

## PERFORMANCE SCRUTINY COMMITTEE

**Thursday, 16 February 2023**
**6.00 pm**
**Committee Rooms 1-2, City Hall**

Membership:	Councillors Gary Hewson (Chair), Pat Vaughan (Vice-Chair), David Clarkson, Thomas Dyer, Rebecca Longbottom, Adrianna McNulty, Lucinda Preston, Clare Smalley and Loraine Woolley
Substitute member(s):	Councillors Liz Bushell, Martin Christopher and Joshua Wells
Officers attending:	Nicola Collins, Democratic Services, Emily Holmes, Graham Rose, Simon Walters and Colleen Warren

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### A G E N D A

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<b>SECTION A</b>	<b>Page(s)</b>
1. Confirmation of Minutes - 19 January 2023	<b>3 - 10</b>
2. Declarations of Interest	
Please note that, in accordance with the Members' Code of Conduct, when declaring interests members must disclose the existence and nature of the interest, and whether it is a disclosable pecuniary interest (DPI) or personal and/or pecuniary.	
3. To Receive Minutes of Housing Scrutiny Sub-Committee - 3 November 2022	<b>11 - 20</b>
4. Section 106 and CIL Contributions Update	<b>21 - 26</b>
5. Quarter 3 2022/23 Operational Performance Report	<b>27 - 74</b>
6. Financial Performance - Quarterly Monitoring	<b>To Follow</b>
7. Strategic Risk Register - Quarterly Review	<b>75 - 80</b>
8. Feedback from Budget Review Group	<b>81 - 86</b>
9. Work Programme 2022/23 Update	<b>87 - 98</b>
10. Exclusion of Press and Public	<b>99 - 100</b>

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'

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## **SECTION B**

11. Strategic Risk Register - Quarterly Review

**[Exempt Para 3]**

**101 - 116**

**Present:** Councillor Gary Hewson (*in the Chair*),  
Councillor David Clarkson, Councillor Thomas Dyer,  
Councillor Rebecca Longbottom, Councillor  
Adrianna McNulty, Councillor Clare Smalley, Councillor  
Loraine Woolley, Councillor Pat Vaughan and Councillor  
Donald Nannestad

**Apologies for Absence:** Councillor Lucinda Preston

**53. Confirmation of Minutes - 8 December 2022**

RESOLVED that the minutes of the meeting held on 8 December 2022 be confirmed.

**54. Declarations of Interest**

No declarations of interest were received.

**55. Portfolio Holder under Scrutiny - Quality Housing**

Councillor Donald Nannestad, Portfolio Holder for Quality Housing:

a) presented a report to Performance Scrutiny Committee Covering the following main areas:

- Homelessness
- Tenancy Services
- Voids
- Housing Repairs
- Housing Investment
- New Build
- Decarbonisation
- Private Sector Housing
- Health

b) invited members comments and questions.

Question: Members asked what needed to be changed in Tower Blocks to get them up to an acceptable standard.

Response: A lot of information had been gathered, such as who needed help in an event of an evacuation. A full fire door review had taken place and fire doors had been upgraded. Work had taken place with Lincolnshire Fire and Rescue and fire procedures needed to be continuously checked and rehearsed in order for residents and the Fire Brigade to understand what needed to be done in an emergency.

Question: A record was kept of who the tenants were in flats and members asked how rescue teams would know who was in each flat at a time of emergency as some residents work etc.

Response: Rescue teams would not know who was in each flat at what time and it would be difficult to find out.

Comment: Cllr Smalley commented that she attended the fire exercise at Shuttleworth House and found that the information provided by Lincolnshire Fire and Rescue was good, but the number of tenants that got involved was disappointing.

Question: Members asked if there needed to be more rules as to what was left in communal areas, such as mobility scooters.

Response: Mobility scooters were a problem in high/low rise areas. There was an update to the mobility scooter policy which was being presented at the next Housing Scrutiny Sub Committee Meeting.

Question: Members asked why when a repair is reported, the job gets registered as completed when though the work hadn't been completed.

Response: There were incidents where an operative had completed most of a job and then went back to finish it off but couldn't gain access to a property. There is work that needed to be done regarding this as there were issues with the IT system used as it was very old. Appointments were being re-booked without tenants being contacted which was unacceptable and needed to be changed. There were incidences of jobs being attended but the job was not what was on the list so took longer to mend but other jobs were missed in the meantime. Officers were looking at extending hours/shifts to try and accommodate tenants more.

Comment: Members commented that it would be good if tenants could be contacted to say when the operatives were on their way which may save time and journey costs etc.

Question: Members asked if a job number was created when jobs were logged.

Response: Officers were not sure and would feed this back to the committee.

Question: Members asked how repairs got reported.

Response: Most of the repairs were reported through tenants calling Customer Services and then a repair was booked.

Question: Members asked why complaints were not being responded to in a timely manner.

Response: All complaints were answered within the corporate timeframe. Complaint responses needed to be improved. A lot of complaints had been received regarding mould and damp.

Question: Members asked what the teething problems with De Wint Court were.

Response: There were issues with the electricity supply, TV licensing which were not caused by the council. Some of the final snagging had shown up some defective workmanship and ESH (the contractor) were responding to these.

Question: Members asked how the scheme for non-urgent repairs was going.

Response: The scheduled repairs scheme was being looked at currently. Repairs in the South of the city were added to a rota more quickly than the central area. As result the team were looking at changing the area boundaries to even out the number of jobs across the city.

Question: Members asked why there wasn't a section in the portfolio report for garages.

Response: Garages were briefly mentioned, however a review was taking place of garages and garage sites as there were some garages that a car would not fit into due to the change in vehicle size over the years. Some garage sites had been cleared and converted into car parking spaces. A number of sites suffered from Anti-Social Behaviour, fly tipping etc. There were also some issues with tenants creating accesses into the rear of their properties via the councils garage sites without permission, this may restrict usage options in the future.

Question: Members asked how many tenants were in arrears.

Response: This information was to be fed back to the committee.

Question: Members asked why the number of void properties in the system was not improving.

Response: There were three contractors that were working on void properties at the moment this was supplementing DLO labour There was an increased number of voids as result of tenants passing away and there were properties where repairs had not been carried out for a long time. There were properties that had been void for a long time, once they were completed it showed and added into the figures and made the percentages look worse. Until the long-term voids were completed the percentage time for voids would remain high.

Question: Members asked how many properties on average the Housing Officers each covered.

Response: Each Housing Officer looked after approximately 325 properties each.

Question: Members asked if there was a target for the amount of buy backs we aim for.

Response: Buy backs were funded by Right to Buy receipts and the target we aimed for was 15. Ex Council properties were targeted more as the properties were known to us previously. The use of the buy backs process was a balancing act as any that were purchased would automatically get added to the void stock.

Question: Members asked how many properties were under-occupied.

Response: This information would be reported back to the committee.

Question: Members asked if we had an electrical charging point policy for council tenants.

Response: There was not a policy for this and it is not something that was appearing in enquires or complaints from tenants. All the new build properties had electric car charging points fitted.

Question: Members asked how much money from the decarbonisation fund was anticipated to be received as the money hadn't been applied for as of yet and whether the work to bring Council properties up to an efficient level was going to be achieved by 2030 as this was estimated to cost £220m.

Response: There was a lot of work to be carried out on this and it was estimated to cost a lot of money. The technology was not available at the moment in order for our properties to be upgraded. The target of 2030 would have to be offset as there was not currently a solution to say for example gas boilers. The 30-year business plan was being updated; de-carbonisation was a key element of this. We didn't qualify for the initial de-carbonisation fund as government determined our properties were above the threshold for energy efficiency to qualify. A breakdown of the properties that were in each efficiency band was to be forwarded to the committee.

Question: Seventeen empty homes had been brought back into use by the end of October. Members asked if the target of 50 was going to be reached.

Response: The target may not be reached but a lot of work went on to try and find property owners.

RESOLVED that the annual report be noted

## **56. Portfolio Under Scrutiny Session - Reducing Inequality**

Councillor Sue Burke, Portfolio Holder for Reducing Inequality:

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

- Welfare and Benefits Advice
- Welfare Reform, Covid 19 and Cost of Living Support
- Housing Benefit/Council Tax Support
- Discretionary Rate Relief Policy
- Financial Inclusion
- Skills and Training (Including Adult Learning and The Network)
- Homelessness and Rough Sleeping
- Asylum Seekers and Refugees
- Neighbourhood Working
- Public Protection and Anti-Social Behaviour Team
- CCTV Service
- Lincoln Community Lottery
- Lincoln Social Responsibility Charter
- Holocaust Memorial Day

b) Invited members comments and questions.

Questions: Members asked how the £200k was spent on neighbourhood working and was it justified.

Response: Investing in neighbourhood working was different to running a business as its as much about building community capacity as it is about delivering projects. A questionnaire had been sent out to try and gather data in the area on the impact of the initiative.

Question: Members asked why so little legal enforcement action was being taken for PPASB.

Response: A lot of action was taken in the form of engagement first. Warnings were issued to offenders before formal enforcement was actioned. A lot of investigation needed to take place before a fixed penalty notice was issued.

Question: Members asked if PPASB were being proactive regarding fly-tipping.

Response: The PPASB team were part of a wider team run by the Environment Agency to help tackle fly-tipping, but with limited resources within the team, each case had to be prioritised against other work demands.

Question: Members asked what engagement had taken place to try and stop fly-tipping.

Response: There had been engagement in hot spot areas in the past which proved effective. Leaflets had been handed out. There were some re-source issues, but the team were trying to be persistent.

Question: Members asked what the staff morale was like for dealing with complaints.

Response: Staff morale was fairly good and staff had received training on how to deal with difficult customers.

Question: Members asked if temporary accommodation was in the city.

Response: Temporary accommodation was spread around the city and the type of accommodation would depend on what was needed. There were arrangements in place with landlords to keep properties empty in case they were needed.

Question: Members asked whether staff and members were up to date with regards to safeguarding knowledge/training.

Response: There was a detailed training path which was tiered down staff depending on the customers that they dealt with.

Question: Members asked if there were any plans to extend CCTV coverage.

Response: This would depend on funding as a lot of the expansions that had taken place was due to external funding that was received. There were in excess of 500 cameras in the system now.

Question: Fifteen out of twenty-one actions had been completed on Equality and Diversity, with six being carried over into the following year. Members asked whether this had an effect on the 2022/23 workload.

Response: Some actions were delayed due to covid recovery. An update would be forwarded to the committee.

RESOLVED that the annual report be noted.

**57. Work Programme for 2022/23**

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 for 2022/23 be noted.



## Performance Scrutiny Committee – Member request monitoring table

Date of committee – 19 January 2023

Action No.	Name of committee report	Information requested / question asked	Member name	Officer responsible for providing response	Date response provided	Response
1	Portfolio Under Scrutiny – Quality Housing	Members asked if a job number was created when repair jobs were logged.	Cllr J Wells	Daren Turner	19/1/23	If the repair is booked in by the customer team then they will get a report number, if its booked in by the resource planners at Hamilton House then they don't.
2	Portfolio Under Scrutiny – Quality Housing	Members asked how many tenants were in arrears.	Cllr T Dyer	Daren Turner	20/1/23	The number of tenants in arrears really doesn't actually mean too much anymore, as due to Universal Credit, tenants all have different payment dates throughout the month, so whilst 31.8% of tenants may be in arrears 20% (for example) could be paying and clearing the balance with every payment
3	Portfolio Under Scrutiny – Quality Housing	Members asked how many properties were under-occupied.	Cllr T Dyer	Daren Turner		This number is impossible to assess as we do not know the current make up of the tenancies we have. People are not obliged to tell us. We know how many people are on our waiting list requesting a downsize move. The only way we could accurately get this data would be to match information from CT/HB and Universal Housing (HSG It System) this would be problematic due to data security issues.
4	Portfolio Under Scrutiny – Quality Housing	Members asked how much money from the decarbonisation fund was anticipated to be received	Cllr D Clarkson	Daren Turner		As confirmed in the committee. The COL were not eligible for the first batch of the D/carb Fund as our stock was in a good position in relation to EPC rating compared

		as the money hadn't been applied for as of yet and whether the work to bring Council properties up to an efficient level was going to be achieved by 2030 as this was estimated to cost £220m. Members asked for the breakdown of the amount of properties in A-D energy efficiency bands.				to other councils. See below for breakdown.															
5	Portfolio Under Scrutiny – Quality Housing	A breakdown of the properties that were in each efficiency band was to be forwarded to the committee.	Cllr D Clarkson	Daren Turner		<table><tr><th>EPC Rating</th><th>No. of Properties</th></tr><tr><td>A</td><td></td></tr><tr><td>B</td><td>100</td></tr><tr><td>C</td><td>5,862</td></tr><tr><td>D</td><td>1,804</td></tr><tr><td>E</td><td>6</td></tr><tr><td>F</td><td>3</td></tr></table>	EPC Rating	No. of Properties	A		B	100	C	5,862	D	1,804	E	6	F	3	
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<b>Present:</b>	Councillor Gary Hewson ( <i>in the Chair</i> )
<b>Councillors:</b>	Pat Vaughan, Thomas Dyer, Jane Loffhagen, Mark Storer and Loraine Woolley
<b>External Representatives:</b>	Mick Barber (Chair of LTP), Caroline Coyle-Fox (Vice-Chair of LTP) and Mike Asher (LTP Member)
<b>Apologies for Absence:</b>	Councillor Alan Briggs, Steven Bearder and Debbie Rousseau (LTP Members)
<b>Also in Attendance:</b>	Councillor Donald Nannestad, Portfolio Holder for Quality Housing

**19. Confirmation of Minutes - 11 August 2022**

RESOLVED that the minutes of the meeting held on 11 August 2022 be confirmed.

**20. Declarations of Interest**

No declarations of interest were received.

**21. Lincoln Tenants Panel Project Update**

Mick Barber, Chair of Lincoln Tenants Panel, provided a written report on the panel's continued work with tenancy services, fire safety assurance, maintenance, business management and resident involvement on a variety of projects, covering the following areas:

- Within tenancy services LTP was working with the Voids Team Leader inspecting one property a week. We had also adapted the way we reported our findings moving from paper to digital format to speed up the process to ensure information could be shared immediately with officers.
- During the summer months, LTP attended estate inspections at Hartsholme, Birchwood & Moorland in the south; Ermine East & West and St Giles in the north and West End, Burton Road/Newport, Tower, Stamp End, City Centre, High Street and Manse in the city centre. Follow up inspections were due to take place in November/December.
- We held our first meeting with Business Management on 17<sup>th</sup> July – our recommendations have been shared with relevant officers together with a request for further feedback relating to some complaints.
- At a recent LTP meeting the Panel assessed the Tenant Involvement Strategy Action Plan and he was pleased to confirm there were no red flags. Actions had been awarded based on one of the following:
  - Bronze – Process has started – early stages
  - Silver – Making good progress
  - Gold - Full implementation and maintained
- LTP was working closely with the Interim Maintenance Manager on the schedule of repairs project, attending monthly meetings to review

performance, focused on creating a marketing programme to deliver a consistent message and information to tenants on the benefits of the project. Councillor Hewson, Chair of Housing Scrutiny Sub-Committee attended a meeting in August when the group discussed how we could enhance tenant experience – as a result, series of Face Book posts had been created by the working group scheduled to go out on a six-week cycle to promote and encourage tenants to make an appointment.

- We continued to hold our monthly LTP meetings. The Director of Housing attended our last meeting in September to discuss the proposed rent cap. Our AGM would take place on Monday 7<sup>th</sup> November with face book posts on both City of Lincoln Council sites together with LTP members sharing the posts on other community-based pages. We were thrilled to confirm we would be hosting a celebration event on Wednesday 15<sup>th</sup> November acknowledging all the hard work over the last couple of years in creating the LTP Constitution. The event would be held at the Guildhall and the Mayor had accepted our invitation.
- All LTP 1-2-1's had been completed by The Resident Involvement Manager and Vice Chair of LTP, which had provided us with valuable feedback, knowledge and panel aspirations, to be used to help us expand LTP and move forward.
- LTP had volunteered to assist the Resident Involvement Manager at the Jarvis and Shuttleworth House fire safety exercises and engagement events. We attended the recent fire safety exercise at Trent View which provided Lincoln Fire and Rescue with valuable information – Over thirty fire fighters carried out the training exercise with six fire engines in attendance from across Lincolnshire providing fire fighters with the knowledge, skills and agreed implementational procedures in the event of a major fire.
- We were currently working with The Tenancy Services Manager on the Incentive to Downsize Project and had provided a list of recommendations.
- Five LTP members would be attending a free ARCH Conference – The conference offered two workshops on decarbonisation and fuel poverty/cost of living and in addition to this, three guest speakers; Kate Dodsworth – Director of Consumer Regulation and Fleur Priest-Stephens - Tenant Engagement Manager for the regulator of social housing, would be presenting information on the proposed tenant satisfaction measures and regulatory changes. Caritas Charles – Policy and Insight Manager would be addressing the conference on resident engagement in building safety.
- Further to Jo Crookes presentation at the LTP in July, the Panel asked to shadow Customer Services operatives and one LTP member had been the first to shadow. Jo had agreed to duplicate these sessions with other LTP members.

Members discussed the content of the report in further detail.

Councillor Dyer thanked LTP members for their support on ward works. He asked for further detail of the work on the Incentive to Downsize Project.

Daren Turner, Director of Housing confirmed that a piece of work had been carried out a while ago with input from members to help tenants wishing to downsize with moving costs etc. It had been reviewed by our legal colleagues and LTP members, prior to being presented to the Portfolio Holder for Quality Housing. The Draft Policy would be brought to the next meeting of Housing Scrutiny Sub Committee for comments.

Councillor Loffhagen received confirmation that any changes to the Tenancy Involvement Strategy following the Action Plan in place would be reviewed in due course by this Committee.

RESOLVED that:

1. A report on the Draft Incentive to Downsize Initiative be presented to the next meeting of Housing Scrutiny Sub Committee.
2. The content of the written update from the Chair of LTP be noted with thanks, to be continued as a regular agenda item.

## **22. Planned Works Programme Update 2022-23**

Kevin Bowring, Investment Manager, presented a verbal update on the schedule of planned works for the current year 2022/23, as requested for members information by the Chair, covering the following main points:

- A 6-year onsite contract had been awarded to fit replacement windows.
- Installation of doors/windows:
  - 357 front entrance doors had been installed to date.
  - 304 front entrance doors were currently on order
  - 112 windows had been installed.
  - 324 windows were currently on order
- Expenditure of £1.5m was planned for door and window installation this year.
- Work by our heating contractors involved:
  - Installation of 317 replacement boilers to date.
  - A further 378 replacement boiler installations in progress.
- Under the annual electrical inspection programme, just under 2,000 properties had been tested this year and relevant works required as a result of these inspections were programmed for completion.
- A new contract had been procured for installation of communal/access doors and control systems, to be delivered in Feb/March 2023 at a cost of £400,000.
- Letting standards were being improved through work being carried out by housing staff and void relets.
- There were 15 procurement exercises currently underway.
- A new 5 year electrical services contract was due to be signed off tomorrow to install new electrics in flat blocks.
- Tenders for property improvements such as kitchen/bathroom upgrades had recently been re-tendered following a lack of take-up in the summer.
- Tenders were also out for landscaping boundaries, tarmac, hard standing works etc.
- A tender to procure timber doors was also underway.

