a valid gas safety certificate	High is good	98.20	99.20	Q1 - 22/23	98.89	Q2 - 22/23	99.69	%	G	▲ We have seen an increased in no access to carry out a gas safety check within our stock. This is a trend since the Covid-19 pandemic, and we are

	Service Area	Measure ID	Measure	High Or Low	Low Target	High Target	Previous Data Period	Previous Value	Current Quarter	Current Value	Unit	Status	Commentary
													following the correct protocols with the tenancy and Legal teams.
	Control Centre	CC 1	Percentage of customers satisfied with their new Lincare Housing Assistance service connection to the control centre	High is good	90	95	Q1 - 22/23	0	Q2 - 22/23		%	Data not available	The team originally didn't have the required info to send out the surveys. This has now been resolved and the team has already sent out around 60 surveys for new lifelines installed in September and October – data will be supplied for Q3.
	Control Centre	CC 2	Percentage of Lincare Housing Assistance calls answered within 60 seconds	High is good	97.50	98.00	Q1 - 22/23	98.09	Q2 - 22/23	97.87	%	A	Performance remains above the Telecare Accredited Body target. In September we did encounter some IT and broadband issues which affected our performance causing a slight dip compared to quarter one.
	Rent Collection	RC 1	Rent collected as a proportion of rent owed	High is good	92.50	95.00	Q2 - 21/22	97.61	Q2 - 22/23	97.69	%	G	Income collected as a percentage has exceeded target and reached 97.69% for the end of Q2.
	Rent Collection	RC 2	Current tenant arrears as a percentage of the annual rent debit	Low is good	4.65	4.55	Q1 - 22/23	4.16	Q2 - 22/23	4.76	%	R	The arrears as a percentage of the debit is marginally above target with 4.76% achieved. Arrears are normally at their highest at this time with a reduction due at the end of Q3 and Q4 due to the rent-free weeks. Increased numbers of tenant are migrating over to UC meaning increasing arrears and the heightened costs of living has put pressure on households. The national period of mourning almost meant a hiatus in arrears collection which has had an impact on collection.
	Housing Solutions	HS 1	The number of people currently on the housing waiting list	N/A	Volumetric	Volumetric	Q1 - 22/23	1,558.00	Q2 - 22/23	1,574	Number	V	We are currently receiving increased numbers of applications to the Housing Register. This is likely due to local residents trying to reduce their monthly outgoings due to the current cost of living crisis.
	Housing Solutions	HS 2	The number of people approaching the council as homeless	N/A	Volumetric	Volumetric	Q1 - 22/23	204.00	Q2 - 22/23	631	Number	V	Homelessness approaches continue to be higher than normal. Family and friends are no longer able to accommodate, and private rented accommodation is becoming unaffordable with the increase in utility bills plus other costs of living increases. It is important to note homelessness applications are increasing nationally and we have seen an increase in line with national averages.

	Service Area	Measure ID	Measure	High Or Low	Low Target	High Target	Previous Data Period	Previous Value	Current Quarter	Current Value	Unit	Status		Commentary
	Housing Solutions	HS 3	Successful preventions and relief of homelessness against total number of homelessness approaches	High is good	45.00	50.00	Q1 - 22/23	49.49	Q2 - 22/23	41.24	%	R	▼	It is increasingly difficult to prevent or relieve homelessness into anything other than council accommodation as most of our applicants are not able to afford privately rented accommodation. We currently have high numbers of applicants waiting for suitable social housing. It is important to note homelessness applications are increasing nationally and we have seen an increase in line with national averages.
	Housing Voids	HV 1	Percentage of rent lost through dwelling being vacant	Low is good	1.00	0.90	Q1 - 22/23	1.15	Q2 - 22/23	1.42	%	R	▼	Rent lost as a percentage due to dwellings being vacant is currently 1.42%, which is behind target. The teams are working to turn properties around as quickly as possible. The team are receiving a higher number of keys in than the same point last year meaning higher pressure on resources.
	Housing Voids	HV 2	Average re-let time calendar days for all dwellings - standard re-lets	Low is good	34.00	32.00	Q1 - 22/23	37.26	Q2 - 22/23	39.04	Days	R	▼	The re-let time for standard dwellings is behind target but has improved compared to the same point last financial year. The voids team have faced an increase in the number of properties post pandemic. Keys are now coming in at around 10 sets per week. Some dwelling are in poor condition and therefore needing a considerable amount of works. Some contractors have struggled to meet this demand due to the current market condition regarding labour shortages in the construction sector. This is also affecting many local authorities. There have also been some delays with asbestos and sign ups where trying to accommodate tenants who are struggling to move. The teams are working to bring this closer to target for Q3.
	Housing Voids	HV 3	Average re-let time calendar days for all dwellings (including major works)	Low is good	40.00	38.00	Q1 - 22/23	50.71	Q2 - 22/23	50.30	Days	R	▲	There has been a slight reduction in over-all relet times from 50.71 days in Q1 although this is still behind target. There have been a number of challenges faced by the teams and a high number of transfers this quarter due to De Wint Court sign ups. The team is working to reduce the overall number of days and contractors have placed additional labour into properties where necessary.
	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	Q2 - 22/23	99.47	%	A	▼	Performance is slightly below the target of 99.5%. Since April there are 10 priority repairs that were completed outside the 24-hour window. HRS are continually monitoring the volume of priority repairs and ensuring tickets are being closed down when



	Service Area	Measure ID	Measure	High Or Low	Low Target	High Target	Previous Data Period	Previous Value	Current Quarter	Current Value	Unit	Status	Commentary
													repairs are made safe.  The repairs service is experiencing issues with the repairs booked in on the DRS systems and its links to Universal Housing. Some Asbestos information, job descriptions and time allocations are not transferring on to DRS or the mobile devices and more manual input is required until the replacement system is in place. This has impacted across measure HM 1a, HM 1b, HM 2 and HM 4, although the impact is slightly different across the measures.
	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	Q2 - 22/23	96.92	%	A	▲ Performance is slightly below target; however, we have seen a marginal improvement during quarter two. We are analysing the types of repairs that are being assigned as urgent tickets to ensure these are true urgent repairs and to see if we can identify any changes we can make in the process as we are receiving a high volume of priority and urgent repairs.
	Housing Maintenance	HM 2	Percentage of repairs fixed first time (priority and urgent repairs) - HRS only	High is good	90.00	93.00	Q1 - 22/23	92.04	Q2 - 22/23	91.23	%	A	▼ We suffered a dip in performance in the month of August with a number of repairs requiring a second visit. Work is ongoing on adding some further codes to the system so we can determine the need for further visits i.e., the need for a secondary trade, insufficient time to complete on the first visit.
	Housing Maintenance	HM 3	Percentage of tenants satisfied with repairs and maintenance	High is good	94.00	96.00	Q1 - 22/23	88.57	Q2 - 22/23		%	Data not available	There is an issue with DRS (works allocation system) pulling customer contact numbers across from the Universal Housing system so the team is unable send out the SMS texts – a call has been logged to Kirona the software supplier.
	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	Q1 - 22/23	99.07	Q2 - 22/23	98.76	%	G	▼ Performance levels remain consistent with previous quarters. Despite this we still scrutinise when we do miss appointments to see if it's a resource, training, or communication issue.
	Business Development	BD 1	Number of users logged into the on-line self-service system this quarter	High is good	10,000	11,000	Q1 - 22/23	11,424	Q2 - 22/23	9,958	Number	R	▼ Similar levels to previous periods. Replacement system project is about to commence which will mean the PI needs to be reconsidered when in place.

	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 1	Number of calls logged to IT helpdesk	N/A	Volumetric	Volumetric	Q1 - 22/23	957	Q2 - 22/23	861	Number	V	Change largely due to implementation of new email filtering software, which has resulted in less manual intervention being required.
	IT	ICT 2	Percentage of first time fixes	N/A	Volumetric	Volumetric	Q1 - 22/23	60.30	Q2 - 22/23	58	%	V	Slight reduction, but still around the same level as normally expected.

#### 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
DCE	Grounds Maintenance	GM 2	Satisfaction with play areas, parks and open spaces (collected via Citizens' Panel)	High is good	85.00	90.00	2021/22	77.80	2022/23	80.00	%	R	80% of respondents reported being very satisfied or satisfied with the overall management of our parks and open spaces.
	Street Cleansing	SC 2	Satisfaction that public land and public highways are kept clear of litter and refuse (Street Cleansing) (collected via Citizens' Panel)	High is good	68.00	80.00	2021/22	62.50	2022/23	72.80	%	A	Citizens' Panel results show 72.8% of those asked were satisfied or very satisfied with the cleanliness of highways and open spaces.

**PERFORMANCE SCRUTINY COMMITTEE**

**17 NOVEMBER 2022**

<b>SUBJECT:</b>	<b>FINANCIAL PERFORMANCE – QUARTERLY MONITORING</b>
<b>REPORT BY:</b>	<b>CHIEF EXECUTIVE &amp; TOWN CLERK</b>
<b>LEAD OFFICER:</b>	<b>JACLYN GIBSON, CHIEF FINANCE OFFICER</b>

**1. Purpose of Report**

- 1.1. To present to PSC the second quarter's performance (up to 30<sup>th</sup> September), on the Council's:
- General Fund
  - Housing Revenue Account
  - Housing Repairs Service
  - Capital Programmes

And to seek approval for changes to the capital programmes.

