

PERFORMANCE SCRUTINY COMMITTEE

**Thursday, 16 November
2023**

6.00 pm

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

Membership:	Councillors Gary Hewson (Chair), Pat Vaughan (Vice-Chair), Martin Christopher, David Clarkson, Thomas Dyer, Lucinda Preston, Rachel Storer, Joshua Wells and Loraine Woolley
Substitute member(s):	Councillors Liz Bushell, Natasha Chapman, Adrianna McNulty, Clare Smalley and Aiden Wells
Officers attending:	Democratic Services, Jaclyn Gibson, Emily Holmes, Michelle Hoyles and Laura Shipley

A G E N D A

SECTION A	Page(s)
1. Confirmation of Minutes - 28 September 2023	3 - 18
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. Portfolio Holder under Scrutiny - Reducing Inequality	19 - 46
4. Strategic Risk Register - Quarterly Review	47 - 50
5. Financial Performance - Quarterly Monitoring	51 - 82
6. Treasury Management and Prudential Code Update Mid Year Report - 30 September 2023	83 - 98
7. Quarter 2 2023/24 Operational Performance Report	99 - 158
8. Budget Review Process 2024/25	159 - 164
9. Work Programme for 2023/24	165 - 176
10. Exclusion of Press and Public	177 - 178

You are asked to resolve that the press and public be excluded from the

meeting during the consideration of the following item(s) because it is likely that if members of the press or public were present, there would be disclosure of 'exempt information'

SECTION B

11. Strategic Risk Register - Quarterly Review

[Exempt Para(s) 3]

179 - 194

Present: Councillor Gary Hewson (*in the Chair*),
Councillor Pat Vaughan, Councillor David Clarkson,
Councillor Thomas Dyer, Councillor Lucinda Preston,
Councillor Rachel Storer, Councillor Joshua Wells and
Councillor Loraine Woolley

Apologies for Absence: Councillor Martin Christopher

29. Confirmation of Minutes - 17 August 2023

RESOLVED that the minutes of the meeting held on 17 August 2023 be confirmed and signed by the Chair.

30. To Receive Minutes of Housing Scrutiny Sub Committee - 10 August 2023

RESOLVED that the minutes of the Housing Scrutiny Sub Committee held on 10 August 2023 be received.

31. Declarations of Interest

No declarations of interest were received.

32. Change to Order of Business

RESOLVED that the order of business be changed to allow the report entitled 'Central Lincolnshire Joint Strategic Planning Committee/Local Plan Annual Report 2022/23' to be considered as item number 4 on the agenda.

33. Central Lincolnshire Joint Strategic Planning Committee/Local Plan Annual Report 2022/23

Toby Forbes-Turner, Planning Policy Manager:

- a) explained that the Joint Planning Committee reached its thirteenth year over the course of 2022/23. This year had seen the successful examination and adoption of the second Central Lincolnshire Local Plan.
- b) stated that the Local Plan (adopted in April 2023) set out the planning policies for Central Lincolnshire (including the City) and this involved allocating parcels of land for development as well as identifying land which should be protected from development.
- c) provided a breakdown of the AGM meetings which took place and considered the following:
 - 6th June 2022 – the Local Plans Team Annual Report, the Local Plan Budget and Update and the Local Plan Draft for Consultation.
 - 9th January 2023 – The Statement of Community Involvement
 - 13th April 2023 – Central Lincolnshire Local Plan Adoption, Local Plan Supporting Guidance and Update to CLJSPC Memorandum of Understanding and Standing Orders

- d) highlighted that in the coming year, the focus of the work would be around implementation of the plan, reviewing evidence, rebuilding the Local Plan Team following the end of the Peterborough SLA. This included:
- Working closely with Districts to ensure consistent and efficient implementation of the Local Plan. This would likely include the publication of additional informal guidance notes.
 - Working closely with Districts to address the emerging challenges from Biodiversity Net Gain which would become mandatory in November for major developments and small developments in April 2024.
 - Completing the recruitment to the team following the end of the Peterborough SLA in March, and developing a project plan for reviewing evidence.
 - Keeping up to date with changes to national policy and legislation.
- e) referred to paragraph 4.10 of the report and gave an overview of the changes to the Local Plans Team staffing.
- f) explained that a budget review had been undertaken of the future work programme of the joint committee and the structure of the Local Plan and summarised the budget position as detailed at paragraph 4 of the report.
- g) invited members questions and comments.

The committee considered the contents of the report.

RESOLVED that the report be noted by members as a fair summary of activity of the Central Lincolnshire Joint Strategic Planning Committee 2022/23.

34. Portfolio Holder under Scrutiny - Customer Experience and Review

Councillor Rebecca Longbottom, Portfolio Holder for Customer Experience and Review :

- a) presented a report to Performance Scrutiny Committee covering the areas:
- Customer Services
 - Audit Arrangements
 - Electoral and Democratic Services
 - ICT
 - Policy and Performance
 - Quarterly Performance Reporting
 - Annual Review of Performance Measures and Target Setting
 - External Audit on Performance Monitoring
 - Lincoln City Profile 2022/23
 - Census 2021
 - Project Management
 - Business Transformation
 - Website
 - Business Transformation – a Forward Look
- b) extended her thanks to the team of officers that supported her Portfolio for their hard work, dedication and commitment to supporting the residents of Lincoln.

c) invited members' comments and questions.

Question: Why had the number of individuals registered on the electoral register decreased from 62,292 in 2021/22 to 61,778 in 2022/23?

Response: An answer would be provided following the meeting.

Question: Why had the number of staff in Lincoln City Councils Welfare Team been reduced whilst the size of North Kesteven's Welfare team had increased given the demand that was placed on the service by City of Lincoln Council residents?

Response: The Welfare Team had not been reduced, there were some vacancies but recruitment was underway. There had been an increase in demand in Lincoln, however the work was spread across the whole of the shared services team.

Question: Was it possible to provide a more detailed breakdown of calls received for each service area?

Response: A breakdown was provided in the Performance measures but could be included in future within the body of this report.

Comment: The call waiting time in customer services was very good compared to other organisations.

Question: There were issues with recruitment in the Audit Team. Had officers looked at how other councils successfully recruited, and could we learn from this? Was it possible to use apprenticeships or similar schemes to 'grow our own'?

Response: These suggestions would be discussed with Officers to ensure that they had been explored. The work in the Audit Team was being covered appropriately in order to meet the requirements of the Council.

Question: Residents may not know what type of ID was required to vote. Could the council do more to ensure that residents were informed of the correct ID?

Response: Agreed that more advertising could be done, this would be discussed with Officers.

Question: There was a financial impact of having team vacancies and reliance on agency staff. Was there a plan in place to meet the long-term costs associated with this, if the Council continued to struggle to recruit?

Response: An answer would be provided following the meeting.

Question: Would the common risks identified via the combined assurance work be monitored to reduce the risk to the Council?

Response: Common risks were identified as part of the strategic risk register. This monitored the risks and set out the work that would be undertaken to address them.

Comment Long term vacancies had an impact on the Medium Term Financial Strategy if posts were filled with temporary agency staff.

Question: A recent visit took place to observe the customer contact centre. The Customer Service Advisors did an excellent job at handling the calls, however one call was received about a letter that had been sent out by a different department that the contact centre were unaware of and therefore could not fully answer the query. Had processes been put in place to address this issue?

Response: A document was being drafted to advise departments to liaise with customer services if they were expecting to receive a number of calls on a particular matter. Service areas often did contact customer services in advance, however, the document would improve processes to ensure that customer services could fully respond to queries.

Question: Was the Council being rewarded for taking part in the beta testing for the changes to the electoral registration system?

Response: An answer would be provided following the meeting.

Question: Was a Service Level Agreement with service providers in place to manage security risks in relation to cloud migration within the ICT Strategy?

Response: This was addressed on a system by system basis, and robust contracts were in place for each system.

Question: Had the ICT Disaster Recovery Plan been tested as recommended by the Audit Committee.

Response: A table top exercise would be undertaken in due course.

Question: Was the data set within the Lincoln City Profile compared with the Census for accuracy?

Response: Each data set within the Lincoln City Profile showed the source of the information. The most recent source was from the Census 2021. We could look at some other data sets to triangulate the information. It would be a worthwhile exercise for comparison.

Comment: There had been an increase in the number of complaints in relation to parking. It was important to continue to learn lessons from the complaints and to ensure that they were incorporated into processes.

Response: Recommendations made from complaints were monitored by the Departmental Management Teams. A section on complaints could be incorporated in future into the body of this report.

RESOLVED that the report be noted with thanks.

35. **Portfolio Holder under Scrutiny - Inclusive Economic Growth**

Councillor Naomi Tweddle, Portfolio Holder for Inclusive Economic Growth:

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

- Climate Change
- Inclusive Economic Growth
- Innovation and Inward Investment
- Cornhill Market and City Square
- Public Realm
- Regeneration
- Small Business Support
- Tourism and Marketing
- Infrastructure
- Heritage
- Development Management
- Building Control
- Planning Policy

- Car Parks and Parking
- Events in Lincoln

b) invited members' comments and questions

Question: How was the footfall at the Lincoln Live event monitored? Could the footfall of 60,000 people have included people who were walking past the event as well as those who were actively engaged with the event?

Response: The footfall was monitored by the CCTV system, which counted everyone who passed through the Cornhill. A lot of people walked through the event and engaged with it. There was a lot of social media engagement for the event, with a reach of 280,000 on Facebook. Satisfaction survey results were still being returned, there had so far been 150 responses with a 91% satisfaction rate. The survey results could be shared with members once they were collated.

Question: Could better footfall data be recorded for those stood watching the event?

Response: This would be discussed with Officers in the CCTV team for future events.

Question: Was there comparable footfall data for the city centre, which compared 2022 to 2023 over the weekend of Lincoln Live?

Response: This could be provided following the meeting.

Question: What was the district heat network proposal for the Western Growth Corridor?

Response: A heat map had been produced by Local Authorities to identify where heat was coming from. There were two companies interested in utilising the heat and providing a more sustainable heat network. A policy would be produced to provide information on the district heat network.

Question: Would it be compulsory for new properties to be linked to the ground source heat pumps?

Response: It was still in its early stages so could not be confirmed at the moment, however, we would expect it to be mandatory for properties on the Western Growth Corridor Development. Sustainable energy and heating was a good selling point.

Question: What was the current situation with funding for the spine road for the Western Growth Corridor?

Response: The project was on the programme for Homes England and discussions were taking place to obtain funding.

Question: If Homes England decided not to provide funding then how would the spine road be funded?

Response: There were some other options available such as securing investment via the development or the Strategic Highways Authority and paying back over time.

Question: The report stated that "the Council should look to the future with regard to the relationship between parking in the City and supporting and encouraging sustainable modes of transport. What did this mean?

Response: The Council would be looking at car parks and how sustainable transport could work alongside them to future proof the City. For example the structure of the old car parks needed to be considered as electric vehicles were significantly heavier.

Question: Would the Council be proposing to introduce an Ultra Low Emissions Style congestion charge as part of the sustainable transport objectives?

Response: No, there was no proposal to introduce this.

Question: How many people had visited the Visitor Information Centre since May 2023?

Response: The figures could be provided following the meeting.

Question: Had there been any issues regarding hospital visitors using the Greetwell Place car park?

Response: The staff at Greetwell place had the vehicle registration details of the tenants and their visitors. Spot checks did take place during normal working hours.

Question: What was the budget for the 2024/25 Lincoln Events Programme?

Response: The budget had not been set yet and would be confirmed in January 2024. At the moment we were working to the same budget as 2023/24, if more money was required it would be requested via the budget process.

Comment: The temporary traffic lights for the Western Growth Corridor works were not in sync.

Response: Smart cameras were used to keep the traffic flowing, if someone ran the red light, it took time to re set and caused delays on the timer. The camera re set due to safety reasons.

Question: What did 'digital city' mean?

Response: The Council had been working with partners to encourage investment into upgrading digital connection speeds, coverage, accessibility and affordability. This was an ambition of the Council and a huge amount of from companies was required investment to achieve this. This digital strategy would be refreshed in due course.

Question: Tourists tended to focus on the Cathedral and Castle rather than other heritage sites in the City. How could we better promote other heritage assets?

Response: Work was being undertaken to look at how we could make the best use of the heritage assets in the City. There was a lot of scope and potential and this was an area of focus.

Question: Could more information be provided on the City Centre Greening?

Response: A piece of work was ongoing to look at improving existing green spaces and also the creation of new city centre greening. A consultation would be undertaken in due course.

Question: Who was responsible for implementing the district heat network?

Response: It would depend on the business. The Councils role was to facilitate businesses where it made sense to do so.

Comment: There had been good feedback from the Lincoln Live event and it was good to give local artists an opportunity to perform.

Response: It was important to support local artists.

Question: There was a poor quality of services/events on offer at the Cornhill, who owned the land and ran the events?

Response: The Council owned the land and it was leased to Lincoln BIG. For the

summer holiday period, BIG had leased the area for 3 years to a Lincoln company who have placed activity in the area. There was one year left on the lease and concerns had been expressed to Lincoln BIG regarding the quality of the events on offer.

Question: Was the Western Growth Corridor currently on schedule and within budget?

Response: Yes, it was a fixed price contract and was ahead of programme.

Question: When was the work on the Western Growth Corridor bridges due to commence?

Response: The work would commence in June 2024 and would be completed in 2025.

Question: The central market was due to open in September but was still not complete. When would it open?

Response: There was 6 weeks of rain which delayed the external work. The market would open in time for the Christmas trading period.

Question: Would there be an opening ceremony for the market?

Response: Yes, there would be an opening ceremony and invites would be sent out shortly.

Question: How were the objectives in the Health and Wellbeing Strategy being monitored and achieved?

Response: There was work ongoing to develop some KPI's based on the data which would be published in due course.

Questions: Had residents been involved in the Council Parking Strategy consultations?

Response: The Citizens Panel had been sent a survey on the car park strategy, there had also been consultation with car park users. There had been a good response rate and the results were currently being collated.

Question: Could a wide range of genres be included in the Lincoln Live event such as folk music and brass bands?

Response: Yes, a wide variety of music would be considered for future events.

Comment: It was important for the report to include performance measures. Could some more performance measures be developed?

Response: Proposals for performance measures could be developed and presented to a future Performance Scrutiny Committee. It was difficult to identify measures on economic development as success was often around the outcomes.

Question: The overall percentage utilisation of all car parks was showing red, what did this mean?

Response: The graph showed that the income from car parks was ahead of budget, however the utilisation of the car parks was not at the same stage as before the pandemic.

Question: Had the introduction of the residents car parking scheme in the Sincil bank been assessed to see the impact on car park usage in the City?

Response: The residents parking scheme was implemented on 1 September

2023. Anecdotally more parking season tickets had been issued however this had not been reconciled yet.

Question: How much did it cost to equip staff to work from home?

Response: There was an initial significant investment to equip staff to work from home at the start of the covid outbreak and hence was funded at that time. The council continued to see the benefits of that investment,

Question: What was the impact of staff working from home and would it continue?

Response: The workforce and organisation development team was undertaking a piece of work on this. Nationally those Councils that offered hybrid working had better staff recruitment and retention rates.

Comment: There was a lack of performance data included in the report in relation to the UKSP Fund, Towns Fund and the Western Growth Corridor. This needed to be reported to Performance Scrutiny Committee.

Response: These would be incorporated into the quarterly monitoring report once appropriate measures had been agreed.

RESOLVED that the report be noted with thanks.

36. Scrutiny Annual Report 2022/23

Claire Turner, Democratic Services Officer:

- a) presented the Scrutiny Annual Report for 2022/23 for comments, prior to being referred to Full Council for approval.
- b) advised that within the Constitution it states that the scrutiny committees should produce an annual report to Council. Chairs of the Scrutiny Committees did produce individual reports to Council during the municipal year, however, the attached Scrutiny Annual Report summarised the work of the scrutiny committees for the full year and highlighted the key achievements made under scrutiny in 2022/23.

RESOLVED that the content of the report be noted.

37. Work Programme for 2023/24

The Chair:

- a) presented the draft work programme for 2023/24 as detailed at Appendix A of the 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 2023/24.

The Chair requested that the report on the proposals for performance measures be scheduled into the work programme on 7 March 2024.

RESOLVED that

1. The work programme 2023/24 be agreed.
2. A report on the proposals for performance measures be scheduled into the work programme for the meeting due to be held on 7th March 2024.

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Performance Scrutiny Committee – Member request monitoring table

Date of committee – 28 September 2023

Action No.	Name of committee report	Information requested / question asked	Member name	Officer responsible for providing response	Date response provided	Response
1.	Portfolio Holder under Scrutiny – Customer Experience and Review	Why had the number of individuals registered on the electoral register decreased from 62,292 in 2021/22 to 61,778 in 2022/23?	Councillor Vaughan	Cheryl Evans	30 th October 2023	We conduct the annual canvass each year, which involves writing to all properties in Lincoln to ascertain who resides at each property. For any property who does not respond, we are required to conduct ‘door knocks’ to ascertain who is residing at the property. The door knocks are carried out by appointed canvassers. We are also notified if a property is empty or whether the person who was previously living at the property has moved on. In these circumstances, the property is marked on the register as empty. Whilst it is a legal requirement to be registered, some residents do not engage with the canvass. The elections team has issued extensive communications encouraging engagement, which has included via social media channels and engaging with the university. Councillors

						have also been requested to encourage their electors to participate in the canvass. The elections team have previously found prior to a parliamentary election, registration increases and in subsequent years it tails off. However, the team is doing all it can to encourage participation in the annual canvass.
2.	Portfolio Holder under Scrutiny – Customer Experience and Review	Was the Council being rewarded for taking part in the beta testing for the changes to the electoral registration system?	Councillor Clarkson	Cheryl Evans	30 th October 2023	The council is being reimbursed for any costs incurred during the private beta trial, for instance officer time for processing applications or for chasing any additional information from applicants.
3.	Portfolio Holder under Scrutiny – Customer Experience and Review	Have we looked at how other councils successfully recruit, and could we learn from this? Is it possible to use apprenticeships or similar schemes to 'grow our own'?	Councillor Preston	Jaclyn Gibson/ Amanda Stanislawski	5 th October 2023	National issue both for Internal and External Audit. Other Councils such as LCC are offering apprenticeships and growing their own. Easier in larger authorities as they can cover the time taken to train someone up. The Council don't currently have Technical apprenticeships. We are in the process of setting up a career grade for the Auditor post which will allow us to train someone up and support them through their qualification. It will be going through the Job Evaluation process shortly.

4.	Portfolio Holder under Scrutiny – Customer Experience and Review	Recognised the financial impact of having team vacancies and reliance on agency staff. Is there a plan in place to meet the long-term costs associated with this, if we continue to struggle to recruit?	Councillor Smalley	Jaclyn Gibson/ Laura Shipley	4 th October 2023	The current MTFS is based on the assumption that posts will be filled on a permanent basis and that there will be no ongoing need to use agency staff other than for short term arrangements. The Council is undertaking a range of actions to address the recruitment challenges it (along with the majority of other Councils) is facing.
5.	Portfolio Holder under Scrutiny – Inclusive Economic Growth	The results of the Lincoln Live satisfaction survey to be circulated to members.	Councillor Dyer	Simon Walters	4th October 2023	<p><i>During the Lincoln Live event visitors were encouraged to follow a QR code and fill in a quick online survey.</i></p> <p>The data was</p> <p><i>129 responses</i></p> <p><i>94 were very satisfied,</i></p> <p><i>25 were satisfied,</i></p> <p><i>7 were neutral,</i></p> <p><i>1 was dissatisfied and</i></p> <p><i>2 were very dissatisfied</i></p> <p><i>So 92% were satisfied or very satisfied</i></p> <p><i>We also asked whether visitors felt the event enhanced their</i></p>

						<p>visit to the city 126 said yes (98%)</p> <p>Initial data from socials:</p> <p>On our socials we had a reach/impression across Facebook, Instagram and X of about 299k across the 5 weeks of that campaign. Even for those that didn't attend the event the council has considerably raised the profile of the city through the campaign alone"</p>
6.	Portfolio Holder under Scrutiny – Inclusive Economic Growth	How many people had used the Visitor Information Centre since May 2023?	Councillor Vaughan	Simon Walters	4 th October 2023	<p>This is the amount of transaction sales as the centre does not have a foot fall counter. It is an accurate comparison of how many transactions are passing through the till.</p> <p>1st May 2019- 30th September 2019 19947</p> <p>1st May 2020- 30th September 2020 6384</p> <p>1st May 2021-30th September 2021 21667</p> <p>1st May 2022 – 30th September 2022 22411</p> <p>1st May 2023- 30th September 2023 22635</p>

7.	Portfolio Holder under Scrutiny – Inclusive Economic Growth	Have we got comparable footfall on the city centre, comparing 2022 to 2023 over the weekend of Lincoln Live?	Councillor Clarkson	Simon Walter	4 th October 2023	<p>Using the established footfall counters in the city centre (rather than data from the CCTV system) this reveals:</p> <p>Uplift in visitor numbers in 2023 when compared with 2022:</p> <p>Saturday 3rd Sept -4.57% uplift Sunday 4th Sept – 16.81% uplift</p>
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Portfolio Holder Responsibilities

Economic Growth

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

Reducing Inequality

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

Portfolio Holder Responsibilities

Quality Housing

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

Remarkable Place

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

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

Our People and Resources

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

Portfolio Holder Responsibilities

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

Customer Experience and Review

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

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REPORT UNDER RULE 2(vi) OF THE COUNCIL PROCEDURE RULES

REPORT BY COUNCILLOR SUE BURKE –PORTFOLIO HOLDER FOR REDUCING INEQUALITY

1 Introduction

Over the past year our residents have continued to face many challenges due to the ongoing cost of living pressures. As a direct result of this we have seen an increased number of residents turning to the City of Lincoln Council and our key partners locally for support to help them through this challenging time.