Councillor Hewson, Chair, thanked the Investment Manager for this update and requested that a general breakdown of planned works be prepared for members of Housing Scrutiny Sub Committee ahead of each financial year. He referred to current expenditure against capital programme targets at under 20%, although he fully accepted the problems experienced with supply of materials and labour.

Mick Barber, Chair of Lincoln Tenants Panel asked whether it was possible for electrical safety inspections to be carried out annually across our whole stock of Council house properties in line with that of gas inspections.

Kevin Bowring, Investment Manager, advised that gas inspections must be carried out annually by statute. Electrical safety inspections were carried out over a 5 year programme; however, the outcome of the previous inspection was used to define any properties requiring a further inspection in advance of this timescale. The Housing Authority also had a responsibility to re-check properties each time they became void. He agreed to discuss this further at the Lincoln Tenants Panel meeting later that month.

Mick Barber congratulated officers on the work carried out by the gas contractor. He questioned the ratio of safety against quality and cost effectiveness with the number of smaller contracts being tendered in general.

Kevin Bowring, Investment Manager confirmed that post inspections were conducted on a percentage of works completed, to ensure the same quality of tradesmanship across different contracts.

Councillor Hewson suggested in setting a standard it would be beneficial for each job to be checked once completed.

Kevin Bowring, Investment Manager, highlighted that a lower volume of work was being carried out on site as stock condition was currently in a good state of repair. Following the 15 year anniversary of boiler and kitchen installations this may change in future years. The Housing Authority did not have the resources to check every job, however, if future sampling showed errors then the frequency of inspections would be increased.

Mike Asher, LTP Member, queried why the allocation of new door systems in council owned flats was not done in blocks, rather than at specific properties.

Kevin Bowring, Investment Manager, confirmed that the door replacement programme was based on age and condition. The introduction of our Compliance Team had resulted in an increase in referrals. Unfortunately, financial resources did not stretch to replacement of doors block by block.

RESOLVED that:

1. A schedule of planned works be presented to Housing Scrutiny Sub Committee members for information at the beginning of each financial year.
2. The content of the verbal update be noted with thanks.

## **23. De Wint Court Update**

Yvonne Fox, Assistant Director, Housing Management, presented a verbal update on De Wint Court, new purpose-built residential accommodation open now to support residents to live more independently, yet together and more inclusively with the local surrounding community. She highlighted the following key points:

- As of today, the scheme was fully allocated.

- A waiting list contained 24 active applications and 74 awaiting assessment by the Allocation Panel.
- This new sheltered housing scheme was a great flagship facility for people to live.
- The beautiful apartments had built-in security and lifestyle features that helped make the practicalities of day-to-day life easier for residents.
- Key benefits of De Wint Court centred on flexible on-site care and support packages built around people's needs, a restaurant serving the local community on the doorstep and a hair and beauty salon without going outside the complex.

Mick Barber, Chair of LTP commended the scheme as a jewel in our crown, and he hoped there would be similar projects in the City.

Members raised questions as follows:

- How did the resident's service charge apply to those resident's on means tested housing benefit?
- Officer Response: The service charge was made up of a number of elements to ensure the effective management of the scheme. It was charged over and above normal council house rent offering care and support built around individual needs. Residents on benefits did get help, however, those not on benefits must pay the full service charge. New residents were made aware of the charges at the application stage. Although costs were more than council rents due to the care package provided, it was still an affordable rent. There were also alternative sheltered housing schemes available in the City. Rent charges would be constantly reviewed to ensure they were reasonable and affordable.
- Was the application process split 50/50 between the City and County Council or were City residents given priority?
- Officer Response: Lincoln residents were given priority as part of the allocation assessment. All the current residents were from the City.

Daren Turner, Strategic Director, Housing and Investment, highlighted that there were a few teething problems to be addressed by the build contractors, which were being followed up for final resolution.

Councillor Tom Dyer sought reassurance from the Director of Housing and Investment that he was confident with the detail of the full contract agreement for the complex which had been managed by a former staff member.

Daren Turner, Director of Housing and Investment confirmed that the overall delivery of the project was covered under the contract agreement, there were just a few snagging issues which were being chased to avoid penalties being applied. Under the retention policy, a legal view had been sought to the effect that a reasonable period of time should be given for the contractor to respond to snagging issues, in order to follow due process.

RESOLVED that:

1. A Post-Implementation Report of De Wint Court be added to the work programme to be presented to Housing Scrutiny Sub-Committee after April 2023.
2. The content of the verbal report be noted with special thanks to all the officers involved in the creation of this unique venture.

**24. Performance Monitoring Report - Quarter 2 - 2022/23**

Yvonne Fox, Assistant Director, Housing Management:

- a) presented Housing Scrutiny Sub-Committee with a quarter 2 report on Performance Indicators for the 2022/23 financial year (April 2022- September 2022), as detailed at Appendix A
- b) 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.
- c) highlighted that in total there were 21 measures and of those, against agreed targets, 7 were on or exceeding targets for the year (year-end), and 13 had not met the normal targets set
- d) reported that of the 13 measures that did not meet target, 8 of these were within 5% tolerance of their respective targets (amber rating), and one measure didn't have a target (complaints replied to in line with corporate policy)
- e) referred to Appendix A of the report which 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)
- f) provided the committee with some key figures in relation to performance targets as follows:
  - Rent collection was ahead of the 96.5% target. 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.
  - The percentage of all priority repairs carried out within the time limit of 1 day was slightly below the target of 99.5%. Since April there were 10 priority repairs completed outside the 24-hour window. Housing Repairs Service (HRS) were continually monitoring the volume of priority repairs and ensuring tickets were closed down when repairs were made safe. The repairs service was experiencing issues with repairs booked in on the Dynamic Resource Scheduling System (DRS) and its links to the Universal Housing IT system (UH) which was being logged manually until the replacement system was in place



- arrears as a % of the rent debit was currently marginally above target in the month of August with 4.76% achieved. Arrears were normally at their highest at this time of the year with a reduction due at the end of Q3 and Q4 due to the rent-free weeks. Increased numbers of tenants were migrating over to Universal Credit (UC) which increased arrears. The heightened costs of living had also put pressure on households. The national period of mourning almost meant a hiatus in arrears collection which impacted on collection.
- There was a dip in performance for repairs completed right on first visit in the month of August. Further codes were being added to the system to determine the need for further visits i.e., the need for a secondary trade, insufficient time to complete on the first visit.
- In terms of % of non-decent homes, at the end of the quarter we had 125 non decent properties which excluded refusals. We had seen a reduction in non-decent properties from the previous month, this was mainly as a result of doors and windows installed in September and all previous failures for chimneys now being resolved
- The average re-let time for standard dwellings was behind target but had improved compared to the same point last financial year. The voids team had faced an increase in the number of properties post pandemic. Properties had been found in poor condition needing a considerable amount of works and some contractors had struggled to meet this demand due to current market conditions regarding labour shortages in the construction sector. This affected many local authorities. There had also been some delays with asbestos and sign ups trying to accommodate tenants who were struggling to move. The teams were working to bring this closer to target for Q3.
- There had been a slight reduction in overall re-let times for dwellings including major works from 50.71 days in Quarter 1, although this was still behind target. There had been a high number of transfers this quarter due to the De Wint sign-ups. The team was working to reduce the overall number of days and contractors had placed additional labour into properties where necessary.
- The complaints tracker continued to be presented at the Director of Housing and Investment's Extended Departmental Management Team (EDMT) on a monthly basis and any overdue/close to deadline complaints were highlighted to Service Managers on a weekly basis.

g) welcomed members questions and comments.

Members discussed the report in full, commented/asked questions, and received relevant responses from officers as follows:

- Comment: There was a need to monitor re-let properties. Lincoln Tenants Panel members had a few suggestions to put on the table.
- Response: Thank you. The average re-let period was impacted by the number of voids occurring due to death being as high as 50%. There was a

legal process to be carried out in these sad circumstances and officers were unable to access the properties to carry out pre-inspections.

- Question: Why was the customer contact target for % calls answered within 90 seconds so low at 8.18%?
- Response: This indicator came within the remit of the Customer Services function. The Customer Services Manager had attended the last meeting of this Committee to explain the reasons for the target. The Customer Services Manager would be asked to add more detail to the next quarterly performance report to help members' understanding of the issues involved.
- Comment: The % calls answered within 90 seconds was low, however, local residents needed to get through to officers who knew the answer to their query.
- Response: The Duty Housing Manager or Housing Solutions Manager were always available to offer assistance and support. Officers urged the public to let them know if they were dissatisfied with the customer service provided.
- Comment by Mike Asher, LTP Member: He wished to defend the work of Customer Services staff having spent half a day with them. Operatives showed vast knowledge in responding to customer enquiries, and spent valuable time with each client to establish their issues.
- Question: Were the tenants who left properties in a poor condition without understandable reasons (e.g., frail/elderly clients), expected to offer pay back to the Authority for repairs to be carried out?
- Response: Each property was inspected and a recharge made if repairs were needed and access to the property was possible. In the case of abandoned properties, a recharge would be made to the former tenant which would remain as a debt to the Council for 7 years. Officers were currently looking at recharge prices conducting a piece of work alongside the Accountancy Team.
- Question: It was not possible to chase repairs on our on line system. Why was it not updated to reflect repairs still awaited?
- Response: An appointment was offered to tenants at the time the repair was reported. Clients would know when the work would be scheduled unless in specific cases a longer timescale was involved.

Mick Barber, Chair of LTP, highlighted that performance had improved on complaints responded to on-line. He fully understood the issues being experienced in the Customer Services Team; we needed to secure improved IT systems to see increases to call response times.

Councillor Donald Nannestad, Portfolio Holder for Quality Housing, advised that problems with customer call time responses was also a problem also in other areas of the country/other organisations. The digital repairs system was a trial initiative, it would take out a certain number of calls but was not intended to take out all of them. This area was not within the remit of his portfolio

Mick Barber, Chair of LTP, highlighted the main concern here was not call time, but redirection of calls to achieve a satisfactory response. Modernisation of the system was required to enable a good service to be provided. Hopefully suggestions offered by LTP would be implemented to ease the situation.

Councillor Hewson, Chair, asked whether it was necessary to review the target.

Daren Turner, Strategic Director of Housing and Investment, acknowledged there was an issue with call time responses, and that we needed to find a way to improve the system.

Councillor Hewson, Chair suggested that the Portfolio Holder for Customer Experience and Review, responsible for Customer Services, be invited to attend the next meeting of Lincoln Tenants Panel to give an update, a comment acknowledged by the Chair of LTP.

RESOLVED that:

1. The Customer Services Manager be requested to add extra detail to the next quarterly performance report to help members' understanding of the issues involved with performance on the percentage number of calls answered within 90 seconds.
2. The current performance outcomes during the financial year 2022/23 be noted.

**25. Tenant Involvement Strategy 2022/2025 - Action Plan**

Donna Lyons, Resident Involvement Manager, presented the Tenant Involvement Strategy 2022-25 for information, together with the Action Plan for the strategy which included a Lincoln Tenants Panel Assessment of progress to date.

She reported that LTP would continue to assess progress on the strategy and Action Plan using a gold, silver, bronze star/red flag rating system. There were currently no red flags against any of the objectives within the agreed Action Plan.

Councillor Hewson, Chair, received confirmation that the Panel was represented by a LTP member with disabilities.

Mick Barber, Chair of LTP, confirmed that he was actively attempting to recruit a lease holder to coordinate the marketing of the strategy to get more people involved.

RESOLVED that the content of the report be noted with thanks.

**26. Work Programme 2022/23**

The Democratic Services Officer:

- a. presented the work programme for Housing Scrutiny Sub-Committee for 2022/23 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:

1. Additional items be added to the work programme as follows:
  - PIR De Wint Court- post April 2023

- Planned Scheduled Investment Programme Update- beginning of next Municipal Year
- Draft Downsizing Initiative – next scheduled meeting – 2 February 2023.

2. The work programme be noted.

<b>SUBJECT:</b>	<b>SECTION 106 AND CIL CONTRIBUTIONS UPDATE</b>
<b>DIRECTORATE:</b>	<b>COMMUNITIES AND ENVIRONMENT</b>
<b>REPORT AUTHOR:</b>	<b>NICOLA COLLINS, HERITAGE AND PLANNING ENFORCEMENT TEAM LEADER</b>

## **1. Purpose of Report**

- 1.1 To provide the annual update on section 106 agreements and Community Infrastructure Levy (CIL) that has been collected, secured and spent in the last 12 months to December 2022

## **2. Executive Summary**

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

## **3. Background**

- 3.1 A report was last brought before this committee in March 2022 outlining the section 106 agreement amounts for the preceding year up to December 2021.
- 3.2 The administration of the section 106 process is strictly regulated by the Town and Country Planning Act 1990. The resulting section 106 agreements are retained securely by the City Council and officers ensure that payments are received in accordance with the terms in the agreement. Once the commuted sum is received it is the responsibility of the City Council to utilise the sum in accordance with the terms of the agreement.
- 3.3 In most cases, sums are requested for specific infrastructure because there are three tests that must be satisfied to collect developer contributions; they must be directly related to the development, fairly and reasonable related in scale and kind and necessary to make the development acceptable in planning terms. This often determines where the contributions

are allocated to. Officers do not determine the allocation of these monies. The projects that the contributions go towards have been identified by and/or agreed with portfolio holders in line with relevant Vision 2025 objectives and initiatives.

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

#### 4. Details

- 4.1 The following table illustrates section 106 contributions and CIL secured for 2022 up to and including December 2022 as a result of new planning applications submitted during that period. Where applicable, information is provided on what the contribution is being collected for, in accordance with local plan policies.

#### 4.2 S106 and CIL Required from New Planning Applications Jan 2022 to Dec 2022

Site	Affordable Housing	Local Green Infrastructure	Playing Fields	Education	Highway Works	NHS	CIL
Lindum Terrace Apartments	101,890.00	5,418.00	13,992.00	0	0	12,650.00 Abbey or Minster or Lindum Medical Practices	
Oddfellows Hall Apartments	109,890.00	13,363.00	5,175.00	0	0	0	0
471-480 High Street Care Home	0	0	0	0	0	28,707.25	0
Firth Road Student Accom.	0	0	0	0	0	161,150.00	0

68-70 Greetwell Close Apartments	0	6,564.00	2,542.00	0	0	6,380.00	0
Beevor Street Offices	0	0	0	0	25,000.00 Hirebike and pedestrian crossing	0	0
Wragby Road	N/A	N/A	N/A	N/A	N/A	N/A	9,800.00
Sewell Road	N/A	N/A	N/A	N/A	N/A	N/A	1,327.50
Total	211,780.00	25,347.00	21,709.00	0	25,000.00	208,887.25	11,127.50

- 4.3 The table illustrates what developer contributions have been collected, in accordance with the 3 tests. Where the amount is unallocated, it must be spent within proximity to the site of the development, which will be informed using City Council play and playing field strategies. None of the major schemes proposed included qualifying development for the purposes of CIL, but two separate minor developments attracted a CIL charge, Wragby Road and Sewell Road.
- 4.4 Receipt of commuted sums is dependent on whether the planning permission is implemented on site. If the scheme is not developed, the negotiated section 106 will not become liable for payment and so the sums outlined in the table may never be received. There is therefore no guarantee that sums negotiated as part of section 106 agreements during the planning application process will be received. If the planning permission expires then the section 106 falls away.
- 4.5 The following table illustrates the s106 and CIL contributions received during the period from development that has already commenced and met the trigger for payment.

#### **S106 and CIL Contributions Received Jan 2022 to Dec 2022**

Site	Affordable Housing	Local Green Infrastructure	Playing Fields	Education	NHS	CIL
Anzio Crescent Dwelling	N/A	N/A	N/A	N/A	N/A	2,550.00
Newport Dwelling	N/A	N/A	N/A	N/A	N/A	5,143.00
Hykeham Road Dwelling	N/A	N/A	N/A	N/A	N/A	2,495.00
St Annes Road Dwelling	N/A	N/A	N/A	N/A	N/A	2,875.00
Anzio Crescent Dwelling	N/A	N/A	N/A	N/A	N/A	3,155.00
Canwick Road Dwelling	N/A	N/A	N/A	N/A	N/A	5,100.00

Boundary Street Dwelling	N/A	N/A	N/A	N/A	N/A	3,325.00
De Wint Court	N/A	N/A	N/A	N/A	35,392.50	
Total	0	0	0	0	35,392.50	24,643.00

**4.6 S106 Spend Breakdown During 2022.** What was spent and where

Spend location	What was provided	Amount allocated	S106 development spend was allocated from
Arboretum recreation area	New piece of play equipment	37,218.00	Ingleby Crescent
Total		37,218.00	

4.7 Appended to this report is the section 106 Terms of Reference document that officers adhere to and the following is a link to the supplementary planning document that supports the developer contributions policies within the Central Lincolnshire Local Plan and determines when and what section 106 and CIL can be collected for [Supplementary Planning Documents and Guidance Notes | Central Lincolnshire \(n-kesteven.gov.uk\)](https://www.central-lincolnshire.gov.uk/planning/planning-documents-and-guidance-notes/)

4.8 The next annual report will be presented to this committee in approximately 12 months

**5. Recommendation**

5.1 That Members note the contents of the report

**Is this a key decision?** No

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

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

**How many appendices does the report contain?** 1

**List of Background Papers:** None

**Lead Officer:** Nicola Collins, Heritage and Planning Enforcement  
Team Leader  
Telephone (01522) 873871



## Appendix A

### S106 MONITORING GROUP

Approved by V20/20 Group Remarkable Place – 17/02/2022

#### MISSION STATEMENT

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

#### TERMS OF REFERENCE

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

## Appendix A

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

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

<b>SUBJECT:</b>	<b>QUARTER 3 2022/23 OPERATIONAL PERFORMANCE REPORT</b>
<b>DIRECTORATE:</b>	<b>CHIEF EXECUTIVE AND TOWN CLERK</b>
<b>REPORT AUTHORS:</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 3 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 targeted 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 At the end of Quarter 3 2022/23 of the 83 performance measures across the directorates of Chief Executive's, Communities & Environment and Housing & Investment:
- 15 measures (18.1%) were Red (below lower target boundary)
  - 21 measures (25.3%) were Blue (within target boundaries – acceptable)
  - 24 measures (28.9%) were Green (meeting or exceeding the higher target)
  - 19 measures (22.9%) were recorded as volumetric
  - 4 measures (4.8%) were recorded as data not being available for this quarter

Out of the 83 performance measures monitored during the quarter 64 had targets allocated to them. Of these targeted measures 45 (70.3%) were within or exceeding the targets set.