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

**2. Executive Summary**

- 2.1. This report covers the General Fund Revenue, Housing Revenue Account budgets and Investment Programmes for the current financial year.
- 2.2. The Council approved a balanced budget earlier this year, but much has changed since that point. Spiralling inflation, soaring energy prices and nationally agreed pay agreements are set to add significant cost pressures to the Council's budgets. These are in the main part caused by national issues, beyond the Council's control, and are impacting all Councils. In addition, the current cost of living crisis has the potential to increase demand for the Council's services by those who rely on the safety net provided by local government. These unforeseen and unavoidable pressures have seriously impacted the assumptions that underpin the MTFS. As a result of these pressures, the General Fund is currently forecasting a significant financial shortfall for 2022/23, with cost pressures also in the Housing Revenue Account and Housing Repairs Service.
- 2.3. The impact of these new financial pressures the Council is facing cannot be underestimated and are not solely related to 2022/23. These inflationary increases will permanently increase the cost base of the Council and will have implications for the Medium-Term Financial Strategy and, in the absence of additional financial support from Central Government, will have implications for the range and level of services that the Council can continue to provide.

- 2.4. As a result, the Council is developing a range of mitigation actions, as part of a financial recovery programme, to ensure it retains a sustainable financial position in 2022/23 and in the medium-term. Alongside this the Council is continuing to lobby Central Government for funding to support councils through these inflationary pressures, and for long-term sustainable funding settlements for local government.
- 2.5. As in recent years, there will continue to be a need for strong budgetary control in this financial year to balance expenditure and income within budget.
- 2.6. Whilst there are a significant number of planning variables which are subject to unprecedented levels of uncertainty, based on the latest set of assumptions as at the end of the second quarter (up to 30th September) the forecast financial position of the Council for 2022/23 is:

Revenue Accounts	2022/23		
	Budget £'000	Forecast @ Q2 £'000	Variance @ Q2 £'000
General Fund – Contribution (to)/from balances	(61)	852	913
Housing Revenue Account (HRA) – Contribution (to)/from balances	(39)	134	173
Housing Repairs Service	0	0	0

Capital Programmes	2022/23		
	Budget following Q1 Report £'000	Revised Budget @ Q2 £'000	Movement @ Q2 £'000
General Investment Programme	32,342	30,156	(2,186)
Housing Investment Programme	23,247	22,133	(1,114)

Reserves and Balances	2022/23		
	Balance @ 01/04/22 £'000	Forecast Balance @ 31/03/23 £'000	Movement £'000
General Fund Balances	(2,202)	(1,350)	913
Housing Revenue Account Balances	(1,064)	(891)	173
Housing Repairs Service Balances	0	0	0
General Fund Earmarked Reserves	(12,668)	(7,583)	5,085
HRA Earmarked Reserves	(2,876)	(2,703)	173

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

### 3. General Fund Revenue Account

- 3.1. For 2022/23 the Council's net General Fund revenue budget was set at £8,907,490 including a planned contribution to balances of £60,700 resulting in an estimated level of general balances at the year-end of £2,262,761 (after allowing for the 2021/22 outturn position).
- 3.2. The General Fund Summary is currently projecting a forecast overspend of £912,511 (appendix A provides a forecast General Fund Summary), resulting in general balance at the year-end of £1,350,250. This would result in balances being below the prudent minimum of c£1.5-£2m. The use of earmarked reserves to maintain balances above the prudent minimum will be further considered in the third quarter's financial performance report.
- 3.3. There are a number of forecast year-end variations in income and expenditure against the approved budget, full details of the main variances are provided in Appendix B while the table below sets out the key variances:

<b>General Fund Forecast year-end key variances:</b>	<b>Forecast £'000</b>
Pay award settlement	585
Release of inflation reserve	(150)
Contractual inflation increases	97
Energy inflation increases	186
Impact of YLC pool closure	308
Interest on Investments	(295)
Net other variances	182
<b>Overall forecast budget deficit/(surplus)</b>	<b>913</b>

- 3.4. These key variances are predominately driven by the rapidly escalating levels of inflation and the impact of external economic factors, which were unforeseen and far exceed the assumptions underpinning the MTFS. The key variances cover:
  - contractual services for key front line service provision, which are linked to annual CPI/RPI price increases at set points in the year. The most significant of these contracts is in relation to waste and street cleansing. These two contracts are linked to inflation as at the previous December and have therefore seen increases of 5.4% for 2022/23.
  - escalating costs of gas and electric supplies - whilst the Council procures the majority of its energy supplies through a framework agreement, allowing it to benefit from economies of scale, it is still subject to the impacts of fluctuations in wholesale prices. Gas prices for 2022/23 have increased by c70% since April 2022 and electricity prices are estimated to increase between 80-100% from October 2022. Further details of the impact of the Energy Bill Relief Scheme on the Council's energy rates are still awaited. However, this will only be applicable to the Council's electricity supplies as the prices secured for its gas supplies are below the cap level for energy relief support.
  - Nationally agreed pay inflation - the pay offer, made by the National Employers for Local Government Services, was accepted by the Trade Unions in early November. The pay deal will see a flat rate increase of £1,925 to all employees,

equivalent to a 10.5% increase for the lowest paid members of staff and with the majority of officers set to receive pay rises above 5%.

- Investment income – as a result of the rising Bank of England Base Rate, which has further increased to 3%, the level of interest earned on the Council's cash balances has increased significantly. At present there has been limited consequent impact on the cost of borrowing all debt is at fixed rates and no new borrowing has been undertaken.

Whilst the contractual cost increases and pay settlement are known with certainty, the outcome of electricity cost increases and net treasury management costs are, as yet, unknown and subject to potential change during 2022/23.

- 3.5. In addition, other service costs and income are subject to fluctuation during the year as the cost-of-living crisis and external economic factor impacts both directly and indirectly on households and businesses. This could lead to an increased demand for council services, as the more vulnerable in the City look to the Council for support and a reduction in both income for services and collection rates as household and business incomes become under pressure.
- 3.6. Despite the high level of uncertainty, it is clear that the General Fund is facing a significant financial shortfall for 2022/23. In response to this a range of options and mitigations are currently being developed. These focus on both short-term measures to ensure a balanced budget can be maintained for 2022/23, as well as looking at more medium-term options to ensure the Council's ongoing financial sustainability. Given the timescales in delivering many of these mitigations, it is inevitable that the General Fund will need to draw upon earmarked reserves and general balances in order to maintain a balanced position for 2022/23. The third quarter's financial performance report will set out proposals for which reserves will be called upon. It should be noted though, that the use of earmarked reserves brings financial risks in terms of the depletion of reserves and increased future exposure, etc, in the short term however the Council has little other options.
- 3.7. Alongside the development of these mitigations, the Council will continue to lobby the Government and call upon them to increase local government funding in recognition of the unprecedented and unavoidable pressures that local government are facing. The Council has already written to the Secretary of State setting out the significant financial strain it is facing. The Council will also support sector campaigns/lobbying regarding sustainable funding mechanisms and medium-term financial settlements for local government.

### 3.8. **Earmarked Reserves**

Details of the General Fund Earmarked Reserves are set out in paragraph 6 and Appendix G.

### 3.9. **Towards Financial Sustainability Programme**

The savings target included in the MTFS for 2022/23 was £1,050,000. Total savings secured and brought forward from last financial year are £716,410 leaving an in-

year target of £333,590. Progress against this target, based on quarter 2 performance shows that secured savings total £65,190 for the General Fund and plans are in place to achieve the remaining balance.

A summary of the specific reviews that have contributed to this target are shown in Appendix K.

#### 4. Housing Revenue Account

- 4.1. For 2022/23 the Council's Housing Revenue Account (HRA) net revenue budget was set at a £38,670 use of balances, resulting in an estimated level of general balances at the year-end of £1,063,872, after allowing for the 2021/22 outturn position.
- 4.2. The HRA is currently projecting a forecast overspend of £173,049 (appendix C provides a forecast Housing Revenue Account Summary), which would decrease the General Balances to £890,823 at the end of 2022/23. This would result in balances being below the prudent minimum of c£1m. The use of earmarked reserves to maintain balances around £1m, will be further considered in the third quarter's financial performance report.
- 4.3. There are a number of forecast year-end variations in income and expenditure against the approved budget, full details of the main variances are provided in Appendix D while the table below sets out the key variances:

<b>Housing Revenue Account Forecast year-end key variances:</b>	<b>Forecast £'000</b>
Pay award settlement	388
Increased Investment Interest	(376)
Energy inflation increases	159
Direct Revenue Financing Adjustment	(556)
Increased depreciation following revaluation of HRA assets	412
Housing Repairs Service Deficit Forecast, partially offset by:	574
Repairs and Maintenance – HRS Responsive Repairs	(539)
Repairs and Maintenance – Void work increase	240
Repairs and Maintenance – Painting and Pre-Painting	(441)
Net Other Variances	312
<b>Overall forecast deficit/(surplus)</b>	<b>173</b>

- 4.4. The HRA is currently forecasting an overspend at the end of the financial year, with significant variances in relation to repairs and maintenance costs. This is as a direct result of the issues that are currently being experienced in the Housing Repairs Services (HRS), as set out in Section 5 below. This has led to a significant reduction in the level of repairs that are being undertaken and a consequent reduction in expenditure recharged to the HRA. This is in part offset by the large forecast deficit by HRS, as seen in the repatriation variance above, due to a reduction in rechargeable works. The HRA and HRS are working hard to address these issues, continuing to implement a range of previously agreed actions.

There is also a significant variance in relation to the level of depreciation charged to the HRA as a result of the latest revaluation exercise. This has been offset by a reduction in the amount of direct revenue financing charged to the account.

The other major variances are as a direct result of the inflationary pressures that the Council is facing, which the HRA is also impacted by. These include an estimate of pay inflation, over and above the assumptions included within the MTFS, based on the national pay agreement, alongside an increase in inflation on utilities as a result of the escalating cost of gas and electricity supplies and contract price increases.