Subsequently, the necessity for the council to provide this support has had a direct impact on our services, some of which have been required to deliver additional support schemes and services alongside the business as usual support they already provide.

I would like to say a huge thank you to our staff, elected members and our partners for continuing to provide this vital additional support at a time when resources are already under significant pressure. This dedication makes me feel proud to be an elected member and the Portfolio Holder for Reducing Inequalities.

In my report below I have provided an update on each of the council services, which fall under the responsibility of my portfolio. These updates focus on the key developments and success stories over the past 12 months.

Performance information has been included where available within the service updates I have provided. Additionally, Appendix C at the end of my report includes the latest performance measure outturns for those corporate performance measures linked to my portfolio.

I would like to thank officers for their support in helping to produce this report.

2 Welfare and Benefits Advice

- 2.1 The Welfare Team has had another incredibly busy year with residents contacting them for help with benefit changes and cost of living challenges. The team is uniquely placed to provide the assistance that makes a substantial difference to people's chances of making a successful benefit claim, or confidently negotiating with creditors to help them deal with problem debt.
- 2.2 The team works across both Lincoln and North Kesteven, providing advice and assistance in claiming benefit, with a focus on helping residents to navigate the complex rules and entitlement conditions of the full range of welfare benefits. Additionally, the team provides advice on pensions, grants, charitable payments and tax credits. In the last 12 months the team has had conversations, appointments, or home visits with a total of 6,900 Lincoln customers.
- 2.3 Another key area of work is debt casework, which is managed under the umbrella organisation Community Money Advice (CMA). The team is trained and quality monitored by the CMA, and is regulated by the Financial Conduct Authority, so we can be confident that the impartiality of advice and the quality of work done to help these

individuals is of the highest standard. Many of the referrals to the team come from council colleagues in Housing, Customer Services, Recovery and Benefits, as well as partner organisations such as Wellbeing, the NHS and Housing Associations. However, many customers self-refer having heard by word of mouth, particularly the high reputation of the team, and the appreciation that their friends and neighbours have for the excellent results that they achieve. In the full year 2022 to 2023 in Lincoln City, customers were awarded lump sum backdates totalling £299,598 and additional weekly benefits to the value of £28,257. Most awards are in payment long-term and taken over a year these additional benefits add up to just shy of £1.5 million.

3 Welfare Reform and Cost of Living Support

3.1 Our Welfare Reform Support Team has continued to provide vital support to the residents of Lincoln over the last 18 months. This support has been delivered during a challenging time due to the rising cost of living and the significant financial challenges this presents. Provided below is an update on each element of support provided by the Welfare Reform Support Team and our partners focusing on the past 12 months.

3.2 Household Support Fund –

A significant initiative delivered by the Welfare Reform Support Team has been the Household Support Fund. This is a Department for Work and Pensions (DWP) funded scheme, delivered throughout the county. The scheme has been delivered working closely with Lincolnshire County Council and other district councils.

3.3 Household Support Fund wave 3 was delivered in Lincoln in the latter part of 2022/23. Applications for support were taken from our referral partners and vouchers / payments allocated accordingly.

Additionally, for those in receipt of Housing Benefit and not entitled to the national Cost of Living payment, a £250 voucher was issued (via the Post Office) to these households. Officers worked with partner organisations to deliver these monies promptly, effectively and to those identified / referred as being most in need, with over £300,000 being delivered. The table below outlines the allocation of these payments:

Category	Allocation
Number of families without children	609
Number of families with children	590
Households on Housing Benefit only	623
Total amount of award	£301,250
Total paid	£301,250

3.4 In his autumn statement the Chancellor of the Exchequer announced an extension to the Household Support Fund, running from 1st April 2023 to 31st March 2024. Guidance was issued to local authorities on 20th February 2023, along with the allocations for this round of funding. For Lincolnshire, Household Support Fund 2023/24 funding is £10,929,370, which is to cover the whole financial year.

3.5 In Quarter 1 2023/24, Lincolnshire County Council confirmed plans in respect of Household Support Fund wave 4 2023/24 (HSF4), and updated its HSF website page ([Household Support Fund – Lincolnshire County Council](#)), which included the following:

- *Approximately 43% of the funding will be delegated to schools and early years providers to support children eligible for benefit-related free school meals, early years pupil premium and families with a 2-year-old eligible for early years entitlement.*
- *Approximately 44% will be directed through Lincolnshire's district councils to provide financial support to housing benefit only claimants not in receipt of other support provided via the national scheme.*
- *1% of the grant funding will be used to provide financial support to eligible care leavers in supported living accommodation.*
- *The remaining grant funding will be directed towards other vulnerable households via local schemes, with approximately 11% of the local grant made available to district councils on a proportionate basis. District councils and other third sector / voluntary organisations will work to provide an application-based process to ensure this funding is distributed through local channels in line with the grant conditions. Further details on this process will be published on district council websites once agreed.*

3.6 For Housing Benefit recipients in Lincolnshire who were not entitled to the national Cost of Living Payment 2023/24 ([Cost of Living Payments 2023 to 2024 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/news/cost-of-living-payment-2023-24)), the intention is that this payment will be replicated in three phases. The first payment (£301) was made to Lincoln residents in August / September 2023, via Post Office vouchers.

3.7 In terms of district councils' separate allocations of HSF4 to be utilised to work with partners to provide payments, including through an application-based process in part (a requirement of the national HSF4 guidance), these have been communicated to district councils' HSF4 lead officers - for City of Lincoln £202,676 has been allocated.

3.8 Officers have been in discussions with an established range of referral partners, as well as some new partners / routes, to ensure these HSF4 monies (through vouchers, food parcels, energy top-ups etc.) are delivered to those identified as in need. A key focus is again to reduce foodbank dependency wherever possible, working with partners to help signpost residents to other means of support (e.g., money advice), as well as supporting a drive to further increase usage of Lincoln Community Grocery. A strategic aim of HSF4 is also to try and leave a 'legacy' of impact, as there is no guarantee of HSF5 (or of another form of local welfare provision) from 2024/25 onwards.

In terms of an 'open application' scheme, the first wave commenced in October 2023, with a further 'wave' to be considered for early 2024.

3.9 **Energy Bill Support Scheme Alternative Funding (EBSS AF) / Alternative Fuel Payment (AFP) -**

In October 2022, central government announced an Energy Bill Support Scheme Alternative Funding (EBSS AF) scheme intended to provide the £400 of support for households across the UK that would otherwise miss out on the Energy Bills Support Scheme, which the vast majority of households were already receiving as they did not have a domestic electricity contract.

3.10 The government also announced a further £200 Alternative Fuel Payment (AFP) to help those households in Great Britain using alternative fuels such as biomass or heating oil to meet energy costs.
Households who may benefit from these schemes could include those such as:

- Care home residents
- Residents of park homes
- Tenants in certain private and social rented homes
- Homes supplied via private wires
- Residents of caravans and houseboats on registered sites
- Farmers living in domestic farmhouses
- Off-grid households

These payments were made by our Revenues and Benefits Shared Service. For Lincoln the following allocations / payments were made:

Energy Scheme	Applications Approved	Total Paid
Energy Bills Support Scheme – Alternative Fund	253	£101,200
Alternative Fuel Payment – Alternative Fund	13	£2,600

3.11 Council Tax Support Fund 2023/24 –

On 23rd December 2022, central government provided guidance to local authorities regarding a £100 million Council Tax Support Fund for 2023/24, whereby awards of up to £25 are to be made to Council Taxpayers in receipt of Council Tax Support, with an element of funding also to be made for discretionary local funds in 2023/24. The funding allocation for City of Lincoln, being £222,303.

Payments of up to £50.00 (the prescribed maximum was £25.00) were made to City of Lincoln and taxpayers as part of the 2023/24 Council Tax annual billing process. Remaining funding (£101,705) is being delivered by a local discretionary scheme in 2023/24.

4 Housing Benefit / Council Tax Support

- 4.1 Our Benefits Team continues to administer a significant number of Housing Benefit and Council Tax Support claims – the caseloads currently being 3,922 and 8,458 respectively. Our Council Tax Support caseload rose sharply as a result of the initial Covid-19 lockdown, then plateaued somewhat before falling and returning back to pre-pandemic levels. However, with the ongoing cost of living pressures on residents there is the potential that the number of Council Tax Support recipients may begin to increase again.
- 4.2 Despite the challenges, pressures and demands on the Benefits Team, including significant numbers of Universal Credit related documents requiring action, New Claims and Changes of Circumstance continue to be processed promptly, with positive average processing times being achieved – New Claims are currently being processed within an average of 17.04 days and Changes of Circumstance in 6.27 days (as at the end of August 2023). These rates of performance compare favourably ahead of national average processing times.
- 4.3 Our Benefits Team also processes Discretionary Housing Payment (DHP) applications – essentially to assist customers requiring additional help with housing costs, usually

on a short-term basis only. Payments are limited to a fund provided by central government each year. Any payments above this figure are a direct cost to the council.

- 4.4 Despite rising rents in the city as well as a national 'freeze' on Local Housing Allowance (LHA) rates (used to assess Housing Benefit and Universal Credit housing costs entitlement), funding has decreased in recent years, meaning officers regularly need to review guidance regarding making awards.
- 4.5 On 23rd February 2023, DWP announced DHP government grants for 2023/24. For City of Lincoln this is exactly the same amount as for 2022/23, and the announcement also stated that the national DHP allocation for 2024/25 will be the same as for 2023/24. Therefore, individual local authorities may well receive the same figures for 2024/25, although this will be confirmed later this year.
- 4.6 The table below includes the confirmed 2023/24 allocations, alongside previous years' grants.

	City of Lincoln Council central government DHP grant
2023/24	£132,330
2022/23	£132,330
2021/22	£186,707
2020/21	£250,113
2019/20	£178,674
2018/19	£208,624
2017/18	£242,505
2016/17	£173,675
2015/16	£139,678
2014/15	£194,308
2013/14	£199,741
2012/13	£98,865

- 4.7 In 2023/24 all of the £132,330 government allocation was spent, plus a further £8,278, a total of £140,608.

5 Discretionary Rate Relief Policy

- 5.1 A 'Business Rates Growth Policy' was approved by Executive on 23rd July 2018. The policy provides a time-limited rate relief discount to new and extended business premises within the city, in the interest of building the Business Rates base, supporting economic growth and job creation. Eligibility for this scheme is dependent on the extent of the business premises creation or extension, location and the impact of the new business or expansion plans on the local economy.
- 5.2 The impacts of Covid-19 meant applications under this policy understandably reduced. In 2021/22, a total of £19,338 was awarded under this policy. However, in 2022/23 eight businesses received this relief, totalling £42,345. In 2023/24 so far, six businesses have received a total of £42,924.

6 Financial Inclusion

- 6.1 Financial inclusion continues to be a key objective and factor in many areas of our Revenues and Benefits Shared Services work. The Lincolnshire Financial Inclusion Partnership (LFIP) is currently chaired by our Assistant Director for Shared Revenues and Benefits, which brings together organisations and partners to promote and raise the profile of financial inclusion across the county. LFIP aims to ensure that everyone has the capability and opportunity to access appropriate financial services and products needed to participate fully in society, as well as developing, implementing and, when available, gain funding for positive solutions to improve financial inclusion for all people within Lincolnshire. LFIP also provides a forum for sharing good practice and information.
- 6.2 Two key areas of high-profile engagement by LFIP in 2023/24 will be:
- Co-ordination of 'Talk Money Week' activities in Lincolnshire during the week-commencing 6th November 2023: [Talk Money Week | 6–10 Nov 2023 | The Money and Pensions Service \(maps.org.uk\)](#);
 - A conference to be held on 20th February 2024 (venue TBC), to follow-up from the highly successful conference held at the Jakemans Community Stadium in Boston in February 2023.
- 6.3 Also, officers are currently working with the Greater Lincolnshire Food Partnership ([Greater Lincolnshire Food Partnership – for fairer, greener, healthier food for all](#)), regarding how City of Lincoln Council may potentially be able to support the aspiration of 'Food as a public good'.

7 Safeguarding

- 7.1 During the past year many safeguarding issues have continued to be reported across the council. This is very positive and demonstrates both our officers' awareness of the importance of safeguarding and their confidence identifying and reporting safeguarding concerns.
- 7.2 Safeguarding continues to be embedded, with regular training updates for all staff tailored to their roles and responsibilities. This approach helps the council to ensure our positive approach to safeguarding is maintained, and that our staff have the knowledge and skills to protect the city's most vulnerable people from harm.
- 7.3 The authority also continues to be represented on a number of multi-agency meetings across the county, working closely with colleagues at a range of partner organisations including Lincolnshire County Council, Lincolnshire Police and the NHS.

8 Skills and Training

8.1 The Network

During the past 12 months the council has continued to support The Network. The Network provides career and related advice to young individuals in the Not in Education or Employment (NEET) group. The Network office is located on the ground floor at City Hall.

- 8.2 The Network has provided the key statistics below for this service for the period September 2022 to September 2023 –

The Network – September 2022 to September 2023	
Clients total (all projects)	233
Initial assessments	128

Outcomes	
Job outcomes	21
Apprenticeships	4
Training	18
Volunteering / work experience	15
Traineeships	9

- 8.3 The Network has reported that usually during the summer holidays the service sees a decrease in referrals as individuals have plans for college or are on holiday. However, this summer The Network has seen a continuing increase in referrals to them for help and support.
- 8.4 Additionally, The Network has also reported that the level of complexity, with the compounding issues of the cost of living crisis and the after effects of the pandemic, can't be understated with The Network also seeing more housing issues and mental health concerns with increased severity.
- 8.5 To help ensure support is reaching The Network's service users, during the past year The Network has launched some group peer-peer support sessions at the Link Up in St Marks. These sessions have been focused on helping to tackle social isolation amongst 18-24 year old NEETs with social anxiety, and/or who belong to marginalised groups e.g. transgender, neurodiverse. These sessions are reportedly going really well.
- 8.6 The Network has also highlighted the progress of the young individuals using the service is really amazing, which is especially encouraging to hear. During the past year some of The Network's young individuals are taking up volunteer roles locally to help and support other individuals to become comfortable and confident in themselves. Volunteering sessions include crafting, together with a session where attendees play table top role play games, which are great for social confidence.
- 8.7 In terms of funding for this valuable service, like other support providers The Network has reported that it is feeling the pressure and strain of the current financial landscape. The removal of European Social Fund for charities has been hugely and negatively impactful. In The Network's case, this is further compounded by challenges around long term funding for increasing their capacity – this is especially important as The Network has reported that they feel that this is only the beginning of a wave of problems for young individuals post-pandemic.

9 Allocations, Homelessness and Rough Sleeping

- 9.1 The volume of work in the Allocations, Homelessness and Rough Sleeping services has continued to be very challenging over the past year.

To ensure the customers' needs are accommodated as best as possible, the services have continued to connect with customers remotely and in person at City Hall during the year. The Allocations, Homelessness and Rough Sleeping services are also in the process of reintroducing home visits where this is the most appropriate course of action.

- 9.2 Additionally, the services have also been working with a specialist consultant to develop a new Homelessness Strategy for the city. This has been a challenging process but has already resulted in the implementation of some useful actions, which have yielded benefits in relation to our prevention work, our use of Bed & Breakfast accommodation and access to the private rented sector.
- 9.3 The new Homelessness Strategy will progress through the Scrutiny and Executive approval processes later this year.

10 Asylum Seekers and Refugees

- 10.1 Members will recall that the council has been actively involved in the Vulnerable Persons Resettlement Scheme during the past year, having provided accommodation for two families from Syria and three families from Afghanistan.
- 10.2 Additionally, the council has also been heavily involved in the response to the conflict in Ukraine, having worked closely with Lincolnshire County Council and the other Districts to undertake property checks and safeguarding processes to ensure Ukrainian Refugees are coming to safe and suitable accommodation in the area.
- 10.3 Over recent months, much officer time has been devoted to liaison with the Home Office, East Midlands Councils and Serco with regard to the National Asylum Dispersal Scheme and the proposed large site at RAF Scampton.

11 Neighbourhood Working

11.1 Sincil Bank Revitalisation Programme

Work continues to develop the key projects agreed as part of the Sincil Bank Revitalisation Programme. Included below is an update on the progress of this work.

- 11.2 **Highways Infrastructure** – Funded by the Towns Fund, Lincolnshire County Council has received £3.1m to make changes to the highways infrastructure in the area. Consultation events within the community are likely to take place towards the end of the year. The Neighbourhood Team will support this engagement and the delivery of a number of public realm improvements.
- 11.3 **Residents Parking** – Lincolnshire County Council's Planning and Regulation Committee approved a residents parking scheme in Sincil Bank on the 5th December 2022 and the scheme was successfully implemented in the area on the 1st September 2023. The Neighbourhood Team has supported residents to apply for permits and also helped to communicate the scheme to residents in the area.
- 11.4 The images below show one area of Sincil Bank prior and post the implementation of the Residents Parking Scheme.



Before



After

- 11.5 **Open Spaces** – A partnership including the University of Lincoln, Sincil Community Land Trust and Bridge Church continue to explore ways to develop the areas of land under Pelham Bridge. A meeting with the National Lottery took place in August 2023. The partnership will be applying to their 'Awards for All' programme to fund a feasibility study. This application will be submitted by the end of November 2023.
- 11.6 Sincil Community Land Trust also remain open to leasing the open space on Chelmsford Street. Before doing so, the council will need to resolve land ownership issues with a local developer. A report from Community Services will be submitted to the Executive later in the year.
- 11.7 **Hermit Street** – This will see the creation of eleven much need family homes in the area. Works are due to start later in October 2023 and likely to be completed by September 2024.
- 11.8 **Other key updates linked to the Sincil Bank Revitalisation Programme –**
- Alongside these physical interventions, the Neighbourhood Team continue to work hard to engage with the community and build trusted relationships. The team has supported a number of events in the area and funded Lincoln City Foundation to deliver activities at St Andrews Gardens.
- 11.9 Sincil Bank Community Hub continues to build relationships with residents of the area by providing advice and guidance. During the past year, the centre has welcomed 1,261 visitors. Alongside supporting residents on a range of issues, the Neighbourhood Team has also supported residents to apply for Residents Parking Permits and has also answered queries regarding the Hermit Street development. Citizens Advice deliver a weekly outreach surgery with numbers attending increasing significantly over the course of the year.
- 11.10 The Place Shaping Framework introduced the idea of a local organisation capable of owning assets in the area. Initially Sincil Community Land Trust leased the council owned land on St Andrews Close. The Sincil Bank Community Land Trust have now successfully purchased their first property on St Andrews Close. This acquisition will

hopefully be the first of many that will see an increase in good quality family accommodation in the area.