## 4. Performance Measures Performing Above/Below Target – Quarter 3 2022/23

- 4.1 The Quarter 3 2022/23 Operational Performance Report can be found at Appendix A. The report details those targeted measures with performance above or below target by directorate at the end of the third quarter of 2022/23 and the reasonings behind the performance outturns.

- 4.2 A count of the performance measure outturn statuses by directorate at quarter 3 2022/23 can be found on page 4 of Appendix A.
- 4.3 In addition to the directorate performance measures, the report also details the performance outturns for those corporate performance measures. These measures focus on the areas of sickness, complaints, resources, health & wellbeing, and appraisals.
- 4.4 To support Appendix A, a full list of all performance measure outturns and supporting performance commentary is provided at Appendix B. Within this supporting appendix, in addition to those measures performing above / below target, Appendix B also contains –
- those performance measures performing within target boundary at the end of the quarter (acceptable performance)
  - the outturns for all performance measures recorded as volumetric (untargeted)

## **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.

6.2 Legal Implications including Procurement Rules

There are no direct legal implications

### 6.3 Equality, Diversity and Human Rights

There are no direct equality implications 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 contents of the Quarter 3 2022/23 Operational Performance Report found at Appendix A ahead of the report being presented to Executive on 20<sup>th</sup> February 2023.
  - 2) Performance Scrutiny Committee is asked to confirm that the format of the performance report continues to meet their requirements.

<b>Is this a key decision?</b>	No
<b>Do the exempt information categories apply?</b>	No
<b>Does Rule 15 of the Scrutiny Procedure Rules (call-in and urgency) apply?</b>	No
<b>How many appendices does the report contain?</b>	Two (A and B)
<b>List of Background Papers:</b>	None
<b>Lead Officers:</b>	Graham Rose - Senior Strategic Policy Officer Scott Lea - Policy Officer

# Operational Performance Report – Quarter 3 2022/23



Graham Rose - Senior Strategic Policy Officer

Scott Lea - Policy Officer

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## 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 3 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) predominantly links to the Vision 2025 priorities "Driving Inclusive Economic Growth" and “Lets Address the Challenge of Climate Change”. DMD is currently working to develop a number of performance measures to monitor service delivery within the directorate. It is expected these measures will be reported from quarter 4 2022/23. Updates on the key projects being delivered within the directorate will also be reported alongside these measures.

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

### Corporate performance measures

For the corporate 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

## Executive summary

Within this quarter 3 2022-23 Operational Performance Report for the City of Lincoln Council, we are reporting on 75 quarterly performance measures and 8 annual performance measures. The 83 measures are split across the directorates of Chief Executive's (CX), Community and Environment (DCE) and Housing and Investment (DHI).

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. Corporate performance measures

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 performance measure outturns by status and by direction of travel for each directorate as at the end of quarter 3 2022/23.

	Performance measure outturns by status					
Directorate	Below target	Acceptable	Above target	Volumetric	Data not available	Total
CX	5 (17.2%)	5 (17.2%)	12 (41.3%)	7 (24.1%)	0 (0%)	29
DCE	6 (16.7%)	11 (30.6%)	7 (19.4%)	9 (25%)	3 (8.3%)	36
DHI	4 (22.2%)	5 (27.8%)	5 (27.8%)	3 (16.7%)	1 (5.6%)	18
<b>Total</b>	<b>15 (18.1%)</b>	<b>21 (25.3%)</b>	<b>24 (28.9%)</b>	<b>19 (22.9%)</b>	<b>4 (4.8%)</b>	<b>83</b>

	Performance measures outturns by direction of travel					
Directorate	Deteriorating	No change	Improving	Volumetric	Data not available	Total
CX	10 (34.5%)	1 (3.4%)	11 (38.0%)	7 (24.1%)	0 (0%)	29
DCE	11 (30.6%)	2 (5.6%)	11 (30.6%)	9 (25%)	3 (8.3%)	36
DHI	6 (33.3%)	1 (5.6%)	7 (38.9%)	3 (16.7%)	1 (5.6%)	18
<b>Total</b>	<b>27 (32.5%)</b>	<b>4 (4.8%)</b>	<b>29 (34.9%)</b>	<b>19 (22.9%)</b>	<b>4 (4.8%)</b>	<b>83</b>

It is important to note that factors such as resource pressures, recruitment challenges and the cost of living crisis have continued to have an impact on performance in quarter 3 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 continue to 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 is good	Unit	Low Target	High Target	Q3 2022/23 outturn	Status	
Work Based Learning	WBL 1	Percentage of apprentices completing their qualification on time	High is good	%	95.00	100.00	50.00	R	▼
Work Based Learning	WBL 2	Number of new starters on the apprenticeship scheme (cumulative)	High is good	Number	13	15	8	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	▲
Business Development	BD 1	Number of users logged into the on-line self-service system this quarter.	High is good	Number	10,000	11,000	8,978	R	▼
Communications	COM 1	Percentage of media enquiries responded to within four working hours	High is good	%	75.00	90.00	83.00	A	▲
Customer Services	CS 1	Number of face to face enquiries in customer services	N/A	Number	Volumetric	Volumetric	35	V	
Customer Services	CS 2	Number of telephone enquiries answered in Channel Shift Areas (Rev & Bens, Housing & Env. Services)	N/A	Number	Volumetric	Volumetric	24,232	V	
Customer Services	CS 3	Average time taken to answer a call to customer services	Low is good	Seconds	300	180	842	R	▼
Customer Services	CS 4	Average customer feedback score (telephone, face to face and e-mail enquiries)	High is good	%	80.00	90.00	87.80	A	▲
IT	ICT 1	Number of calls logged to IT helpdesk	N/A	Number	Volumetric	Volumetric	702	V	
IT	ICT 2	Percentage of first time fixes	N/A	%	Volumetric	Volumetric	58.8	V	
Accountancy	ACC 1	Average return on investment portfolio	High is good	%	0.15	0.25	2.62	G	▲
Accountancy	ACC 2	Average interest rate on external borrowing	Low is good	%	4.75	3.75	2.98	G	▼
Debtors & Creditors	DCT 1	Percentage of invoices paid within 30 days	High is good	%	95.00	97.00	96.53	A	▼
Debtors & Creditors	DCT 2	Percentage of invoices that have a Purchase Order completed	High is good	%	45.00	55.00	62.00	G	▲
Debtors & Creditors	DCT 3	Average number of days to pay invoices	Low is good	Days	30.00	15.00	16.00	A	▼
Revenues Administration	REV 1	Council Tax – in year collection rate for Lincoln (cumulative)	High is good	%	75.00	77.00	77.58	G	▲
Revenues Administration	REV 2	Business Rates – in year collection rate for Lincoln (cumulative)	High is good	%	81.00	84.00	85.51	G	▲



Service Area	Measure ID	Measure	High or Low is good	Unit	Low Target	High Target	Q3 2022/23 outturn	Status	
Revenues Administration	REV 3	Number of outstanding customer changes in the Revenues Team	Low is good	Number	1,400	1,200	1,460	R	▲
Housing Benefit Administration	BE 1	Average days to process new housing benefit claims from date received (cumulative)	Low is good	Days	19.50	17.50	15.97	G	▲
Housing Benefit Administration	BE 2	Average days to process housing benefit claim changes of circumstances from date received (cumulative)	Low is good	Days	8.00	6.50	5.76	G	▼
Housing Benefit Administration	BE 3	Number of Housing Benefits / Council Tax support customers awaiting assessment	Low is good	Number	1,750	1,600	1,413	G	▲
Housing Benefit Administration	BE 4	Percentage of risk-based quality checks made where benefit entitlement is correct (cumulative)	High is good	%	89.00	92.00	95.69	G	▼
Housing Benefit Administration	BE 5	The number of new benefit claims year to date (Housing Benefits/Council Tax Support)	N/A	Number	Volumetric	Volumetric	3,440	V	

## Annual Measures

Service Area	Measure ID	Measure	High or Low is good	Unit	Low Target	High Target	2022/23 outturn	Status	
Democratic Services	DEM 1	The number of individuals registered on the electoral register as at 1st December (local elections)	N/A	Number	Volumetric	Volumetric	61,778	V	
Procurement Services	PRO 1	Percentage spend on contracts that have been awarded to "local" contractors (as the primary contractor)	High is good	%	20.00	45.00	44.15 (2021/22 outturn)	A	▼
Procurement Services	PRO 2	Percentage value of the top 10 spend contracts that have been sub-contracted (wholly or partly) to "local" suppliers to deliver	N/A	%	Volumetric	Volumetric	20.20 (2021/22 outturn)	V	
Procurement Services	PRO 3	Percentage of total contract spend that is with an SME	High is good	%	20.00	40.00	51.18 (2021/22 outturn)	G	▲
Procurement Services	PRO 4	Percentage of total contract spend that is with an SME who meets the "local" definition	High is good	%	20.00	40.00	58.80 (2021/22 outturn)	G	▲

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

G

### Work Based Learning

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

During the third quarter, 2 apprentices were due to complete their qualification. Whilst 1 of these apprentices withdrew from the apprenticeship scheme during the quarter following gaining permanent employment, both successfully moved into Education, Employment or Training, resulting in the performance outturn for measure WBL 1 achieving 100%. This latest outturn was above the high target for this measure of 95%.

### Accountancy

#### ACC 1 – Average return on investment portfolio

The average return on investment portfolio has continued to rise for the 6<sup>th</sup> consecutive quarter. As at the end of quarter 3, the average return on investment portfolio stood at 2.62%, 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, which has resulted in interest rates being more favourable than forecast.

#### ACC 2 - Average interest rate on external borrowing

Following the interest rate on external borrowing decreasing between quarter 2 2021/22 and quarter 2 2022/23, the latest quarter 3 2022/23 outturn shows the average interest rate on external borrowing has now stabilised. In quarter 3 this rate stood at 2.98% and was better than the high target for the quarter of 3.75% (low is good).

### Debtors & Creditors

#### DCT 2 - Percentage of invoices that have a purchase order completed

The percentage of invoices that had a purchase order completed during quarter 3 was 62%. This was an increase of 3% when compared to the previous quarter and 7% above the high target for the quarter of 55%. This latest outturn was the third 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 01/10/2022 - 31/12/2022. Staff continue to be encouraged to ensure all invoices have an associated purchase order raised.

### Revenues Administration

#### REV 1 – Council Tax – in year collection rate for Lincoln (cumulative)

The Council Tax in year collection rate at the end of the third quarter reached 77.58%. This was slightly above the high target for the quarter of 77% and 1.76% higher than at the end of the same quarter last year. During the quarter a number of energy rebates had been added to accounts, which increased the collection rate. In addition the team added a further £28.00 to all working age

customers in receipt of council tax support as part of the Council Tax Hardship Scheme. A letter was sent to these customers in November 2022 to notify them of this. Due to postal strikes customers had just started to make contact before the Christmas break with regard to these payments and it is expected that more of these customers will request refunds. Subsequently any refunds that are made will have an impact on the collection rate moving forward.

#### REV 2 – Business Rates – in year collection rate for Lincoln (cumulative)

The business rates in year collection rate reached 85.51% at the end of the third quarter, which was 1.51% above the high target for this quarter of 84%. When compared to the same quarter in 2021/22, the collection rate showed an improvement of 1.39%. The application of Covid-19 Additional Relief Fund (CARF) against the 2021/22 debt has helped with the collection figures for 2022/23. The council is discouraging any applications for refunds if the 2021/22 year went into credit due to the CARF relief unless the current year 2022/23 has been cleared in full.

### **Benefits Administration**

#### BE1 – Average days to process new benefit claims from date received (cumulative)

At the end of the third quarter the average time to process new benefit claims from date received was 15.97 days. This latest outturn was below the high target for the quarter of 17.5 days (low is good). Performance of this measure has continued to decrease throughout the quarter as levels of outstanding work within the Benefits Administration Team has decreased. When compared to the same quarter in 2021/22, this latest outturn was 0.48 days lower. The latest quarter 3 2022/23 outturn was the lowest number of days recorded for this measure since the first quarter of 2020/21.

#### BE2 – Average days to process housing benefit claim changes of circumstances from date received (cumulative)

The average days to process housing benefit claim changes of circumstances from date received was 5.76 days at the end of the third quarter. This outturn outperformed the high target for the quarter of 6.5 days (low is good). As with measure BE 1, this positive performance was also as a result of the levels of outstanding work within the Benefits Administration Team decreasing. When compared to the same quarter in 2021/22, this latest processing time was slightly greater by 0.39 days.

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

At the end of quarter 3, 1,413 Housing Benefits / Council Tax support customers were awaiting assessment. This latest outturn was 187 customers less than the high target for the quarter of 1,600 (low is good) and was 230 customers less than at the end of the same quarter in 2021/22. Of the 1,413 customers, 1,120 were awaiting a first contact from the council. This positive outturn was due to there being increased resource in the Housing Benefit Administration Team during the quarter as a result of staff being offered overtime. This additional resource was put in place to help mitigate the ongoing impacts of the cost of living crisis and the need to ensure claims were assessed promptly. In addition, workload in the team tends to decrease slightly during the third quarter, which has also had a positive impact on the outturn of this measure. It is important to note that as the performance of this measure improves and outstanding work decreases, this has a positive impact on the performance of measures BE 1 & BE 2.

BE 4 – Percentage of risk based quality checks made where benefit entitlement is correct (cumulative)

The percentage of risk-based quality checks made where benefit entitlement is correct reached 95.69% at the end of the third quarter, outperforming its high target of 92%. This encouraging performance reflects the large amount of quality checks which have been undertaken within the Housing Benefits Administration Team during quarter 3.

## Procurement

Please note, data for the following two measures is reported one year behind.

PRO 3 – Percentage of total contract spend that is with an SME

During the year 2021/22 the percentage of total contract spend that was with an SME was 51.18%. This was above the high target for the measure of 40% and was the highest level recorded for this measure since collection commenced in 2019/20. In monetary terms this equated to £21.95m out of a total contract spend of £42.89m.

PRO 4 - Percentage of total contract spend that is with an SME who meets the "local" definition

In the year 2021/22 the percentage of total contract spend that was with an SME which met the "local" definition was 58.80%. This was above the high target for the measure of 40%, and as with measure PRO 3, was also the highest level recorded for this measure since collection commenced in 2019/20. The latest outturn equated to £12.92m out of a total of £21.95m being with an SME that met the "local definition".

The outturns for measures PRO 3 and PRO 4 demonstrate the council's ongoing commitment to supporting SMEs and local SMEs.

## Chief Executive's Directorate measures performing below target

R

## Work Based Learning

WBL 1 - Percentage of apprentices completing their qualification on time

Out of the 2 apprentices which were due to complete their qualification in quarter 3, 1 apprentice completed on time (50%). The individual not completing on time for this quarter gained permanent employment and subsequently did not wish to continue on the apprenticeship scheme. Whilst this outturn was below the low target for this measure of 95%, it is important to note that due to the low numbers of apprentices scheduled to complete during the quarter, the impact on performance of one apprentice not completing on time was much larger.

WBL 2 - Number of new starters on the apprenticeship scheme (cumulative)

During the third quarter, 2 apprentices started at the council bringing the cumulative number of new starters on the apprenticeship scheme in 2022/23 to 8. This outturn was below the quarter 3 cumulative low target of 13. Moving forward 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.

## **Business Development**

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

During quarter 3, 8,978 users logged into the on-line self-service system. This was below the low target for the period of 10,000. The number of customers using the system does usually decrease in the third quarter and this latest outturn was in line with the quarter 3 2021/22 outturn of 9,026. It is important to note that the existing self-serve system is due to be replaced in February 2023. Customers will be requested to reregister for enhanced services once the new system is in operation. Associated communications will take place to encourage customers to use the new self-service system upon project completion. The suitability of this performance measure will be reviewed once the new system is in place.

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

The average time taken to answer a call to customer services during quarter 3 was 842 seconds. This outturn was significantly above the low target for the quarter of 300 seconds (low is good). This high wait time was due to the Customer Services Team continuing to have a vacancy within the team throughout the quarter, call length times for housing repairs increasing, and the team continuing to experience issues with e-mailing jobs through to contractors. Despite the outturn being significantly higher than the target, throughout quarter 3 the average wait time was showing a decreasing trend and at the time of writing this report the vacancy within the Customer Service Team had been filled and the team was at full capacity. With regard to the issues with allocating jobs to contractors, work will shortly commence to address and resolve this issue and it is hoped the call wait time will continue to decrease during quarter 4.

## **Revenues Administration**

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

At the end of the third quarter there were 1,460 outstanding customer changes within the Revenues Team. This was greater than the low target for the quarter of 1,400 (low is good). The back log of work created by the Energy Rebate scheme has impacted on the performance of this measure during quarter 3. However, at the time of writing this report the number of outstanding changes was starting to decrease. There are further incentives by Government that will continue to cause back logs of work into the final quarter of 2022/23, but it is hoped that these should have less impact than the Core and Discretionary Energy Rebate Schemes. When compared to quarter 3 2021/22, this latest outturn was a decrease of 278 outstanding customer changes.