- 4.5. At this stage no additional mitigations, other than those currently being implemented in response to the issues faced by the HRS, are recommended. The use of earmarked reserves to maintain HRA balances in line with the prudent minimum will be considered at quarter three. Strong budgetary control does though remain a focus in this financial year to ensure expenditure and income are balanced within budget.

#### 4.6. **HRA Earmarked Reserves**

Details of the HRA Earmarked Reserves are set out in paragraph 6 and Appendix G.

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

- 5.1. For 2022/23 the Council's Housing Repairs Service net revenue budget was set at zero, reflecting its full cost recovery nature.
- 5.2. At Quarter 2 HRS are forecasting a deficit of £573,908 in 2022/23 (Appendix E provides a forecast HRS Summary). Full details of the main variances provided in appendix F, while the key variances are summarised below:

<b>Housing Repairs Service Forecast year-end key variances:</b>	<b>Forecast £'000</b>
Reduction in material costs due to less jobs being carried out by own workforce	(183)
Staff vacancies due to inability to recruit	(113)
Increased use of sub-contractors (due to level of vacancies) and increases in sub-contractor prices	902
Net other variances	(33)
<b>Overall forecast deficit/(surplus)</b>	<b>574</b>

- 5.3. The main contributory factor for this deficit is still the ongoing recruitment and retention issues, which is being felt across the industry, this results in a reliance on the use of sub-contractors. The cost of subcontractors is more expensive than the HRS's own workforce, due to the ongoing impact of Covid19, the current inflationary crisis and a reduced pool of contractors from which to secure services. These additional costs are therefore not fully offset by the vacancy and material savings achieved by not carrying out the work internally. Furthermore, the increased subcontractor costs are not reflected in the service hourly rate and result in an under recovery of costs from the HRA, coupled with a reduction in jobs being carried out and the ability to recoup overhead costs.



The forecast deficit also includes an estimate of pay inflation, over and above the assumptions included within the MTFS, based on the latest pay offer made by the National Employers (this has not yet been agreed for Craftworkers), alongside an increase in the hourly rate recharge for the final quarter of the year to reflect this. The forecast also includes increased inflation on utilities as a result of the escalating cost of gas and electricity supplies.

- 5.4. It should be noted that due to the interconnection of the HRS and HRA, the consequential costs in the HRA are also greatly reduced (as noted earlier in the report) and therefore financial picture for the directorate is not unhealthy.

## 6. Earmarked Reserves

- 6.1. The Council holds a number of earmarked revenue reserves over both the General Fund and HRA. These reserves are sums set aside for specific purposes and to mitigate against potential future known or predicted liabilities. Key reserves include income volatility, business rates volatility, IT investment fund, asset sinking funds for future refurbishment etc. A number of these reserves are budgeted for use over the period of the MTFS. The details of all the earmarked reserves and their forecast balance as at 31st March 2023 are attached in Appendix G, with further details in the MTFS 2022-2027. In summary:

<b>Earmarked Reserves</b>	<b>Opening Balance 01/04/22 £'000</b>	<b>Increase £'000</b>	<b>Decrease £'000</b>	<b>Closing Balance 31/03/23 £'000</b>
<b>General Fund</b>	(12,668)	(955)	6,040	(7,583)
<b>Housing Revenue Account</b>	(2,876)	(35)	208	(2,703)

## 7. Capital Programme

### 7.1. General Investment Programme

- 7.2. The revised General Investment Programme for 2022/23 amounted to £32.342m following the quarter 1 report. At quarter 2 the programme has been reduced by £2.186m to £30.156m, as shown below:

<b>General Investment Programme</b>	<b>2022/23 £'000</b>	<b>2023/24 £'000</b>	<b>2024/25 £'000</b>	<b>2025/26 £'000</b>	<b>2026/27 £'000</b>
Revised budget Quarter 1	32,342	5,203	1,343	609	500
Budget changes for approval – Quarter 2	(2,186)	486	1,151	157	0
<b>Revised Budget</b>	<b>30,156</b>	<b>5,689</b>	<b>2,494</b>	<b>766</b>	<b>500</b>

- 7.3. All changes over the approved limit require approval by the Executive. There are no changes requiring Executive approval for the second quarter. However, there have been changes to projects arising from the Lincoln Town Deal which have been approved by the Town Deal Board, under a separate governance framework, and

are now included within the capital programme as the Council is the Accountable Body for the grant funding. The changes are as follows:

<b>GIP Movements Approved by Towns Board</b>	<b>2022/23 £'000</b>
Town Deal Barbican increase	100
Town Deal Lincoln City FC and Foundation increase	39
Town Deal Store of Stories increase	61
<b>Total GIP Movements Approved by Towns Board</b>	<b>200</b>

There has been a new project arising from the Lincoln Town Deal which has been approved by the Town Deal Board, under a separate governance framework, and is now included within the capital programme as the Council is the Accountable Body for the grant funding.

<b>Approved Schemes added to the GIP by Towns Board:</b>	<b>2022/23 £'000</b>
Town Deal Lincoln Science and Innovation Park (LSIP) – new scheme	800
<b>Total Approved Schemes added to the GIP</b>	<b>800</b>

- 7.4. The Chief Finance Officer has delegated authority to approve financial changes up to an approved limit as set out under Financial Procedure Rules. The following changes were approved during Quarter 2:

<b>GIP Movements Approved by the Chief Finance Officer:</b>	<b>2022/23 £'000</b>
Reprofiling – Various Town Deal Schemes between 2023-2026.	(3,093)
Artificial Grass Pitches – Reduction in budget on scheme completion	(88)
Boultham Park Masterplan – Reduction in budget on scheme completion	(22)
St Mary's Guildhall additional grant	17
<b>Total GIP Movements Approved by the CFO</b>	<b>(3,186)</b>

<b>Total GIP Delegated Approvals and Approvals by/for Executive</b>	<b>(2,186)</b>
---	----------------

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

<b>General Investment Programme - Projected Outturn</b>	<b>2022/23</b>			
	<b>Budget following Q1 £'000</b>	<b>Revised Budget Q2 £'000</b>	<b>Forecast Outturn £'000</b>	<b>Variance £'000</b>
<b>Active Programme</b>				
Housing and Investment	338	338	338	0
Communities and Environment	3,343	3,249	3,249	0
Chief Executive	1,857	1,611	1,611	0
Major Developments	20,033	20,040	20,040	0
<b>Total Active Schemes</b>				

Schemes on Hold/Contingencies	316	316	316	0
Externally Delivered Town Deal Schemes	6,455	4,602	4,602	0
<b>Total Capital Programme</b>	<b>32,342</b>	<b>30,156</b>	<b>30,156</b>	<b>0</b>

- 7.6. The overall spending on the General Investment Programme for the second quarter of 22/23 is £2.2m, which is 8.8% of the 2022/23 active programme (excluding externally delivered schemes). This is detailed further at Appendix I.

Although this is a low percentage of expenditure at this stage of the financial year, further expenditure is expected in quarter 3 on Disabled Facilities Grants, Town's Deal Schemes, HAZ, and various capitalised maintenance schemes. There will however be a reprofile of the Western Growth Corridor Phase 1a budgets required, this will be subject to a separate report to the Executive in quarter 4.

## 7.7. Housing Investment Programme

- 7.8. The original Housing Investment Programme for 2022/23 in the MTFS 2022-27 amounted to £21.72m. This was increased to £23.17m following approvals and year end re-profiles as part of the 2021/22 outturn. This had been further adjusted to £23.25m during the first quarter of 2022/23 and then £22.13m in quarter 2. A summary of the changes is shown below:

<b>Housing Investment Programme</b>	<b>2022/23 £'000</b>	<b>2023/24 £'000</b>	<b>2024/25 £'000</b>	<b>2025/26 £'000</b>	<b>2026/27 £'000</b>
Revised budget Quarter 1	23,247	12,433	14,116	10,832	11,450
Budget changes for approval – Quarter 2	(1,114)	1,114	0	0	0
<b>Revised Budget</b>	<b>22,133</b>	<b>13,546</b>	<b>14,116</b>	<b>10,832</b>	<b>11,450</b>

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

<b>Changes requiring Executive Approval:</b>	<b>2022/23 £'000</b>
Bathrooms and WC's – Move budget to heating and reprofile to 2023/24	(164)
Kitchen Improvements - Move budget to heating and reprofile to 2023/24	(200)
Re-roofing - Move budget to heating and reprofile to 2023/24	(40)
Over bath showers (10 year programme) - Move budget to heating and reprofile to 2023/24	(50)
Renew stair structure - Move budget to replacement door entry and reprofile to 2023/24	(10)
<b>Total changes requiring Executive Approval</b>	<b>(464)</b>

- 7.10. All new projects are subject to Executive approval. There have been no new projects considered recently by the Executive during Quarter 2.

- 7.11. The Chief Finance Officer has delegated authority to approve financial changes up to an approved limit as set out under Financial Procedure Rules. The following changes were approved during Quarter 2:

<b>HIP Movements Approved by the Chief Finance Officer:</b>	<b>2022/23 £'000</b>
<b>Reprofiling to 2023/24 –</b>	
Thurlby Crescent	(70)
Communal Electrics	(25)
Garages	(65)
HRA Buildings	(70)
Hiab and Mule	(143)
Communal TV Aerials	(40)
Housing Support Services Computer Fund	(237)
<b>Total HIP Movements Approved by the CFO</b>	<b>(650)</b>

<b>Total HIP Delegated Approvals and Approvals by/for Executive</b>	<b>(1,114)</b>
---	----------------

- 7.12. The table below provides a summary of the projected outturn position for the Housing Investment Programme:

<b>Housing Investment Programme - Projected Outturn</b>	<b>2022/23</b>			
	<b>Budget following Q1 £'000</b>	<b>Revised Budget Q2 £'000</b>	<b>Forecast Outturn £'000</b>	<b>Variance £'000</b>
Decent Homes / Lincoln Standard	6,779	6,325	6,325	0
Health and Safety	787	777	777	0
Contingent Major Repairs / Works	544	544	544	0
New Build Programme	12,040	12,040	12,040	0
Other Schemes	2,097	1,684	1,684	0
Computer Fund / IT Schemes	1,000	763	763	0
<b>Total Capital Programme</b>	<b>23,247</b>	<b>22,133</b>	<b>22,133</b>	<b>0</b>

- 7.13. The overall expenditure on the Housing Investment Programme for the second quarter of 22/23 is £3.835m, which is 17% of the 2022/23 revised programme. A further £0.46m has been spent as at the end of October 2022. This is detailed further at Appendix J.