- 11.11 The need to support our culturally diverse communities is demonstrated to the team on a daily basis. The Neighbourhood Team has been instrumental in creating an organisation called Lincoln Embracing All Nations (LEAN) to provide advice, guidance and support to the groups that are supported by LEAN. LEAN has appointed two members of staff to advance the organisation and support the various groups that support our communities in the city.
- 11.12 Monthly immigration surgeries continue to be delivered, which are constantly at capacity. Groups have been supported to host events and work continues to deliver the longer term aspiration of LEAN having a city wide location that will act as a focal point for our diverse communities.
- 11.13 During the past twelve months, the remaining Community Chest funds have been allocated to community projects. One of the last organisations to receive funding was Green Synergy. Green Synergy delivered a consultation exercise with residents to identify how they would like to utilise the open space on Chelmsford Street. Projects funded during the previous year have gone from strength to strength. Most notably the Portland Street Project where Sage Gardener worked with local residents to improve the appearance of the flats on Portland Street. This project was supported by donations from local businesses. The lead resident for the project has recently received recognition from BBC Radio Lincolnshire.
- 11.14 Additionally, Sincil Bank Football Club is now established with under 7 and under 8 teams participating in the mid-Lincs football league.
- 11.15 The schemes operated in Sincil Bank have influenced a city-wide Community Chest that has been jointly funded by the UK Shared Prosperity Fund and Investors in Lincoln.

12 Equality and Diversity

12.1 Employer perspective

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

During this time there has been focus on men and women's health. Andy's Man Club, a men's suicide prevention charity, has delivered presentations to City Hall and Hamilton House and the successful Menopause Café has been relaunched as the Health and Wellbeing Café (women through the ages) to widen scope for discussions.

- 12.2 Training continues to be reviewed and the "looking after your teams mental health" training has now been developed into an e-learning package and is available for all staff. The training explores the concept of mental health and provides practical guidance for those who may be struggling with mental health issues.
- 12.3 A LGBTQ+ Community group has been launched to provide a safe space for members of the LGBTQ+ community (or those questioning) to come together to support each other, discuss a range of topics and potentially arrange events and socials.

- 12.4 The Human Resources team have been involved with the co-creation of a set of contemporary STRIDE EDI Standards to evidence progress towards being more inclusive, more diverse, and operating in a way that ensures employees are treated fairly and with respect for the UK business / public sector.
- 12.5 The council successfully retained accreditations as a Mindful Employer, Disability Confident Employer, Foster Friendly Employer and has retained the Carers Quality Award.
- 12.6 The council's workforce as of 31st March 2023 stood at 600 staff members, of which 269 were males and 331 were females. 31 members of the workforce declared a disability and 20 were from all other ethnic groups combined. The largest age group was 50 to 59 years of age, with 170 staff members in this age group.
- 12.7 The Human Resources team has continued to provide advice and guidance, monitor recruitment and workforce data and review HR policies and procedures during the past 12 months.

12.8 **Service user perspective**

Alongside my role as the Portfolio Holder for Reducing Inequalities, I am also the vice chair of the council's Equality and Diversity Advisory Panel. One of the key roles of this panel is to monitor the council's progress towards meeting its five Equality Objectives on a rolling basis, together with meeting the requirements of the Equality Act 2010 and the Public Sector Equality Duty. As a reminder the council's Equality Objectives are as follows:

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

- 12.9 Each year the council develops an Equality & Diversity Action Plan, which contains the key actions the council is delivering during the current year towards meeting these objectives. The plan is a 'live' document with new actions added throughout the year as they arise.
- 12.10 At the time of writing this report, out of the 26 actions included within the current Equality & Diversity Action Plan 2023/24, which runs from 1st April 2023 to 31st March 2024 –
- 16 actions are currently being progressed
 - 2 actions are complete
 - 8 actions are yet to be started but are scheduled to start in the near future as planned
- 12.11 Following each plan coming to an end, the activity progressed by the council towards meeting its Equality Objectives is reviewed within an annual Equality Journal, which is published on the council's website. The latest 2022/23 Equality Journal is expected to be published in November 2023 following review and approval by Council in November 2023. This details the equality & diversity activity progressed by the council during the period 1st April 2022 to 31st March 2023.

- 12.12 During the past year across the council managers have continued to use the Equality Analysis Toolkit, which ensures all equality and diversity impacts are considered when making changes to existing services or introducing new services. During June 2023 Equality Impact Assessment Awareness Training was delivered to key officers across each directorate. This training was a success and helped to reaffirm the importance of undertaking Equality Impact Assessments and the consequences of completing these assessments incorrectly or not at all.

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

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

These areas include:

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

13.2 Service Demand

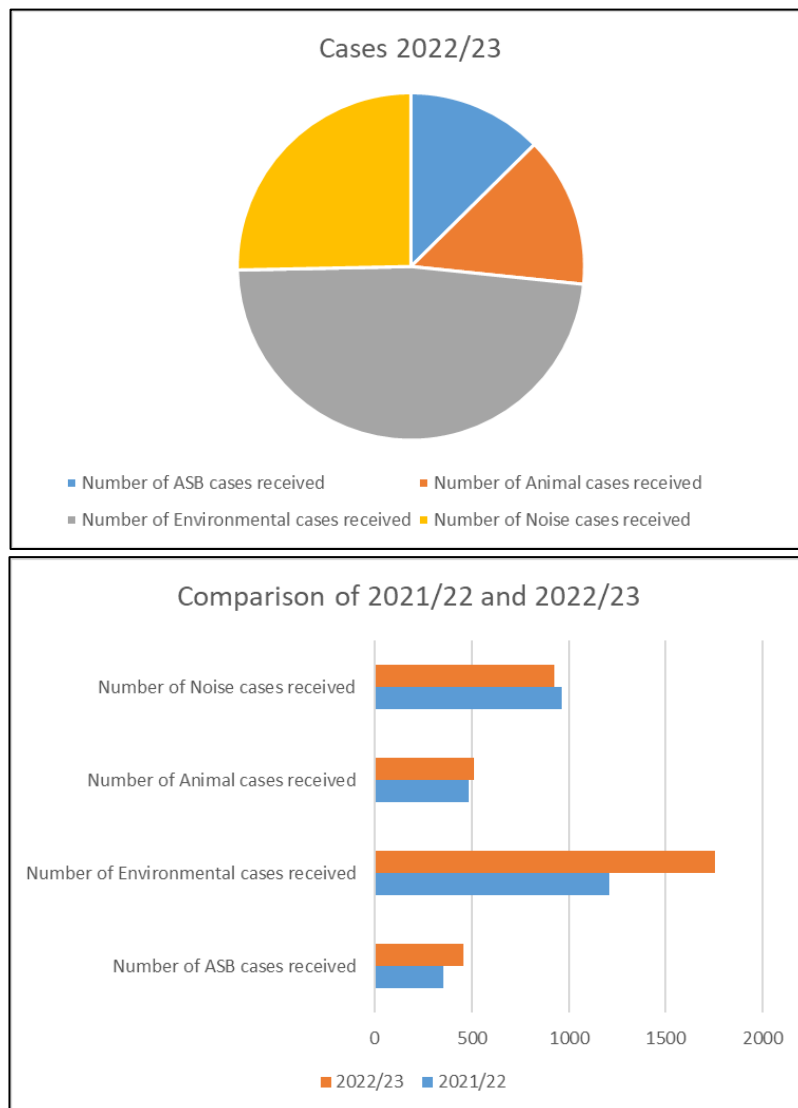
From 1st April 2022 to 31st March 2023 the PPASB Team received 4,049 requests for service across all their service areas including Anti-Social Behaviour, noise nuisance, animal related concerns, environmental issues such as fly tipping, and pests. Below shows the number of requests for service each year between 2017/18 and 2022/23 for comparison –

Year	PPASB Team service requests
2017/18	3,205
2018/19	3,183
2019/20	2,781
2020/21	2,523
2021/22	3,815
2022/23	4,049

The figures above show that during Covid, service requests reduced, however, service demand has now exceeded pre-Covid levels. When comparing the pre-Covid demand of 3,205 (year 2017/18) with the last financial years demand of 4,049 (year 2022/23), service demand has increased by 26.3%.

- 13.3 Focusing on the current year, service demand for Quarter 1 of 2023/24 also remained high with 966 service requests during this quarter. This suggests demand will also be high for the remainder of the year 2023/24.

13.4 The charts below provide an indication of the service demand by category for the year 2022/23 -



13.5 **Enforcement Action**

In most cases it is possible for the team to resolve complaints without taking formal enforcement action. This is done through advice and guidance, through letters, visits, informal mediation, agreeing parameters and seeking support from partners.

In 2022/23 the PPASB Team served a total of 228 Community Protection Warnings (CPW's), which is an example of how early warnings and intervention can resolve issues. In a few cases it is necessary to undertake formal enforcement. This could be the service of a legal notice requiring action, the issuing of a Fixed Penalty Notice, seeking an injunction, seeking a closure order, or working with Housing to seek possession or a prosecution. Appendix A provides a breakdown of the enforcement action undertaken during the full year 2022/23.

Over the past year improving communication and joint working opportunities between the Housing and PPASB Teams has been a focus. This has allowed for effective problem solving using the tenancy agreement alongside the tools and powers available to the PPASB Team.

Appendix B shows the enforcement action undertaken so far this year between 1st April 2023 to 30th October 2023.

13.6 **Management of Change (MOC)**

Post Covid a decision was taken to review the way the team operates. This was necessary to increase resilience, provide succession planning and to enable the team to respond to the rising case levels.

The MOC has facilitated all Technical Officers working to the same job description and a focus on updating their skills across the full range of PPASB functions. The implementation of this is likely to be phased and so the full benefit will not be realised until 2024/25.

The past year has seen the team undergo training across a variety of the team's functions. This included Statutory Nuisance, Anti-Social Behaviour tools & powers and the Police and Criminal Evidence act. ASB Case Management training is currently being arranged for the coming months.

13.7 **Staffing**

The PPASB Team has been subject to several staffing changes during 2022/23. This has impacted the capacity of the team during the year as recruitment and training has been the focus of attention.

The current Team Leader came into post in October 2022, alongside the following recruitment that took place during the year 2022/23;

- Two Technical Officers (following resignations)
- One Support Assistant Post (following a promotion of previous post holder)
- One part time Technical Assistant (following a reduction in hours from the full-time post holder)
- One Apprentice (vacant post filled)

13.8 **City Centre Management**

City Centre Tasking Meetings enable information sharing, priorities to be decided, resources to be coordinated and understood, and emerging issues to be identified and fed into the City Centre and Uphill Management Meeting.

CCTV, Police, Car Parking Services, Lincoln BIG, Project Compass and the Rough Sleeper Team meet on a fortnightly basis to discuss ongoing and emerging issues within the city centre and our multi-Story Car Parks. This group share intelligence and formulate an operational response to issues, alongside setting and reviewing priorities for the two weeks ahead at each meeting.

The group has tackled some serious Youth ASB issues in the multi-Story Car Parks. This resulted in approximately 50 Youth ASB warning letters being served following the Safer Lincolnshire Partnerships Youth ASB protocol.

13.9 **Public Space Protection Orders (PSPO)**

There are currently three active PSPOs:

1. A PSPO that covers the City Centre (and wider) that prohibits the consumption of intoxicating substances or having an open container of alcohol. This PSPO is due for renewal and work has started in relation to the review, which includes a public and stakeholder consultation, which considers the prohibitions and geographical coverage of the PSPO.
2. A PSPO that covers three Multi-Storey Car parks. This PSPO has been extended for a further three years, with no changes to the prohibitions or location, as of October 2023.
3. A PSPO, which prevents access to St Peters Passage. This PSPO is in force until October 2024.

13.10 Safer Lincolnshire Partnership

The Safer Lincolnshire Partnership has continued to have strategic overview of three key areas. These areas are Anti-Social Behaviour (ASB), Serious and Organised Crime and Reducing Offending, with cross cutting themes of Mental Health and substance misuse. During the past year, City of Lincoln Council has continued to have representation on the Strategic Group and the ASB Core Priority Group (ASB CPG). The ASB CPG has produced a Youth ASB protocol, a Noxious Odour Policy and is working on improving the county wide response to noise nuisance complaints.

13.11 PPASB Service Forward Look

Over the next 12 months there will be a focus on the upskilling of the already established and newly appointed team members. This will allow the team to become more responsive to issues and could see the implementation of more proactive enforcement in areas such as the City Centre.

Demand across all services provided by the team is expected to remain high. This puts pressure on the team to respond, investigate and enforce against 4,000 plus service request per year.

The removal of the ASB Co-Ordinator role by Lincolnshire Police is a risk to the service. Work is underway to improve joint working, training and communication between the Police and council teams. Joint training sessions are being organised.

14 CCTV Service

- 14.1 Over the past 12 months the CCTV service has monitored over 9,900 incidents, processed 680 reviews and produced 780 evidence discs for criminal prosecutions as part of the council's ongoing support for the police and commitment to public safety. This is broadly consistent with previous years.
- 14.2 The CCTV service has also continued multi-agency working to support the day and night-time economy in the city, and as part of this, the service has continued to nurture closer working relationships and present a transparent service.
- 14.3 Lay Visitors have visited the Control Room once a month during the past year. This has helped to ensure the service has been working to the required standard and has remained transparent in the work they undertake. Visits to the Control Room from stakeholders, community groups and recently elected councillors have continued to increase.

- 14.4 The CCTV service has continued to benefit from the previously successful round of the Safer Street Fund. This has given the service extended coverage in the Abbey, Carholme, Castle and Park wards. Additionally, a new camera has also been installed on Newland enabling the service to fill a gap in the coverage from City Centre to Carholme.
- 14.5 Following the installation of new CCTV software, the service has also been able to provide valuable footfall data for key events in the city during the past year, including the Lincoln Christmas Market, Steampunk, Lincoln Live and 1940's Weekend, together with provide footfall data for any other events in the City Centre. This enables officials to make informed decisions to ensure that these and any future events can take place with minimal issues.
- 14.6 Alongside the city centre, the service has continued to monitor various council sites including;
- City Hall
 - Hartsholme Park
 - Boultham Park
 - Arboretum
 - St Botolph's Court
 - Derek Miller Court
 - Yarborough Leisure Centre
 - Birchwood Leisure Centre
 - Trent View
 - Jarvis House
 - Hamilton House
- 14.7 Additionally, the service has also continued to support events hosted in the city such as football matches, the Lincoln 10k, cycling events, Lincoln Pride, Christmas lights and any marches or protests.
- 14.8 The figures below show the relatively consistent incident numbers for the last 3 years recorded by the service -
- 2021 - 9,637
 - 2022 – 9,566
 - 2023 – 9,905
- 14.9 Since April 2022 after the new Safer Streets cameras were installed, fly tipping incidents were high, but then dropped off. Unfortunately, the service has reported that this trend has not continued and the service have had to produce 42 evidence discs this year for fly tipping.

The Public Protection & Anti-Social Behaviour Team have issued penalty notices to individuals who have been identified and so it is envisaged this robust enforcement approach to fly tipping will dissuade offenders moving forward.

15 Lincoln Community Lottery

- 15.1 Lincoln Community Lottery is now in its fifth year, originally being launched in August 2018. The lottery provides a useful tool for local good causes to use at no cost to raise additional funds to support their work locally. To date the lottery has raised over £192k, with 84 local causes currently using the lottery as a fund raising tool.

- 15.2 For every £1 ticket sold, 50 pence directly goes to the supporters chosen good cause with an additional 10 pence supporting the Lincoln Lottery Community Fund. Each supporter of the lottery also has the option of selecting the Lincoln Lottery Community Fund as their good cause and in these cases the full 60 pence supports this fund.
- 15.3 The Lincoln Lottery Community Fund is allocated on an annual basis. The process of allocating the 2022/23 fund of £10,000, which was raised between August 2022 and August 2023, has commenced and it is expected the successful applicants will be chosen in early December 2023 following a selection process. All activity delivered using the fund must support the residents of the City of Lincoln. As the chair of the Lincoln Community Lottery Advisory Panel, I look forward to being involved in the selection process again this year.
- 15.4 Due to the lottery being a type of gambling, the council continues to consider the impacts of gambling and ensure where the lottery is promoted, that this is done so responsibly. In August 2023 as part of this proactive approach, a joint decision was made between the City of Lincoln Council and the council's external lottery manager to change the minimum age limit for Lincoln Community Lottery from 16 to 18. Currently this change is not a statutory requirement of local authority lotteries. The change was formally implemented from 1st October 2023.

16 Lincoln Social Responsibility Charter

- 16.1 The Lincoln Social Responsibility Charter is also in its fifth year, with the charter originally being launched in September 2018. At the time of writing this report 103 local organisations had gained accreditation to the charter, with each demonstrating their commitment towards corporate social responsibility and going above and beyond the statutory minimum to support their employees and the local community. The number of accredited organisations continues to fluctuate.
- 16.2 All organisations from across all sectors are welcome to join the charter. The criteria which organisations must meet to gain accreditation differs depending on the number of employees the organisation has. All organisations gaining accreditation must either have a base in the city and/or staff which live within the city boundary.
- 16.3 Annual contact continues to be made with all accredited organisations to ensure they continue to meet the required criteria to retain accreditation. This contact also allows the council to keep up to date with the range of socially responsible activities taking place locally.
- 16.4 Following an organisation gaining accreditation, the council actively promotes charter signees via a range of routes. This promotion includes sharing case studies and videos giving an insight into why some organisations chose to undertake socially responsible activities and join the charter. A directory of all charter signees is available on the council's website. Included within the directory are the contact details of charter signees, a location map and signee case studies (where provided).
- 16.5 City of Lincoln Council is proud to continue to undertake a range of socially responsible activities itself. Some examples of the socially responsible activities the council has continued to deliver over the previous 12 months are provided below –

Activities benefitting our employees	Activities benefitting our local community
<ul style="list-style-type: none"> Employers for Carers Charter signee 	<ul style="list-style-type: none"> Provides a food bank collection point for staff to donate to
<ul style="list-style-type: none"> Dying to Work Charter signee 	<ul style="list-style-type: none"> Undertakes local recruitment where possible
<ul style="list-style-type: none"> Provides an employee benefits scheme 	<ul style="list-style-type: none"> Offers work experience placements
<ul style="list-style-type: none"> Foster Friendly Employer 	<ul style="list-style-type: none"> Deliver our own apprenticeship scheme
<ul style="list-style-type: none"> Recognised as a real Living Wage employer by the Living Wage Foundation 	<ul style="list-style-type: none"> Use services of local businesses / local products

- 16.6 Further information on the charter and the charter directory can be viewed by visiting www.lincoln.gov.uk/socialresponsibility.

17 Looking ahead

- 17.1 The cost of living challenges we are facing will unfortunately continue over the coming year and further into the future. This will unavoidably result in our residents continuing to rely on the City of Lincoln Council and our partners to provide further help and support during these difficult times.

As the Portfolio Holder for Reducing Inequalities, working alongside council officers, elected members and partners, I will continue to drive forward the Reducing Inequalities agenda and ensure this help and support reaches those in need. I look forward to undertaking this work and seeing the positive outcomes from this over the year ahead.