# Directorate for Communities and Environment – Performance Measures

## Quarterly Measures

Service Area	Measure ID	Measure	High or Low is good	Unit	Low Target	High Target	Q3 2022/23 outturn	Status	
Affordable Housing	AH 1	Number of affordable homes delivered (cumulative)	High is good	Number	25	80	10	R	—
Development Management (Planning)	DM 1	Number of applications in the quarter	N/A	Number	Volumetric	Volumetric	227	V	
Development Management (Planning)	DM 2	End to end time to determine a planning application (Days)	Low is good	Days	85.00	65.00	81.39	A	▲
Development Management (Planning)	DM 3	Number of live planning applications open	Low is good	Number	180	120	148	A	▼
Development Management (Planning)	DM 4	Percentage of applications approved	High is good	%	85.00	97.00	93.00	A	▼
Development Management (Planning)	DM 5	Percentage of decisions on planning applications that are subsequently overturned on appeal	Low is good	%	10.00	5.00	100.00	R	▼
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	87.60	A	▼
Development Management (Planning)	DM 7	Percentage of Major Planning Applications determined within the government target (60% in 13 weeks) measured on a 2 year rolling basis	High is good	%	60.00	90.00	84.20	A	—
Parking Services	PS 1	Overall percentage utilisation of all car parks	High is good	%	50.00	60.00	53	A	▲
Parking Services	PS 2	Number of off street charged parking spaces	N/A	Number	Volumetric	Volumetric	3,759	V	
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	99.90	G	▲
Food and Health & Safety Enforcement	FHS 2	Average time from actual date of inspection to achieving compliance	Low is good	Days	15.00	10.00	13.08	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	93.30	A	▼

Service Area	Measure ID	Measure	High or Low is good	Unit	Low Target	High Target	Q3 2022/23 outturn	Status	
Licensing	LIC 1	Total number of committee referrals (for all licensing functions)	N/A	Number	Volumetric	Volumetric	5	V	
Licensing	LIC 2	Total number of enforcement actions (revocations, suspensions and prosecutions)	N/A	Number	Volumetric	Volumetric	0	V	
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	Weeks	26.00	19.00	28	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	Weeks	20.00	12.00	20.10	R	▲
Private Housing	PH 3	Number of empty homes brought back into use (cumulative)	High is good	Number	11	23	24	G	▲
Public Protection and Anti-Social Behaviour Team	PPASB 1	Number of cases received in the quarter (ASB cases only)	N/A	Number	Volumetric	Volumetric	86	V	
Public Protection and Anti-Social Behaviour Team	PPASB 2	Number of cases closed in the quarter (across full PPASB service)	N/A	Number	Volumetric	Volumetric	885	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	Number	260	220	202	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	-	NO DATA	
Sport & Leisure	SP 1a	Quarterly visitor numbers to Birchwood Leisure Centre	N/A	Number	Volumetric	Volumetric	31,185	V	
Sport & Leisure	SP 1b	Quarterly visitor numbers to Yarborough Leisure Centre	N/A	Number	Volumetric	Volumetric	57,864	V	
Sport & Leisure	SP 2	Artificial Grass Pitch usage at Yarborough Leisure Centre & Birchwood Leisure Centre	High is good	Hours	520.00	650.00	806.00	G	▲
Sport & Leisure	SP 3a	Customers who would recommend Birchwood Leisure Centre	High is good	%	62.00	70.00	-	NO DATA	
Sport & Leisure	SP 3b	Customers who would recommend Yarborough Leisure Centre	High is good	%	62.00	70.00	-	NO DATA	
Allotments	AM 1	Percentage occupancy of allotment plots	High is good	%	84.00	92.00	97	G	▲

Service Area	Measure ID	Measure	High or Low is good	Unit	Low Target	High Target	Q3 2022/23 outturn	Status	
CCTV	CCTV 1	Total number of incidents handled by CCTV operators	N/A	Number	Volumetric	Volumetric	2,446	V	
Grounds Maintenance	GM 1	Contractor points achieved against target standards specified in contract - Grounds Maintenance	Low is good	Number	150	50	35	G	▲
Street Cleansing	SC 1	Contractor points achieved against target standards specified in contract - Street Cleansing	Low is good	Number	150	50	65	A	▲
Waste & Recycling	WM 1	Percentage of waste recycled or composted (seasonal)	High is good	%	33.50	39.00	32.08	R	▼
Waste & Recycling	WM 2	Contractor points achieved against target standards specified in contract - Waste Management	Low is good	Number	150	50	165	R	▼

## Annual Measures

Service Area	Measure ID	Measure	High or Low is good	Unit	Low Target	High Target	2022/23 outturn	Status	
Food and Health & Safety Enforcement	FHS 4	Percentage of Citizens' Panel respondents who are satisfied with the standard of hygiene in restaurants/cafes/ shops and takeaways in Lincoln	High is good	%	80.00	85.00	87.50	G	▼
Waste & Recycling	WM 3	Satisfaction with refuse service (collected via Citizens' Panel)	High is good	%	90.00	96.00	95.30	A	▼
Waste & Recycling	WM 4	Satisfaction with recycling service (collected via Citizens' Panel)	High is good	%	90.00	96.00	93.60	A	▼

## Directorate for Communities and Environment measures performing at or above target

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### Food Health & Safety

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

At the end of quarter 3 the percentage of food premises within the city fully or broadly compliant with Food Health and Safety inspection was 99.9%. This latest outturn was above the high target of 97%.

This measure should be treated with caution as the Food Health and Safety Team continue to operate under the Food Standards Agency (FSA) Plan. During quarter 3 the team remained focused on the less compliant businesses in the city and at the end of the quarter 15 businesses were non-compliant. This was an increase of 5 businesses when compared to the previous quarter. It is important to note that the team is continuing to work with non-compliant businesses to ensure they

are operating at a level which is at least broadly compliant. At the end of the quarter there were 1,102 food registered businesses in the city, however this does fluctuate on a daily basis.

#### FHS 4 – Percentage of Citizens' Panel respondents who are satisfied with the standard of hygiene in restaurants/cafes/shops and takeaways in Lincoln

Satisfaction with the standard of hygiene in restaurants, cafes, shops and takeaways is an annual measure collected in quarter 3 from the November Lincoln Citizens' Panel survey. The latest outturn for 2022/23 showed 87.5% of respondents to the survey were either 'very satisfied' or 'satisfied' with the standard of hygiene in restaurants, cafes, shops and takeaways in the city. Although this was a slight decrease from the previous 2021/22 outturn, which reported at 87.8%, this measure still reported above the high target of 85% and continues to show an encouraging level of customer satisfaction.

### **Private Housing**

#### PH 3 – Number of empty homes brought back into use (cumulative)

During quarter 3, 8 empty homes were brought back into use within the city as a result of direct actions taken by City of Lincoln Council. This latest outturn brings the total number of empty homes brought back into use for the year so far to 24. The long term empty properties at the end of this quarter totalled 459, with 21 empty properties being empty for 10 years or more. It is important to note that at the time of writing this report there are currently 280 empty properties listed as exempt from council tax charges, with 173 of these properties currently within the probate system. 50 properties are empty as their owners are in residential care homes. There remains 11 properties which are exempt as they have been prohibited from occupation.

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

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

In quarter 3 the number of live cases open at the end of the quarter across the full PPASB service was 202, which although a slight reduction from the previous quarter 2 2022/2023 outturn of 208, continued to outperform the high target for the period of 220 (low is good). The team now has a new Service Manager and Team Leader in place and this latest outturn shows the team is continuing to manage cases efficiently.

### **Sport & Leisure**

#### SP 2 – Artificial Grass Pitch usage at Yarborough Leisure Centre & Birchwood Leisure Centre

In quarter 3 the combined artificial grass pitch usage at Yarborough and Birchwood Leisure Centres was 806 hours. This was above the high target for the quarter of 650 hours. When focusing on the individual leisure centres, quarter 3 saw usage of the artificial grass usage pitches at Birchwood Leisure Centre reach 471.25 hours and Yarborough Leisure Centre reach 334.75 hours out of a total of 962 hours at each site being available. When compared to quarter 3 2021/22 this was similar usage with the same clubs still engaged in using the sites.

## Allotments

### AM 1 - Percentage occupancy of allotment plots

At the end of quarter 3 2022/23 the percentage occupancy of allotment plots continued to remain above the high target of 92%, reporting at 97%. This equated to 1,086 out of a total 1,176 plots being let during the quarter, with the remaining being 'under offer' to new tenants at the time of review. There continues to be a steady demand for allotment tenancies, with most of allotment sites continuing to have waiting lists for plots. When plots do become available the Allotments Team work to ensure these are re-let as quickly as possible.

## 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. Contractor points awarded against the Grounds Maintenance contract in quarter 3 totalled 35. This latest outturn was below the measure's low target of 50 (low is good). This was an improvement on the previous quarter 2 outturn, which reported at 45. Of the contractor points awarded in quarter 3, 0 were awarded in October 2022, 10 in November 2022 and 25 in December 2022. It is important to note the majority of points awarded in this quarter related to hedge trimming.

## Directorate for Communities and Environment measures performing below target

R

## Affordable Housing

### AH 1 - Cumulative number of affordable homes delivered (cumulative)

In quarter 3 there were 10 affordable homes built in the city, which were all in the Romangate area. This was an increase when compared to the first two quarters of the year where no affordable homes were delivered. The low number of affordable homes delivered to date is due to there being limited 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.

## 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)

In quarter 3 the average time from an occupational therapist notification to completing works on site was 28 weeks, which although was a slight improvement on the previous quarters outturn of 29.4 weeks, still remained above the low target of 26 weeks (low is good). It is important to note this measure is calculated from when the first occupational therapist notification was received. During quarter 3, 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 13 weeks, which was a deterioration on the previous quarter, which reported at 12.4 weeks. A total of 18 adaptations

were completed in quarter 3. The performance of this measure has been impacted by staff vacancies within the Private Housing Team throughout the quarter. A recruitment exercise is now taking place and it is hoped there will be additional resource within the team from quarter 4.

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

In quarter 3, 44 housing disrepair / condition cases were resolved in an average time of 20.1 weeks, which although was a slight improvement on the previous quarters outturn of 20.4 weeks, still remained slightly higher than the low target of 20 weeks (low is good). The below target outturn was due to the Private Housing Team continuing to manage a number of other workstreams including Housing in Multiple Occupancy (HMO) licensing, licensing condition visits, Home for Ukraine checks and housing assistance applications. The team has also seen a number of formal actions taken appealed this quarter, resulting in staff committing a large amount of time to attend hearings. Park and Abbey wards have continued to have the highest private rented accommodation complaints in the city with over 50% of complaints recorded in these two wards. The Private Sector Housing Team utilise a table formula to prioritise service requests on a risk-based determination. High Priority are classed as red, medium priority as Amber and low priority as Green. This insures that the cases that pose the highest risk to occupiers are dealt with as the highest priority. Cases that are determined to pose an imminent risk to occupiers will be responded to within 48 hours. These higher priority cases result in a potential delay in action for those lower priority cases.

### **Waste Management**

#### WM 1 - Percentage of waste recycled or composted (seasonal)

The quarterly data presented for the percentage of waste recycled or composted is lagged by one quarter due to the time taken for Lincolnshire County Council to process the required 'disposal' data, with the latest data referring to quarter 2 2022/23. During quarter 2, 16.36% of waste had been recycled and 15.72% had been composted. This equated to an overall outturn of 32.08% of waste being recycled or composted during the quarter. This latest outturn was a slight reduction on the quarter 2 2021/22 outturn of 34.82%, however, was below the low target for the quarter of 33.5%. In 2022/23 there has been a 4% reduction in subscriptions to the Garden Waste Service when compared to 2021/22, which has had an impact on the percentage of waste composted so far this year. This reduction in subscriptions could be for a number of reasons including garden waste not being a priority during this period due to the ongoing cost of living crisis and the hot, dry weather conditions earlier in the year, which resulted in fewer people taking up gardening and therefore a reduced take up in purchasing a garden waste bin.

#### WM 2 – Contractor points achieved against target standards specified in contract – Waste Management

As with measure GM 1, 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 3 contractor points awarded against the waste management contract totalled 165. This was greater than the high target for the quarter of 50 (low is good). This latest outturn was an increase of 35 points when compared to the previous quarter. Of the contractor points awarded during quarter 3, 50 points were awarded in October 2022, 40 points were awarded in November 2022 and 75 were points awarded in December 2022. The majority of the points awarded related to missed refuse collections, however, it is important to note that during the period there were only 33 missed collections out of 800,000 collections.





**Directorate for Housing and Investment**

# Directorate for Housing and Investment – Performance Measures

## Quarterly Measures

Service Area	Measure ID	Measure	High or Low is good	Unit	Low Target	High Target	Q3 2022/23 outturn	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	1.43	A	▲
Housing Investment	HI 2	Number of properties 'not decent' as a result of tenants refusal to allow work (excluding referrals)	N/A	Number	Volumetric	Volumetric	243	V	
Housing Investment	HI 3	Percentage of dwellings with a valid gas safety certificate	High is good	%	98.20	99.20	99.08	A	▼
Housing Maintenance	HM 1a	Percentage of reactive repairs completed within target time (priority 1 day only)	High is good	%	98.50	99.50	99.42	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	95.03	A	▼
Housing Maintenance	HM 2	Percentage of repairs fixed first time (priority and urgent repairs) - HRS only	High is good	%	90.00	93.00	93.55	G	▲
Housing Maintenance	HM 3	Percentage of tenants satisfied with repairs and maintenance	High is good	%	94.00	96.00	-	NO DATA	
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	98.80	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	100.00	G	▲
Control Centre	CC 2	Percentage of Lincare Housing Assistance calls answered within 60 seconds	High is good	%	97.50	98.00	97.89	A	▲
Rent Collection	RC 1	Rent collected as a proportion of rent owed (cumulative)	High is good	%	95.50	96.50	100.46	G	▼
Rent Collection	RC 2	Current tenant arrears as a percentage of the annual rent debit	Low is good	%	4.65	4.55	3.33	G	▲
Housing Solutions	HS 1	The number of people currently on the Housing Register	N/A	Number	Volumetric	Volumetric	1,573	V	
Housing Solutions	HS 2	The number of people approaching the council as homeless	N/A	Number	Volumetric	Volumetric	967	V	
Housing Solutions	HS 3	Successful preventions and relief of homelessness against total number of homelessness approaches	High is good	%	45.00	50.00	44.23	R	▲
Housing Voids	HV 1	Percentage of rent lost through dwelling being vacant	Low is good	%	1.00	0.90	1.41	R	▲
Housing Voids	HV 2	Average re-let time calendar days for all dwellings - standard re-lets	Low is good	Days	34.00	32.00	43.31	R	▼
Housing Voids	HV 3	Average re-let time calendar days for all dwellings (including major works)	Low is good	Days	40.00	38.00	55.68	R	▼

## **Housing Maintenance**

### HM 2 - Percentage of repairs fixed first time (priority and urgent repairs) – Housing Repairs Service only

During quarter 3 93.55% of repairs were fixed first time by the Housing Repairs Service (HRS). This latest outturn was above the high target for the quarter of 93% and was the highest outturn achieved for this measure since quarter 4 of 2019/20. During this latest quarter restructuring in other parts of the service, which has included appointing a temporary Business Services Manager, has made significant improvements to the HRS Jewson Partnership Scheme contract and stock control. Consequently, this has raised the first-time fix rate for repairs. In addition to this, team leaders have been spending 3 weeks planning their areas to give our contractors more time to source materials and erect scaffolding, which has also had a positive impact on the performance of this measure during the quarter.

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

In quarter 3 appointments kept as a percentage of appointments made within the Housing Repairs Service for priority and urgent repairs reached 98.80%. This latest outturn was 1.8% above the high target for the measure of 97%. During the quarter the team remained in close communication with tenants, and a greater amount of Resource Planner time was focused on open communication with council operatives. Both communication channels have enabled the Resource Planners to be forewarned of any potential missed appointments. This has allowed them to take remedial action in a timely manner. Moving forward the service is looking at introducing additional resource in the Resource Planning Team in order to ensure customer service. A key gap within the service area currently is the IT systems and the unsupported mobile solution, which results in no PDA's being in use across the workforce and ultimately further manual chasing and input. It is important to note that at the time of writing this report, the implementation of a new online repairs system has resulted in job tickets not being raised correctly. This is resulting in such tickets having to be raised manually. This could have a potential negative impact on the performance of this measure moving forwards.

## **Control Centre**

### CC 1 - Percentage of customers satisfied with their new Lincare Housing Assistance service connection to the control centre

Surveys to determine the level of customer satisfaction with new Lincare Housing Assistance service connections to the control centre resumed in quarter 3. Of the 33 completed responses received, all customers (100%) were either 'very satisfied' or 'fairly satisfied' with their service connection. This outturn was above the high target for the quarter of 95%.



## Rent Collection

### RC 1 – Rent collected as a proportion of rent owed (cumulative)

Despite challenging times for tenants, at the end of quarter 3 the percentage of rent collected as a proportion of rent owed year to date achieved 100.46%. This was above the high target for the quarter of 96.5% and was in line with the collection rate seen in quarter 3 of 2021/22. It is important to note that in December 2022 there were 2 rent free weeks granted to residents. This takes place annually in December. These rent free weeks resulted in there being a slightly lower amount of rent to be collected in the quarter, which was a contributing factor to this positive outturn. During the quarter the addition of Sustainment Officers has ensured that vulnerable tenants are supported and income is maximised.

### 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 at the end of quarter 3 was 3.33%. This was below the high target for the quarter of 4.65% (low is good) and 1.43% less than the previous quarter. This latest outturn equates to the overall rent arrears at the end of December 2022 being £40,000 less than the same point the previous year. This was a significant improvement and was as a result of with the team working hard throughout the quarter to collect rent and push the rent first culture. During the quarter Sustainment Officers have continued to support tenants with significant benefit backdates and ensure enforcement action is avoided where possible.

## Directorate for Housing and Investment measures performing below target

R

## Housing Solutions

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

At the end of the third quarter the percentage of successful preventions and relief of homelessness against the total number of homelessness approaches was 44.23%. This was below the low target for the period of 45%, however, was a slight improvement in performance when compared to the previous quarter outturn of 41.24%. The Housing Solutions Team is finding it very difficult to successfully prevent homelessness at present. The reasons for this vary but generally this is due to late presentation, the situation being irretrievable and/or there being very limited alternative options.

## Housing Voids

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

In quarter 3 2022/23 the percentage of rent lost through a dwelling being vacant was 1.41%. This latest outturn was greater than the low target for this measure of 1% (low is good), however, was a slight reduction when compared to the previous quarter. This reduction when compared to quarter 2 was due to a number of key factors. These include the Housing Voids Team being able to focus more on reducing the backlog of properties following a large increase in voids in July and August 2022 due to tenants transferring to De Wint Court, decreased dependency on contractors and the number of voids reducing and stabilising within the quarter, which is normal in the run up to Christmas. There are still challenges ahead as approximately 50% of voids are due to tenants

passing away. The team will be commencing an information campaign shortly to raise awareness of the condition properties should be left in and the importance of advising the Council of next of kin details and having a will. Within the team work continues to turn properties around as quickly as possible. During this latest quarter there had been a reduction in keys being returned to the team. This subsequently made it easier to manage necessary repairs to vacant properties before each property could be relet. Work will take place within the team to understand the reason for the reduction in keys being returned during the quarter, with the aim of identifying any trends and to ensure any potential increases in the volumes of keys being returned in future quarters can be highlighted and planned for in advance.

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

The average re-let time in calendar days for all dwellings during quarter 3 was 43.31 days. This outturn was greater than the high target for the quarter of 32 days (low is good) and an increase of 4.27 days when compared to the previous quarter. Throughout the quarter labour levels continued to be difficult to maintain across all repair teams. However, despite performing below target, during the quarter the Housing Repairs Service was notified of voids quicker than in previous quarters and the number of properties awaiting allocation to contractors and our dependency on contractors decreased, which resulted in repair times being reduced.