Although this is a low percentage of expenditure at this stage of the financial year, works have been constrained by the availability of contractors and materials however new contracts are in place and spend is expected to increase in future periods.

## **8. Strategic Priorities**

- 8.1. The MTFS underpins this policy and financial planning framework and set out the overall framework on which the Council plans and manages its financial resources to ensure that they fit with, and support, the direction of the Council's vision and

strategic priorities. Vision 2025 identifies the Council's strategic priorities, setting the vision and direction for the council and the city for the next five years.

## **9. Resource Implications**

### **9.1. The financial implications are contained throughout the report.**

Under the Local Government Act 2003 the Chief Finance Officer (S151 Officer) is required to give Council an opinion on the robustness of the budget estimates and the adequacy of reserves. Although there remains some uncertainty around the latest budget estimates based on the information to date on income and expenditure it is evident that without a number of measures being taken the Council is facing a significant budget shortfall in 2022/23. Mitigations are currently being developed to ensure a balanced budget position can be maintained in the current financial year.

General Balances, on both the General Fund and HRA, are the only resource not ear-marked to a particular future need. The prudent minimum level of balance that should be maintained on the General Fund is between £1.5m-£2m and £1m-£1.5m on the HRA. Based on the latest forecasts of income and expenditure additional measures and mitigations will need to be applied to ensure that the level of balances in 2022/23 is maintained within these ranges. The close monitoring of these measures and of the Council's overall financial position will remain critical over the course of this financial year. As ever strong budgetary control will be required.

Although the primary focus of this report has been to set out the financial variances being faced in the current financial year, beyond 2022/23 the Council faces, continued, significant financial challenges. Ongoing reductions in resources, increased service costs arising from both inflation and demand for services will require ongoing reductions in the net cost base if the Council is to live within a significantly reduced resources envelope. The MTFS 2022-2027 approved by Full Council in March 2022 sets out the financial challenges the Council faces and has been supplemented by a further report on the likely trajectory for the MTFS 2023-2027, which was presented to the Executive on 17<sup>th</sup> October.

### **9.2. Legal implications including Procurement Rules**

There are no legal implications arising from this report.

### **9.3. Equality, Diversity and Human Rights**

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

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

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

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

## **10. Risk Implications**

- 10.1. A full financial risk assessment is included in the Medium Financial Strategy 2022-27.

## **11. Recommendations**

PSC are recommended to:

- 11.1. Note the financial performance for the period 1<sup>st</sup> April to 30th September 2022, and the projected outturns for 2022/23.
- 11.2. Note the underlying impact of the pressures and underspends identified in paragraphs 3.3 (and appendix B), 4.3 (and appendix D), and 5.2 (and appendix F).
- 11.3. Review the changes to the General Investment Programme and Housing Investment Programme as approved by the Chief Finance Officer and Lincoln Town Board as detailed in paragraphs 7.3, 7.4, 7.5 and 7.12.
- 11.4. Consider any specific recommendations to be referred to Executive relating to the contents of this report.

**Is this a key decision?** Yes

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

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

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

**List of Background Papers:** MTFS 2022-27

**Lead Officer:** Colleen Warren, Financial Services Manager  
Telephone: (01522) 873361

**GENERAL FUND SUMMARY – AS AT 30 SEPTEMBER 2022**

<b>Service Area</b>	<b>Ref</b>	<b>Revised Budget £'000</b>	<b>Projected Outturn £'000</b>	<b>Variance £'000</b>
Strategic Development	A	1,885	1,781	(104)
Chief Finance Officer (S151)	B	(546)	(817)	(271)
City Solicitor	C	1,636	1,784	149
Housing	D	317	360	43
Growth and Regeneration	E	0	0	0
Director of Major Developments	F	3,417	3,432	16
Communities and Street Scene	G	7,330	7,396	65
Health and Environmental Services	H	477	871	394
Planning	I	(2,435)	(2,406)	29
		<b>12,080</b>	<b>12,401</b>	<b>320</b>
Corporate Expenditure	J	2,125	2,155	30
<b>TOTAL SERVICE EXPENDITURE</b>		<b>14,206</b>	<b>14,556</b>	<b>350</b>
Capital Accounting Adjustment	K	7,929	7,929	0
Specific Grants	L	(8,131)	(8,131)	0
Contingencies	M	38	600	562
Savings Targets	N	(150)	(150)	0
Earmarked Reserves	O	(5,085)	(5,085)	0
Insurance Reserve	P	40	40	0
<b>TOTAL EXPENDITURE</b>		<b>8,847</b>	<b>9,759</b>	<b>913</b>
<b>CONTRIBUTION FROM BALANCES</b>		<b>61</b>	<b>(852)</b>	<b>(913)</b>
<b>NET REQUIREMENT</b>		<b>8,907</b>	<b>8,907</b>	<b>0</b>
Retained Business Rates Income	Q	5,573	5,573	0
<i>Tariff</i>	R	0	0	0
<i>Section 31 Grant</i>	S	0	0	0
<i>Levy</i>	T	0	0	0
Collection Fund Surplus/(Deficit)	U	(4,050)	(4,050)	0
Revenue Support Grant	V	24	24	0
Council Tax	W	7,360	7,360	0
<b>TOTAL RESOURCES</b>		<b>8,907</b>	<b>8,907</b>	<b>0</b>

### **General Fund Forecast Variances – Quarter 2**

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

Ref	<b><u>Additional Expenditure</u></b>	£	Reason for variance
B	Property Services	37,690	Local Government as a whole is experiencing a recruitment and retention crisis, this is being felt within a number of service areas in the Council.
B	Financial Services	68,370	In these instances, and where it is not possible to absorb/stop the work of the vacant posts, agency staff have been procured or work has been externalised. This has resulted in cost pressures due to a higher cost of 'buying in' services.
C	Legal Services	70,180	
C	Municipal Elections	47,220	Increased staffing costs and additional room hire charges as a result of increased Covid prevention requirements.
D	Homeless Bed & Breakfast	70,590	Increase due to cost of living crisis and increase in B&B rates.
D	Control Centre	32,020	Additional costs predominantly due to increased costs of overtime to cover staff vacancies.
F	Waste	44,880	Inflationary increase on contract prices over and above MTFS assumptions.
F	Street Cleansing	63,250	Inflationary increase on contract prices over and above MTFS assumptions.
G	Yarborough Leisure Centre	307,950	Additional costs incurred due to pool closure.
H	Car Parks	106,550	Additional unbudgeted costs on supplies & services.
H	Car Parks	73,780	Costs incurred for a system upgrade as current system unsupported.
L	Pay Award	585,000	Impact of nationally agreed pay award above budget assumptions.
L	Energy Inflation	185,560	Anticipated utility price increases.



Ref		£	Reason for variance
L	Annual Vacancy Savings Target	77,410	Quarter 1 & 2 vacancy savings target, offset by savings in service areas.

### **Reduced Income**

B	Housing Benefits	65,530	Reduction in overpayments funded through housing subsidy due to overall reduction in overpayments raised and improved collection of arrears, plus a funding allocation shortfall.
F	Garden Waste	30,090	Net reduction in Garden Waste income as a result of reduced collections, offset by reduction in associated expenditure.
G	Christmas Market	58,770	Anticipated reduction in stallholder and park and ride income.
H	Building Regulations	29,260	Anticipated reduction in income as a result of current economic conditions.
H	Development Control	44,090	Anticipated reduction in income as a result of current economic conditions.

### **Reduced Expenditure**

A	Business Development & IT Manager	(62,460)	Vacancy savings pending implementation of restructure, offset against corporate vacancy savings target.
A	CX Corporate Policy	(36,270)	Vacancy savings pending implementation of restructure, offset against corporate vacancy savings target.
B	CX Management	(62,070)	Vacancy savings offset against corporate vacancy savings target.
D	Housing Solutions	(38,260)	Vacancy savings offset against corporate vacancy savings target.
G	Housing Regeneration	(37,630)	Salary savings as a result of reduction in staff working hours.
H	Development Control	(28,220)	Vacancy savings offset against corporate vacancy savings target.
N	Earmarked Reserves	(150,000)	Release of Inflation Volatility reserve to offset increased expenditure as a result of nationally agreed pay award and energy price increases.

Ref		£	Reason for variance
	<b><u>Additional Income</u></b>		
B	Lincoln Properties	(27,840)	Increased rental income following in year rent reviews plus low level of void properties.
B	Council Tax Rebate Scheme	(59,670)	New Burdens funding to compensate for work associated with administering the CT Energy Rebates (partially offset by IT costs, postage and staff overtime).
B	Other Interest	(295,010)	Increased investment income as a result of higher interest rates and additional dividend income.
H	Car Parks	(305,320)	Increase in season ticket income & forecast increase in pay and display income following price increase in December.