Cllr Sue Burke
Portfolio Holder for Reducing Inequality

APPENDIX A – Enforcement Action - 1st April 2022 to 31st March 2023

WARNINGS	
Community Protection Warnings	228
ENVIRONMENTAL ISSUES	
Littering Fixed Penalty Notices	1
Fly tipping Community Protection Notices	1
Fly tipping Fixed Penalty Notices	5
Bins on streets Community Protection Notices	20
Bins on streets Fixed Penalty Notices	13
NOISE ISSUES	
Noise Abatement Notices	8
Noise Community Protection Notices	1
GENERAL ASB ISSUES	
ASB Community Protection Notices	5
Injunctions	2
Criminal Behaviour Orders	13
Closures	1
CONDITION OF PROPERTY RELATED ISSUES	
Prevention of Damage by Pests Notices	5
Condition of Garden or Property Notices, Inc Filthy & Verminous	6
Subsequent Fixed Penalty Notices	1
Community Protection Notices	2
OTHER ENFORCEMENTS	
Prosecution for microchipping of dogs	1
Community Protection Notices for dog attack on person	1
Microchipping notice	1
Statutory Nuisance Notice (Light Nuisance)	2

APPENDIX B – Enforcement Action – 1st April 2023 to 30th October 2023

WARNINGS	
Community Protection Warnings	40
ENVIRONMENTAL ISSUES	
Littering Fixed Penalty Notices	0
Fly tipping Community Protection Notices	5
Fly tipping Fixed Penalty Notices	15
Bins on streets Community Protection Notices	9
Bins on streets Fixed Penalty Notices	3
NOISE ISSUES	
Noise Abatement Notices	3
Noise Community Protection Notices	14
GENERAL ASB ISSUES	
ASB Community Protection Notices	3
Injunctions	0
Criminal Behaviour Orders	0
Closures	0
CONDITION OF PROPERTY RELATED ISSUES	
Prevention of Damage by Pests Notices	11
Condition of Garden or Property Notices, Inc Filthy & Verminous	0
Subsequent Fixed Penalty Notices	0
Community Protection Notices	2
OTHER ENFORCEMENTS	
Prosecution for microchipping of dogs	0
Community Protection Notices for dog attack on person	0
Microchipping notice	5
Statutory Nuisance Notice (Light Nuisance)	0

APPENDIX C – Performance Monitoring

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

Status Key



Service Area	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous value	Quarter 2 2023/24 outturn	Status		Commentary
Housing Benefit Administration	BE 1	Average days to process new housing benefit claims from date received (cumulative)	Days	Low is good	19.00	17.50	Q2 - 22/23	16.41	16.61	G	▼	Quarter 2 shows a small increase in processing times. This was due to increased workload being received during quarter 1, which impacted on processing times. Now the outstanding work levels have reduced, processing times should be maintained or improved.
Housing Benefit Administration	BE 2	Average days to process housing benefit claim changes of circumstances from date received (cumulative)	Days	Low is good	8.50	6.50	Q2 - 22/23	6.44	6.25	G	▲	At the end of quarter 2 there was a slight increase in processing times. This was due to the team clearing the high levels of work received during quarter 1. As the outstanding work has now decreased it is expected that processing times should be maintained or decrease over the coming quarter.
Housing Benefit Administration	BE 3	Number of Housing Benefits / Council Tax support customers awaiting assessment	Number	Low is good	1,900	1,700	Q2 - 22/23	1,502	1,156	G	▲	At the end of quarter 2 there were 1,156 customers awaiting assessment. Of these 812 were waiting for a first contact from the Benefits team. Outstanding work has decreased in the team as the level of work being received has decreased. This follows the annual up ratings of income and rent having been dealt with.
Housing Benefit Administration	BE 4	Percentage of risk-based quality checks made where benefit entitlement	%	High is good	89.00	92.00	Q2 - 22/23	95.56	89.87	A	▼	The team carried out over 100 quality checks in the last quarter. This was a smaller amount than normal. The lower number was due to the workload in the Subsidy Team and also the

Service Area	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous value	Quarter 2 2023/24 outturn	Status	Commentary
		is correct (cumulative)									holiday period. However, there was a small increase in the percentage overall, which was due to less errors being made. Also, due to less experienced officers being part of the team, 100% of the assessors claims have been checked and this has resulted in a small error rate, which has decreased in quarter 2. It is also important to note the Subsidy Team have completed audit work, so have been unable to complete as many quality checks compared to other quarters.
Housing Benefit Administration	BE 5	The number of new benefit claims year to date (Housing Benefits/Council Tax Support)	Number	N/A	Volumetric	Volumetric	Q1 - 23/24	1,130	2,371	V	So far this year the team has processed 552 Housing Benefit claims and 1,819 claims for Council Tax Reduction.
Public Protection and Anti-Social Behaviour Team	PPASB 1	Number of cases received in the quarter (ASB cases only)	Number	N/A	Volumetric	Volumetric	Q1 - 23/24	115	120	V	This is a 9.8% decrease compared to the amount of ASB cases received in Q2 of 22/23. It is an increase of 4.3% when compared with Q1 of 23/24. This latest outturn indicates that the number of ASB cases being received by the team is stable.
Public Protection and Anti-Social Behaviour Team	PPASB 2	Number of cases closed in the quarter (across full PPASB service)	Number	N/A	Volumetric	Volumetric	Q1 - 23/24	1,003	964	V	This latest outturn is a 3.9% decrease when compared with the outturn from Q1 of 23/24 and a 6.9% decrease when compared with Q2 of 22/23. This latest outturn is relatively stable and shows that the team are effectively managing and closing cases.
Public Protection and Anti-Social Behaviour Team	PPASB 3	Number of live cases open at the end of the quarter (across full PPASB service)	Number	Low is good	240.00	200.00	Q1 - 23/24	211	240	A	This latest outturn is a 15.4% increase when compared with Q2 of 22/23 and 13.7% increase when compared with the outturn from Q1 of 23/24. This increase could be due to having two new PPASB Officers, so the investigations and

Service Area	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous value	Quarter 2 2023/24 outturn	Status	Commentary
											closing of cases could be taking longer due to ongoing training.
Public Protection and Anti-Social Behaviour Team	PPASB 4	Satisfaction of complainants relating to how the complaint was handled (across full PPASB service)	%	High is good	75.00	85.00	Q1 - 23/24	100.00	100.00	G	In Quarter 2, 45 satisfaction surveys were sent out. 8 responses were received back. 6 customers answered, 'Very Satisfied' and 2 customers were 'fairly satisfied'.
CCTV	CCTV 1	Total number of incidents handled by CCTV operators	Number	N/A	Volumetric	Volumetric	Q1 - 23/24	2,661	2,396	V	Incidents are down slightly on the previous quarter but are comparable with Q2 of the previous year. PPAAB and Shoplifting are at the same levels, but Public Order is down 19% and Drug Incidents is down 31%. Incident Reviews for the police are up 11% and Evidence Discs produced for police are up 12%. In September, we produced 87 Evidence Discs - one of the highest monthly totals ever.

Source – COLC Performance Information Management System (PIMS)

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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 second quarter 2023/24.

2. Background

- 2.1 An update of the Strategic Risk Register, developed under the risk management approach of 'risk appetite', was last presented Members in August 2023 and contained fourteen strategic risks.
- 2.2 Since reporting to Members in August, the Strategic Risk Register has been refreshed and updated by the Risk Owners and Corporate Management Team and has identified that there have been some positive movement in the Risk Register.
- 2.3 This updated register is contained with Part B of this agenda, it contains fourteen strategic risks which are listed below, along with details of relevant mitigations.

3. Strategic Risks

- 3.1 The Strategic Risk Register contains fourteen 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 existing and new statutory duties/functions.
 - 5) Failure to protect the local authority's long term vision 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, transformational journey to one Council approach and service delivery.

- 7) Insufficient levels of resilience, capability 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 compliance with safeguarding and domestic abuse duties.
- 12) Failure to mitigate against the risk of a successful cyber-attack against the council
- 13) Impacts of the uncertainty of Government's migration policy on the Council's service delivery, capacity and MTFS as well as the impacts for the City as a whole
- 14) Failure to deliver critical services in an emergency situation.

3.2 Each risk includes a number of control measures in order to avoid, seek, modify, transfer or retain the risks, these include actions already in place and further actions required with the relevant timescales for implementation. These control actions continue to be implemented and the risks managed accordingly.

3.3 Each risk is evaluated in terms of the level of assessed risk (likelihood and impact), taking into consideration any changes in control measures and the wider environment in which the Council operates. While there has been some positive movements in terms of the implementation of control measures, this has resulted in there being any change to the assessed level or likelihood of any of the risks.

3.4 The assessed level of each of these fourteen risks remains as follows:

Risk No.	Risk Rating	Likelihood	Impact
1.	Medium	Possible	Minor
2.	High	Almost Certain	Critical
3.	Medium	Probable	Major
4.	Medium	Probable	Major
5.	Medium	Probable	Major
6.	Medium	Possible	Major
7.	High	Almost Certain	Critical
8.	High	Almost Certain	Critical
9.	Medium	Probable	Major
10.	High	Almost Certain	Critical
11.	Medium	Possible	Critical
12.	High	Probable	Critical
13.	High	Almost Certain	Critical
14.	Medium	Probable	Major

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

4. Strategic Priorities

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

5. Organisational Impacts

5.1 Finance - There are no direct financial implications arising as a result of this report. The Council's Strategic Risk Register contains two specific risks in relation to the Medium Term Financial Strategy and the Towards Financial Sustainability Programme, the risk register that supports these are included within the Medium Term Financial Strategy and are reviewed as part of financial planning/management processes.

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

5.3 Equality, Diversity and Human Rights

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

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

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

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

6. Risk Implications

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

7. Recommendation

- 7.1 Members are asked to note and comment on the Council's strategic risks as at the end quarter 2 2023/24.

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
Email: Jaclyn.gibson@lincoln.gov.uk

PERFORMANCE SCRUTINY COMMITTEE

16 NOVEMBER 2023

SUBJECT:	FINANCIAL PERFORMANCE – QUARTERLY MONITORING
REPORT BY:	CHIEF EXECUTIVE AND TOWN CLERK
LEAD OFFICER:	LAURA SHIPLEY, FINANCIAL SERVICES MANAGER

1. Purpose of Report

1.1. To present to Performance Scrutiny Committee the second quarter's performance (up to 30 September), on the Council's:

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

And to note changes to the capital programmes.

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

2. Executive Summary

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

2.2. While there are still a number of variables, which are subject to a level of uncertainty, based on the latest set of assumptions as at the end of the second quarter (up to 30th September) the forecast financial position of the Council for 2023/24 is:

Revenue Accounts	2023/24		
	Budget £'000	Forecast @ Q2 £'000	Variance @ Q2 £'000
General Fund – Contribution (to)/from balances	191	73	(118)
Housing Revenue Account – Contribution (to)/from balances	59	30	(29)
Housing Repairs Service – (surplus)/deficit	0	761	761*

*any HRS variance is repatriated to the HRA and as such included within the HRA balances above

Capital Programmes	2023/24		
	Budget following Q1 Report £'000	Revised Budget @ Q2 £'000	Movement @ Q2 £'000
General Investment Programme	24,688	24,784	96
Housing Investment Programme	17,969	16,862	(1,107)

Balances	2023/24		
	Budgeted Balance @ 31/03/24 £'000	Forecast Balance @ 31/03/24 £'000	Forecast Movement £'000
General Fund Balances	(2,229)	(2,346)	(118)
Housing Revenue Account Balances	(1,126)	(1,155)	(29)
Housing Repairs Service Balances	0	0	0

Reserves	2023/24		
	Opening Balance @ 01/04/23 £'000	Forecast Balance @ 31/03/24 £'000	Forecast Movement £'000
General Fund Earmarked Reserves	(7,040)	(7,050)	(10)
HRA Earmarked Reserves	(3,510)	(3,400)	110

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

3. General Fund Revenue Account

- 3.1. For 2023/24 the Council's net General Fund revenue budget was set at £14,402,660 including a planned contribution from balances of £191,110 resulting in an estimated level of general balances at the year-end of £2,228,739 (after allowing for the 2022/23 outturn position).
- 3.2. The General Fund Summary is currently projecting a forecast underspend of £117,659 (appendix A provides a forecast General Fund Summary), resulting in

general balance at the year-end of £2,346,398. This position maintains balances above the prudent minimum of c.£1.5-£2m.

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

General Fund Forecast year-end key variances:	Forecast £'000
National pay award settlement	535
Reduction in Housing Benefits overpayments, increased non-recoverable temporary accommodation costs & reduction in claims attracting 100% subsidy	227
Building Regulations & Development Control income pressures	270
Less:	
Release of Inflation Volatility reserve	(233)
Interest on Investments	(448)
Additional funding for Land Drainage Levies	(142)
Net other variances	(327)
Overall forecast budget deficit/(surplus)	(118)

- 3.4. The key variances are predominately driven by the ongoing impact of high levels of inflation and the impact of external economic factors, which far exceed the assumptions underpinning the MTFS.

- 3.5. The main variances, both positive and negative cover:

- Pay award inflation pressure - the 2023/24 pay offer, made by the National Employers for Local Government Services earlier this year, has now been accepted by the Trade Unions. The award, which will now be paid in December, reflects the higher of either, a flat rate increase of £1,925, or 3.5-3.8% to all employees, equivalent to a 9.4% increase for the lowest paid members of staff and with the majority of officers set to receive pay rises above 5%.
- Investment income – as a result of the rising Bank of England Base Rate, which has further increased to 5.25%, the level of interest earned on the Council's cash balances has increased significantly. At present there has been a limited consequential impact on the cost of borrowing as all debt is at fixed rates and no new borrowing has been undertaken.
- Unrecoverable Housing Benefit - increased demand for temporary accommodation, coupled with a shortage in suitable accommodation, has increased the use of bed and breakfasts. Regardless of the actual cost of the accommodation the amount that can be reclaimed through the housing subsidy process is limited to the local housing allowance rate of £91.15 per week, this rate has been frozen for a number of years, increasing the cost borne by the Council. In addition, there has also been a shift in other costs from those which attract 100% subsidy to those which attract lower levels of subsidy.

- Reduced fees and charges income – 2023/24 continues to see a reduction in income from planning applications, land charges and building control linked to pressures in the construction and housing market as the ongoing economic climate and cost-of-living crisis continue to impact on development within the city.
- Release of inflation volatility reserve – in order to partially mitigate the budget pressure created by the proposed national pay award, half of the inflation volatility reserve will be released.

3.6. Whilst the level of uncertainty around inflation pressures is significantly reduced this year due to actions taken in the latest MTFS, there still remains uncertainty in terms of service demands and income forecasts. At quarter two, the potential for further variances during the year remains high, and as such the final outturn position for the year is still subject to further change. At this stage though there are no further mitigations recommended, however, as always, there will continue to be a need for strong budgetary control in this financial year to ensure expenditure and income remain balanced within the budget.

3.7. **Earmarked Reserves**

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

3.8. **Towards Financial Sustainability Programme**

The savings target included in the MTFS for 2023/24 was £185,210.

Progress against this target, based on quarter 2 performance, shows that secured savings total £115,510 for the General Fund, with a further £69,700 identified, which will achieve the in year target in full.

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

4. **Housing Revenue Account**

4.1. For 2023/24 the Council's Housing Revenue Account (HRA) net revenue budget was set with a planned contribution from balances of £58,930, resulting in an estimated level of general balances at the year-end of £1,125,517, after allowing for the 2022/23 outturn position.

4.2. The HRA is currently projecting a forecast underspend of £28,999, which would result in HRA balances of £1,154,516 as at the end of 2023/24, Appendix C of this report provides a forecast Housing Revenue Account Summary. This position maintains balances above the prudent minimum of c.£1m.

4.3. Although the forecast position is an underspend there are a number of significant variations in income and expenditure. Full details of the main variances are provided in the Appendix D, while the table below sets out the key variances:

Housing Revenue Account	Forecast
Forecast year-end key variances:	£'000
National pay award settlement	209
Less:	
Increased Investment Interest	(857)
Additional Rental Income	(196)
<u>HRS Recharges:</u>	
Housing Repairs Service Overall Deficit Repatriation	761
Net Other Variances	54
Overall forecast deficit/(surplus)	(29)

- 4.4. In line with the General Fund, many of the key variances are predominately driven by the continuing high levels of inflation and the impact of external economic factors, which far exceed the assumptions underpinning the MTFS. In addition, the HRA and HRS continue to experience a number of other variances due to demand pressures and the ongoing recruitment and retention challenges.
- 4.5. The main variances, both positive and negative, cover:
- Pay award inflation pressure - the 2023/24 pay offer, made by the National Employers for Local Government Services earlier this year, has now been accepted by the Trade Unions. The award, which will now be paid in December, reflects the higher of either, a flat rate increase of £1,925, or 3.5-3.8% to all employees, equivalent to a 9.4% increase for the lowest paid members of staff and with the majority of officers set to receive pay rises above 5%.
 - Investment income – as a result of the rising Bank of England Base Rate, which has further increased to 5.25%, the level of interest earned on the HRA's cash balances has increased significantly. At present there has been limited consequent impact on the cost of borrowing as all debt is at fixed rates and no new borrowing has been undertaken.
 - Rental income – income levels are higher than anticipated due to a higher than budgeted opening Housing stock at the start of the financial year, coupled with higher than expected occupancy, and rent levels, at the new Rookery Lane development.
 - Housing Repairs Services (HRS) – the service is currently reporting a forecast deficit, which is consequentially repatriated to the HRA, as a result of the issues set out in Section 5 below.
- 4.6. As outlined throughout this report, there still remains a number of variables in the forecast assumptions, and as such the final outturn position for the year is still subject to further change. At this stage no additional mitigations, other than those

currently being implemented in response to the issues faced by the HRS and in response to void levels, are recommended. Strong budgetary control should continue to be a focus in this financial year to ensure expenditure and income remain balanced within budget.

4.7. HRA Earmarked Reserves

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

5. Housing Repairs Service

5.1. For 2023/24 the Council's Housing Repairs Service net revenue budget was set at zero, reflecting its full cost recovery nature.

5.2. At Quarter 2 the HRS are forecasting a deficit of £761,406 in 2023/24, Appendix E provides a forecast HRS Summary. Full details of the main variances are provided within Appendix F of this report, while the key variances are summarised below:

Housing Repairs Service Forecast year-end key variances:	Forecast £'000
Increased use of sub-contractors and increases in sub-contractor prices	1,260
Increase in materials usage and price	142
National proposed pay award settlement	125
Less:	
Staff vacancies due to recruitment and retention challenges	(644)
Increased income for HRS Jobs	(127)
Net other variances	5
Overall forecast deficit/(surplus)	761

5.3. The main contributory factor to the deficit is the ongoing recruitment and retention challenges, which is being felt not just by the council but across the construction industry as a whole. This inability to attract and retain staff results in a greater reliance on the use of sub-contractors to ensure that service demands are met. The cost of using subcontractors is however more expensive than the HRS's own workforce, due to the ongoing impact of Covid19, the current inflationary crisis and a reduced pool of contractors from which to secure services. These additional costs are therefore not fully offset by the vacancy savings achieved by not carrying out the work internally.

5.4. As the increased subcontractor costs are not reflected in the service hourly rate and overhead recovery is not recouped on sub-contractors this results in an under recovery of full costs from the HRA.

5.5. Whilst last year high vacancy levels, and the use of sub-contractors rather than the Council's own workforce, resulted in an underspend on materials for the Council,

this year higher than anticipated inflation levels, an industry wide issue, and an expected increase in repairs jobs has resulted an overspend on materials further compounding the HRS forecast position.

- 5.6. The forecast deficit also includes the impact of the proposed national pay award, which is significantly over and above the assumptions included within the MTFS as outlined in both the General Fund and HRA variances. Whilst the pay award has now been accepted for Green Book employees the Red Book contract, which affects the majority of the HRS workforce, is yet to be agreed. The proposed pay award is currently forecast to be in line with the agreed Green Book award, however until an agreement is made there remains a risk that this could be subject to change.
- 5.7. It should be noted that due to the interconnection of the HRS and HRA the consequential costs in the HRA are ordinarily reduced, and therefore offset any repatriated deficit. However due to the increased usage of more expensive sub-contractors and materials, and an increased volume of works, this is not the case this financial year, as detailed above, and there is a significant additional cost for repairs and maintenance of the housing stock that is being incurred by the HRA. This additional cost is currently being offset against the overall HRA position as set out in section 4 above.

6. Earmarked Reserves

- 6.1. The Council holds a number of earmarked revenue reserves over both the General Fund and HRA. These reserves are sums set aside for specific purposes and to mitigate against potential future known or predicted liabilities. Key reserves include income volatility, business rates volatility, IT investment fund, asset sinking funds for future refurbishment etc. A number of these reserves are budgeted for use over the period of the MTFS.
- 6.2. The details of all the earmarked reserves and their forecast balance as at 31st March 2024 are attached in Appendix G, with further details in the MTFS 2023-2028. In summary:

Earmarked Reserves	Opening Balance 01/04/23 £'000	Increase £'000	Decrease £'000	Closing Balance 31/03/24 £'000
General Fund	7,040	2,054	(2,044)	7,050
Housing Revenue Account	3,510	71	(181)	3,400

7. Capital Programme

7.1. General Investment Programme

- 7.2. The revised General Investment Programme for 2023/24 amounted to £24.688m following the quarter 1 report. At quarter 2 the programme has increased by £0.096m to £24.784m, as shown below:

General Investment Programme	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
Budget following Q1 report	24,688	10,463	6,236	1,052	1,052
Budget changes for approval – Quarter 2	96	0	0	0	0
Revised Budget	24,784	10,463	6,236	1,052	1,052

7.3. All changes over the approved limit require approval by the Executive. There are no changes requiring Executive approval for the second quarter.