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

In quarter 3 the average re-let time in calendar days for all dwellings was 55.68 days. When compared to the low target for this measure of 40 days (low is good), this latest outturn was 15.68 days greater. The Housing Voids Team saw a reduction in keys coming in since the start of October 2022 (7.3 per week as opposed to 9.6 Year To Date). This enabled the team to turn around a high percentage of the legacy voids (long standing voids). In the quarter the team re-let 144 properties - 50 of these were voids over 80 days equating to 35%, which is the cause of the re-let times increasing. The team started the quarter with 131 voids in the system and at close of quarter 3 it was 81. Looking ahead to quarter 4 2022/23 and into 2023/24, additional properties are due to be introduced into the housing stock, which may result in the outturn for this measure increasing further. These properties will be on Rookery Lane, alongside 15 other properties which are due to be bought back into use. With the flexibility and availability of labour, these additional properties may make it challenging to meet the re-let timescales.





# Corporate Performance Measures



## Corporate Performance Measures

### Resource Information

There were 19 leavers during quarter 3, which equated to a turnover figure of 3.1% (based upon employee headcount at the end of December 2022). This latest figure is similar to the turnover figures during quarter 1 and quarter 2 of 2022/23 and subsequently there hasn't been a significant change in the number of leavers.

The vacancy figure as at the end of quarter 3 stood at 67 Full Time Equivalent (FTE) posts. Please note, that any vacant posts with less than 37 hours per week have been removed when calculating this figure. As at the end of December 2022, the Council were actively recruiting to 20.83 FTE vacancies.

Directorate	CX	DCE	DMD	DHI	Total (Excluding Apprentices)
Number of FTE employees	161.31	130.11	14.20	227.90	533.52
Average number of apprentices (as at quarter end)	Authority Wide				8.00
Percentage of staff turnover	Authority Wide				3.1%
Active vacancies which are being recruited (FTE)	Authority Wide				20.83

### Appraisals for the year 2022/23 completed up to the end of quarter 3 as recorded in ITrent

Directorate	Number of staff on establishment (head count) as at 31/12/2022	Appraisals completed to date (Q1 – Q3)	% of appraisals completed
CX	204	96	47%
DCE	152	95	63%
DMD	15	1	7%
DHI	237	144	61%
Authority Wide	608	336	55%

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 absence. The deadline for appraisals to be completed was 30th September 2022. Service areas will continue to be encouraged to complete appraisals as soon as possible where these have not been completed. 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.

Moving forwards appraisals will be reconfigured to be undertaken on either the anniversary of each employees start date or on the anniversary of when the appraisal was last complete rather than being undertaken between April and September each year.

## Health and Wellbeing

The main focus for this area for quarter 3 was Financial Wellbeing.

During the quarter the Human Resources team continued to promote the benefits available to employees to help their money go that bit further, along with some financial education on pensions and awareness of the local credit union. Awareness raising around these aspects of financial wellbeing were promoted via the Hub and In Brief.

In addition, further health and wellbeing awareness topics featured on the Hub during quarter 3. These topics included Menopause Awareness month, Men's Health month / Movember (focus on 'knowing your numbers' – blood pressure, weight etc), National Stress Awareness Day and the importance of looking after your Mental Health during winter.

## Sickness performance

Based upon sickness statistics for 2022/23, quarter 3 has seen sickness levels increase to 3.91 days lost per FTE (with quarter 1 being at 2.70 and quarter 2 being at 3.66). There is no definitive explanation for the increase, however, when compared to statistics in recent years this does follow a similar pattern, with sickness levels in quarter 3 being higher than in quarters 1 and 2.

It is important to note that when comparing the sickness statistics for quarter 3 2022/23 to the statistics for the same period last year, sickness absence levels have reduced slightly by 0.28 days lost per FTE.

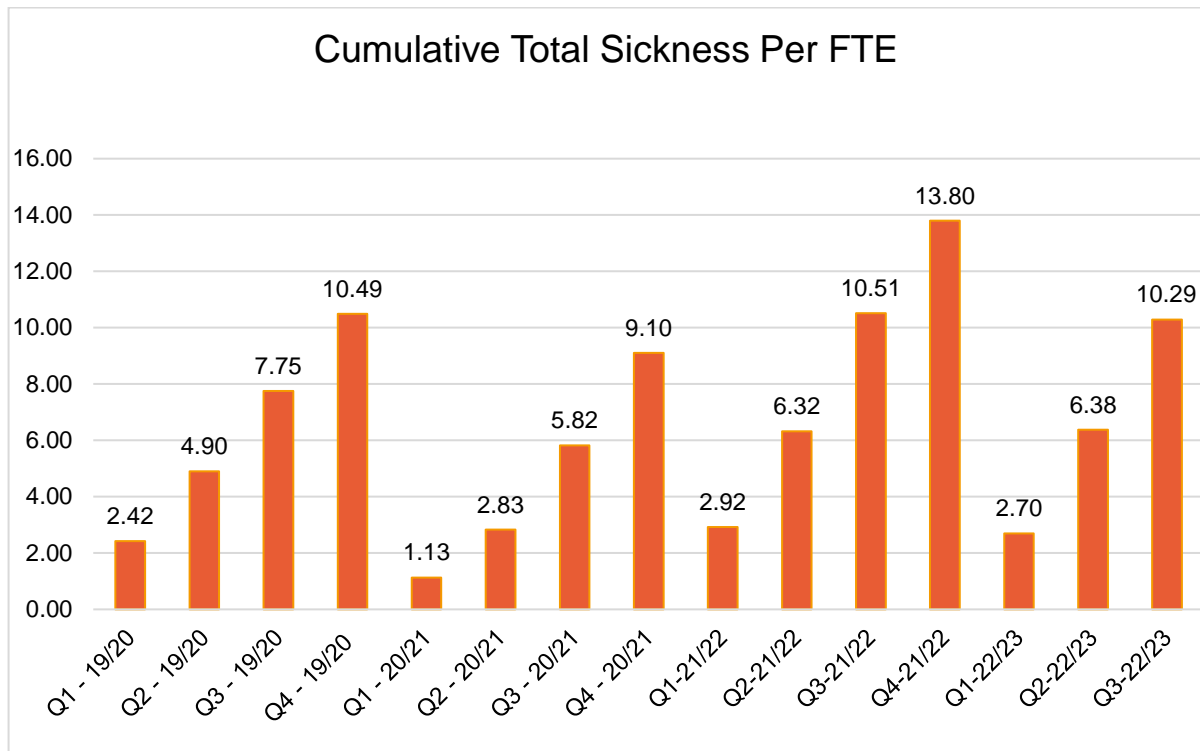
During quarter 3 the highest number of days lost due to short term absence was as a result of Covid 19 and the highest number of days lost due to long term absence was as a result of stress and depression (personal).

### Quarter 3 2022/23 ONLY

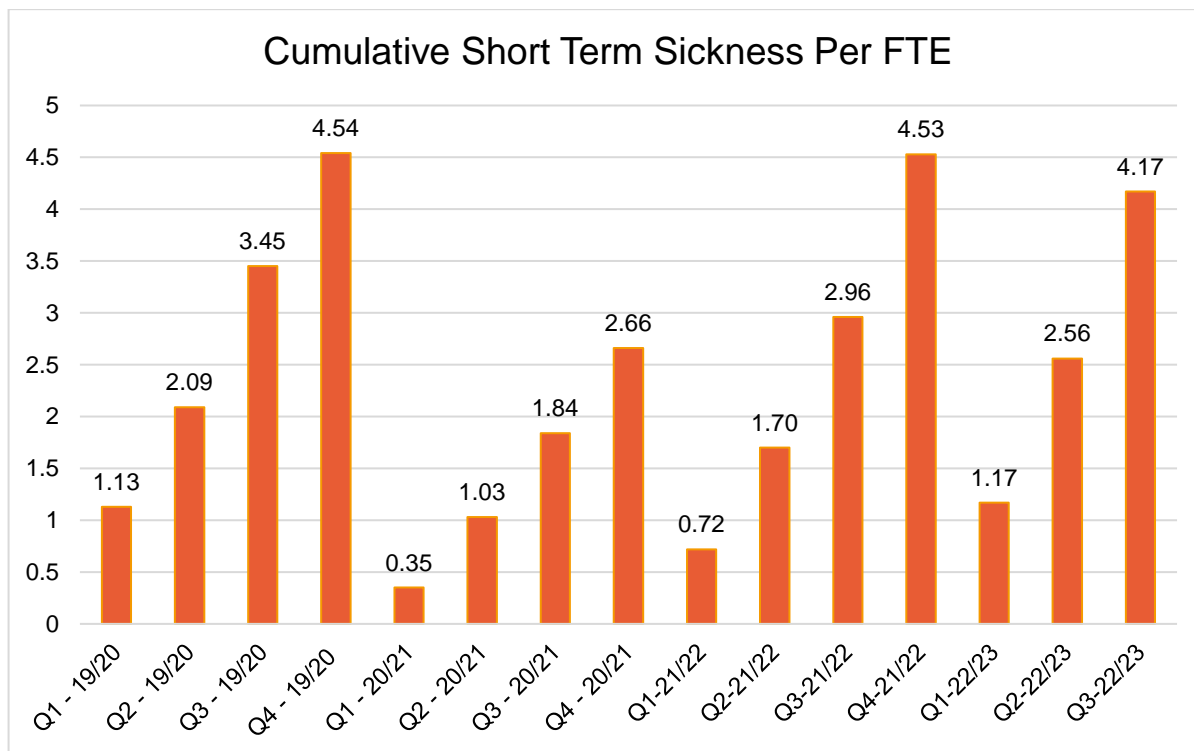
Directorate	CX	DCE	DMD	DHI	Total (Excluding Apprentices)	Apprentice sickness
Short term days lost	230	171.5	9	446.5	857	23
Long term days lost	284	239	0	707.5	1,230.5	0
Total days lost	514	410.5	9	1,154	2,087.5	23
Number of FTE	161.31	130.11	14.20	227.9	533.52	8
Average short-term days lost per FTE	1.43	1.32	0.63	1.96	1.61	2.88
Average long-term days lost per FTE	1.76	1.84	0.00	3.10	2.31	0.00
Average total days lost per FTE	3.19	3.16	0.63	5.06	3.91	2.88



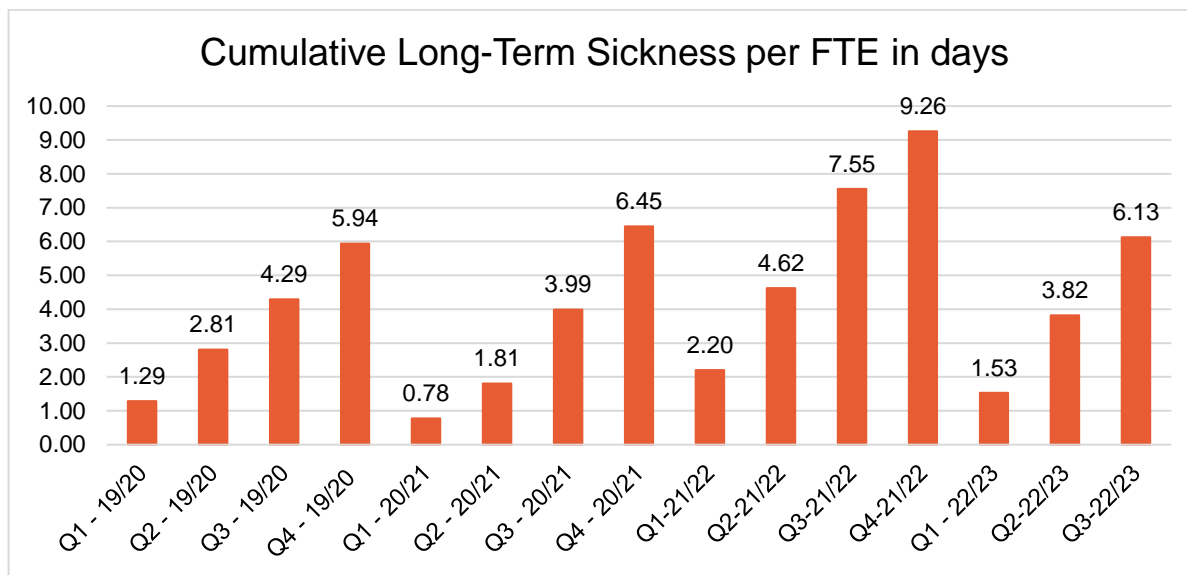
### Cumulative Total Sickness per FTE in days (excluding apprentices)



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



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



## Complaints performance

In quarter 3 2022/23 there were 121 complaints dealt with across the council, which was a decrease of 8 complaints when compared to quarter 2 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.

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 69% (238). In quarter 3 2022/23, there were no Local Government Ombudsman (LGO) or Local Housing Ombudsman (LHO) complaints decided.

### Quarter 3 2022/23

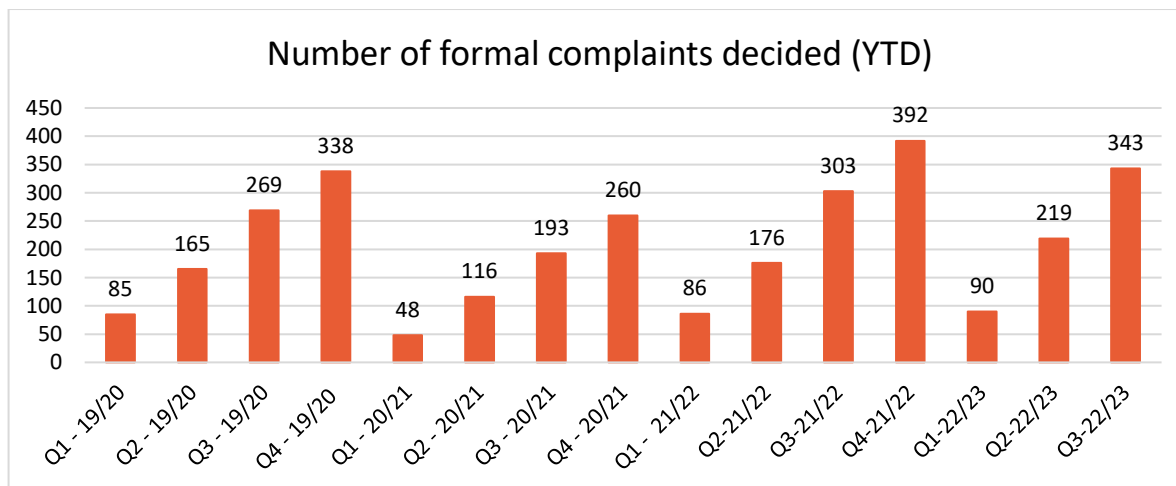
	CX	DCE	DHI	DMD	TOTAL
<b>Number of Formal complaints dealt with this quarter (Q3)</b>	9	18	94	0	121
<b>Number of Formal complaints Upheld this quarter (Q3)</b>	5 (56%)	9 (50%)	65 (69%)	0 (0%)	79 (65%)
<b>YTD total number of complaints decided Cumulative</b>	23	40	279	1	343
<b>YTD Number of Formal complaints Upheld</b>	12 (52%)	19 (48%)	178 (64%)	0 (0%)	209 (61%)
<b>% of responses within target time this quarter (Q3)</b>	9 (100%)	18 (100%)	64 (68%)	0 (0%)	91 (75%)
<b>% of responses within target time YTD</b>	21 (91%)	39 (98%)	177 (63%)	1 (100%)	238 (69%)
<b>LGO complaints decided (Q3)</b>	0	0	0	0	0
<b>LHO complaints decided (Q3)</b>	0	0	0	0	0

The key areas which the complaints in quarter 3 were in relation to for each directorate are provided below.

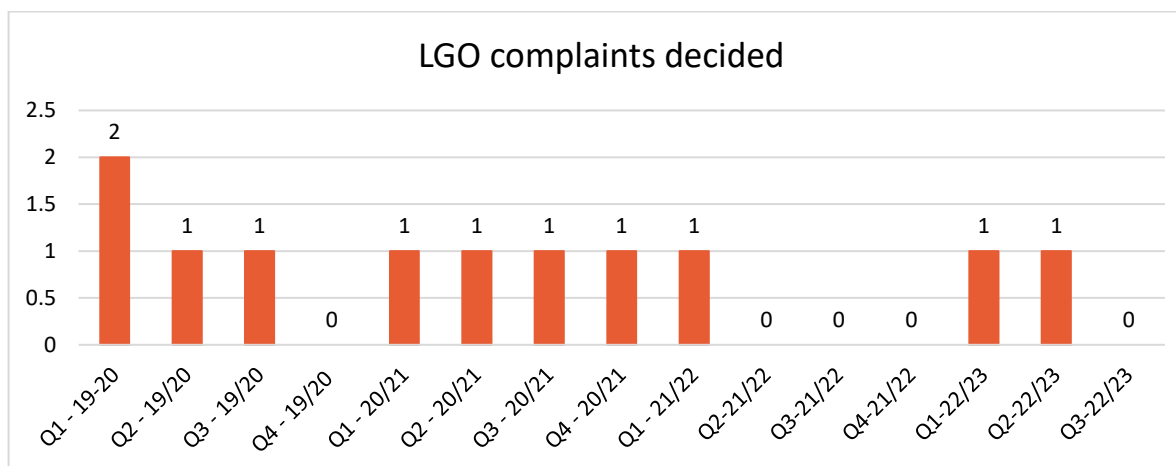
CX	Council tax summons, council tax direct debit set up, eligibility of energy rebate and small business rate relief.
DCE	Crowding / noise at Lincoln Christmas Market, cleanliness of the bus station, ASB within the bus station, pot hole in council car park, parking issues in some residential areas, removal of trees and length of time to process an application for a Tree Protection Order.
DHI	Damp and mould*, missed appointments, waiting times, housing repairs, tenancy issues (specifically ASB) and housing allocations (register issues).

\*Following the tragedy in Rochdale Borough the council has received an increased number of complaints in relation to damp and mould. This increased number of complaints and subsequent works required has impacted on the council's ability to meet agreed appointments times due to lack of resources and materials. This has unfortunately led to more complaints during the quarter in relation to missed appointments and outstanding repairs as well as disrepair claims. In addition to the increase in complaints, there has also been an increase in all aspects of enquiries from customers, the MP and councillors in relation to damp and mould in council properties.