**HOUSING REVENUE ACCOUNT FUND SUMMARY – AS AT 30 SEPTEMBER 2022**

	Ref	Revised Budget	Projected Outturn	Variance
		£'000	£'000	£'000
Gross Rental Income	A	(30,433)	(30,365)	67
Charges for Services & Facilities	B	(648)	(634)	14
Contribution towards Expenditure	C	(50)	(50)	0
Repairs Account – Income	D1	0	(5)	(5)
Supervision & Management – General	D2	(659)	(645)	14
Supervision & Management – Special	D3	0	(73)	(73)
Repairs & Maintenance	E	10,022	9,398	(624)
Supervision & Management - General	F1	6,834	6,891	57
Supervision & Management – Special	F2	1,532	1,581	49
Rents, Rates and Other Premises	G	486	787	301
Increase in Bad Debt Provisions	H	250	250	0
Insurance Claims Contingency	I	169	169	0
Contingencies	J	(64)	324	388
Depreciation	K	7,450	7,862	412
Impairments	L	0	0	0
Debt Management Expenses	M	15	15	0
HRS Trading (Surplus) / Deficit	N	0	574	554
<b>Net Cost of Service</b>	<b>O</b>	<b>(5,096)</b>	<b>(3,922)</b>	<b>1,175</b>
Loan Charges Interest	P	2,580	2,580	0
Investment/Mortgage Interest	Q	(66)	(442)	(376)
<b>Net Operating Inc/Exp</b>	<b>R</b>	<b>(2,583)</b>	<b>(1,784)</b>	<b>800</b>
Major Repairs Reserve Adjustment	T	2,559	2,003	(556)
Transfers to/from reserves	U	(15)	(85)	(70)
<b>(Surplus)/Deficit in Year</b>	<b>V</b>	<b>(39)</b>	<b>134</b>	<b>173</b>

### **Housing Revenue Account Variances – Quarter 2**

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

<b>Ref</b>		<b>£</b>	<b>Reason for variance</b>
<b><u>Reduced Income</u></b>			
A	Gross Rental Income	74,730	Reduction to Social Rental income predominantly due higher level of voids than anticipated.
A	Gross Rental Income	42,560	Non-Dwelling rental income reduced due to increase in garage voids.
A	Gross Rental Income	37,260	Reduction in DeWint Service Charge income due to delay in tenancy start dates.
A	Supervision & Management-General	50,000	Reduced Admin Fee income due to procurement slippage on new contractors.
<b><u>Increased Income</u></b>			
Q	Investment Interest	(375,740)	Increased investment income as a result of higher interest rates.
A	Gross Rental Income	(64,710)	Increase in Affordable rental income as affordable housing stock levels higher than budgeted at start of financial year.
D3	Supervision & Management – Special	(40,000)	Additional income from recoverable Garden Voids works.
D2	Supervision & Management - General	(32,460)	General Fund surplus on NSAP & RSAP properties attributable to HRA.
<b><u>Reduced Expenditure</u></b>			
T	Major Repairs Reserve/Direct Revenue Finance	(556,250)	Reduced contribution to Major Repairs Reserve - £412k re increase in depreciation, £144k re Cloud Licence Fee.
E	Repairs & Maintenance	(539,000)	Reduced HRS expenditure on Responsive Repairs.
E	Repairs & Maintenance	(441,010)	Reduction on Painting & Pre-painting costs due to delays in tendering process. Contracts expected to be agreed in Q3.

Ref		£	Reason for variance
F1	Supervision & Management– General	(224,920)	Reduced expenditure on Employee Costs due to staff vacancies.
E	Repairs & Maintenance	(90,360)	Underspend on Gas Servicing of Central Heating due to lower contractual amount.
F2	Supervision & Management – Special	(43,070)	Reduced expenditure on Employee Costs due to staff vacancies.
<b><u>Increased Expenditure</u></b>			
N	HRS Surplus/Deficit	573,910	Estimated deficit position for HRS (refer to HRS variances).
K	Depreciation	412,250	Increase in depreciation costs following revaluation of housing stock, offset by a Major Repairs reserve.
J	Contingencies – Pay award	387,890	Impact of nationally agreed pay award above budget assumptions
G	Rent, Rates & Other Premises	301,110	Cost of licence fee for new housing I.T system (£144k - offset by a Major Repairs reserve) and anticipated increased costs of utilities (£159k).
E	Repairs & Maintenance	287,070	Increased HRS expenditure on Voids & Aids & Adaptations
E	Repairs & Maintenance	140,350	Unattributable skip charges from HRS.
F1	Supervision & Management – General	118,660	Cost of agency staff to cover staff vacancies within Supervision & Management
F1	Supervision & Management – General	113,130	Additional Void work costs, consultancy fees & overtime costs within Tenancy Services.
F2	Supervision & Management – Special	62,340	Overtime costs in Caretaking & Cleaning, Security Services costs at De Wint Court and CCTV monitoring costs in Shuttleworth House.

**HOUSING REPAIRS SERVICE SUMMARY – AS AT 30 SEPTEMBER 2022**

	<b>Revised Budget</b>	<b>Forecast Outturn</b>	<b>Variance</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Employees	3,403	3,290	(113)
Premises	118	144	26
Transport	418	362	(56)
Materials	1,415	1,233	(183)
Sub-Contractors	2,044	2,946	902
Supplies & Services	307	396	89
Central Support Charges	579	579	0
Capital Charges	0	0	0
<b>Total Expenditure</b>	<b>8,283</b>	<b>8,950</b>	<b>667</b>
Income	(8,283)	(8,376)	(93)
<b>(Surplus)/Deficit</b>	<b>0</b>	<b>574</b>	<b>574</b>

### **Housing Repairs Service Variances – Quarter 2**

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

	<b>£</b>	<b>Reason for Variance</b>
<b><u>Reduced Expenditure</u></b>		
Employee Costs	(291,130)	Vacancies within the Operative staff.
Fleet Charges	(55,780)	Reduction in lease costs due to delay in receiving new vehicles from supplier.
Direct Materials	(182,610)	Reduced levels of materials spend mainly due to use of sub-contractors instead of own workforce due to vacancies.
<b><u>Increased Expenditure</u></b>		
Employee Costs	178,580	Potential pay award settlement based on the latest pay offer made by National Employers (craftworkers not yet agreed).
Sub-Contractors	902,180	Increased use of sub-contractors to cover vacancies within the operative team.
Supplies & Services	89,360	Increased skip and equipment hire costs.
Supplies & Services	25,400	Anticipated utility inflation price increases.
<b><u>Increased Income</u></b>		
Income	(92,670)	Increase in income due to additional void works carried out in the second quarter and increased recovery of admin time.

**EARMARKED RESERVES – Q2 MONITORING 2022/23**

	Revised Opening Balance	Budgeted Contribution	Actuals Q1-Q2	Forecast Q3-Q4	Forecast Balance
	01/04/2022 £'000	£'000	£'000	£'000	31/03/2023 £'000
<b>General Fund</b>					
Budget Carry Forwards	667	-	(93)	(46)	528
Grants & Contributions	1,932	(73)	(36)	556	2,379
Active Nation Bond	380	-	(200)	-	180
AGP Sinking Fund	52	50	-	-	102
Air Quality Initiatives	16	6	-	-	22
Asset Improvement	-	-	-	-	-
Birchwood Leisure Centre	66	-	20	-	86
Business Rates Volatility	5,566	(4,770)	-	-	795
Christmas Decorations	14	-	-	-	14
City Hall Sinking Fund	60	-	-	-	60
Commons Parking	1	-	-	6	7
Corporate Training	60	-	-	-	60
Council Tax Hardship Fund	213	-	-	-	213
Covid19 Recovery	1,047	-	-	-	1,047
Covid19 Response	354	-	-	-	354
DRF Unused	204	(202)	-	-	2
Electric Van replacement	24	4	-	-	28
Funding for Strategic Priorities	89	(89)	-	-	-
Income Volatility Reserve	320	-	-	-	320
Inflation Volatility Reserve	150	-	-	(150)	-
Invest to Save (GF)	100	1	-	-	101
IT Reserve	219	65	-	(1)	284
Lincoln Lottery	9	-	-	-	9
Mayoral Car	27	-	-	-	27
Mercury Abatement	-	-	-	-	-
MSCP & Bus Station Sinking Fund	104	45	-	-	149
Private Sector Stock Condition Survey	39	12	-	-	51
Revenues & Benefits Community Fund	25	-	-	-	25
Revenues & Benefits Share Service	-	-	-	-	-
Section 106 Interest	32	-	-	-	32
Strategic Growth Reserve	5	-	-	-	5
Strategic Projects – Revenue Costs	-	-	-	-	-
Tank Memorial	10	-	-	-	10
Tree Risk Assessment	84	17	-	(50)	50
Vision 2025	701	(31)	(11)	(113)	546
WGC Planning	49	-	-	-	49
	<b>12,668</b>	<b>(4,967)</b>	<b>(320)</b>	<b>202</b>	<b>7,583</b>



**HRA**

Capital Fees Equalisation	110	-	-	-	110
De Wint Court	73	-	-	-	73
Disrepairs Management	300	-	-	-	300
Housing Business Plan	77	-	-	(58)	19
Housing Repairs Service	126	-	-	-	126
HRA IT	-	-	-	35	35
HRA Repairs Account	1,351	-	-	-	1,351
Housing Strategic Priority	582	(15)	-	(44)	523
Invest to Save (HRA)	253	(81)	-	(10)	162
Strategic Growth Reserve	5	-	-	-	5
	<b>2,876</b>	<b>(96)</b>	<b>-</b>	<b>(77)</b>	<b>2,703</b>
<b>Total Earmarked Reserves</b>	<b>15,544</b>	<b>(5,063)</b>	<b>(320)</b>	<b>125</b>	<b>10,286</b>