7.4. All new projects are subject to Executive approval. The following schemes have been added to the GIP, and require approval by the Executive:

Approved by the Executive / Delegated Portfolio Holder	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
Lincoln Central Car Park Lifts (new scheme funded from existing planned maintenance budget)	150	0	0	0	0
Total Schemes requiring approval by the Executive	150	0	0	0	0

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

GIP Movements Approved by the Chief Finance Officer:	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
Crematorium Curtains	19	0	0	0	0
Green Homes Grant (increase to Grant b/f)	13	0	0	0	0
Home Upgrade Grant (extra grant received to cover costs after grant was repaid)	9	0	0	0	0
Better Care Fund (additional grant received)	74	0	0	0	0
Planned Capitalised Work contribution to Lincoln Central Lifts, and Crematorium Curtains	(169)	0	0	0	0
Total GIP Movements Approved by the CFO	(54)	0	0	0	0

Total GIP Delegated Approvals and Approvals by/for Executive	96	0	0	0	0
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- 7.6. The table below provides a summary of the projected outturn position for the General Investment Programme:

General Investment Programme - Projected Outturn	2023/24			
	Budget following Q1 Report	Revised Budget Q2	Forecast Outturn	Variance
	£'000	£'000	£'000	£'000
Active Programme				
Housing and Investment	298	298	298	0
Communities and Environment	2,997	3,071	3,071	0
Chief Executive	1,896	1,896	1,896	0
Major Developments	13,873	13,895	13,895	0
Total Active Schemes	19,064	19,160	19,160	0
Schemes on Hold/Contingencies	308	308	308	0
Externally Delivered Town Deal Schemes	5,316	5,316	5,316	0
Total Capital Programme	24,688	24,784	24,784	0

- 7.7. The overall spending on the General Investment Programme active schemes (excluding externally delivered schemes), for the second quarter of 23/24 is £4.4m, which is 22.6% of the budget. This is detailed further at Appendix I.

Although this is a low percentage of expenditure at this stage of the financial year, further expenditure is expected in the next 6 months on Better Care Fund (DFG's), Western Growth Corridor, Greyfriars, Central Market, and Town's Deal Schemes.

7.8. Housing Investment Programme

- 7.9. The revised Housing Investment Programme for 2023/24 amounted to £17.969m following the Quarter 1 position. At quarter 2 the programme has been decreased by £1.107m to £16.862m, as shown below:

Housing Investment Programme	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
Revised Budget at Q1	17,969	19,568	18,957	13,472	13,743
Budget changes for approval – Quarter 2	(1,107)	(393)	(3,442)	817	565
Revised Budget	16,862	19,175	15,515	14,289	14,307

- 7.10. All changes over the approved limit require approval by the Executive. There have been a number of changes made to the HIP as part of the ongoing work on the 30-year business plan and will align the budgets to reflect planned acquisitions and scheduled works on the existing housing stock for the length of the MTFs. The following changes, reflected in the business plan, require Executive approval for Quarter 2:

Changes requiring Executive Approval:	2023/24* £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
Replacement Door Entry Systems	150	0	0	0	0
Environmental works	(311)	0	0	0	0
Void Capitalised Works	0	(400)	(400)	(400)	(400)
Fire Doors	0	953	(35)	213	(40)
Fire Compartment works	0	195	5	4	4
New Build Programme (141 eligible)	0	(1,009)	(2,072)	600	600
New Build Programme (Borrowing for 141 eligible)	0	(673)	(1,381)	400	400
Total changes requiring Executive Approval	(161)	(934)	(3,883)	817	564

* 2023/24 changes not reflected in the Housing Business Plan.

- 7.11. All new projects are subject to Executive approval. There has been one new project, to be funded from the Major Repairs Reserve, requiring approval:

Changes Approved at Executive:	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
Eco Welfare Unit	24	0	0	0	0
Total changes approved by Executive	24	0	0	0	0

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

Changes approved by the Chief Finance Officer:	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000
Bathrooms & WC's	(100)	100	0	0	0
Door replacements	(882)	441	441	0	0
New services	20	0	0	0	0
Over bath showers (10 year programme)	(20)	0	0	0	0
Communal TV Aerials	(30)	0	0	0	0
Thurlby Crescent	41	0	0	0	0
Total Changes Approved by the Chief Finance Officer	(971)	541	441	0	0

Total HIP Delegated Approvals and Approvals by/for Executive	(1,108)	(393)	(3,442)	817	564
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- 7.13. The table below provides a summary of the projected outturn position for the Housing Investment Programme:

Housing Investment Programme - Projected Outturn	2023/24			
	Budget	Revised Budget Q2	Forecast Outturn	Variance
	£'000	£'000	£'000	£'000
Decent Homes / Lincoln Standard	8,469	7,487	7,487	0
Health and Safety	523	673	673	0
Contingent Major Repairs / Works	0	0	0	0
New Build Programme	7,235	7,235	7,235	0
Other Schemes	1,237	962	962	0
Computer Fund / IT Schemes	506	506	506	0
Total Capital Programme	17,970	16,862	16,862	0

- 7.14. The overall expenditure on the Housing Investment Programme at the end of Q2 was £4.205m, which is 24.94% of the 2023/24 revised programme. This is detailed further at Appendix J.

A further £0.649m has been spent as at the end of October 2023, although this is still a low percentage of expenditure at this stage of the financial year, works have been constrained by the availability of contractors and materials however new contracts are in place and spend is expected to increase in future periods. In addition, schemes such as Hermit Street and Western Growth Corridor have only recently commenced, and a number of the LAHF acquisitions are currently in progress but not yet complete.

8. Strategic Priorities

- 8.1. The MTFS underpins this policy and financial planning framework and set out the overall framework on which the Council plans and manages its financial resources to ensure that they fit with, and support, the direction of the Council's vision and strategic priorities. Vision 2025 identifies the Council's strategic priorities, setting the vision and direction for the council and the city for the next five years. The proposals in this report allow the Council to maintain a balanced budget position in 2023/24 in order that we can continue to deliver services in support of Vision 2025.

9. Resource Implications

- 9.1. The financial implications are contained throughout the report.

Under the Local Government Act 2003 the Chief Finance Officer (S151 Officer) is required to give Council an opinion on the robustness of the budget estimates and the adequacy of reserves. Although there remains some uncertainty around the latest budget estimates based on the information to date on income and expenditure, both the General Fund and HRA are forecasted to maintain balanced budget positions in the current financial year.

General Balances, on both the General Fund and HRA, are the only resource not ear-marked to a particular future need. The prudent minimum level of balance that should be maintained on the General Fund is between £1.5m-£2m and £1m-£1.5m on the HRA. Based on the latest forecasts of income and expenditure the level of balances in 2023/24 are estimated to be maintained, or above, these ranges. The close monitoring of the Council's overall financial position will remain critical over the course of this financial year, and as ever strong budgetary control will be required.

Although the primary focus of this report has been to set out the financial variances being faced in the current financial year, beyond 2023/24 the Council is set to face ongoing pressures as a result of increasing baseline costs due to the ongoing inflation impacts and escalating service demands and income pressures arising from the cost-of-living crisis. The Council will continue to face further financial challenges as it responds to these issues as well as ensuring that it delivers the ongoing reductions in the net cost base that are assumed within the MTFS 2023-28.

9.2. Legal implications including Procurement Rules

There are no legal implications arising from this report.

9.3. Equality, Diversity and Human Rights

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

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

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

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

10. Risk Implications

A full financial risk assessment is included in the MTFS, this is continually reviewed in light of changes in the underlying financial assumptions. There are currently a significant number of critical risk factors to the budget and MTFS, further details will be provided within the new MTFS 2024-29.

11. Recommendations

Performance Scrutiny Committee are recommended to:

- 11.1. Note the financial performance for the period 1st April to 30th September 2023,

- 11.2. Assess the underlying impact of the pressures and underspends identified in paragraphs 3.3 (and appendix B), 4.3 (and appendix D), and 5.2 (and appendix F).
- 11.3. Note the changes to the General Investment Programme and Housing Investment Programme as approved by the Chief Finance Officer as detailed in paragraphs 7.5 and 7.12.
- 11.4. Note the changes to the General Investment programme and the Housing Investment programme approved, or to be approved, by the Executive as detailed in paragraphs 7.4, 7.10 and 7.11.
- 11.5. Consider any specific recommendations to be referred to Executive relating to the contents of this 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? Yes

List of Background Papers:

Medium Term Financial Strategy 2023-2028

Lead Officer:

Laura Shipley, Financial Services Manager
Email: laura.shipley@lincoln.gov.uk

GENERAL FUND SUMMARY – AS AT 30 SEPTEMBER 2023

Service Area	Ref	Revised Budget £'000	Projected Outturn £'000	Variance £'000
Strategic Development	A	2,194	2,150	(44)
Chief Finance Officer (S151)	B	(252)	(642)	(390)
City Solicitor	C	1,891	1,933	42
Revenues & Benefits	D	520	709	189
Housing	E	(6)	46	52
Director of Major Developments	F	779	779	0
Communities and Street Scene	G	8,329	8,325	(3)
Health and Environmental Services	H	1,272	1,061	(211)
Planning	I	(2,960)	(2,748)	212
		11,767	11,614	(153)
Corporate Expenditure	J	1,287	1,141	(146)
TOTAL SERVICE EXPENDITURE		13,054	12,755	(299)
Capital Accounting Adjustment	K	2,210	2,409	199
Specific Grants	L	(700)	(700)	0
Contingencies	M	(102)	526	627
Savings Targets	N	(70)	(70)	0
Earmarked Reserves	O	654	10	(645)
Insurance Reserve	P	(453)	(453)	0
TOTAL EXPENDITURE		14,594	14,476	(118)
CONTRIBUTION FROM BALANCES		(191)	(73)	118
NET REQUIREMENT		14,403	14,403	0
Retained Business Rates Income	Q	6,125	6,125	0
Collection Fund Surplus/(Deficit)	R	546	546	0
Revenue Support Grant	S	175	175	0
Council Tax	T	7,556	7,556	0
TOTAL RESOURCES		14,403	14,403	0

General Fund Forecast Variances – Quarter 2

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

Ref		£	
	<u>Increased Expenditure</u>		
B	Property Services	74,950	Local Government as a whole is experiencing a recruitment and retention crisis, this is being felt within a number of service areas in the Council. In these instances, and where it is not possible to absorb/stop the work of the vacant posts, overtime or agency staff have been procured or work has been externalised. This has resulted in cost pressures due to a higher cost of 'buying in' services.
C	Legal Services	106,290	
E	Control Centre	48,950	
E	Control Centre	49,210	Increase in annual maintenance contract, telephony and IT costs.
E	Homeless Bed & Breakfast	35,000	Forecast increase in B&B expenditure as a result of rising demand on service due to cost of living crisis, offset by additional grant income below.
G	Waste	61,720	Additional contract management (£34k) and inflation (£28k) pressures over and above the MTFS assumptions, offset by reduced expenditure on Street Cleansing contract below (net pressure £2.5k).
G	Garden Waste	6,740	Additional costs for outsourced printing costs
H	Car Parks	170,120	Additional card payment fees due to a system upgrade (£45k), additional maintenance works required at Lucy Tower & Broadgate (£34k), additional utilities pressures over and above MTFS assumptions (£28k), deep clean at Central (£11k) & various other cost pressures relating to overtime, additional charges due to increase in pay by phone transaction, increased security costs (£52k), wholly offset by increased income below (net car parking surplus £1.8k).
M	Pay Award	534,920	Impact of National Employers pay award over and above budget assumptions.
M	Annual Vacancy Savings Target	88,835	YTD Vacancy savings target, offset by savings in service areas.

Reduced Income

Ref		£	
D	Housing Benefits	95,000	Un-recoverable housing benefit costs, including increased B&B costs as a result of disparity between Local Housing Allowance rates and rising demand and costs of accommodation.
D	Housing Benefits	55,000	Forecast reduction in housing benefits income as a result of change in subsidy allocation.
D	Housing Benefits	77,200	Reduction in overpayments funded through housing subsidy due to overall reduction in overpayments raised and improved collection of arrears (£50k), plus a funding allocation shortfall (£27.2k).
F	Central Market	40,060	Additional legal costs and website fees.
H	Crematorium	50,120	Reduced income as a result of lower than budgeted cremation levels, offset by savings on utilities and business rate costs.
H	Yarborough Leisure Centre	50,000	Anticipated contribution to support Utility inflation pressures at YLC.
I	Building Regulations	50,000	Anticipated reduction in income as a result of current economic conditions.
I	Land Charges	29,570	Anticipated reduction in income as a result of current economic conditions.
I	Development Control	190,000	Anticipated reduction in income as a result of current economic conditions.

Reduced Expenditure

A	Corporate Policy	(77,010)	Vacancy savings pending recruitment, offset against Corporate vacancy savings target.
D	Revenues & Benefits Shared Service	(61,100)	Vacancy savings pending recruitment, offset against Corporate vacancy savings target.
F	DMD Director	(35,320)	Vacancy savings pending recruitment, offset against Corporate vacancy savings target.
G	Street Cleansing	(59,270)	Reduction in contracted charges in relation to car parks (£40k) and other minor underspends, offsets waste contract overspends above (net pressure £2.5k).
H	Housing Regeneration	(92,200)	Vacancy savings pending recruitment, offset against Corporate vacancy savings target.
H	Crematorium	(116,740)	Forecast underspend on utilities and business rates as a result of transitional discounts.

Ref		£	
I	Development Control	(51,790)	Vacancy savings offset against corporate vacancy savings target.
N	Earmarked Reserves	(233,100)	Release half of Inflation Volatility reserve to offset increased expenditure as a result of proposed pay award.
N	Earmarked Reserves	(100,000)	Release of CX Capacity reserve to offset increased expenditure as a result of proposed vacancy pressures above.

Increased Income

E	Housing Solutions Management	(25,000)	New Burdens grant income relating to staff time attributable to work on the Ukrainian Resettlement.
E	Homeless Bed & Breakfast	(35,000)	Additional grant expenditure offsetting B&B pressures outlined above.
B	Lincoln Properties	(60,910)	Tenant profit share as agreed in arrangements related to CVA agreed during Covid-19 pandemic.
B	Other Interest	(447,520)	Increased investment income as a result of higher interest rates and additional dividend income.
H	Community Centres	(48,990)	Increased income levels, predominantly driven by NHS Contract at the Grandstand (£29.2k).
I	Car Parks	(172,040)	Increase in season ticket income & forecast increase in pay and display income (net car parking surplus £1.8k).
J	Land Drainage Levies	(141,930)	Additional government grant received to offset the increased cost of Internal Drainage Board Levies.

HOUSING REVENUE ACCOUNT FUND SUMMARY – AS AT 30 SEPTEMBER 2023

	Ref	Revised Budget £'000	Projected Outturn £'000	Variance £'000
Gross Rental Income	A	(32,643)	(32,836)	(192)
Charges for Services & Facilities	B	(554)	(660)	(106)
Contribution towards Expenditure	C	(50)	(20)	30
Repairs Account – Income	D1	0	(68)	(68)
Supervision & Management – General	D2	(664)	(683)	(19)
Supervision & Management – Special	D3	(66)	(78)	(11)
Repairs & Maintenance	E	10,834	10,685	(149)
Supervision & Management – General	F1	6,924	7,241	317
Supervision & Management – Special	F2	1,991	2,088	97
Rents, Rates and Other Premises	G	846	891	45
Increase in Bad Debt Provisions	H	250	250	0
Insurance Claims Contingency	I	174	330	156
Contingencies	J	114	362	248
Depreciation	K	7,750	7,750	0
Impairments	L	0	0	0
Debt Management Expenses	M	16	16	0
HRS Trading (Surplus) / Deficit	N	0	761	761
Net Cost of Service	O	(5,080)	(3,971)	1,109
Loan Charges Interest	P	2,356	2,356	0
Investment/Mortgage Interest	Q	(308)	(1,165)	(857)
Net Operating Inc/Exp	R	(3,032)	(2,780)	252
Major Repairs Reserve Adjustment	T	3,000	3,000	0
Transfers to/from reserves	U	91	(190)	(281)
(Surplus)/Deficit in Year	V	59	30	(29)

Housing Revenue Account Variances – Quarter 2

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

Ref		£	Reason for variance
<u>Reduced Income</u>			
C	Court Costs	30,000	Reduction in recovered income from court costs as less cases in year than anticipated.
<u>Increased Income</u>			
Q	Investment Interest	(856,700)	Increased investment income as a result of higher interest rates.
U	Transfers to/(from) Reserves	(280,970)	Contributions from reserves to offset expenditure outlined below (further detail in appendix G).
A	Gross Rental Income	(196,210)	Additional rental income as a result of reduced voids and higher rent levels at Rookery Lane development, plus higher than budgeted opening housing stock levels.
D1	Repairs Account	(67,860)	Additional income from rechargeable void works.
<u>Reduced Expenditure</u>			
E	Repairs & Maintenance - HRS	(299,710)	Reduced HRS expenditure on Responsive Repairs, Voids and Cleansing offset by increases on Aids & Adaptations below (net overspend £13.1k).
F	Supervision & Management	(274,040)	Reduced expenditure on Employee Costs due to staff vacancies, offset by agency costs below.
E	Repairs & Maintenance	(125,960)	Underspend on Repairs Account expenditure predominantly due to skip recharges and cyclical repair/replacement works.
E	Repairs & Maintenance – Asbestos	(36,480)	Net reduction on Asbestos Removals (£21k o/s) & Asbestos Surveys (£58k u/s)
<u>Increased Expenditure</u>			

Ref		£	Reason for variance
N	HRS Surplus/Deficit	761,410	Estimated HRS deficit position (refer to HRS variances – Appendix F).
F1	Supervision & Management – General	348,110	Increased expenditure due to consultancy costs on HRA Business Plan schemes (£106k), void work & garden/hedge/tree work costs (£62k) caretakers tipping (£45k), additional training requirements (£25k), housing needs survey (£25k), partially offset by increased call on reserves.
F1	Supervision & Management – General	345,290	Cost of agency staff to cover staff vacancies within Supervision & Management, partially offset by Vacancy savings above.
E	Repairs & Maintenance - HRS	312,760	Increased HRS expenditure on Aids & Adaptations largely offset by reduced cost on Responsive Repairs above.
J	Contingencies	208,550	Impact of proposed National Employers pay award over and above budgeted assumptions.
I	Insurance Claims Contingency	156,000	Anticipated increase in disrepair claims, offset by increased call on Insurance reserve.
J	Contingencies	39,790	Release of vacancy factor (offset by savings in service areas).

HOUSING REPAIRS SERVICE SUMMARY – AS AT 30 SEPTEMBER 2023

	Revised Budget	Forecast Outturn	Variance
	£'000	£'000	£'000
Employees	3,852	3,333	(519)
Premises	171	205	34
Transport	432	385	(47)
Materials	1,519	1,661	142
Sub-Contractors	2,154	3,414	1,260
Supplies & Services	333	352	19
Central Support Charges	586	586	0
Capital Charges	0	0	0
Total Expenditure	9,047	9,936	889
Income	(9,047)	(9,175)	(127)
(Surplus)/Deficit	0	761	761

Housing Repairs Service Variances – Quarter 2

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

	£	Reason for Variance
<u>Reduced Expenditure</u>		
Employee Costs	(644,360)	Vacancies within the Operative staff.
Fleet Charges	(46,920)	Reduction in lease costs due to delay in receiving new vehicles from supplier.
<u>Increased Expenditure</u>		
Employee Costs	125,230	Impact of nationally proposed pay award above budgeted assumptions.
Sub-Contractors	1,258,870	Increased use of sub-contractors to meet demand and cover vacancies within the operative team.
Direct Materials	141,870	Increased usage and rising material prices following end of fixed-term contract prices.
<u>Increased Income</u>		
Income	(127,300)	Increased income as a result of increase in number of jobs.