#### Number of formal complaints decided (YTD)



#### Local Government Ombudsman Complaints Decided






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## APPENDIX B

### Performance measure outturns Quarter 3 2022/23


#### 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 is good	Low Target	High Target	Unit	Previous Data Period	Previous Value	Current Quarter	Current Value	Status		Commentary
CX	Work Based Learning	WBL 1	Percentage of apprentices completing their qualification on time	High is good	95.00	100.00	%	Q2 - 22/23	100.00	Q3 - 22/23	50.00	R		In Q3 1/2 apprentices completed their apprenticeship on time (50%). The individual not completing on time for this quarter gained permanent employment and subsequently did not wish to continue on the apprenticeship scheme. It is important to note that due to the low numbers of apprentices due to complete during the quarter, the impact on performance of 1 apprentice not completing on time was much larger.
	Work Based Learning	WBL 2	Number of new starters on the apprenticeship scheme (cumulative)	High is good	13	15	Number	Q3 - 21/22	9	Q3 - 22/23	8	R		We had 2 new starts within Q3. The cumulative figure at the end of Q3 was 8. 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.
	Work Based Learning	WBL 3	Percentage of apprentices moving into Education, Employment or Training	High is good	90.00	95.00	%	Q2 - 22/23	100.00	Q3 - 22/23	100.00	G		In Q3 2022/23 100% (2/2) of apprentices on programme moved into Employment, Education or Training. Whilst one of these apprentices withdrew from the apprenticeship scheme during the quarter following gaining permanent employment, both successfully moved into Education, Employment or Training, resulting in the performance outturn for this measure achieving 100%.
	Business Development	BD 1	Number of users logged into the on-line self-service system this quarter.	High is good	10,000	11,000	Number	Q2 - 22/23	9,958	Q3 - 22/23	8,978	R		A lower number of users logged into the system is usual for the 3 <sup>rd</sup> quarter. The current application is scheduled to be replaced during quarter 4 and customers will be advised how to register for the enhanced services.
	Communications	COM 1	Percentage of media enquiries responded to within four working hours	High is good	75.00	90.00	%	Q2 - 22/23	82.00	Q3 - 22/23	83.00	A		As is usually the case with the third quarter, the list of enquiries received is dominated by Lincoln Christmas Market. This year, however, the variety of enquiries proved to be slightly more wide-ranging. This was due to the media's interest in the event's Facebook page being hacked in the run up to the Market, it being the event's 40th anniversary and also the busiest Market on record. Other enquiries were largely focused on the work the city council is doing with partners to address the impact of the cost of living challenge, reports of mould in a couple of council properties and the

	Service Area	Measure ID	Measure	High or Low is good	Low Target	High Target	Unit	Previous Data Period	Previous Value	Current Quarter	Current Value	Status	Commentary
													progress of repair work at Yarborough Leisure Centre, along with its re-opening at the start of the new year.
	Customer Services	CS 1	Number of face to face enquiries in customer services	N/A	Volumetric	Volumetric	Number	Q2 - 22/23	30	Q3 - 22/23	35	V	The number of face to face enquiries during the third quarter was 35. The total number of customers seen in pre-booked appointments was 137. The Welfare team saw the most customers with 52 pre-booked appointments during the quarter.
	Customer Services	CS 2	Number of telephone enquiries answered in Channel Shift Areas (Rev & Bens, Housing & Env. Services)	N/A	Volumetric	Volumetric	Number	Q2 - 22/23	28,197	Q3 - 22/23	24,232	V	The volume of calls was less than the previous quarter. During quarter 3 the breakdown of the type of call changed. The Customer Services Team answered 3,261 refuse/environmental calls, 3,381 housing solutions/homeless calls, 10,139 housing calls, 7,451 council tax/benefit calls and 203 other calls. Council tax/benefit calls saw a decrease during the quarter as the team has now dealt with the majority of calls regarding the energy rebate payments. However, repair calls increased by 20%, which was as a result of more calls in November and December being received in relation to damp and mould.
	Customer Services	CS 3	Average time taken to answer a call to customer services	Low is good	300	180	Seconds	Q2 - 22/23	795	Q3 - 22/23	842	R	During quarter 3 the average time to answer a call to Customer Services was 842 seconds. This outturn was slightly higher than the previous quarter, however the customer wait time throughout quarter 3 was showing a decreasing trend. During the quarter the team continued to have one vacancy, however at the time of providing this commentary this vacancy has now been filled and the team is back at full capacity. In addition to the vacancy, the length of calls for repairs has increased which has also affected our answer rate. Work will be undertaken to address and resolve the current challenge with allocating works through to contractors.
	Customer Services	CS 4	Average customer feedback score (telephone, face to face and e-mail enquiries)	High is good	80.00	90.00	%	Q2 - 22/23	67.00	Q3 - 22/23	87.80	A	The average customer feedback score for quarter 3 was 8.78 out of 10, which equates to 87.8% of customers being satisfied with the service they received. The average satisfaction score in relation to the information supplied or the outcome of the interaction during the quarter was 9.21 out of 10. An example of one of the positive responses received was "Very prompt response and issue resolved next day".
	IT	ICT 1	Number of calls logged to IT helpdesk	N/A	Volumetric	Volumetric	Number	Q2 - 22/23	861	Q3 - 22/23	702	V	E-mail filtering improvements have reduced number of calls. Also fewer incidents occurred in Q3.
	IT	ICT 2	Percentage of first time fixes	N/A	Volumetric	Volumetric	%	Q2 - 22/23	58.00	Q3 - 22/23	58.80	V	Similar level to previous quarters. Less incidents occurred during the quarter and email issues continue to decrease.
	Accountancy	ACC 1	Average return on investment portfolio	High is good	0.15	0.25	%	Q2 - 22/23	1.64	Q3 - 22/23	2.62	G	Bank of England rates have continued to increase and so interest rates are more favourable than forecast.
	Accountancy	ACC 2	Average interest rate on external borrowing	Low is good	4.75	3.75	%	Q2 - 22/23	2.97	Q3 - 22/23	2.98	G	Average interest rate for borrowing in Quarter 3 - interest rates have stabilised in this quarter
	Debtors & Creditors	DCT 1	Percentage of invoices paid within 30 days	High is good	95.00	97.00	%	Q2 - 22/23	97.01	Q3 - 22/23	96.53	A	Figures are calculated on all supplier invoices and credit notes (not refunds or grants) paid 01/10/2022 - 31/12/2022. Figures are adjusted based on certain assumptions as below: -

	Service Area	Measure ID	Measure	High or Low is good	Low Target	High Target	Unit	Previous Data Period	Previous Value	Current Quarter	Current Value	Status	Commentary
													<p>1) No invoice collected for payment by supplier by direct debit or paid by 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	45.00	55.00	%	Q2 - 22/23	59.00	Q3 - 22/23	62.00	G	▲ Based on supplier expenditure only (all invoices dated between 01/10/2022 and 31/12/2022). Excluded: None supplier expenditure and Gas, Water and Electricity bills where purchase orders are not required. No. of invoices included - 3,087 of which 1,926 were linked to either an Agresso or UH (universal housing) order number.
	Debtors & Creditors	DCT 3	Average number of days to pay invoices	Low is good	30.00	15.00	Days	Q2 - 22/23	14.00	Q3 - 22/23	16.00	A	▼ Figures are calculated on all supplier invoices and credit notes paid 01/10/2022 - 31/12/2022.
	Revenues Administration	REV 1	Council Tax – in year collection rate for Lincoln (cumulative)	High is good	75.00	77.00	%	Q3 - 21/22	75.82	Q3 - 22/23	77.58	G	▲ Council tax collection is 1.76% higher than the end of December 2021. At the end of quarter 2, a number of energy rebates had been added to the accounts which increased the collection rate. We also added a further £28.00 to all working age customers who are in receipt of council tax support as part of the Council Tax Hardship Scheme. We have written to these customers to explain that they have had the additional discretionary energy rebate and it is expected that more of these customers will request refunds. These letters were issued at the end of November but due to postal strikes customers had just began to make contact just before the Christmas break. Any refunds that are made will impact on the collection rate going forward.
	Revenues Administration	REV 2	Business Rates – in year collection rate for Lincoln (cumulative)	High is good	81.00	84.00	%	Q3 - 21/22	84.11	Q3 - 22/23	85.51	G	▲ The Non-Domestic Rates collection is showing an improvement of 1.39% when compared to the third quarter of 2021-22. The application of the Covid-19 Additional Relief Fund (CARF) against the 2021-22 debt has helped with the collection figures for 2022-23. We are discouraging any applications for refunds if the 2021-22 year went into credit due to the CARF relief unless the current year 2022-23 has been cleared in full.
	Revenues Administration	REV 3	Number of outstanding customer changes in the Revenues Team	Low is good	1,400	1,200	Number	Q3 - 21/22	1,738	Q3 - 22/23	1,460	R	▲ This is the total number of outstanding documents in the Enterprise system and outstanding emails at 2.1.2023 (35 of these emails were received after office closed on 30.12.2022). The back log of work created by the Energy Rebate Scheme is now coming down. There are further incentives by the Government that will continue to cause back logs of work, but it is hoped that these should have less impact than the Core and Discretionary Energy Rebate Schemes had.
	Housing Benefit Administration	BE 1	Average days to process new housing benefit claims from date received (cumulative)	Low is good	19.50	17.50	Days	Q3 - 21/22	16.45	Q3 - 22/23	15.97	G	▲ Number of days continues to decrease slightly as levels of outstanding work within the Housing Benefit Administration team continues to decrease.



	Service Area	Measure ID	Measure	High or Low is good	Low Target	High Target	Unit	Previous Data Period	Previous Value	Current Quarter	Current Value	Status		Commentary
	Housing Benefit Administration	BE 2	Average days to process housing benefit claim changes of circumstances from date received (cumulative)	Low is good	8.00	6.50	Days	Q3 - 21/22	5.37	Q3 - 22/23	5.76	G	▼	Number of days has decreased slightly within the quarter as outstanding work within the Housing Benefit Administration team becomes less.
	Housing Benefit Administration	BE 3	Number of Housing Benefits / Council Tax support customers awaiting assessment	Low is good	1,750	1,600	Number	Q3 - 21/22	1,643	Q3 - 22/23	1,413	G	▲	At the end of the third quarter 1,413 customers were awaiting assessment. Of these customers 1,120 were awaiting a first contact. This positive outturn was due to there being increased resource in the Housing Benefit Administration Team during the quarter as a result of staff being offered overtime. This additional resource was put in place to help mitigate the ongoing impacts of the cost of living crisis and the need to ensure claims were assessed promptly. In addition, workload in the team tends to decrease slightly during the third quarter, which has also had a positive impact on the outturn of this measure. It is important to note that as the performance of this measure improves and outstanding work decreases, this has a positive impact on the performance of measures BE 1 & BE 2.
	Housing Benefit Administration	BE 4	Percentage of risk-based quality checks made where benefit entitlement is correct (cumulative)	High is good	89.00	92.00	%	Q3 - 21/22	96.40	Q3 - 22/23	95.69	G	▼	In the third quarter a larger amount of quality checks were undertaken by the Housing Benefit Administration team. In addition there was a small increase in accurate checks during the quarter.
	Housing Benefit Administration	BE 5	The number of new benefit claims year to date (Housing Benefits/Council Tax Support)	N/A	Volumetric	Volumetric	Number	Q2 - 22/23	2,251	Q3 - 22/23	3,440	V		730 claims for Housing Benefit and 2,710 claims for Council Tax Reduction have been received and processed so far this year.
DCE	Affordable Housing	AH 1	Number of affordable homes delivered (cumulative)	High is good	25	80	Number	Previously collected annually not quarterly.		Q3 - 22/23	10	R	→	During the quarter 10 affordable homes were completed. All of these affordable homes were built on the Romangate site.
	Development Management (Planning)	DM 1	Number of applications in the quarter	N/A	Volumetric	Volumetric	Number	Q2 - 22/23	231	Q3 - 22/23	227	V		There has been a very small decrease in applications submitted during quarter 3, however this number is consistent with recent quarters.
	Development Management (Planning)	DM 2	End to end time to determine a planning application (Days)	Low is good	85.00	65.00	Days	Q2 - 22/23	105.21	Q3 - 22/23	81.39	A	▲	End to end times have lowered following a significant increase in quarter 2 but remains relatively high as there were a small number of long standing applications which were formally disposed of following a lack of response from the applicant. Three key members of staff have also left their position and whilst the recruitment process is underway it is inevitable that it will take some time for performance to increase significantly.
	Development Management (Planning)	DM 3	Number of live planning applications open	Low is good	180	120	Number	Q2 - 22/23	120	Q3 - 22/23	148	A	▼	This number is reflective of the current resource situation as the team is not operating with a full complement of staff. This should be resolved to an extent following a recruitment process.



	Service Area	Measure ID	Measure	High or Low is good	Low Target	High Target	Unit	Previous Data Period	Previous Value	Current Quarter	Current Value	Status		Commentary
	Development Management (Planning)	DM 4	Percentage of applications approved	High is good	85.00	97.00	%	Q2 - 22/23	97.00	Q3 - 22/23	93.00	A	▼	This figure still remains consistently high even if timescales become elongated. This outcome is the most important factor for applicants.
	Development Management (Planning)	DM 5	Percentage of decisions on planning applications that are subsequently overturned on appeal	Low is good	10.00	5.00	%	Q2 - 22/23	0.00	Q3 - 22/23	100.00	R	▼	It is important to note that there was only 1 planning application appealed during quarter 3 which was subsequently overturned. This application was in relation to a self-contained flat in the garden of a student HMO in the West End. As a result the outturn for this measure is 100% which indicates poor performance. This is not the case due to there only being 1 planning application appealed and overturned. Performance of this measure continues to be strong with very low levels of appeals overturned each quarter. Due to the very low number of appeals overturned this measure has not been identified by the Policy Team as a concern within the quarter 3 performance report despite the outturn being below target.
	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	%	Q2 - 22/23	88.30	Q3 - 22/23	87.60	A	▼	This figure remains high due to prioritisation of workloads to ensure we meet the statutory national targets. To ensure the collection of this measure is in line with national benchmarking data, from this quarter the extension of time cases are not included within the outturn. Subsequently the data may differ from back data over the next four quarters when comparing against the 2021/22 outturns.
	Development Management (Planning)	DM 7	Percentage of Major Planning Applications determined within the government target (60% in 13 weeks) measured on a 2 year rolling basis	High is good	60.00	90.00	%	Q2 - 22/23	84.20	Q3 - 22/23	84.20	A	—	This figure remains high due to prioritisation of workloads to ensure we meet the statutory national targets. To ensure the collection of this measure is in line with national benchmarking data, from this quarter the extension of time cases are not included within the outturn. Subsequently the data may differ from back data over the next four quarters when comparing against the 2021/22 outturns.
	Parking Services	PS 1	Overall percentage utilisation of all car parks	High is good	50.00	60.00	%	Q2 - 22/23	47.00	Q3 - 22/23	53.00	A	▲	During the third quarter there was an increase in the overall utilisation of all car parks when compared to the previous quarter. This increase was due to more people using our car parks due to the Christmas period.
	Parking Services	PS 2	Number of off street charged parking spaces	N/A	Volumetric	Volumetric	Number	Q2 - 22/23	3,771	Q3 - 22/23	3,759	V		There has been a slight decrease in the number of off street charged parking spaces. This is due to the loss of 12 spaces at Broadgate multi storey car park due to relining on the upper floor to provide wider spaces.
	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	%	Q2 - 22/23	98.64	Q3 - 22/23	99.90	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 registered in the city is 1,102 although this fluctuates daily. What we can report is that there is a focus on less compliant businesses in the city - currently there are 15 businesses that are non-compliant, which is an increase from the last quarter. We continue, however, to work with non-compliant businesses 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	Days	Q2 - 22/23	12.86	Q3 - 22/23	13.08	A	▼	The average time taken to get a food business compliant is generally being maintained. We prioritise inspections within the scope of the FSA Recovery Plan, then businesses within the Lincoln Recovery Plan. There were 210 businesses inspected during quarter 3.

	Service Area	Measure ID	Measure	High or Low is good	Low Target	High Target	Unit	Previous Data Period	Previous Value	Current Quarter	Current Value	Status	Commentary
	Food and Health & Safety Enforcement	FHS 3	Percentage of food inspections that should have been completed and have been in that time period	High is good	85.00	97.00	%	Q2 - 22/23	100.00	Q3 - 22/23	93.30	A	▼ All but one of the businesses that fell within the scope of the FSA Recovery Plan were completed. The premises that wasn't completed requires two officers to attend. The inspection became due late in the quarter and although two attempts were made before the end of the quarter to undertake the inspection, these attempts were unsuccessful. The business is currently closed for post-Christmas holidays but we will attempt to inspect it once it reopens. Throughout this quarter, the team were able to focus on inspecting businesses that had not been inspected during lockdown periods. 210 inspections were carried out during quarter 3.
	Licensing	LIC 1	Total number of committee referrals (for all licensing functions)	N/A	Volumetric	Volumetric	Number	Q2 - 22/23	2	Q3 - 22/23	5	V	Committee referrals during Q3 totalled 5. Of these - 2 Private Hire drivers for accruing points, 1 Private Hire driver for no insurance, 1 Private Hire driver following complaints. 1 Sex Establishment variation.
	Licensing	LIC 2	Total number of enforcement actions (revocations, suspensions and prosecutions)	N/A	Volumetric	Volumetric	Number	Q2 - 22/23	0	Q3 - 22/23	0	V	No enforcement actions of this nature were taken during this quarter.
	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	Weeks	Q2 - 22/23	29.40	Q3 - 22/23	28.00	R	▲ 18 adaptations have been completed between October 2022 and end of December 2022. 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 13 weeks. This measure has been performing at RED for a number of quarters as we are running the service with a decrease in staffing resources. A recruitment exercise is now taking place and it is hoped there will be additional resource within the team from quarter 4.
	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	Weeks	Q2 - 22/23	20.40	Q3 - 22/23	20.10	R	▲ During this quarter 44 housing disrepair/condition cases were resolved. Park and Abbey wards continued to have the highest private rented accommodation complaints in the city with over 50% recorded into these 2 wards. The team has continued to manage a number of work streams during the quarter, such as HMO licencing, licence condition visits, Home for Ukraine checks and housing assistance applications and this has impacted on the time taken to get issues resolved. In addition some formal actions taken by the team have been appealed resulting in a number of hearings at the first tier Tribunal. These have required officers to commit a large amount of time in producing a legal bundle and attending the hearing. The Private Sector Housing Team utilise a table formula to prioritise our service requests on a risk-based determination. High Priority are classed as red, medium priority as Amber and low priority as green. This insures that the cases that pose the highest risk to occupiers are dealt with as the highest priority. Cases that are determined to pose an imminent risk to occupiers will be responded to within 48 hours. Obviously, this results in a potential delay in actions regarding lower priority cases.