**CAPITAL RESOURCES – Q2 MONITORING 2022/23**

	<b>Opening balance</b>	<b>Contributions</b>	<b>Used in financing</b>	<b>Forecast balance 31/03/23</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Capital Grants/Contributions	1,823	17,061	(18,884)	0
Capital receipts General Fund	30	7,211	(5,755)	1,486
Capital receipts HRA	2,900	750	(2,562)	1,088
Capital receipts 1-41	2,778	0	(906)	1,872
Major Repairs Reserve	11,768	7,450	(10,243)	8,975
HRA DRF	8,319	2,559	(4,374)	6,504
<b>Total Capital Resources</b>	<b>27,618</b>	<b>35,031</b>	<b>(42,724)</b>	<b>19,925</b>
<p>As the contributions for 1:4:1 receipts depend upon levels of RTB sales, no budget is set for these receipts. Currently the HIP has schemes planned to facilitate use of all 1:4:1 receipts with no repayment required in 22/23.</p>				

**General Investment Programme – Summary of Expenditure as at 30<sup>th</sup> September 2022**

GENERAL INVESTMENT PROGRAMME	Budget 2022/23 - Reported at Q1	2022/23 - Q2 Budget Increase / Decrease	2022/23 - Q2 Budget Reprofiles	2022/23 Revised Budget	2022/23 REVISED Total Spend to Date	2022/23 % Spend
<b>Housing and Investment</b>						
Housing Renewal Area Unallocated	338,152	0	0	338,152	0	0.00%
<b>Housing and Investment Total</b>	<b>338,152</b>	<b>0</b>	<b>0</b>	<b>338,152</b>	<b>0</b>	<b>0.00%</b>
<b>DCE - Community and Environment</b>						
Artificial Grass Pitches (AGP)	88,307	(88,307)	0	0	0	0.00%
Crem - remodelling	130,607	0	0	130,607	(130)	-0.10%
Disabled Facilities Grant	2,081,372	0	0	2,081,372	303,550	14.58%
Whittons Park	78,112	0	0	78,112	78,018	99.88%
<b>DCE - Community and Environment Total</b>	<b>2,378,399</b>	<b>(88,307)</b>	<b>0</b>	<b>2,290,092</b>	<b>381,437</b>	<b>16.66%</b>
<b>DCE - Community Services</b>						
Boultham Park Lake Restoration	16,938	0	0	16,938	3,870	22.85%
Boultham Park Masterplan	22,026	(22,026)	0	0	0	0.00%
Flood Alleviation Scheme - Hartsholme Park	318,641	0	0	318,641	5,138	1.61%
Traveller deterrent	27,501	0	0	27,501	11,671	42.44%
<b>DCE - Community Services Total</b>	<b>385,106</b>	<b>(22,026)</b>	<b>0</b>	<b>363,080</b>	<b>14,479</b>	<b>3.99%</b>
<b>DCE - Planning</b>						
Heritage Action Zone	190,253	0	0	190,253	0	0.00%
St Mary le Wigford (HAZ)	40,000	0	0	40,000	0	0.00%
St Mary's Guildhall (HAZ)	348,444	17,300	0	365,744	141,298	38.63%
<b>DCE - Planning Total</b>	<b>578,697</b>	<b>17,300</b>	<b>0</b>	<b>595,997</b>	<b>141,298</b>	<b>23.71%</b>

GENERAL INVESTMENT PROGRAMME	Budget 2022/23 - Reported at Q1	2022/23 - Q2 Budget Increase / Decrease	2022/23 - Q2 Budget Reprofiles	2022/23 Revised Budget	2022/23 REVISED Total Spend to Date	2022/23 % Spend
<b><u>Chief Executive Corporate Policy</u></b>						
New Telephony System	82,850	0	0	82,850	5,600	6.76%
<b>Chief Executive Corporate Policy Total</b>	<b>82,850</b>	<b>0</b>	<b>0</b>	<b>82,850</b>	<b>5,600</b>	<b>6.76%</b>
<b><u>Chief Executive Chief Finance Officer</u></b>						
40 Michaelgate Structural works	2,283	0	0	2,283	0	0.00%
Allotments Asbestos Sheds	33,795	0	0	33,795	0	0.00%
Canwick Rd Cemetery Railings	9,500	0	0	9,500	0	0.00%
City Hall Lightning Protection	6,104	0	0	6,104	0	0.00%
Grandstand Terracing Improvements	3,275	0	0	3,275	0	0.00%
Greyfriars	56,210	0	0	56,210	27,610	49.12%
Greyfriars Roof Improvements	4,050	0	0	4,050	0	0.00%
Guildhall Walkway/ Access Improvements.	11,959	0	0	11,959	0	0.00%
Guildhall Works	17,630	0	0	17,630	0	0.00%
High Bridge Café	50,000	0	0	50,000	0	0.00%
Long Leys Road Drainage	3,275	0	0	3,275	0	0.00%
Monks Abbey Bowls Pavilions External Timber/ Fascia Board Improvements	2,195	0	0	2,195	0	0.00%
Planned Capitalised Works	280,033	0	0	280,033	0	0.00%
Play Area Surfacing Works	5,133	0	0	5,133	0	0.00%
Stamp End Demolition	138,200	0	0	138,200	61,875	44.77%
Windmill View	250,000	0	0	250,000	2,552	1.02%
Yarborough Pool Ceiling Refurbishment	614,300	0	0	614,300	162,190	26.40%
YLC Diving Boards	39,825	0	0	39,825	0	0.00%
<b>Chief Executive Chief Finance Officer Total</b>	<b>1,527,767</b>	<b>0</b>	<b>0</b>	<b>1,527,767</b>	<b>254,227</b>	<b>16.64%</b>

GENERAL INVESTMENT PROGRAMME	Budget 2022/23 - Reported at Q1	2022/23 - Q2 Budget Increase / Decrease	2022/23 - Q2 Budget Reprofiles	2022/23 Revised Budget	2022/23 REVISED Total Spend to Date	2022/23 % Spend
<b>Major Developments</b>						
Central Markets	2,000	0	0	2,000	0	0.00%
Central Markets (All Funding Streams)	6,984,196	0	0	6,984,196	1,176,649	16.85%
HUG - Home Upgrade Grant	104,500	0	0	104,500	0	0.00%
LAD 2 - Green Homes Grant Local Authority Delivery Scheme	460,356	0	0	460,356	166,247	36.11%
LAD 3 - Green Homes Grant Local Authority Delivery Scheme BEIS	2,203,194	0	0	2,203,194	81,125	3.68%
LAD 3 Top Up HUB	440,000	0	0	440,000	0	0.00%
TD Tentercroft Street	290,000	0	(240,000)	50,000	0	0.00%
The Terrace Heat Mitigation Works	246,547	0	0	246,547	0	0.00%
Towns Deal Programme Management	80,455	0	0	80,455	8,260	10.27%
WGC COLC	500,000	0	0	500,000	0	0.00%
WGC Housing Delivery	6,766,212	0	0	6,766,212	0	0.00%
WGC Pre-planning	42,179	0	0	42,179	0	0.00%
WGC Shared Infrastructure	2,160,227	0	0	2,160,227	20,114	0.93%
<b>Major Developments Total</b>	<b>20,279,867</b>	<b>0</b>	<b>(240,000)</b>	<b>20,039,867</b>	<b>1,452,395</b>	<b>7.25%</b>
<b>TOTAL ACTIVE SCHEMES</b>	<b>25,570,837</b>	<b>(93,033)</b>	<b>(240,000)</b>	<b>25,237,804</b>	<b>2,249,436</b>	<b>8.91%</b>
<b>Schemes Currently Under Review</b>						
Capital Contingencies	8,170	0	0	8,170	0	0.00%
Compulsory Purchase Orders	151,254	0	0	151,254	0	0.00%
Compulsory Purchase Orders	82,227	0	0	82,227	0	0.00%
IT Reserve	74,334	0	0	74,334	0	0.00%
<b>Schemes Currently Under Review Total</b>	<b>315,985</b>	<b>0</b>	<b>0</b>	<b>315,985</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL CAPITAL PROGRAMME EXCLUDING EXTERNALLY DELIVERED SCHEMES</b>	<b>25,886,821</b>	<b>(93,033)</b>	<b>(240,000)</b>	<b>25,553,788</b>	<b>2,249,436</b>	<b>8.80%</b>

GENERAL INVESTMENT PROGRAMME	Budget 2022/23 - Reported at Q1	2022/23 - Q2 Budget Increase / Decrease	2022/23 - Q2 Budget Reprofiles	2022/23 Revised Budget	2022/23 REVISED Total Spend to Date	2022/23 % Spend
<b>Externally Delivered Town Deal Schemes</b>						
TD Barbican Production & Maker Hub	1,600,000	100,000	(500,000)	1,200,000	0	0.00%
TD Drill Hall	1,000,000	0	0	1,000,000	1,000,000	100.00%
TD Greyfriars	313,200	0	(313,200)	0	0	0.00%
TD Hospitality & Events & Tourism Institute	1,120,000	0	0	1,120,000	0	0.00%
TD Lincoln City FC and Foundation	800,000	39,000	(490,000)	349,000	0	0.00%
TD Lincoln Connected	433,977	0	(301,089)	132,888	0	0.00%
TD LSIP	0	800,000	(760,000)	40,000	0	0.00%
TD Sincil Bank	781,089	0	(431,765)	349,324	0	0.00%
TD Store of Stories	155,000	61,000	(56,250)	159,750	0	0.00%
TD Wigford Way	251,500	0	0	251,500	0	0.00%
<b>Externally Delivered Town Deal Schemes Total</b>	<b>6,454,766</b>	<b>1,000,000</b>	<b>(2,852,304)</b>	<b>4,602,462</b>	<b>1,000,000</b>	<b>21.73%</b>
<b>GRAND TOTAL</b>	<b>32,341,587</b>	<b>(393,033)</b>	<b>(1,792,304)</b>	<b>30,156,250</b>	<b>3,249,436</b>	<b>10.78%</b>