EARMARKED RESERVES – Q2 MONITORING 2023/24

	Revised Opening Balance	In Year Increase	In Year Decrease	Forecast Closing Balance
	01/04/2023 £'000	£'000	£'000	31/03/2024 £'000
General Fund				
Budget Carry Forwards	483	27	(158)	352
Grants & Contributions	1,447	192	(224)	1,415
Active Nation Bond	180	-	-	180
AGP Sinking Fund	52	50	-	102
Air Quality Initiatives	22	-	-	22
Birchwood Leisure Centre	86	20	-	106
Business Rates Volatility	434	1,163	(681)	916
Christmas Decorations	14	-	-	14
City Hall Improvement Works	50	-	-	50
City Hall Sinking Fund	60	-	-	60
Commons Parking	13	9	-	22
Corporate Maintenance	100	-	-	100
Corporate Training	60	-	-	60
Council Tax Hardship Fund	-	-	-	-
Covid19 Recovery	1,047	-	-	1,047
Covid19 Response	354	-	-	354
CX Capacity	100	-	(100)	-
Electric Van replacement	27	4	-	31
HiMO CPN Appeals	169	-	(65)	104
Income Volatility Reserve	320	-	-	320
Inflation Volatility Reserve	466	-	(233)	233
Invest to Save (GF)	37	400	(88)	349
IT Reserve	284	109	-	393
Lincoln Lottery	9	-	-	9
Mayoral Car	7	-	-	7
MSCP & Bus Station Sinking Fund	149	46	-	195
Private Sector Stock Condition Survey	51	-	(48)	3
Professional Trainee Scheme	90	-	-	90
Revenue & Benefits Community Fund	25	-	-	25
Section 106 Interest	32	-	-	32
Staff Wellbeing	28	-	-	28
Tank Memorial	10	-	-	10
Tree Risk Assessment	102	-	(39)	63
Unused DRF	199	-	(199)	-
Vision 2025	533	34	(209)	359
	7,040	2,054	(2,044)	7,050

HRA

Capital Fees Equalisation	110	-	-	110
De Wint Court	73	-	-	73
De Wint Court Sinking Fund	10	19	-	29
Disrepairs Management	300	-	-	300
Housing Business Plan	177	-	(142)	35
Housing Repairs Service	137	-	-	137
HRA IT	135	35	-	170
HRA Repairs Account	1,351	-	-	1,351
Housing Strategic Priority	764	-	-	764
Invest to Save (HRA)	416	-	(39)	377
RSAP/NSAP Sinking Fund	9	9	-	18
Strategic Growth Reserve	5	-	-	5
Tenant Satisfaction Survey	23	8	-	31

	3,510	71	(181)	3,400
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Total Earmarked Reserves

	10,550	2,125	(2,225)	10,450
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CAPITAL RESOURCES – Q2 MONITORING 2023/24

	Opening balance	Contributions	Used in financing	Forecast balance 31/03/24
	£'000	£'000	£'000	£'000
Capital Grants/Contributions General Fund	1,432	19,596	(18,490)	2,538
Capital Grants/Contributions HRA	0	727	(727)	0
Capital receipts General Fund	13	1,650	0	1,663
Capital receipts HRA	2,660	750	(1,000)	2,410
Capital receipts 1-4-1	4,274	0	(1,004)	3,270
Major Repairs Reserve	12,432	7,750	(7,601)	12,581
GENF DRF	164	1	(165)	0
HRA DRF	10,200	3,000	(5,240)	7,960
Total Capital Resources	31,175	33,474	(34,227)	30,422

As the contributions for 1:4:1 receipts depend upon levels of RTB sales, no budget is set for these receipts. Currently the HIP has schemes planned to facilitate use of all 1:4:1 receipts with no repayment required in 23/24.

General Investment Programme – Summary of Expenditure as at 30th September 2023

GENERAL INVESTMENT PROGRAMME	Budget 2023/24 - Reported at Q1	Q2 Budget Increase / Decrease	2023/24 Revised Budget	2023/24 Total Spend	2023/24 % Spend to Revised Budget
<u>Housing and Investment</u>					
Housing Renewal Area Unallocated	298,152		298,152	0	0.00%
Housing and Investment Total	298,152		298,152	0	0.00%
<u>DCE - Community and Environment</u>					
Better Care Fund (was Disabled Facilities Grant)	2,284,012	74,344	2,358,356	172,286	7.31%
DCE - Community and Environment Total	2,284,012	74,344	2,358,356	172,286	7.31%
<u>DCE - Community Services</u>					
Boultham Park Lake Restoration	8,658		8,658	-2,401	-27.73%
Flood Alleviation Scheme - Hartsholme Park	4,530		4,530	-3,140	-69.32%
Hope Wood	35,553		35,553	1,015	2.85%
Traveller deterrent	6,200		6,200	0	0.00%
DCE - Community Services Total	54,941		54,941	-4,526	-8.24%
<u>DCE - Planning</u>					
Car Parking Software	34,850		34,850	9,975	28.62%
HAZ - Shopfronts on a Framework	107,330		107,330	0	0.00%
St Mary le Wigford (HAZ)	10,000		10,000	4,355	43.55%
St Mary's Guildhall (HAZ)	67,000		67,000	2,406	3.59%
Windmill View	439,339		439,339	435,009	99.01%
DCE - Planning Total	658,519		658,519	451,744	68.60%
<u>Chief Executive Corporate Policy</u>					
New Telephony System	8,758		8,758	0	0.00%
Chief Executive Corporate Policy Total	8,758		8,758	0	0.00%

GENERAL INVESTMENT PROGRAMME	Budget 2023/24 - Reported at Q1	Q2 Budget Increase / Decrease	2023/24 Revised Budget	2023/24 Total Spend	2023/24 % Spend to Revised Budget
Chief Executive Chief Finance Officer					
Allotments Asbestos Sheds	33,795		33,795	0	0.00%
City Hall Lightning Protection	6,104		6,104	0	0.00%
Crematorium Curtains	0	19,410	19,410	0	0.00%
Greyfriars - Phase 2 Delivery	1,232,410		1,232,410	51,562	4.18%
Greyfriars Roof Improvements	4,050		4,050	0	0.00%
Guildhall Works	17,630		17,630	0	0.00%
High Bridge Café	50,000		50,000	0	0.00%
Lincoln Central Lifts	0	150,000	150,000	0	0.00%
Planned Capitalised Works	542,806	-169,410	373,396	3,941	1.06%
Chief Executive Chief Finance Officer Total	1,886,795	0	1,886,795	55,502	2.94%
Major Developments					
Central Markets	2,000		2,000	0	0.00%
Central Markets (All Funding Streams)	3,604,271		3,604,271	2,140,243	59.38%
Electric Vehicle Charge Points - Phase 2	237,000		237,000	0	0.00%
HUG - Home Upgrade Grant	6,641	8,601	15,242	15,242	100.00%
LAD 3 - Green Homes Grant Local Authority Delivery Scheme BEIS	1,723,455	12,838	1,736,293	387,407	22.31%
Lincoln Transport HUB	0		0	-56,196	
TD Tentercroft Street	290,000		290,000	0	0.00%
The Terrace Heat Mitigation Works	246,547		246,547	0	0.00%
Towns Deal Programme Management	75,260		75,260	9,342	12.41%
UKSPF (Shared Prosperity Fund)	122,801		122,801	0	0.00%
WGC Housing Delivery	2,034,010		2,034,010	54,181	2.66%
WGC Phase 1b Bridges	3,662,840		3,662,840	326,822	8.92%
WGC Shared Infrastructure	1,868,599		1,868,599	851,515	45.57%
Major Developments Total	13,873,424	21,439	13,894,863	3,728,557	26.83%

GENERAL INVESTMENT PROGRAMME	Budget 2023/24 - Reported at Q1	Q2 Budget Increase / Decrease	2023/24 Revised Budget	2023/24 Total Spend	2023/24 % Spend to Revised Budget
TOTAL ACTIVE SCHEMES	19,064,601	95,783	19,160,384	4,403,563	22.98%
<u>Schemes Currently Under Review</u>					
Compulsory Purchase Orders	151,254	82,227	233,481	0	0.00%
Compulsory Purchase Orders	82,227	-82,227	0	0	0.00%
IT Reserve	74,334		74,334	0	0.00%
Schemes Currently Under Review Total	307,815	0	307,815	0	0.00%
TOTAL CAPITAL PROGRAMME EXCLUDING EXTERNALLY DELIVERED SCHEMES	19,372,416	95,783	19,468,199	4,403,563	22.62%
<u>Externally Delivered Town's Deal Schemes</u>					
TD Barbican Production & Maker Hub	1,700,000		1,700,000	0	0.00%
TD Hospitality & Events & Tourism Institute	209,954		209,954	209,954	100.00%
TD Lincoln City FC and Foundation	814,122		814,122	487,000	59.82%
TD Lincoln Connected	462,108		462,108	91,861	19.88%
TD LSIP	420,000		420,000	0	0.00%
TD Sincil Bank	1,457,952		1,457,952	0	0.00%
TD Wigford Way	251,500		251,500	0	0.00%
Externally Delivered Town's Deal Schemes Total	5,315,636		5,315,636	788,815	14.84%
Grand Total	24,688,052	95,783	24,783,835	5,192,378	20.95%

Housing Investment Programme – Summary of Expenditure as at 30th September 2023

<u>HOUSING INVESTMENT PROGRAMME</u>	Budget 2023/24 - Reported at Q1	Q2 Budget Increase / Decrease	2023/24 Revised Budget	2023/24 Total Spend	2023/24 % Spend to Revised Budget
<u>Contingency Schemes</u>					
Contingency Reserve	0	0	0	0	0
Contingency Schemes Total	0	0	0	0	0
<u>Decent Homes</u>					
Bathrooms & WC's	400,000	(100,000)	300,000	0	0.00%
DH Central Heating Upgrades	2,253,948	0	2,253,948	1,187,257	52.67%
Door Replacement	1,782,491	(882,491)	900,000	331,523	36.84%
Fire Compartment works	10,000	0	10,000	0	0.00%
Fire Doors	120,919	0	120,919	0	0.00%
Kitchen Improvements	1,100,000	0	1,100,000	3,006	0.27%
Lincoln Standard Windows Replacement	789,732	0	789,732	363,913	46.08%
New services	55,000	20,000	75,000	10,552	14.07%
Re-roofing	20,000	0	20,000	0	0.00%
Rewiring	50,000	0	50,000	0	0.00%
Structural Defects	85,448	0	85,448	0	0.00%
Thermal Comfort Works	181,250	0	181,250	988	0.54%
Void Capitalised Works	1,570,320	0	1,570,320	374,757	23.86%
Decent Homes Total	8,419,108	(962,491)	7,456,617	2,271,996	30.47%
<u>Health and Safety</u>					
Asbestos Removal	190,000	0	190,000	(40)	(0.02%)
Asbestos Surveys	129,000	0	129,000	22,283	17.27%
Fire Alarms	0	0	0	0	0.00%

<u>HOUSING INVESTMENT PROGRAMME</u>	Budget 2023/24 - Reported at Q1	Q2 Budget Increase / Decrease	2023/24 Revised Budget	2023/24 Total Spend	2023/24 % Spend to Revised Budget
Renew stair structure	40,000	0	40,000	0	0.00%
Replacement Door Entry Systems	163,757	150,000	313,757	164,872	52.55%
Health and Safety Total	522,757	150,000	672,757	187,114	27.81%
<u>IT/Infrastructure</u>					
Housing Support Services Computer Fund	319,743	0	319,743	250,514	78.35%
Infrastructure Upgrade	166,383	0	166,383	0	0.00%
Operation Rose	10,903	0	10,903	0	0.00%
Telephony	8,758	0	8,758	0	0.00%
IT/Infrastructure Total	505,786	0	505,786	250,514	49.53%
<u>Lincoln Standard</u>					
Over bath showers (10 year programme)	50,000	(20,000)	30,000	0	0.00%
Lincoln Standard Total	50,000	(20,000)	30,000	0	0.00%
<u>Other Current Developments</u>					
CCTV	0	0	0	0	0.00%
Communal Electrics	119,063	0	119,063	9,786	8.22%
Communal TV Aerials	40,000	(30,000)	10,000	1,284	12.84%
Environmental works	710,827	(310,827)	400,000	764	0.19%
Garages	50,000	0	50,000	0	0.00%
Eco Welfare Unit	0	24,324	24,324	7,330	30.14%
Hiab and Mule	122,330	0	122,330	0	0.00%
HRA Buildings	115,805	0	115,805	0	0.00%
Landscaping & Boundaries	0	0	0	0	0.00%
Thurlby Crescent	78,583	41,418	120,000	2,250	1.88%
Other Current Developments Total	1,236,608	(275,086)	961,522	21,414	2.23%
HOUSING INVESTMENT TOTAL	10,734,259	(1,107,577)	9,626,683	2,731,038	28.37%

<u>HOUSING INVESTMENT PROGRAMME</u>	Budget 2023/24 - Reported at Q1	Q2 Budget Increase / Decrease	2023/24 Revised Budget	2023/24 Total Spend	2023/24 % Spend to Revised Budget
<u>HOUSING STRATEGY AND INVESTMENT</u>					
<u>New Build Programme</u>					
Property Acquisitions	1,940,628	83,650	2,024,278	1,170,061	57.80%
Hermit Street Regeneration	8,003	0	8,003	19,561	244.42%
New Build Capital Salaries	46,032	0	46,032	0	0.00%
New Build- De Wint Court	0	0	0	24,549	0.00%
New Build Programme	587,014	(83,650)	503,364	0	0.00%
New Build Programme (141 eligible)	0	0	0	0	0.00%
New Build Programme (Borrowing for 141 eligible)	0	0	0	0	0.00%
New Build Site – Hermit Street	1,968,464	0	1,968,464	134,935	6.85%
New Build Site - Queen Elizabeth Road	0	0	0	0	0.00%
New Build Site - Rookery Lane	40,804	0	40,804	123,768	303.32%
New Build Site - Searby Road	0	0	0	0	0.00%
Western Growth Corridor	2,644,051	0	2,644,051	0	0.00%
New Build Programme Total	7,234,996	0	7,234,996	1,474,194	20.38%
HOUSING STRATEGY AND INVESTMENT TOTAL	7,234,996	0	7,234,996	1,474,194	20.38%
TOTAL HOUSING INVESTMENT PROGRAMME	17,969,255	(1,107,577)	16,861,678	4,205,032	24.94%

TFS Phase7 programme: progress at Q2 - 2023/2024

Service	Summary of project	Dir.	Total savings in 2023/24	GF savings in 2023/24	HRA savings in 2023/24	Comments
			£000's	£000's	£000's	
ACTIONS COMPLETED AS OF END Q2 2023/24						
Major Developments	Capitalisation of salaries for WGC	DMD	56	56	-	Exec 20/02/23
Waste/Street Cleansing	Waste/Street Cleansing Standards	DCE	60	60	-	Complete
TOTAL			116	116	-	

PERFORMANCE SCRUTINY COMMITTEE**16 NOVEMBER 2023**

**SUBJECT: TREASURY MANAGEMENT AND PRUDENTIAL CODE
UPDATE MID YEAR REPORT – 30 SEPTEMBER 2023**

DIRECTORATE: CHIEF EXECUTIVE AND TOWN CLERK

REPORT AUTHOR: LAURA SHIPLEY, FINANCIAL SERVICES MANAGER

1. Purpose of Report

- 1.1 This report summarises the Council's treasury management activity and the actual prudential indicators for the period 1 April 2023 to 30 September 2023.

2. Executive Summary

- 2.1 The Treasury Management Strategy for 2023/24 approved by council on 28 February 2023 outlines the Council's capital and investment priorities as follows;

- **Liquidity** of investments
- **Security** of capital / investments
- **Yield** earned on investments

- 2.2 The strategy includes indicators that help ensure that the Council's capital investment plans are affordable, prudent and sustainable. Setting an integrated Capital and Treasury Management Strategy is a requirement of the CIPFA Code of Practice.

- 2.3 The position and performance for the 6 months ended 30 September 2023 are set out in the body of this report.

2.4 Investment portfolio

- 2.4.1 The Council held £41.145m of investments as at 30 September 2023. The investment profile is shown in Appendix A.

- 2.4.2 Of this investment portfolio 100% was held in low risk specified investments, the requirement for the year being a minimum of 25% of the portfolio to be specified investments. During the 6 months to 30th September on average 93% of the portfolio was held in low risk specified investments and an average of 7% of the portfolio was held in non-specified investments (with other local authorities).

- 2.4.3 Liquidity – The Council seeks to maintain liquid short-term deposits of at least £5 million available with a week's notice. The weighted average life (WAL) of investments for the year was expected to be 0.11 years (40 days). At 30th September 2023 the Council held liquid short term deposits of £17 million and the WAL of the investment portfolio was 0.21 years (75 days). The WAL of the investment portfolio is higher than expected.

2.4.4 Security - The Council's maximum security risk benchmark for the portfolio as at 30 September 2023 was 0.022%. Based on the historic risk of default of the counterparties and types of accounts in which the council's funds are placed – this equates to a potential loss of £0.005m on an investment portfolio of £41m. This represents a very low risk investment portfolio.

2.4.5 Yield – The Council achieved an average return of 4.73% on its investment portfolio for the 6 months ended 30 September 2023. This compares favourably with the prior year's equivalent figure of 1.3% and is in-line with the target SONIA rate at 30 September 2023 of 4.73%.

2.5 External borrowing

2.5.1 As at 30 September 2023, the Council held £114.353m of external borrowing, of which 100% were fixed rate loans (Appendix A).

2.5.2 As at 30 September 2023, the average rate of interest paid during the first half of the financial year on external borrowing was 3.14%. This is lower than the budgeted rate set in the MTFS 2022-27 of 4.25%; there has been a reduction in external borrowing during the first 6 months of the year as some borrowing has been repaid and internal balances used to fund expenditure.

3. Background

3.1 The prudential system for capital expenditure is well established. One of the requirements of the Prudential Code is to ensure adequate monitoring of the capital expenditure plans, prudential indicators (PIs) and treasury management response to these plans. This report fulfils that requirement and includes a review of compliance with Treasury and Prudential Limits and the Prudential Indicators at 30 September 2023. The Treasury Management Strategy and Prudential Indicators were previously reported to and approved by Council on 28 February 2023.

3.2 This Council has adopted the CIPFA Code of Practice for Treasury Management in the Public Sector and operates its treasury management service in compliance with this Code and the above requirements. These require that the prime objective of treasury management activity is the effective management of risk, and that its borrowing activities are undertaken in a prudent, affordable and sustainable basis.

3.3 This report highlights the changes to the key prudential indicators, to enable an overview of the current status of the capital expenditure plans. It incorporates any new or revised schemes previously reported to Members. Changes required to the residual prudential indicators and other related treasury management issues are also included.

4. Prudential Indicators

4.1 This part of the report is structured to provide an update on:

- The Council's capital expenditure plans;
- How these plans are being financed;
- The impact of the changes in the capital expenditure plans on the prudential indicators and the underlying need to borrow; and

- Compliance with the limits in place for borrowing.

4.2 Capital Expenditure

The table below shows the revised estimates for capital expenditure that have been approved by or are subject to Executive approval since Council approved the original budget in February 2023.

4.3

Capital Expenditure	2023/24 Original Estimate (MTFS) £000	Original Estimate inc. Year End Adjustments £000	2023/24 Revised Estimate £000
General Fund	14,114	21,252	24,784
HRA	16,462	22,174	16,862
Total	30,576	43,426	41,646

4.4 Financing of the Capital Programme

The table below draws together the main strategy elements of the capital expenditure plans (above) and the expected financing arrangements for this capital expenditure. The borrowing element of the table increases the underlying indebtedness of the Council in the Capital Financing Requirement (CFR), although this will be reduced in part by revenue charges for the repayment of debt.

4.5

Indicators 1&2 Capital Expenditure and Financing	2023/24 Original Estimate £000	2023/24 Revised Estimate £000
Capital Expenditure		
General Fund	14,114	24,784
HRA (including New Build)	16,462	16,862
Total Expenditure	30,576	41,646
Financed by (General Fund):		
Capital receipts	-	-
Capital grants & contributions	10,484	18,490
Revenue/Reserve Contributions	-	165
Borrowing need (GF)	3,631	6,129
Financed by (HRA):		
Capital receipts	1,438	2,004
Capital grants & contributions	-	727
Depreciation (HRA only)	9,092	7,601
Revenue/Reserve Contributions	5,152	5,240
Borrowing need (HRA)	779	1,290

4.6 The principal changes in the financing, from the original estimates approved in February 2023 are a result of the re-profiling of expenditure and budget increases for the Western Growth Corridor and Better Care Fund (DFG's) funded by grants.

4.7 The Capital Financing Requirement (CFR), External Debt and the Operational Boundary

4.7.1 The table below shows the Capital Financing Requirement, which is the Council's underlying need to borrow for a capital purpose. It also shows the expected debt position over the period, which is termed as the Operational Boundary.

4.7.2 We are on target to achieve the original forecast Capital Financing Requirement. There have been no significant changes.