	Service Area	Measure ID	Measure	High or Low is good	Low Target	High Target	Unit	Previous Data Period	Previous Value	Current Quarter	Current Value	Status		Commentary
	Private Housing	PH 3	Number of empty homes brought back into use (cumulative)	High is good	11	23	Number	Q3 - 21/22	17	Q3 - 22/23	24	G	▲	During quarter 3, 8 empty homes were brought back into use within the city as a result of direct actions by City of Lincoln Council, bringing the total number of empty homes brought back into use for the year so far to 24. The long term empty properties at the end of this quarter totalled 459, with 21 empty properties being empty for 10 years or more.
	Public Protection and Anti-Social Behaviour Team	PPASB 1	Number of cases received in the quarter (ASB cases only)	N/A	Volumetric	Volumetric	Number	Q2 - 22/23	133	Q3 - 22/23	86	V		This latest outturn is a 35.4% decrease when compared to quarter 2 22/23. However, it is a 17.8% increase when compared to the quarter 3 outturn from the financial year of 21/22. The number of cases will continue to be monitored over the coming quarters.
	Public Protection and Anti-Social Behaviour Team	PPASB 2	Number of cases closed in the quarter (across full PPASB service)	N/A	Volumetric	Volumetric	Number	Q2 - 22/23	1,036	Q3 - 22/23	885	V		The latest outturn is down 14.6% on the previous quarter but is proportionate to the total amount of cases received in quarter 3, which was 922. The total amount of cases received in quarter 3 was down 18.7% when compared with quarter 2.
	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	Number	Q2 - 22/23	208	Q3 - 22/23	202	G	▲	202 live cases open is below the current high target of 220 and well below the low target of 260. The team now has a new Service Manager and Team Leader in place and this latest outturn shows the team is continuing to manage cases efficiently.
	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	%	Q2 - 22/23	-	Q3 - 22/23	-	NO DATA		The process for customer satisfaction surveys is now in place and has been live since 12/12/22. Business Development have set up an automated process and the service is now collecting the first months' worth of data. Data for this measure will be provided from quarter 4.
	Sport & Leisure	SP 1a	Quarterly visitor numbers to Birchwood Leisure Centre	N/A	Volumetric	Volumetric	Number	Q2 - 22/23	37,616	Q3 - 22/23	31,185	V		Visitor numbers to Birchwood Leisure Centre is still down on the pre-pandemic levels by 25,959 visits. It is also down on Q3 last year by 2,208 visits.
	Sport & Leisure	SP 1b	Quarterly visitor numbers to Yarborough Leisure Centre	N/A	Volumetric	Volumetric	Number	Q2 - 22/23	60,934	Q3 - 22/23	57,864	V		Quarter 3 2022/23 saw attendance at 57,864. This attendance figure remained lower than normal due to the main swimming pool being closed. The pool work was completed at the end of December 22 with the pool reopening on the 2 <sup>nd</sup> of January 2023, therefore, quarter 4 should see a return to higher visitor figures. When comparing the latest attendance figure to the quarter 3 2021/22 figure of 76,946, it is likely that the difference of 19,082 visitors was due to the pool being closed. When comparing the latest attendance figure with quarter 3 2019/20 (pre pandemic) figure the latest attendance figure was 116,391 lower.
	Sport & Leisure	SP 2	Artificial Grass Pitch usage at Yarborough Leisure Centre & Birchwood Leisure Centre	High is good	520.00	650.00	Hours	Q2 - 22/23	635.00	Q3 - 22/23	806.00	G	▲	Q3 2022/23 saw usage of the AGP's at Birchwood Leisure Centre equate to 471.25 hours used and Yarborough Leisure Centre 334.75 hours used out of a total of 962 hours at each site being available. In comparison with Q3 2021/23 there is similar usage with the same clubs still engaged in using the sites.
	Sport & Leisure	SP 3a	Customers who would recommend Birchwood Leisure Centre	High is good	62.00	70.00	%	Q2 - 22/23	81.00	Q3 - 22/23	-	NO DATA		The individual site data is not currently available on the national benchmarking site for Active Nation. As a result the quarter 3 outturn for Birchwood Leisure Centre is not currently available.

	Service Area	Measure ID	Measure	High or Low is good	Low Target	High Target	Unit	Previous Data Period	Previous Value	Current Quarter	Current Value	Status		Commentary
	Sport & Leisure	SP 3b	Customers who would recommend Yarborough Leisure Centre	High is good	62.00	70.00	%	Q2 - 22/23	55.00	Q3 - 22/23	-	NO DATA		The individual site data is not currently available on the national benchmarking site for Active Nation. As a result the quarter 3 outturn for Yarborough Leisure Centre is not currently available.
	Allotments	AM 1	Percentage occupancy of allotment plots	High is good	84.00	92.00	%	Q2 - 22/23	96.00	Q3 - 22/23	97.00	G	▲	As at the end of December 2022, 1,086 plots of a total 1,176 were let. Of the 1,176 total plots, 1,122 plots are currently lettable. 1,086 occupied lettable plots equates to 97% occupancy rate, with the remaining being 'under offer' to new tenants at the time of review. There continues to be a steady demand for allotment tenancies (this may increase dramatically if the 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 seem to have had a major impact on demand.
	CCTV	CCTV 1	Total number of incidents handled by CCTV operators	N/A	Volumetric	Volumetric	Number	Q2 - 22/23	2,462	Q3 - 22/23	2,446	V		Incident numbers are similar to Q2 with an increase in public order incidents over the Christmas period. The service has been hosting visits to the control room from members of local community groups in the hope of recruiting lay visitors to replace the previous members who have decided not to continue in the role post pandemic. This ongoing process has led to 4 new lay visitors and the reintroduction of the monthly visits.
	Grounds Maintenance	GM 1	Contractor points achieved against target standards specified in contract - Grounds Maintenance	Low is good	150	50	Number	Q2 - 22/23	45	Q3 - 22/23	35	G	▲	The collective points for the quarter totalled 35. This has been broken down into 0 in October 2022, 10 in November 2022 and 25 in December 2022. The majority of points in December 2022 were awarded for hedge trimming.
	Street Cleansing	SC 1	Contractor points achieved against target standards specified in contract - Street Cleansing	Low is good	150	50	Number	Q2 - 22/23	105	Q3 - 22/23	65	A	▲	65 points were awarded against the contractor in quarter 3. Of these points, 30 points were awarded in October 2022, 15 points awarded in November 2022 and 20 points awarded in December 2022. The majority of points awarded during the quarter were for overflowing bins.
	Waste & Recycling	WM 1	Percentage of waste recycled or composted (seasonal)	High is good	33.50	39.00	%	Q3 - 21/22	34.82	Q3 - 22/23	32.08	R	▼	This figure relates to quarter 2 (July 2022 - September 2022) as data received from LCC is lagged. 16.36% has been recorded as waste being recycled, whereas 15.72% was recorded as waste being composted, equating to 32.08% being composted or recycled. In 2022/23 there has been a 4% reduction in subscriptions to the Garden Waste Service when compared to 2021/22. This, and the dry summer which reduced tonnages generally, has had an impact on the percentage of waste composted so far this year.
	Waste & Recycling	WM 2	Contractor points achieved against target standards specified in contract - Waste Management	Low is good	150	50	Number	Q2 - 22/23	130	Q3 - 22/23	165	R	▼	165 points were awarded against the contractor during quarter 3. Of these points, 50 points were awarded in October 2022, 40 points awarded in November 2022 and 75 points awarded in December 2022. The majority of points during the quarter related to missed refuse collections. This refers to 33 missed collections out of 800,000 collections.
DHI	Housing Investment	HI 1	Percentage of council properties that are not at the 'Decent Homes'	Low is good	1.50	1.00	%	Q2 - 22/23	1.60	Q3 - 22/23	1.43	A	▲	Although we continue to receive additional referrals for Doors and Windows, there has been continued progress in reducing overall failures via programmed works delivery. Also, despite 13 new failures for Electrics since October, there has been an overall reduction for failures in this

	Service Area	Measure ID	Measure	High or Low is good	Low Target	High Target	Unit	Previous Data Period	Previous Value	Current Quarter	Current Value	Status	Commentary
			standard (excluding refusals)										category too.  There are now 111 properties failing the standard: 15 doors, 50 Windows, 46 Electrics and 1 Roof (1 property fails both door and windows).  Access protocols continue to be followed on Electrical failures. All Door and Window failures have been referred for replacement although, due to manufacturing lead times, these may not complete before year end.
	Housing Investment	HI 2	Number of properties 'not decent' as a result of tenants refusal to allow work (excluding referrals)	N/A	Volumetric	Volumetric	Number	Q2 - 22/23	249	Q3 - 22/23	243	V	The level of refusals is recorded but cannot be controlled by the Council. We have had a decrease of 6 since the end of quarter two.
	Housing Investment	HI 3	Percentage of dwellings with a valid gas safety certificate	High is good	98.20	99.20	%	Q2 - 22/23	99.69	Q3 - 22/23	99.08	A	Our annual gas servicing programme continually runs 12 months a year. We have a repeatedly small number of properties (around 1%) that do not allow access to the gas engineer prior to the deadline date of the inspection each month. We continue to work hard to resolve these access issues in accordance with our gas servicing procedures.
	Housing Maintenance	HM 1a	Percentage of reactive repairs completed within target time (priority 1 day only)	High is good	98.50	99.50	%	Q2 - 22/23	99.47	Q3 - 22/23	99.42	A	The high influx of damp and mould jobs that have been reported in the last quarter has had an impact on the amount of priority jobs we have completed. We have had to reallocate labour resources to accommodate these damp and mould jobs, subsequently causing missed timeframes. In addition, with the seasons changing, we have had more reports of roofing leaks, guttering repairs etc. which impacts and adds pressure on the resource planners, yet our level of service levels has stayed in the top region.
	Housing Maintenance	HM 1b	Percentage of reactive repairs completed within target time ( urgent 3 day repairs only)	High is good	95.00	97.50	%	Q2 - 22/23	96.92	Q3 - 22/23	95.03	A	Quarter 3 figures have been negatively affected by a large increase in damp and mould jobs being reported following the tragedy in Rochdale Borough. Prior to this high-profile case we were averaging 10.28 jobs per week. Following the incident, we have been averaging 78.83 jobs per week. This has subsequently resulted in a handful of missed time frames due to the team having to prioritise damp and mould works over more standard repairs. An example of this was pulling a bricklayer from a 3-day inspection of a ridge to complete a damp and mould job.
	Housing Maintenance	HM 2	Percentage of repairs fixed first time (priority and urgent repairs) - HRS only	High is good	90.00	93.00	%	Q2 - 22/23	91.23	Q3 - 22/23	93.55	G	Quarter 3 has seen some restructuring in other parts of the service, including a temporary Business Services Manager being appointed. This has made significant improvements to our Jewson Partnership Scheme contract and stock control. Consequently, this has raised our first-time rate of repair. In addition to this, team leaders have been spending 3 weeks planning their areas to give our contractors more time to source materials and erect scaffolding.
	Housing Maintenance	HM 3	Percentage of tenants satisfied with repairs and maintenance	High is good	94.00	96.00	%	Q2 - 22/23	-	Q3 - 22/23	-	NO DATA	There is an issue with DRS (works allocation system) pulling customer contact numbers across from the Universal Housing system, therefore, the Business Development Team is unable send out the SMS texts - a call has been logged to Kirona the software supplier. The HRS Team



	Service Area	Measure ID	Measure	High or Low is good	Low Target	High Target	Unit	Previous Data Period	Previous Value	Current Quarter	Current Value	Status	Commentary
													need to complete some work in the test system to see if the issues can be resolved, however due to the Housing IT project the team doesn't currently have the resources to allocate time to look at this. The Housing Performance Team is looking at other methods to collect this data in the meantime. One possible option could be to extract the contact numbers from the Housing Management System and cross reference with the DRS system to allow the SMS texts to be sent out.
	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	%	Q2 - 22/23	98.76	Q3 - 22/23	98.80	G	▲ We have remained in close communication with our tenants throughout the last quarter. Also, a wider focus of Resource Planner time has been concentrated on open communication with the operatives. This has ensured Resource Planners have been forewarned of any potential missed appointments allowing them to take remedial action in a timely manner. Moving forwards we are looking at introducing additional resource in the Resource Planning Team in order to ensure customer service. A key gap within our service area is the IT systems and the unsupported mobile solution, which results in no PDA's in use across the workforce and ultimately further manual chasing and input. Due to the implementation of the new online repairs system, job tickets are not being raised correctly, meaning they are having to be raised manually. This could have a potential negative impact on the final quarter of 22/23.
	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	%	Q2 - 22/23	-	Q3 - 22/23	100.00	G	▲ Surveys for lifeline installations resumed in Quarter 3. During the quarter, we received 33 completed responses with all of these being either very or fairly satisfied with the service.
	Control Centre	CC 2	Percentage of Lincare Housing Assistance calls answered within 60 seconds	High is good	97.50	98.00	%	Q2 - 22/23	97.87	Q3 - 22/23	97.89	A	▲ Performance remains above the Telecare Accredited Body target of 97.5%. We received a high number of calls in December with over 4,000 alarm calls received in the month alone.
	Rent Collection	RC 1	Rent collected as a proportion of rent owed (cumulative)	High is good	95.50	96.50	%	Q3 - 21/22	100.52	Q3 - 22/23	100.46	G	▼ Despite challenging times for tenants, the in-year collection for rent at the end of quarter 3 was over 100% and ahead of the 93% target. The addition of the Sustainment Officers has ensured that vulnerable tenants are supported and income is maximised. It is important to note that in December 2022 there were 2 rent free weeks granted to residents, which resulted in there being a slightly lower amount of rent to be collected during the quarter. This was a contributing factor to the positive outturn this quarter.
	Rent Collection	RC 2	Current tenant arrears as a percentage of the annual rent debit	Low is good	4.65	4.55	%	Q2 - 22/23	4.76	Q3 - 22/23	3.33	G	▲ As of the end of December, the overall rent arrears were £40,000 less than the same point the previous year. This was a significant improvement with the team working hard to collect rent and push the rent first culture. The Sustainment Officers continue to support tenants with significant benefit backdates and in ensuring the council avoid enforcement action where possible.

	Service Area	Measure ID	Measure	High or Low is good	Low Target	High Target	Unit	Previous Data Period	Previous Value	Current Quarter	Current Value	Status	Commentary
	Housing Solutions	HS 1	The number of people currently on the Housing Register	N/A	Volumetric	Volumetric	Number	Q2 - 22/23	1,574	Q3 - 22/23	1,573	V	We continue to see a steady number of applications to the Housing Register, although numbers have steadied off since the height of the pandemic.
	Housing Solutions	HS 2	The number of people approaching the council as homeless	N/A	Volumetric	Volumetric	Number	Q2 - 22/23	631	Q3 - 22/23	967	V	The rise in the number of homelessness applications has been significant this year. The reasons vary but are generally linked to cost of living (affordability/rent arrears), friends and relatives unable to accommodate, and private landlords selling up and moving out of the market.
	Housing Solutions	HS 3	Successful preventions and relief of homelessness against total number of homelessness approaches	High is good	45.00	50.00	%	Q2 - 22/23	41.24	Q3 - 22/23	44.23	R	▲ We are finding it very difficult to successfully prevent homelessness at present. The reasons vary but generally due to late presentation, the situation being irretrievable and/or there being very limited alternative options.
	Housing Voids	HV 1	Percentage of rent lost through dwelling being vacant	Low is good	1.00	0.90	%	Q2 - 22/23	1.42	Q3 - 22/23	1.41	R	▲ There are still challenges ahead as approximately 50% of voids are due to tenants passing away. The Housing Voids Team will be commencing an information campaign shortly to raise awareness of the condition properties should be left in and the importance of advising the Council of next of kin details and the importance of a will. Work continues to turn properties around as quickly as possible. When compared to the quarter 2 outturn there has been a slight reduction in the percentage of rent lost through a dwelling being vacant. This was due to a number of key factors- <ul style="list-style-type: none"> <li>The Housing Voids Team being able to focus more on reducing the backlog of properties in the system following a large increase in voids in July and August 2022 due to tenants transferring to De Wint Court</li> <li>Decreased dependency on contractors</li> <li>The number of voids reduced and stabilised within the quarter, which is normal in the run up to Christmas</li> <li>A reduction in keys being returned to the team. This subsequently made it easier to manage necessary repairs to vacant properties before each property could be relet. Work will take place within the team to understand the reason for the reduction in keys being returned during the quarter, with the aim of identifying any trends and to ensure any potential increases in the volumes of keys being returned in future quarters can be highlighted and planned for in advance.</li> </ul>
	Housing Voids	HV 2	Average re-let time in calendar days for all dwellings - standard re-lets	Low is good	34.00	32.00	Days	Q2 - 22/23	39.04	Q3 - 22/23	43.31	R	▼ Labour levels are still difficult to maintain across all repair teams, but this is being managed to ensure the right team is allocated to work. Performance of this measure did improve within the quarter and the number of properties awaiting allocation to contractors has reduced. Repairs are now issuing voids with a smaller delay than in previous quarters, with a decreased dependency on contractors to reduce the repair times.
	Housing Voids	HV 3	Average re-let time in calendar days for all dwellings (including major works)	Low is good	40.00	38.00	Days	Q2 - 22/23	50.30	Q3 - 22/23	55.68	R	▼ The Housing Voids Team saw a reduction in keys coming in since the start of October 2022 (7.3 per week as opposed to 9.6 Year To Date). This enabled the team to turn around a high percentage of our legacy voids (long standing voids). In the quarter the team re-let 144 properties, 50 of these were voids over 80 days equating to 35%, which is the cause of the re-let times increasing. The team started the quarter with 131 voids

	Service Area	Measure ID	Measure	High or Low is good	Low Target	High Target	Unit	Previous Data Period	Previous Value	Current Quarter	Current Value	Status		Commentary
														in the system and at close of Q3 it was 81.A couple of items may cause an increase moving into Q4 and into the start of next year as extra properties are due to be introduced into the housing stock on Rookery Lane alongside 15 other properties being bought back. With the flexibility and availability of labour, this may be challenging.