### **Housing Investment Programme – Summary of Expenditure as at 30<sup>th</sup> September 2022**

	2022/23 Budget Reported at Q1	2022/23 Q2 Budget Reprofiling	2022/23 Revised Budget	2022/23 Total Spend to Date	2022/23 % Spend
<b><u>HOUSING INVESTMENT PROGRAMME</u></b>					
<b><u>Contingency Schemes</u></b>					
Contingency Reserve	544,120	0	544,120	0	0.00%
<b>Contingency Schemes Total</b>	<b>544,120</b>	<b>0</b>	<b>544,120</b>	<b>0</b>	<b>0.00%</b>
<b><u>Decent Homes</u></b>					
Bathrooms & WC's	263,742	(163,742)	100,000	0	0.00%
DH Central Heating Upgrades	2,318,818	0	2,318,818	818,342	35.29%
Door Replacement	1,350,000	0	1,350,000	112,216	8.31%
Fire Compartment works	5,000	0	5,000	0	0.00%
Fire Doors	95,049	0	95,049	0	0.00%
Kitchen Improvements	500,000	(200,000)	300,000	0	0.00%
Lincoln Standard Windows Replacement	500,000	0	500,000	104,401	20.88%
New services	37,895	0	37,895	0	0.00%
Re-roofing	60,000	(40,000)	20,000	0	0.00%
Rewiring	25,000	0	25,000	0	0.00%
Structural Defects	25,000	0	25,000	0	0.00%
Thermal Comfort Works	10,000	0	10,000	0	0.00%
Void Capitalised Works	1,508,422	0	1,508,422	329,807	21.86%
<b>Decent Homes Total</b>	<b>6,698,926</b>	<b>(403,742)</b>	<b>6,295,184</b>	<b>1,364,765</b>	<b>21.68%</b>
<b><u>Health and Safety</u></b>					
Asbestos Removal	291,164	0	291,164	450	0.15%
Asbestos Surveys	255,645	0	255,645	26,842	10.50%
Fire Alarms	30,000	0	30,000	0	0.00%

	2022/23 Budget Reported at Q1	2022/23 Q2 Budget Reprofiling	2022/23 Revised Budget	2022/23 Total Spend to Date	2022/23 % Spend
<b><u>HOUSING INVESTMENT PROGRAMME</u></b>					
Renew stair structure	10,000	(10,000)	0	0	0.00%
Replacement Door Entry Systems	200,083	0	200,083	18,717	9.35%
<b>Health and Safety Total</b>	<b>786,892</b>	<b>(10,000)</b>	<b>776,892</b>	<b>46,009</b>	<b>5.92%</b>
<b><u>IT/Infrastructure</u></b>					
Housing Support Services Computer Fund	737,085	(237,085)	500,000	94,744	18.95%
Infrastructure Upgrade	166,383	0	166,383	0	0.00%
Operation Rose	13,573	0	13,573	890	6.56%
Telephony	82,850	0	82,850	5,600	6.76%
<b>IT/Infrastructure Total</b>	<b>999,891</b>	<b>(237,085)</b>	<b>762,806</b>	<b>101,234</b>	<b>13.27%</b>
<b><u>Lincoln Standard</u></b>					
Over bath showers (10 year programme)	79,798	(49,798)	30,000	0	0.00%
<b>Lincoln Standard Total</b>	<b>79,798</b>	<b>(49,798)</b>	<b>30,000</b>	<b>0</b>	<b>0.00%</b>
<b><u>Other Current Developments</u></b>					
CCTV	46,685	0	46,685	15,579	33.37%
Communal Electrics	100,000	(25,000)	75,000	0	0.00%
Communal TV Aerials	59,832	(40,000)	19,832	0	0.00%
Environmental works	1,490,044	0	1,490,044	0	0.00%
Garages	70,000	(65,000)	5,000	1,940	38.80%
Hiab and Mule	143,000	(143,000)	0	0	0.00%
HRA Buildings	107,729	(70,000)	37,729	0	0.00%
Landscaping & Boundaries	0	0	0	0	0.00%
Thurlby Crescent	80,000	(70,000)	10,000	0	0.00%
<b>Other Current Developments Total</b>	<b>2,097,290</b>	<b>(413,000)</b>	<b>1,684,290</b>	<b>17,519</b>	<b>1.04%</b>
<b>HOUSING INVESTMENT TOTAL</b>	<b>11,206,917</b>	<b>(1,113,625)</b>	<b>10,093,292</b>	<b>1,529,528</b>	<b>15.15%</b>



	2022/23 Budget Reported at Q1	2022/23 Q2 Budget Reprofiling	2022/23 Revised Budget	2022/23 Total Spend to Date	2022/23 % Spend
<b><u>HOUSING INVESTMENT PROGRAMME</u></b>					
<b><u>HOUSING STRATEGY AND INVESTMENT</u></b>					
<b><u>New Build Programme</u></b>					
Property Acquisitions	620,476	478,410	1,098,886	299,793	27.28%
Hermit Street Regeneration	150,000	0	150,000	3,682	2.45%
New Build Capital Salaries	44,332	0	44,332	0	0.00%
New Build- De Wint Court	832,366	0	832,366	112,232	13.48%
New Build Programme	3,282,165	0	3,282,165	0	0.00%
New Build Programme (141 eligible)	640,267	(191,364)	448,903	0	0.00%
New Build Programme (Borrowing for 141 eligible)	960,400	(287,046)	673,354	0	0.00%
New Build Site - Queen Elizabeth Road	26,761	0	26,761	0	0.00%
New Build Site - Rookery Lane	4,160,800	0	4,160,800	1,889,824	45.42%
New Build Site - Searby Road	62,497	0	62,497	0	0.00%
Western Growth Corridor	1,259,766	0	1,259,766	0	0.00%
<b>New Build Programme Total</b>	<b>12,039,830</b>	<b>0</b>	<b>12,039,830</b>	<b>2,305,531</b>	<b>19.15%</b>
<b>HOUSING STRATEGY AND INVESTMENT TOTAL</b>	<b>12,039,830</b>	<b>0</b>	<b>12,039,830</b>	<b>2,305,531</b>	<b>19.15%</b>
<b>TOTAL HOUSING INVESTMENT PROGRAMME</b>	<b>23,246,747</b>	<b>(1,113,625)</b>	<b>22,133,122</b>	<b>3,835,059</b>	<b>17.33%</b>

**TFS Phase7 programme: progress at Q2 - 2022/2023**

Service	Summary of project	Dir.	Total savings in 2022/23	GF savings in 2022/23	HRA savings in 2022/23	Comments
			£000's	£000's	£000's	
<b>ACTIONS COMPLETED AS OF END Q1 2022/23</b>						
Savings secured – b'fwd from 21/22			779	716	63	Complete
Community Services	Transfer maintenance of lighting to Cathedral	DCE	20	20	-	Complete
Strategic Development	BDIT/Policy Restructure	CX	49	45	4	Exec 25/07/22
<b>TOTAL</b>			<b>848</b>	<b>781</b>	<b>67</b>	

**SUBJECT: BUDGET REVIEW PROCESS 2023/24**

**DIRECTORATE: CHIEF EXECUTIVE & TOWN CLERK**

**REPORT AUTHOR: JACLYN GIBSON, CHIEF FINANCE OFFICER**

## **1. Purpose of Report**

- 1.1 To present to Members the process for the scrutiny of the proposed budget and Council Tax for the 2023/24 financial year and the Medium Term Financial Strategy 2023-2028.

## **2. Background**

- 2.1 The Council's Medium Term Financial Strategy (MTFS) sets out the overall framework on which the Council plans and manages its financial resources to ensure that they fit with, and support, the direction of the Council's Strategic Priorities.
- 2.2 The Council's scrutiny function have an important role to play in providing a challenge during the development of the MTFS questioning the assumptions behind the budget and examining the principles and planning process that underlie its development.
- 2.3 The scrutiny of the budget should be as inclusive as possible and members should have sufficient background and understanding of the issues affecting the budget so it is important that there are opportunities for all members to be involved in the development of the budget and MTFS so that they fully understand the financial position of the Council. It is also important that there is an effective scrutiny in place of the proposed budget in order to support the Executive in reaching the right decisions with regard to finances.
- 2.4 As in previous years the process to be followed operates as a hybrid of all member awareness sessions along with a separate review process involving members of the Performance Scrutiny and other committees, this has proven to be the most effective approach.

## **3. Proposed Process for 2023/24**

- 3.1 It is proposed that the scrutiny of the budget is undertaken in two separate stages; firstly all members will be invited to a briefing session which will;
- assist them to gain a greater understanding of the financial environment in which the Council is currently operating,
  - provide the opportunity to ensure that they are up to date with the latest changes in local government finance, and;
  - understand the impacts that these conditions have had on the financial position of the Council, the issues that it faces and how the Council is

responding to these.

This briefing session will afford all members the opportunity to gain a greater understanding and awareness of the Council's financial position, thus aiding further scrutiny of the budget and in the case of the opposition party if desired the preparation of an alternative budget.