Indicators 3 & 4 Capital Financing Requirement (CFR)	2023/24 Original Estimate £000	2023/24 Revised Estimate £000
General Fund – CFR	74,148	74,143
HRA - CFR	78,803	78,511
Total CFR	152,952	152,654
Net movement in CFR	3,644	6,551

Indicator 5 External Borrowing	2023/24 Original Estimate £000	2023/24 Revised Estimate £000
Borrowing	109,897	109,897
Other long term liabilities *	0	0
Total Debt 31 March	109,897	109,897

* Other long term liabilities includes Finance leases- a change in accountancy practice is currently estimated to result in finance liabilities in 24/25 onwards which will be reported in the Treasury Management Strategy

4.7.3 The Council is currently under-borrowed against the CFR and will utilise cash balances / internal resources until cash flow forecasts indicate the need for additional borrowing. PWLB borrowing rates have increased and forecasts show that they will remain elevated for some little while. No short term borrowing has been undertaken during the period. Over £12m of borrowing is maturing in 2023/24 with a view to not being replaced in the current climate whilst balances and interest rates remain high.

4.7.4 The HRA borrowing requirement is considered independently from that of the General Fund. Further borrowing is anticipated and will be reported as part of the MTFS and Treasury Management Strategy.

4.8 Limits to Borrowing Activity

4.8.1 The first key control over the Council's borrowing activity is a prudential indicator to ensure that over the medium term, net borrowing will only be for a capital purpose. Gross external borrowing should not, except in the short term, exceed the total of CFR in the preceding year plus the estimates of any additional CFR for 2022/23 and next two financial years. This allows some flexibility for limited early borrowing for future years. The Council has approved a policy for borrowing in advance of need, which will be adhered to if this proves prudent.

4.8.2	Indicator 6 – Gross Debt and the CFR	2023/24 Original Estimate £000	2023/24 Revised Estimate £000
	Gross Borrowing	109,897	109,897
	CFR	152,952	152,654
	Net borrowing is below CFR	43,055	42,757

4.8.3 Due to changes in accounting practice the CFR in future years will include lease liabilities that are currently not recognised on the balance sheet. The council is engaged in establishing the amounts of these liabilities (previously treated as operating leases and treated as rental expenditure) and estimates will be made in the Treasury Management Strategy.

4.8.4 The Chief Finance Officer reports that no difficulties are envisaged for the current or future years. This view takes into account current commitments, existing plans, and the proposals in the budget report.

A breakdown of the loans and investments profile is provided in Appendix A.

A further two prudential indicators control the overall level of borrowing. These are:

1. The Authorised Limit – This represents the limit beyond which borrowing is prohibited and needs to be set and revised by members. It reflects the level of borrowing which, while not desired, could be afforded in the short term, but is not sustainable in the longer term. It is the expected maximum borrowing need with some headroom for unexpected movements. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003.
2. The Operational Boundary – This indicator is based on the probable external debt during the course of the year; it is not a limit and actual borrowing could vary around this boundary for short times during the year. CIPFA anticipate that this should act as an indicator to ensure the authorised limit is not breached.

Indicator 7 – Authorised limit for external debt*	2023/24 Original Estimate £000	2023/24 Current Position £000	2023/24 Revised Estimate £000
Borrowing	124,262	114,353	124,005
Other long-term liabilities**	1,380	0	1,380
Total Authorised limit	125,642	114,353	125,385

Indicator 8 – Operational boundary for external debt*	2023/24 Original Estimate £000	2023/24 Current Position £000	2023/24 Revised Estimate £000
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Borrowing	119,897	114,353	119,897
Other long-term liabilities**	1,200	0	1,200
Total Operational Boundary	121,097	114,353	121,097

* The highest level of external debt during the first half of 2023/24 was £121.962m.

** Other long-term liabilities include Finance leases.

- 4.8.5 There have been revisions to the capital programme since the Medium-Term Financial Strategy was set in February 2023 which have impacted on authority's capital financing requirement and as a result, to the figures calculated for the operational boundary for borrowing. The limits for the Operational Boundary allow for previous use of internal borrowing to be replaced by external borrowing should the Chief Finance Officer decide that it is appropriate and prudent to do so.

4.9 Other Prudential Indicators

Appendix B details the updated position on the remaining prudential indicators and the local indicators.

5. Economic Update

- 5.1 The current economic update from the Council's treasury advisors (LINK) can be found in Appendix C.

5.2 Interest Rate Forecast

Current medium term interest rate forecasts are shown below:

Link Group Interest Rate View	25.09.23												
	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26
BANK RATE	5.25	5.25	5.25	5.00	4.50	4.00	3.50	3.00	2.75	2.75	2.75	2.75	2.75
3 month ave earnings	5.30	5.30	5.30	5.00	4.50	4.00	3.50	3.00	2.80	2.80	2.80	2.80	2.80
6 month ave earnings	5.60	5.50	5.40	5.10	4.60	4.10	3.60	3.10	2.90	2.90	2.90	2.90	2.90
12 month ave earnings	5.80	5.70	5.50	5.20	4.70	4.20	3.70	3.20	3.00	3.00	3.00	3.00	3.00
5 yr PWLB	5.10	5.00	4.90	4.70	4.40	4.20	4.00	3.90	3.70	3.70	3.60	3.60	3.50
10 yr PWLB	5.00	4.90	4.80	4.60	4.40	4.20	4.00	3.80	3.70	3.60	3.60	3.50	3.50
25 yr PWLB	5.40	5.20	5.10	4.90	4.70	4.40	4.30	4.10	4.00	3.90	3.80	3.80	3.80
50 yr PWLB	5.20	5.00	4.90	4.70	4.50	4.20	4.10	3.90	3.80	3.70	3.60	3.60	3.60

6. Borrowing

- 6.1 The Council's capital financing requirement (CFR) for 2023/24 is £152.952m. The CFR denotes the Council's underlying need to borrow for capital purposes. If the CFR is positive the Council may borrow from the PWLB or the market (external borrowing), or from internal balances on a temporary basis (internal borrowing). The balance of external and internal borrowing is generally driven by market conditions. The Council has projected borrowing at the end of 2023/24 of £109.897 million and has utilised £43.055m of cash flow funds in lieu of borrowing. This is a prudent and cost-effective approach in the current economic climate but will require ongoing monitoring if further upside risk to gilt yields prevails.

- 6.2 Due to increases in interest rates the Council has employed a policy of utilising internal resources to reduce the overall debt liability, choosing not to renew loans ending during the financial year (£12m). The capital programme is being kept under regular review due to the effects of inflationary pressures and shortages of materials

and labour. The borrowing strategy will therefore also be regularly reviewed and revised, to achieve optimum value and risk exposure in the long-term.

6.3 It is anticipated that further borrowing will not be undertaken during this financial year.

6.4 Debt rescheduling opportunities have increased over the course of the past six months and will be considered if giving rise to long-term savings. However, no debt rescheduling has been undertaken to date in the current financial year.

7. Strategic Priorities

7.1 One Council

Through its Treasury Management Strategy the Council seeks to reduce the amount of interest it pays on its external borrowing and maximise the interest it achieves on its investments.

8. Organisational Impacts

8.1 Finance (including whole life costs where applicable)

The financial implications are covered in the main body of the report.

8.2 Legal Implications including Procurement Rules

The powers for a local authority to borrow and invest are governed by the Local Government Act 2003 (LGA 2003) and associated Regulations. A local authority may borrow or invest for any purpose relevant to its functions, under any enactment, or for the purpose of the prudent management of its financial affairs. The Regulations also specify that authorities should have regard to the CIPFA Treasury Management Code and the MHCLG Investment Guidance when carrying out their treasury management functions.

8.3 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 required.

9. Risk Implications

- 9.1 The Local Government Act 2003, the Prudential Code and the Treasury Management Code of Practice include a key principal that an organisations appetite for risk is included in their annual Treasury Management Strategy and this should include any use of financial instruments for the prudent management of those risks, and should ensure that priority is given to security and liquidity when investing.

10. Recommendation

- 10.1 It is recommended that Members:

- 1) Review the Prudential and Local Indicators and the actual performance against the Treasury Management Strategy 2023/24 for the half-year ended 30 September 2023.
- 2) Consider any specific recommendations to be referred to Executive when considering this 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? Three

List of Background Papers: Treasury Management Strategy 2023/24
(Approved by Council February 2023)

Lead Officer: Laura Shipley, Financial Services Manager
Email address: laura.shipley@lincoln.gov.uk

Borrowing Profile at 30th September 2023

	Long term borrowing	
	Fixed rate	Variable rate
	£ 000	£ 000
PWLB loans	91,353	0
Other Market loans	16,000	0
Local Authority loans	7,000	0
TOTAL	114,353	0

Investment Profile at 30th September 2023

	Total Principal Invested	Short term	
		Fixed rate	Variable rate
	£ 000	£ 000	£ 000
UK Banks & Building societies (including Call accounts)	21,000	21,000	0
UK Money Market Funds	17,145	0	17,145
Local Authority	3,000	3,000	
TOTAL	41,145	24,000	17,145

Updated Position on the Remaining Prudential and Local Indicators

Affordability Prudential Indicators

Actual and estimates of the ratio of financing costs to net revenue stream – This indicator identifies the trend in the cost of capital (borrowing costs net of interest and investment income) against the net revenue stream.

Ratio of Financing Costs to Net Revenue Stream

Indicators 9 & 10	2023/24 Original Estimate £000	2023/24 Current Position £000
General Fund	14.4%	15.4%
HRA	28.3%	30.8%

The ratios are broadly in line with expectations.

Treasury Management Prudential Indicators

The first treasury indicator requires the adoption of the CIPFA Code of practice on Treasury Management. This Council adopted the Code of Practice on Treasury Management on 1st March 2011 (revised 2021), and as a result adopted a Treasury Management Policy & Practices statement.

There are two further indicators:

Upper Limits On Variable Rate Exposure – This indicator identifies a maximum limit for variable interest rates based upon the debt position net of investments.

Upper Limits On Fixed Rate Exposure – Similar to the previous indicator this covers a maximum limit on fixed interest rates.

These indicators are complemented by four local indicators:

- Limit on fixed interest rate investments
- Limit on fixed interest rate debt
- Limit on variable rate investments
- Limit on variable rate debt

During the first half of the year the highest and lowest exposure to fixed and variable rates were as follows:

Indicators 11 & 12	2023/24 Limit (Upper) £million	2023/24 Max Q1 & Q2 £million	2023/24 Min Q1 & Q2 £million
Upper limits on interest rate exposures			
Upper limits on fixed interest rates	116.9	100	86
Upper limits on variable interest rates	48.0	(24)	(9)

*Indicators are negative as they relate to investments only – the council has no variable rate debt

	2023/24 Limit %	2023/24 Max Q1 & Q2 %
Local indicator limits based on debt only		
Limits on fixed interest rates	100%	100%
Limits on variable interest rates	40%	0%
Local indicator limits based on investments only		
Limits on fixed interest rates	100%	75%
Limits on variable interest rates	75%	56%

The 75% limit on variable rate investments was exceeded on nil days between April and September.

Maturity Structures Of Borrowing – These gross limits are set to reduce the Council's exposure to large fixed rate loans (those instruments which carry a fixed interest rate for the duration of the instrument) falling due for refinancing.

Indicator 13	2022/23 Original Estimate £000	2022/23 Revised Estimate £000
Maturity Structure of fixed borrowing (Upper Limits)		
Under 12 months	40%	40%
12 months to 2 years	40%	40%
2 years to 5 years	60%	60%
5 years to 10 years	80%	80%
10 years and above	100%	100%
Maturity Structure of fixed borrowing (Lower Limits)		
Under 12 months	0%	0%
12 months to 2 years	0%	0%
2 years to 5 years	0%	0%
5 years to 10 years	0%	0%
10 years and above*	10%	10%

As at 30th September 2023 the maturity structure of borrowing during the first half of the year was as follows:

Indicator 13	At 30/9/2023	At 31/3/2024
Maturity Structure of fixed borrowing	%	%
Under 12 months	4%	2%

12 months to 2 years	3%	1%
2 years to 5 years	4%	5%
5 years to 10 years	10%	11%
10 years and over	78%	82%

Total Principal Funds Invested – These limits are set to reduce the need for early sale of an investment, and are based on the availability of investments after each year-end.

Indicator 14	2023/24 Original Estimate £000	2023/24 Revised Estimate £000	2024/25 Original Estimate £000	2024/25 Revised Estimate £000	2025/26 Original Estimate £000	2025/26 Revised Estimate £000
Maximum principal sums invested > 1 year	£7m	£0m	£7m	£0m	£7m	£0m

As at 30th September 2023, there were no principal funds invested over 1 year.

Local Prudential Indicators

In addition to the statutory and local indicators listed above the Chief Finance Officer has set four additional local indicators aimed to add value and assist in the understanding of the main indicators. These are:

1. Debt – Borrowing rate achieved against SONIA rate

	2023/24 Target %	2023/24 Actual – 30th September %
Debt – borrowing rate achieved (i.e. temporary borrowing of loans less than 1 year)	Less than SONIA rate	No temporary loans taken

2. Investments – Investment rate achieved against SONIA rate

2023/24 Target %	2023/24 Average Actual – 30th September %	2023/24 Investment Interest Earned – 30th September £'000
Greater than SONIA rate	Achieved average 4.73% compared to 4.73% SONIA rate	939

The interest rate achieved on investments compares favourably to the SONIA rate due to the use of fixed term, fixed rate investments, plus the greater use of semi-fixed rate call accounts and money market funds.

3. Average rate of interest paid on the Council's debt during the year (this will evaluate performance in managing the debt portfolio to release revenue savings).

	2023/24 Target %	2023/24 Average Q1&Q2 %
Average rate of interest paid on Council debt	4.25%	3.14%

4. The amount of interest on debt as a percentage of gross revenue expenditure. The results against this indicator will be reported at the year-end.

Economic Update from LINK (the Council's treasury advisors)

The first half of 2023/24 saw:

- Interest rates rise by a further 100bps, taking Bank Rate from 4.25% to 5.25% and, possibly, the peak in the tightening cycle.
- Short, medium and long-dated gilts remain elevated as inflation continually surprised to the upside.
- A 0.5% m/m decline in real GDP in July, mainly due to more strikes.
- CPI inflation falling from 8.7% in April to 6.7% in August, its lowest rate since February 2022, but still the highest in the G7.
- Core CPI inflation declining to 6.2% in August from 7.1% in April and May, a then 31 years high.
- A cooling in labour market conditions, but no evidence yet that it has led to an easing in wage growth (as the 3myy growth of average earnings rose to 7.8% in August, excluding bonuses).

The 0.5% m/m fall in GDP in July suggests that underlying growth has lost momentum since earlier in the year. Some of the weakness in July was due to there being almost twice as many working days lost to strikes in July (281,000) than in June (160,000). But with output falling in 10 out of the 17 sectors, there is an air of underlying weakness.

The fall in the composite Purchasing Managers Index from 48.6 in August to 46.8 in September left it at its lowest level since COVID-19 lockdowns reduced activity in January 2021. At face value, it is consistent with the 0.2% q/q rise in real GDP in the period April to June, being followed by a contraction of up to 1% in the second half of 2023.

The 0.4% m/m rebound in retail sales volumes in August is not as good as it looks as it partly reflected a pickup in sales after the unusually wet weather in July. Sales volumes in August were 0.2% below their level in May, suggesting much of the resilience in retail activity in the first half of the year has faded.

As the growing drag from higher interest rates intensifies over the next six months, we think the economy will continue to lose momentum and soon fall into a mild recession. Strong labour demand, fast wage growth and government handouts have all supported household incomes over the past year. And with CPI inflation past its peak and expected to decline further, the economy has got through the cost-of-living crisis without recession. But even though the worst of the falls in real household disposable incomes are behind us, the phasing out of financial support packages provided by the government during the energy crisis means real incomes are unlikely to grow strongly. Higher interest rates will soon bite harder too. We expect the Bank of England to keep interest rates at the probable peak of 5.25% until the second half of 2024. Mortgage rates are likely to stay above 5.0% for around a year.

The tightness of the labour market continued to ease, with employment in the three months to July falling by 207,000. The further decline in the number of job vacancies from 1.017m in July to 0.989m in August suggests that the labour market has loosened a bit further since July. That is the first time it has fallen below 1m since July 2021. At 3.0% in July, and likely to have fallen to 2.9% in August, the job vacancy rate is getting closer to 2.5%, which would be consistent with slower wage growth. Meanwhile, the 48,000 decline in the supply of workers in the three months to July offset some of the loosening in the tightness of the labour market. That was due to a 63,000 increase in inactivity in the three months to July as more

people left the labour market due to long term sickness or to enter education. The supply of labour is still 0.3% below its pre-pandemic February 2020 level.

But the cooling in labour market conditions still has not fed through to an easing in wage growth. While the monthly rate of earnings growth eased sharply from an upwardly revised +2.2% in June to -0.9% in July, a lot of that was due to the one-off bonus payments for NHS staff in June not being repeated in July. The headline 3myy rate rose from 8.4% (revised up from 8.2%) to 8.5%, which meant UK wage growth remains much faster than in the US and in the Euro-zone. Moreover, while the Bank of England's closely watched measure of regular private sector wage growth eased a touch in July, from 8.2% 3myy in June to 8.1% 3myy, it is still well above the Bank of England's prediction for it to fall to 6.9% in September.

CPI inflation declined from 6.8% in July to 6.7% in August, the lowest rate since February 2022. The biggest positive surprise was the drop in core CPI inflation, which declined from 6.9% to 6.2%. That reverses all the rise since March and means the gap between the UK and elsewhere has shrunk (US core inflation is 4.4% and in the Euro-zone it is 5.3%). Core goods inflation fell from 5.9% to 5.2% and the further easing in core goods producer price inflation, from 2.2% in July to a 29-month low of 1.5% in August, suggests it will eventually fall close to zero. But the really positive development was the fall in services inflation from 7.4% to 6.8%. That also reverses most of the rise since March and takes it below the forecast of 7.2% the Bank of England published in early August.

In its latest monetary policy meeting on 20 September, the Bank of England left interest rates unchanged at 5.25%. The weak August CPI inflation release, the recent loosening in the labour market and the downbeat activity surveys appear to have convinced the Bank of England that it has already raised rates far enough. The minutes show the decision was "finely balanced". Five MPC members (Bailey, Broadbent, Dhingra, Pill and Ramsden) voted for no change and the other four (Cunliffe, Greene, Haskel and Mann) voted for a 25bps hike

Like the US Fed, the Bank of England wants the markets to believe in the higher for longer narrative. The statement did not say that rates have peaked and once again said if there was evidence of more persistent inflation pressures "further tightening in policy would be required". Governor Bailey stated, "we'll be watching closely to see if further increases are needed". The Bank also retained the hawkish guidance that rates will stay "sufficiently restrictive for sufficiently long".

This narrative makes sense as the Bank of England does not want the markets to decide that a peak in rates will be soon followed by rate cuts, which would loosen financial conditions and undermine its attempts to quash inflation. The language also gives the Bank of England the flexibility to respond to new developments. A rebound in services inflation, another surge in wage growth and/or a further leap in oil prices could conceivably force it to raise rates at the next meeting on 2nd November, or even pause in November and raise rates in December.

The yield on 10-year Gilts fell from a peak of 4.74% on 17th August to 4.44% on 29th September, mainly on the back of investors revising down their interest rate expectations. But even after their recent pullback, the rise in Gilt yields has exceeded the rise in most other Developed Market government yields since the start of the year. Looking forward, once inflation falls back, Gilt yields are set to reduce further. A (mild) recession over the next couple of quarters will support this outlook if it helps to loosen the labour market (higher unemployment/lower wage increases).

The pound weakened from its cycle high of \$1.30 in the middle of July to \$1.21 in late September. In the first half of the year, the pound bounced back strongly from the Truss debacle last autumn. That rebound was in large part driven by the substantial shift up in UK interest rate expectations. However, over the past couple of months, interest rate expectations have dropped sharply as inflation started to come down, growth faltered, and the Bank of England called an end to its hiking cycle.

The FTSE 100 has gained more than 2% since the end of August, from around 7,440 on 31st August to 7,608 on 29th September. The rebound has been primarily driven by higher energy prices which boosted the valuations of energy companies. The FTSE 100's relatively high concentration of energy companies helps to explain why UK equities outperformed both US and Euro-zone equities in September. Nonetheless, as recently as 21st April the FTSE 100 stood at 7,914.