### Annual measures

	Service Area	Measure ID	Measure	High or Low is good	Low Target	High Target	Unit	Previous Data Period	Previous Value	Current Year	Current value	Status		Commentary
CX	Democratic Services	DEM 1	The number of individuals registered on the electoral register as at 1st December (local elections)	N/A	Volumetric	Volumetric	Number	2021/22	62,292	2022/23	61,778	V		A slight decrease from last year's electorate, however this is expected to increase through monthly updates.
	Procurement Services	PRO 1	Percentage spend on contracts that have been awarded to "local" contractors (as the primary contractor)	High is good	20.00	45.00	%	2021/22	45.00	2022/23	44.15	A	▼	£18.9m spend with local suppliers out of a total spend of £42.89m, equating to 44.15%. This data relates to the financial year 2021-22.
	Procurement Services	PRO 2	Percentage value of the top 10 spend contracts that have been sub-contracted (wholly or partly) to "local" suppliers to deliver	N/A	Volumetric	Volumetric	%	2021/22	23.60	2022/23	20.20	V		Total contract spend relating to the top 10 suppliers was £25.7m and of this £5.18m related to local suppliers/sub-contractors. This data is in respect of the financial year 2021-22.
	Procurement Services	PRO 3	Percentage of total contract spend that is with an SME	High is good	20.00	40.00	%	2021/22	42.10	2022/23	51.18	G	▲	Total contract spend of £42.89m with £21.95m spend with SME's. The figure and data relates to the financial year 2021-22.
	Procurement Services	PRO 4	Percentage of total contract spend that is with an SME who meets the "local" definition	High is good	20.00	40.00	%	2021/22	48.20	2022/23	58.80	G	▲	Total spend with SME's was £21.95m of which £12.92m is with local SME's. This data relates to the financial year 2021-22.
DCE	Food and Health & Safety Enforcement	FHS 4	Percentage of Citizens' Panel respondents who are satisfied with the standard of hygiene in restaurants/cafes/ shops and takeaways in Lincoln	High is good	80.00	85.00	%	2021/22	87.80	2022/23	87.50	G	▼	87.5% of respondents to the November 2022 Lincoln Citizens' Panel survey stated they were either 'satisfied' or 'very satisfied' with the standard of hygiene in restaurants / cafes / shops / takeaways in Lincoln.
	Waste & Recycling	WM 3	Satisfaction with refuse service (collected via Citizens' Panel)	High is good	90.00	96.00	%	2021/22	97.00	2022/23	95.30	A	▼	95.3% of respondents to the November 2022 Lincoln Citizens' Panel survey stated they were either 'satisfied' or 'very satisfied' with the refuse collection service provided by the council.



	Service Area	Measure ID	Measure	High or Low is good	Low Target	High Target	Unit	Previous Data Period	Previous Value	Current Year	Current value	Status		Commentary
	Waste & Recycling	WM 4	Satisfaction with recycling service (collected via Citizens' Panel)	High is good	90.00	96.00	%	2021/22	94.50	2022/23	93.60	A	▼	93.6% of respondents to the November 2022 Lincoln Citizens' Panel survey stated they were either 'satisfied' or 'very satisfied' with the recycling collection service provided by the council.

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**SUBJECT: STRATEGIC RISK REGISTER – QUARTERLY REVIEW**

**DIRECTORATE: CHIEF EXECUTIVE AND TOWN CLERK**

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

## **1. Purpose of Report**

- 1.1 To provide Members with a status report of the revised Strategic Risk Register as at the end of the third 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 November 2022 and contained twelve strategic risks.
- 2.2 Since reporting to Members in November, 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 The updated Register is contained with Part B of this agenda, it contains thirteen strategic risks which are listed below, along with details of relevant mitigations.

## **3. Strategic Risks**

- 3.1 The Strategic Risk Register 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 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 – following development of the Medium Term Financial Strategy and confirmation of available resources, along with funding announcements from Central Government, work on the 2023/24 priorities and projects is now been finalised and will be subject to communication and engagement during quarter 4.
- Risk No 2. Failure to deliver a sustainable Medium Term Financial Strategy – following the announcements of; the Autumn Statement; a Local Government Finance Policy Statement; and the Provisional Local Government Finance Settlement, a draft 23/24 budget and MTFS 2023-28 has now been prepared. In addition, a number of actions as part of a financial recovery programme have been implemented. The resulting draft MTFS presents a balanced financial position in the medium. This will now be subject to the scrutiny and consultation process ahead of final approval in Quarter 4.
- Risk No 3. Failure to deliver the Towards Financial Sustainability Programme (TFS) – in light of the revised MTFS revised savings targets, to be delivered through TFS, have been proposed. This will require a new programme of reviews to be developed for 2024/25. The existing programme of reviews continues to be delivered to achieve the current year and 2023/24 targets.
- Risk No 7. Insufficient levels of resilience and capacity exist in order to deliver key strategic projects & services within the Council – the Council, along with many other local authorities, is currently experiencing recruitment and retention challenges, along with increased demands due to the current cost-of-living crisis. In response to the recruitment challenges, a range of attraction strategies continue to be reviewed and the Organisational Development Pillar

of One Council continue to look at a range of areas to encourage staff retention (linked to Risk No. 6). In addition, the projects and initiatives under Vision 2025, to be delivered in 2023/24, are being programmed taking overall capacity into consideration (linked to Risk No. 1.).

- 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 and City Square, led by the Council and other completed schemes delivered externally including The Drill and Lincoln Community Grocery. In addition, Lincoln's Investment Plan for the UK Shared Prosperity Fund has now been agreed and work to identify and agree the initial schemes to be funded under the programme is under way. The outcome of the Levelling Up Fund 2 bid (submitted for the Tritton Rd Bridge to open up the eastern side of the WGC site) has also recently been announced with an award of £20m. Work will now commence on assessing the award and the updated implications in light of the current economic conditions.
- Risk No 9. Failure to deliver key strategic projects – a revised financial plan for Phase 1a of the WGC development, along with an agreed procurement approach will be presented to the Executive in quarter 4, with works also due to commence in the quarter. 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. The Rookery Lane new council home scheme is due for completion in quarter four.

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

- Risk 1 has been decreased from Amber: Possible/Major to Amber: Possible/Minor

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

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

Control actions continue to be implemented and risks managed accordingly.

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

#### **4. Strategic Priorities**

4.1 Sound risk management is one way in which the Council ensures that it discharges it's 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 a specific risk in relation to the Medium-Term Financial Strategy. The Strategy itself has its own risk register that supports it, this has been reviewed as part of the refresh of the Strategy.
- 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 3 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

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**Present:** Councillor Gary Hewson (*in the Chair*),  
Councillor Liz Bushell, Councillor David Clarkson,  
Councillor Jane Loffhagen, Councillor  
Rebecca Longbottom, Councillor Ric Metcalfe, Councillor  
Clare Smalley, Councillor Rachel Storer, Councillor  
Pat Vaughan and Councillor Loraine Woolley

**Apologies for Absence:** Angela Andrews

**1. Declarations of Interest**

No declarations of interest were received.

**2. Draft Medium Term Financial Strategy 2023-28**

Budget Review Group considered the draft Medium Term Financial Strategy 2023-2028 and provisional 2023/24 budget and Council Tax proposals. A copy of the Medium-Term Financial Strategy was appended to the report.

Jaclyn Gibson, Chief Finance Officer, presented her report and highlighted that the main objectives of this meeting were to:

- examine the principles and planning process that underlaid the proposed budget and Council Tax for the 2022/24 financial year
- ensure that at each stage the budget was clear, focused, achievable, realistic, and based on sound financial practices;
- ensure that at each stage the budget had clear linkages with corporate plans that formed the Council's Policy Framework, establishing that they were identifiable and designed to improve services in the Council's strategic priority areas.

A number of questions were provided by Members in advance of the meeting which, together with responses provided, were noted as follows:

**Question:** The Independent Remuneration Panel had been asked to review Special Responsibility Allowances. To this end, shortly before Christmas, many members were interviewed by the Panel. No report had been received to date. What provision had been made for member allowances in the budget proposals?

**Response:** The current budget for members allowances for 2022/23 was prepared on the basis of a 1.75% increase, in line with the assumption for the staff pay award at that time.

However, as part of the current budget preparation the budget for members allowances was rebased to assume an increase of 4.75% for 2022/23, and then a future years increase of 3% 2023/24 and then 2% per year thereafter. These future year assumptions were in line with the staff pay award assumptions.

**Question:** The Draft MTFS included assumptions about rates of inflation in the future. As a matter of interest, which organisation forecasting the rates of inflation had you used?

**Response:**

- We used a variety of sources of information to forecast levels of Consumer Price Index (CPI) and Retail Price Index (RPI), including latest Office of Budget Responsibility (OBR), Institute of Fiscal Studies (IFS) and the Bank of England.
- In terms of pay inflation we based this on previous pay settlements, any signals from Central Government, together with indications from regional briefings of the pay bodies etc.
- In terms of utilities inflation, we based this on forecasts provided by our energy suppliers.
- We also undertook comparison with other Lincolnshire Authorities.
- These were informed estimates, which were subject to change – as the last 12 months had shown.

**Question:** Visit Lincoln had announced on its website that the Lincoln Christmas Market would take place between the 7<sup>th</sup> and 10<sup>th</sup> of December 2023. However, there was no mention of the Christmas Market in the Fees and Charges section of the Draft MTFS. Was there a reason for this?

**Response:** We did not always include the Christmas Market fees and charges in the schedule to Full Council in March as it could be too soon after the previous market had taken place to assess whether there needed to be any amendments to the charges for the next market. The relevant schedules would be presented to Full Council for approval in due course.

**Question:** At the meeting of the Upper Witham Drainage Board on the 23<sup>rd</sup> of January, it was agreed to increase the 'penny rate' by 15%. On page 20 (44) of the Draft MTFS, an inflationary increase of 10% had been assumed. How would this difference in figures affect the budget proposals?

**Response:** The draft budget was prepared prior to receiving the provisional (and now confirmed) penny rate increases from the 3 Internal Drainage Board's and it was assumed the increase would be 10%. The actual position was now as follows:

	22/23 Levy	Increase	Increase	23/24 Levy	Draft MTFS	Pressure
	£	%	£	£	£	£
Witham First	147,704	29%	42,834	190,538	162,470	28,068
Witham Third	281,925	15%	42,289	324,214	310,120	14,094
Upper Witham	493,068	15%	73,960	567,028	542,370	24,658
	<b>922,697</b>		<b>159,083</b>	<b>1,081,780</b>	<b>1,014,960</b>	<b>66,820</b>

This additional cost of £66k per year, would be reflected in the final version of the MTFS, increasing the annual net budget by the same amount.

**Question:** Why couldn't the increases be separated on the Council Tax Bill?

**Response:** Unfortunately due to legislation it wasn't allowed. Officers were working on how it could be separated as it was a huge disadvantage to the 17 affected Councils.

**Question:** At the MTFS Member Development meeting on Monday the 23<sup>rd</sup> of January, you spoke about the possibility of making changes to the Minimum Revenue Provision. Please could you outline this in a bit more detail and also give the pros and cons of this course of action?

**Response:** Jaclyn Gibson, Chief Finance Officer, circulated an in depth handout which explained the proposed amendments to the Council's Minimum Revenue Provision.

**Question:** One of the main arms in the council's strategy promoted financial sustainability and bridging the financial gap through investment leading to growth. The member concerned strongly supported the work of investment in the City but as you highlighted, it was not without some risk and rested ultimately on external factors. What were comparable district councils doing to mitigate existing and future budget pressures? Whilst the member realised each council was different, were their approaches similar?

**Response:** Due to the differences in each Council's financial position and service delivery it was hard to make direct comparisons as each organisation adopted a different approach. In addition, not all Council's set out their strategies for delivering savings/efficiencies in the same way and at the same point in time.

Broadly though there were key themes including:

- Reviewing fees and charges
- Service reductions
- Transformational change through technology
- Reviewing assets to maximise income and efficiency of use
- Use of earmarked reserves
- Delivery and supporting economic growth.

**Question:** If, for budgetary reasons there were delays or changes to Phase 1a of the Western Road Corridor (WGC), what impact would that have on the £20million secured from central government for the road improvements?

**Response:** Phase 1a and the new eastern access bridge to WGC were two distinct parts of the overall development. There were no linkages between the funding or delivery of the schemes that would mean any delays or changes to Phase 1a would impact on the Levelling Up Funding Round 2 (LUF2).

**Question:**

- How widely had the consultation been advertised to residents?
- It was appreciated there was a cost saving in using an online consultation but had paper copies been made available?
- When would the feedback from the general public and Citizen Panel be made available? The member concerned would have liked to have seen it as part of the budget review report pack/meeting. Would this be possible in future?

**Response:** The budget consultation had been published on the Council's website and promoted through its social media channels. In addition, the consultation had been sent directly to the 509 members of the Council's Citizen's Panel.

Given the timeframe for consultation, it was not practical to provide and then collate paper responses. As in recent years, to ensure efficiency, the consultation was online only.

Consultation on the budget did not commence until the draft budget had been considered by the Executive in mid-January. This was the earliest it could be presented after the Local Government Finance Settlement announced in late December.

Feedback from both the public and Members (as part of the scrutiny process) was scheduled to be presented to the Executive along with the final budget proposals on the 20<sup>th</sup> February 2023.

Members felt that it would be beneficial to be updated on the number of consultation responses received from the Citizen's Panel at future Budget Scrutiny Meetings going forward.

**Question:** Overall, the improved funding position had a positive outcome on contribution rates, reducing secondary payments considerably. However, the cost of accruing future pensions had increased, particularly given the increase in inflation and that had driven up the primary rates from 17.3% of pensionable pay to 23.4%. Could you, please, explain what that meant as it appeared to imply that the council had to contribute 23.4% of pay towards the employee's future pension?

**Response:** The Council paid two elements of pension contributions. Primary contributions were the estimated cost of benefit built up every year, after deducting the employees' contributions, this was expressed as a % of the employees' pensionable pay. From 1<sup>st</sup> April 2023 this rate would be 23.4% of each employee's pensionable pay.

Secondary contributions were the difference between the primary contribution rate and the amount the employer needed to pay. In broad terms payment of the secondary rate was for benefit already accrued at the valuation date and was aimed at reducing any funding deficit on the pension fund.

**Question:** The first item in the table was the Western Growth Corridor - £7.59m. The second paragraph down from the table went on to say: "The largest scheme delivered directly by the Council is Phase 1a of the Western Growth Programme...". Did that mean that the Council was financially responsible for all aspects of Phase 1a including the proposed road works and construction of 300 "units" with no contribution from Lindum?

**Response:** The comment "The largest scheme delivered directly by the Council is Phase 1a of the Western Growth Programme..." was intended to differentiate from the £19m Towns Fund as shown in the Capital Programme, which was not directly deliverable by the Council as we were acting as the Accountable Body and the majority of funding was passed onto external bodies to deliver the schemes, as such it was not directly delivering the £19m of spend. Whereas for the Western Growth Corridor the Council was directly responsible for the budget allocation. This budget included the Council's contribution towards its share of infrastructure costs (with the other landowner, Lindum's, responsible for their share) and the cost of building the first 52 units on the Council's land (Lindum were responsible for their own build costs).

**Question:** At the meeting of the Performance Scrutiny Committee, there was a statement: “A review of existing council housing stock had been completed and identified that to improve the existing energy performance for a C or D would cost on average £30,000 per property.” Based on 7,396 council houses, the cost of improving the energy performance of the Council’s housing stock would be some £221,880,000. The member concerned appreciated that would be an expectation of receiving government grants to help with this work but it must still represent a significant cost to the Council. This was a substantial part of achieving the Council’s self-imposed target (July 2019) of achieving Net Zero by 2030. With over 7,000 “units” and 7 years remaining to achieve the target there was a significant amount of work to do. Yet there was no mention of this work in the draft document or any allocation of funds for it. What were the Council’s plans and estimates of costs for achieving this substantial part of their objective of achieving Net Zero by 2030 and why was there no mention of this in the Draft MTFS?

Response: The £30k per property that was quoted had since been clarified as an example provided by delivery partners such as E.ON of what costs per property could be (based on other councils’ experience), this was not specific to Lincoln. Work was currently underway on a retrofit assessment of a range of property types, cost and the measures for our own stock before we could confirm an accurate figure.

The Decarbonisation Plan for the Council’s housing stock represented one of the three key elements of the current review of the 30-Year Business Plan. Using the desktop data of estimated costs would inform the level of budget provision set aside in the revised Plan. The reference to this was in the MTFS in terms of updating the Plan in line with Vision 2025 priorities, including the environmental focus. However, given the costs involved with decarbonisation the Council would need to seek external grant support to achieve this along with the need to be carbon offsets due to too there currently being no solution to gas boilers.

The updated 30-Year Business Plan was due to be completed during 2023 and would inform the MTFS 2024-2029.

**Question:** The figures quoted from the 2021 Census showed that the city had a population of “around 103,900” and that 20,030 of these were students studying at our 2 universities. This showed that students made up over 19% of the total population. At the meeting of the Performance Scrutiny Committee held on 8 December 2022, Cllr Chris Burke presented his Portfolio report, in which he had encouraged us to read the Lincoln City Profile 2021/22. The population section of that document gave a figure for the city’s population of 100,049 and a total of 18,705 students. Using the statistics provided in the document for age ranges, it was possible to determine that students made up around 25% of the city’s working-age population (the way that the figures were presented meant 18 to 69 age range was used). From the more recent (and perhaps more accurate) 2021 Census data, was it possible to determine what percentage of the city’s working-age population were students?

**Response:**

The percentages were as follows:

- Census 2021 population figure for ages 18-69 = 74,187
- HESA 2020/21 student data for Lincoln = 20,030

- Percentage of working age population which were students = 27%.

RESOLVED that the Budget Review Group:

- (1) Be presented with an update on the number of consultation responses received from the Citizen's Panel at future Budget Scrutiny Meetings going forward.
- (2) Agreed to provide its comments and recommendations to the Executive prior to referral of the final budget proposals to Council on 21<sup>st</sup> February 2023.

**PEFORMANCE SCRUTINY COMMITTEE****16 FEBRUARY 2022**

**SUBJECT: WORK PROGRAMME FOR 2022/23**

**DIRECTORATE: CHIEF EXECUTIVE AND TOWN CLERK**

**LEAD OFFICER: ALI HEWSON, SENIOR 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:**

Ali Hewson, Senior Democratic Services  
Officer  
Telephone 873239

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**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 2022-23 - 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 2022-23 - 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 2022-23 - 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 2022-23 - 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 2022-23 - 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
Annual Report for Remarkable Place V2025 Theme	Simon Walters	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 2022-23 - Update	Democratic Services	Regular Report
Portfolio Under Scrutiny Session – Quality Housing	Portfolio Holder	Annual Session Lets Deliver Quality Housing
<b>Monitoring Item(s)</b>		
Portfolio Under Scrutiny Session – Reducing Inequality	Portfolio Holder	Annual Session Reducing Inequality



**16 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
Work Programme for 2022-23 - Update	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
Section 106 Contributions Update	Nicola Collins	Annual Report Lets Drive Economic Growth

**2 March 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
Draft Work Programme for 2023-24	Democratic Services	Regular Report
<b>Monitoring Items</b>		
Targets for 2022/23	Graham Rose	Annual Report
Scrutiny Annual Report	Democratic Services	Annual Report Professional High Performing Services
Christmas Market 2022 Outturn Report	Simon Colburn	Annual Report Lets Drive Economic Growth

### **Portfolio Under Scrutiny Sessions**

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

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

**1. Purpose of Report**

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

**2. Recommendation**

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

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