- 3.2 Secondly, a more traditional scrutiny process will be undertaken to review in more detail the MTFS and the robustness of the proposed budget options and Council Tax for the 2023/24 financial year. This will be undertaken in a committee format as the Budget Review Group with the appropriate governance arrangements in place.
- 3.3 The main objective of the Group will be to examine the principles and planning process that underlie the proposed budget and Council Tax to be recommended by the Executive for the 2023/24 financial year. In general the Group's aim will be to establish that at each stage the budget;
  - is clear, focused, achievable, realistic and based on sound financial practices;
  - has clear linkages with corporate and other plans that form the Policy Framework to establish that they are identifiable and designed to improve services in the Council's strategic priority areas
- 3.4 It is proposed that the following governance arrangements shall be in place for the Group;
  - The Group will be made up of 9 non-Executive Members with a 6:2:1 proportionality share
  - The Group will be a sub group of the Performance Scrutiny Committee, although Members do not have to be Members of this committee.
  - The chair of the Group will be the Chair of the Performance Scrutiny Committee
  - The Group will be the main mechanism by which the Executive will formally consult scrutiny on the consideration of their budget proposals.
  - The meetings will be held in public and will be administered by Democratic Services.
  - Specific Portfolio Holders and Directors (or Assistant Directors) can be invited to attend the meetings of the group or be requested to provide written responses if so required.
  - Advice will be provided to the Group members by officers from the Council's Financial Services Team.
  - The Chair of the Group shall be required to provide a report to the next full

Performance Scrutiny Committee summarising the Groups findings and making recommendations to the Executive.

3.5 Party Groups have been asked to submit nominations to the group, which will be confirmed prior to the provision of any agendas for the Group.

3.6 The following timetable is proposed for the process for 2023/24.

Executive – Approve draft budget proposals for 2023/24 and Medium Term Financial Strategy	16 <sup>th</sup> January 2023
All Member Briefing <ul style="list-style-type: none"> <li>• Current financial climate</li> <li>• Latest developments in local government finance</li> <li>• Impact on the Council and the Council's strategy for responding</li> </ul>	23 <sup>rd</sup> January 2023
Budget Review Group – presentation of the MTFS 2023-2028 and the proposed budget and Council Tax for 2023/24.	1 <sup>st</sup> February 2023
Performance Scrutiny Committee – Consider response from Budget Review Group and refer to the Executive	16 <sup>th</sup> February 2023
Executive – Consider response from the Performance Scrutiny Committee and approve for referral to Council the final budget proposals for 2023/24 and Medium Term Financial Strategy	20 <sup>th</sup> February 2023
Council – Approval of budget proposals and Council Tax for 2023/24 and Medium Term Financial Strategy	28 <sup>th</sup> February 2023

#### 4. Strategic Priorities

4.1 The budget process will set out the resources in support of the Council's Vision 2025 and strategic priorities and determines the service plans for the year ahead. Effective scrutiny of the budget process should support the Executive in reaching the right decisions with regard to finances.

#### 5. Organisational Impacts

- 5.1 Finance – There are no direct financial implications arising as a result of this report.
- 5.2 Legal – There are no direct legal implications arising as a result of this report.
- 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 this report there are no direct equality, diversity, or human rights implications.

## **6. Risk Implications**

- 6.1 There are no specific risks associated with this report.

## **7. Recommendation**

- 7.1 Members are asked to:

- a) Note the objectives and confirm the governance arrangements of the Budget Review Group for 2023/24 as set out in paragraphs 3.3 – 3.4
- b) Note the timetable for the Group as set out in paragraph 3.6
- c) Delegate responsibility for nominations to membership of the Group to the leaders of the respective political groups, including the Vice Chair to be recommended by the larger political group.

**Is this a key decision?** No

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

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

**How many appendices does the report contain?** None

**List of Background Papers:** None

**Lead Officer:** Jaclyn Gibson, Chief Finance Officer  
Jaclyn.gibson@lincoln.gov.uk



This page is intentionally blank.



**PEFORMANCE SCRUTINY COMMITTEE****17 NOVEMBER 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

This page is intentionally blank.

**16 June 2022**

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
<b>Standard Items</b>		
Financial Performance (Detailed): Outturn 2020/21 Quarter 4	Jaclyn Gibson/ Colleen Warren	Quarterly Report Professional High Performing Services
Treasury Management Stewardship and Actual Prudential Indicators Report 2020/21 (Outturn)	Jaclyn Gibson/Colleen Warren	Six Monthly Report Professional High Performing Services
Performance Monitoring Outturn 2020/21 Quarter 3&4	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
<b>Standard Items</b>		
Confirmation of Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2021-22 - Update	Democratic Services	Regular Report
Portfolio Under Scrutiny Session – Our People and Resources	Portfolio Holder	Annual Session  Professional High Performing Services
<b>Monitoring Item(s)</b>		
Central Lincolnshire Local Plan Annual Report 2020/21 including Financial Update	Toby Forbes-Turner	Annual Report Lets Drive Economic Growth

**18 August 2022 (Monitoring Overview)**

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
<b>Standard Items</b>		
Confirmation of Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2021-22 - Update	Democratic Services	Regular Report
Portfolio Under Scrutiny Session – Customer Experience and Review	Portfolio Holder	Annual Session Vision 2020 (Mixed)
<b>Monitoring Items</b>		
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
<b>Standard Items</b>		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2021-22 - Update	Democratic Services	Regular Report
Portfolio Under Scrutiny Session – Economic Growth	Portfolio Holder	Annual Session Lets Drive Economic Growth
<b>Other Item(s)</b>		
Financial Performance (Detailed) – Quarterly Monitoring: Quarter 1 (moved from 18 August)	Colleen Warren	Quarterly Report Professional High Performing Services
Pre-Christmas Market 2022 verbal event report	Simon Colburn	Requested Lets Drive Economic Growth
Vision 2025 Annual Inclusive Economic Growth Report on Progress	Francesca Bell	Annual Report

17 November 2022

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
<b>Standard Items</b>		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2021-22 - Update	Democratic Services	Regular Report
Portfolio Under Scrutiny Session – Reducing Inequality	Portfolio Holder	Annual Session Reducing Inequality
<b>Monitoring Items</b>		
Financial Performance (Detailed) – Quarterly Monitoring: Quarter 2	Colleen Warren	Quarterly Report Professional High Performing Services
Performance Quarterly Monitoring: Quarter 2	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
<b>Other Items:</b>		
Budget Theme Group – Nominees	Jaclyn Gibson	Annual Appointment Professional High Performing Services

**8 December 2022**

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



19 January 2023

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

**15 February 2023 (Monitoring Overview)**

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
<b>Standard Items</b>		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Draft Work Programme for 2023-24	Democratic Services	Regular Report
<b>Monitoring Items</b>		
Financial Performance (Detailed) – Quarterly Monitoring: Quarter 3	Colleen Warren	Quarterly Report Professional High Performing Services
Performance Quarterly Monitoring: Quarter 3	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

This page is intentionally blank.

**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 second 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 August 2022 and contained twelve strategic risks.
- 2.2 Since reporting to Members in August, the Strategic Risk Register has been refreshed and updated by the Risk Owners and Corporate Management Team and has identified that there have been some positive movement in the Risk Register.
- 2.3 This updated register is contained with Part B of this agenda, it contains twelve strategic risks which are listed below, along with details of relevant mitigations.

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

- Risk No 2. Failure to deliver a sustainable Medium Term Financial Strategy – due to the unavoidable and unforeseen changes in the majority of the key assumptions underpinning the current MTFS, an assessment of the likely financial challenges the Council faces in the short and medium-term has been undertaken, this has identified significant financial pressures for the Council. All political parties have been briefed on the position. Work has now commenced on a financial recovery programme, alongside this the Council has commenced a lobbying campaign to seek additional financial support for local authorities from Central Government.
- Risk No 3. Failure to deliver the Towards Financial Sustainability Programme (TFS) – in light of the financial pressures the Council is facing, as part of the financial recovery programme, a new phase of TFS is currently being scoped. In addition, the existing programme of reviews are continuing to be delivered.
- Risk No 6. Unable to meet the emerging changes required in the Council's culture, behaviour and skills to support the delivery of the council's Vision 2020/2025 and the transformational journey to one Council approach – following the staff survey that was undertaken earlier in the year, the results have now been assessed and an action plan developed to address areas for improvement. Leadership Development training for all Team Leaders and Service Managers is currently being delivered, with all officers due to have completed the training by early 2023.
- Risk No 7. Insufficient levels of resilience and capacity exist in order to deliver key strategic projects and services within the Council – this risk has been expanded to incorporate the impact of the cost-of-living crisis on the demands for council services. Both internally and externally, with partner organisations and other Lincolnshire Councils, working group have been

established to provide information and support to residents and businesses with officers allocated to support the work programmes. Service requests and performance indicators are being closely monitored to assess the increased demands on service provision.

- Risk No 8. Decline in the economic prosperity of the City Centre – work continues to progress with the range of Lincoln Towns Fund schemes, including the refurbishment of the Central Market, led by the Council. During August a Levelling Up Fund 2 bid was submitted for £20m for the Tritton Rd Bridge to open up the WGC site, the outcome of this is currently awaited. In addition Lincoln's Investment Plan for the UK Shared Prosperity Fund was also submitted during the summer, again a response/feedback on this is currently awaited.
- Risk No 9. Failure to deliver key strategic projects – as per Risk No 8, the submission of the LUF2 bid is critical to opening up the Tritton Rd end of the WGC site and delivery of future phases. During September the National Heritage Lottery Fund announced the approval of a £1.952m bid for the Re-imagining Greyfriars project, this alongside Towns Fund grant will see the heritage asset bought back into use. Works will begin on the project in late 2023.

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

<b>Risk No.</b>	<b>Risk Rating</b>	<b>Likelihood</b>	<b>Impact</b>
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
11.	Amber/Medium	Possible	Critical
1, 4 & 6	Amber/Medium	Possible	Major

Control actions continue to be implemented and risks managed accordingly.

3.4 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 have 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 2 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

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



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

**1. Purpose of Report**

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

**2. Recommendation**

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

This page is intentionally blank.

Document is Restricted

This page is intentionally blank.

Document is Restricted

This page is intentionally blank.