SUBJECT:	QUARTER 2 2023/24 OPERATIONAL PERFORMANCE REPORT
DIRECTORATE:	CHIEF EXECUTIVE AND TOWN CLERK
REPORT AUTHOR:	GRAHAM ROSE – SENIOR STRATEGIC POLICY OFFICER SCOTT LEA – POLICY & PERFORMANCE OFFICER

1. Purpose of Report

- 1.1 To present to Performance Scrutiny Committee an outturn summary of the council's performance in quarter 2 of 2023/24.

2. Executive Summary

- 2.1 At the end of quarter 2 2023/24 of the **79** performance measures across the directorates of Chief Executive's, Communities & Environment and Housing & Investment:

- **12 measures (15.2%)** were Red (below lower target boundary)
- **23 measures (29.1%)** were Blue (within target boundaries – acceptable)
- **27 measures (34.2%)** were Green (meeting or exceeding the higher target)
- **17 measures (21.5%)** were recorded as volumetric
- **0 measures (0%)** were recorded as data not being available for this quarter

Out of the **79** performance measures monitored during the quarter **62** had targets allocated to them. Of these targeted measures **50 (80.6%)** were within or exceeding the targets set. This is an improvement of **8.9%** when compared to quarter 1 2023/24.

3. Background

- 3.1 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.

- 3.2 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.

4. Performance measures performing above / below target – Quarter 2 2023/24

- 4.1 The Quarter 2 2023/24 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 second quarter of 2023/24 and the reasonings behind the performance outturns.

- 4.2 A count of the performance measure outturn statuses by directorate at quarter 2 2023/24 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 resources, health & wellbeing, sickness, complaints (including Ombudsman rulings) and compliments.
- 4.4 To support the full operational performance report, 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
- Directorate for Major Developments – Let's drive inclusive economic growth and Let's address the challenge of climate change

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 as a result of this report.

6.3 Equality, Diversity and Human Rights

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

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

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

This 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 Performance Scrutiny Committee is asked to review and comment on the contents of the Quarter 2 2023/24 Operational Performance Report found at Appendix A ahead of the report being presented to Executive on 20 November 2023.

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

Is this a key decision? No

Do the exempt information categories apply? No

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

How many appendices does the report contain? Two (A and B)

List of Background Papers: None

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Operational Performance Report – Quarter 2 2023/24



Graham Rose - Senior Strategic Policy Officer
Scott Lea – Policy and Performance Officer

Contents

How to read this report	3
Executive summary	4
Chief Executive's Directorate – Performance Measures	6
Chief Executive's Directorate measures performing at or above target	8
Chief Executive's Directorate measures performing below target	10
Directorate for Communities and Environment – Performance Measures	12
Directorate for Communities and Environment measures performing at or above target	16
Directorate for Communities and Environment measures performing below target	21
Directorate for Housing and Investment – Performance Measures	24
Directorate for Housing and Investment measures performing at or above target	26
Directorate for Housing and Investment measures performing below target	27
Resource Information	32
Health & Wellbeing	33
Sickness Performance	33
Complaints Performance	35
Compliments Performance	37

How to read this report

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

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

Directorate performance measures








Presented in this report are the quarter 2 2023/24 performance measure outturns for those performance measures under each council directorate.

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

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

The Directorate for Major Developments (DMD) does not monitor performance through strategic measures. Instead performance is monitored by the progress of the various projects DMD is responsible for under the priorities "Driving Inclusive Economic Growth" and “Lets Address the Challenge of Climate Change”.

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 service area performance but focuses on the council's performance overall. These corporate performance measures are split into the following categories:

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

Executive summary

Within this quarter 2 2023/24 Operational Performance Report for the City of Lincoln Council, we are reporting on **77** quarterly performance measures and **2** annual performance measures. The **79** measures are split across the directorates of Chief Executive's (CX), Community and Environment (DCE) and Housing and Investment (DHI). Currently there are no performance measures for the Directorate for Major Developments.

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

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

The 2023/24 targets for each targeted performance measure were agreed with Performance Scrutiny Committee and Executive in March 2023.

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 2 2023/24.

	Performance measure outturns by status					
Directorate	Below target	Acceptable	Above target	Volumetric	Data not available	Total
CX	1 (4.3%)	7 (30.4%)	9 (39.1%)	6 (26.1%)	0 (0.0%)	23
DCE	3 (7.9%)	13 (34.2%)	14 (36.8%)	8 (21.1%)	0 (0.0%)	38
DHI	8 (44.4%)	3 (16.7%)	4 (22.2%)	3 (16.7%)	0 (0.0%)	18
Total	12 (15.2%)	23 (29.1%)	27 (34.2%)	17 (21.5%)	0 (0.0%)	79

	Performance measures outturns by direction of travel					
Directorate	Deteriorating	No change	Improving	Volumetric	Data not available	Total
CX	8 (34.8%)	1 (4.3%)	8 (34.8%)	6 (26.1%)	0 (0.0%)	23
DCE	10 (26.3%)	3 (7.9%)	17 (44.7%)	8 (21.1%)	0 (0.0%)	38
DHI	5 (27.8%)	0 (0.0%)	10 (55.6%)	3 (16.7%)	0 (0.0%)	18
Total	23 (29.1%)	4 (5.1%)	35 (44.3%)	17 (21.5%)	0 (0.0%)	79

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 2 2023/24.



Chief Executive's Directorate

Chief Executive's Directorate – Performance Measures

Quarterly Measures

Service area	Measure ID	Measure	Unit	High or low is good	Low target	High target	Quarter 2 2023/24 outturn	Status	
Work Based Learning	WBL 1	Percentage of apprentices completing their qualification on time	%	High is good	95.00	100.00	67.00	R	▲
Work Based Learning	WBL 2	Percentage of apprentices moving into Education, Employment or Training	%	High is good	90.00	95.00	100.00	G	▲
Communications	COM 1	Percentage of media enquiries responded to within four working hours or within requested response time	%	High is good	78.00	90.00	82.00	A	▼
Customer Services	CS 1	Number of face to face enquiries in customer services	Number	N/A	Volumetric	Volumetric	20	V	
Customer Services	CS 2	Number of telephone enquiries answered in Channel Shift Areas (Rev & Bens, Housing & Env. Services)	Number	N/A	Volumetric	Volumetric	26,804	V	
Customer Services	CS 3	Average time taken to answer a call to customer services	Seconds	Low is good	600.00	300.00	327.17	A	▲
Customer Services	CS 4	Average customer feedback score (telephone, face to face and e-mail enquiries)	%	High is good	75.00	90.00	82.06	A	▼
IT	ICT 1	Number of calls logged to IT helpdesk	Number	N/A	Volumetric	Volumetric	909	V	
IT	ICT 2	Percentage of first time fixes	%	N/A	Volumetric	Volumetric	70.00	V	
Accountancy	ACC 1	Average return on investment portfolio	%	High is good	1.50	2.75	5.14	G	▲
Accountancy	ACC 2	Average interest rate on external borrowing	%	Low is good	5.25	3.75	3.20	G	▼
Debtors & Creditors	DCT 1	Percentage of invoices paid within 30 days	%	High is good	95.00	97.00	96.58	A	▼

Service area	Measure ID	Measure	Unit	High or low is good	Low target	High target	Quarter 2 2023/24 outturn	Status	
Debtors & Creditors	DCT 2	Percentage of invoices that have a Purchase Order completed	%	High is good	60.00	70.00	71.00	G	▲
Debtors & Creditors	DCT 3	Average number of days to pay invoices	Days	Low is good	20	15	13	G	▲
Housing Benefit Administration	BE 1	Average days to process new housing benefit claims from date received (cumulative)	Days	Low is good	19.00	17.50	16.61	G	▼
Housing Benefit Administration	BE 2	Average days to process housing benefit claim changes of circumstances from date received (cumulative)	Days	Low is good	8.50	6.50	6.25	G	▲
Housing Benefit Administration	BE 3	Number of Housing Benefits / Council Tax support customers awaiting assessment	Number	Low is good	1,900	1,700	1,156	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	89.87	A	▼
Housing Benefit Administration	BE 5	The number of new benefit claims year to date (Housing Benefits/Council Tax Support)	Number	N/A	Volumetric	Volumetric	2,371	V	
Revenues Administration	REV 1	Council Tax – in year collection rate for Lincoln (cumulative)	%	High is good	50.00	51.50	50.46	A	▼
Revenues Administration	REV 2	Business Rates – in year collection rate for Lincoln (cumulative)	%	High is good	54.00	57.00	59.56	G	▼
Revenues Administration	REV 3	Number of outstanding customer changes in the Revenues Team	Number	Low is good	1,200	1,100	1,120	A	▲
Revenues Administration	REV 4	Number of accounts created for the My Lincoln Accounts system (to date)	Number	N/A	Volumetric	Volumetric	2,713	V	

Chief Executive's Directorate measures performing at or above target

G

WORK BASED LEARNING

WBL 2 – Percentage of apprentices moving into Education, Employment or Training

In quarter 2 2023/24 the percentage of City of Lincoln Council apprentices moving into Education, Employment or Training was 100% (6 out of 6 apprentices). This latest outturn was above the high target for the measure of 95% and was the 5th consecutive quarter this measure had performed at 100%. During quarter 2 2023/24 there were 4 new starters on the council's apprenticeship scheme.

ACCOUNTANCY

ACC 1 – Average return on investment portfolio

In the second quarter the average return on investment portfolio was 5.14%. This latest outturn was above the high target for the measure of 2.75%. When compared to the previous quarter this latest outturn was increase of 0.82% and an increase of 3.5% when compared to the comparative quarter in 2022/23. Yields have continued to increase during the quarter with further increases in the Bank of England base rate and the re-investing of matured fixed term investments at higher rates.

ACC 2 – Average interest rate on external borrowing

The average interest rate on external borrowing in quarter 2 2023/24 was 3.2%. The latest outturn was below the high target for the measure of 3.75% (low is good). The team has reported that the average interest rate on borrowing has remained stable and is unlikely to significantly increase this financial year with there being no requirement for further external borrowing.

DEBTORS & CREDITORS

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

During the second quarter of 2023/24, 71% of invoices had an associated purchase order completed, which equated to 1,977 invoices having a purchase order out of a total of 2,786. This latest outturn was slightly above the recently increased target for this measure of 70%. Additionally, when compared to the previous quarter, this latest outturn was an improvement in performance of 14%. It is important to note the outturn is based on supplier expenditure only for all invoices and credit notes dated between 1st July 2023 and 30th September 2023. Excluded from the outturn calculation are utility bills where purchase orders are not required and supplier invoices where a purchase order would be unsuitable for processing.

DCT 3 – Average number of days to pay invoices

In quarter 2 2023/24 the average number of days to pay invoices was 13. This latest outturn was below the high target for this measure of 15 days (low is good) and was an improvement of 6 days when compared to the previous quarter's outturn of 19 days. The outturn for this measure is calculated on all supplier invoices and credit notes, which were paid by the council between 1st July 2023 and 30th September 2023. The Debtors and Creditors Team continue to ensure all invoices are paid as quickly as possible.

HOUSING BENEFIT ADMINISTRATION

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

During quarter 2 2023/24 the cumulative average days to process new housing benefit claims from date received was 16.61 days. This latest outturn was below the high target for this measure of 17.5 days (low is good), however, was a slight increase of 0.2 days when compared to the same quarter in 2022/23. The small increase in processing times during quarter 2 2023/24 was due to increased work that was received within the team during the first quarter of the year. This unfortunately impacted on processing times. The team has reported that outstanding work levels have now reduced and it is expected processing times should be maintained and hopefully improve over the third quarter.

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

The cumulative average number of days to process housing benefit claim changes of circumstances from date received at the end of the second quarter was 6.25 days. This outturn was lower than the high target for this quarter of 6.5 days (low is good) showing positive performance. When compared to the same quarter in 2022/23 (6.44 days), this latest outturn was also an improvement in performance of 0.19 days. However, whilst this latest outturn was an improvement in performance year on year, the second quarter did see a slight increase in processing times. This was due to the team clearing high levels of work received during the first quarter. As per measure BE 1, it is expected that the performance of this measure should be maintained or hopefully improve during quarter 3.

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

The number of Housing Benefits / Council Tax support customers awaiting assessment at the end of quarter 2 2023/24 was 1,156. This latest outturn was considerably below the high target for this measure of 1,700 (low is good) demonstrating positive performance. In comparison to the same quarter in 2022/23 (1,502), this latest outturn was a reduction of 346 customers awaiting assessment. The Housing Benefits Administration Team has reported that the lower levels of customers awaiting assessment at the end of the quarter was due to a reduction in workload following the completion of the annual uprating of income and rent work in the team. Of the 1,156 customers awaiting assessment at the end of quarter 2, 812 were awaiting a first contact from the team.

REVENUES ADMINISTRATION

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

At the end of quarter 2 2023/24 the cumulative Business Rates in year collection rate for Lincoln was 59.56%. The outturn was above the high target for the quarter of 57%, but slightly below the comparative quarter 2 2022/23 outturn of 62.99%. It is important to note that during September 2022 there was a Covid Hardship Relief fund where £852,032 was added to the Non Domestic Rate accounts. This subsequently inflated the collection figure for September 2022. This latest outturn has seen collection figures returning back to pre-Covid collection rates.

Chief Executive's Directorate measures performing below target

R

WORK BASED LEARNING

WBL 1 – Percentage of apprentices completing their qualification on time








In the second quarter of 2023/24, 67% of apprentices completed their qualification on time (4 out of 6). Whilst this outturn was an improvement in performance when compared to the previous quarter (50%), this latest outturn was below the low target for this measure of 95%. Due to the low numbers of apprentices scheduled to complete their qualifications during the quarter, the impact of 2 apprentices not completing on time is much larger.








Directorate for Communities and Environment – Performance Measures

Quarterly Measures

Service area	Measure ID	Measure	Unit	High or low is good	Low target	High target	Quarter 2 2023/24 outturn	Status	
Affordable Housing	AH 1	Number of affordable homes delivered (cumulative)	Number	High is good	10	50	17	A	▲
Development Management (Planning)	DM 1	Number of applications in the quarter	Number	N/A	Volumetric	Volumetric	224	V	
Development Management (Planning)	DM 2	End to end time to determine a planning application (Days)	Days	Low is good	85.00	65.00	74.67	A	▼
Development Management (Planning)	DM 3	Number of live planning applications open	Number	Low is good	180	120	146	A	▼
Development Management (Planning)	DM 4	Percentage of applications approved	%	High is good	85.00	97.00	97.00	G	▲
Development Management (Planning)	DM 5	Percentage of total decisions made in the quarter that have subsequently been overturned at appeal	%	Low is good	10.00	5.00	1.70	G	▼
Development Management (Planning)	DM 5a	Number of decisions appealed in the quarter	Number	Low is good	5	1	1	G	▲
Development Management (Planning)	DM 5b	Number of appealed decisions in the quarter overturned by the inspectorate	Number	Low is good	5	1	0	G	▲
Development Management (Planning)	DM 6	Percentage of Non-Major Planning Applications determined within the government target (70% in 8 weeks) measured on a 2 year rolling basis (including extensions of time)	%	High is good	70.00	90.00	73.00	A	▼

Service area	Measure ID	Measure	Unit	High or low is good	Low target	High target	Quarter 2 2023/24 outturn	Status	
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 (including extensions of time)	%	High is good	60.00	90.00	100.00	G	
Parking Services	PS 1	Overall percentage utilisation of all car parks	%	High is good	50.00	60.00	53.00	A	
Parking Services	PS 2	Sessional car parking income as a percentage of budget requirement	%	High is good	91.00	96.00	106.41	G	
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	99.99	G	
Food and Health & Safety Enforcement	FHS 2	Average time from actual date of inspection to achieving compliance	Days	Low is good	20.00	10.00	8.26	G	
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	80.00	R	
Licensing	LIC 1	Percentage of premises licences issued within 28 days of grant	%	High is good	80.00	100.00	100.00	G	
Licensing	LIC 2	Total number of active premises licences	Number	N/A	Volumetric	Volumetric	407	V	
Licensing	LIC 3	Total number of active private hire / hackney carriage licences (operators, vehicles and drivers)	Number	N/A	Volumetric	Volumetric	811	V	

Service area	Measure ID	Measure	Unit	High or low is good	Low target	High target	Quarter 2 2023/24 outturn	Status	
Private Housing	PH 1	Average time in weeks from occupational therapy notification to completion of works on site for a DFG grant (all DFG's exc. extensions)	Weeks	Low is good	26.00	19.00	29.90	R	
Private Housing	PH 2	Average time from date of inspection of accommodation to removing a severe hazard to an acceptable level	Weeks	Low is good	20	12	21	R	
Private Housing	PH 3	Number of empty homes brought back into use (cumulative)	Number	High is good	8	18	20	G	
Public Protection and Anti-Social Behaviour Team	PPASB 1	Number of cases received in the quarter (ASB cases only)	Number	N/A	Volumetric	Volumetric	120	V	
Public Protection and Anti-Social Behaviour Team	PPASB 2	Number of cases closed in the quarter (across full PPASB service)	Number	N/A	Volumetric	Volumetric	964	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)	Number	Low is good	240	200	240	A	
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	100.00	G	
Sport & Leisure	SP 1a	Quarterly visitor numbers to Birchwood Leisure Centre	Number	N/A	Volumetric	Volumetric	42,118	V	
Sport & Leisure	SP 1b	Quarterly visitor numbers to Yarborough Leisure Centre	Number	N/A	Volumetric	Volumetric	103,392	V	

Service area	Measure ID	Measure	Unit	High or low is good	Low target	High target	Quarter 2 2023/24 outturn	Status	
Sport & Leisure	SP 2	Artificial Grass Pitch usage at Yarborough Leisure Centre & Birchwood Leisure Centre	Hours	High is good	520	700	663	A	▼
Sport & Leisure	SP 3a	Birchwood Leisure Centre - Number of net promoter score points above or below the average Net Promoter Score for England	Number	High is good	0	2	58	G	▲
Sport & Leisure	SP 3b	Yarborough Leisure Centre - Number of net promoter score points above or below the average Net Promoter Score for England	Number	High is good	0	2	17	G	▲
Allotments	AM 1	Percentage occupancy of allotment plots	%	High is good	86.00	94.00	95.00	G	▲
CCTV	CCTV 1	Total number of incidents handled by CCTV operators	Number	N/A	Volumetric	Volumetric	2,396	V	
Grounds Maintenance	GM 1	Contractor points recorded against target standards specified in contract - Grounds Maintenance	Number	Low is good	150	50	70	A	▼
Street Cleansing	SC 1	Contractor points recorded against target standards specified in contract - Street Cleansing	Number	Low is good	150	50	70	A	▲
Waste & Recycling	WM 1	Percentage of waste recycled or composted (seasonal)	%	High is good	34.00	37.00	35.54	A	▲
Waste & Recycling	WM 2	Contractor points recorded against target standards specified in contract - Waste Management	Number	Low is good	150	50	125	A	▼

Annual measures

Service area	Measure ID	Measure	Unit	High Or Low is good	Low target	High target	2023/24 outturn	Status	
Grounds Maintenance	GM 2	Satisfaction with our public open spaces overall (collected via Citizens' Panel)	%	High is good	80.00	90.00	83.50	A	▲
Street Cleansing	SC 2	Satisfaction that public land and public highways are kept clear of litter and refuse (Street Cleansing) (collected via Citizens' Panel)	%	High is good	68.00	78.00	69.50	A	▼

Directorate for Communities and Environment measures performing at or above target

G

DEVELOPMENT MANAGEMENT (PLANNING)

DM 4 – Percentage of applications approved

The percentage of applications approved in quarter 2 2023/24 was 97%. This latest outturn reported on the high target for this measure of 97% and was an increase of 2% on the previous quarter 1 2023/24 outturn of 95%. The percentage of applications approved by the Development Management Team has continued to remain consistently high. This is due to the positive and proactive approach of officers in negotiation as well as the role of the pre-application process.

DM 5 – Percentage of total decisions made in the quarter that have subsequently been overturned at appeal

The percentage of total decisions made in quarter 2 2023/24 that were subsequently overturned at appeal was 1.7%. Although this latest outturn was a 0.26% increase on the previous quarter 1 2023/24 outturn of 1.44%, this measure continued to perform below the high target for this measure of 5% (low is good). This latest outturn reflects the team's strong performance at appeal, together with the robustness of the decision making process.

DM 5a – Number of decisions appealed in the quarter

The number of decisions appealed in quarter 2 2023/24 was 1. This latest outturn was a decrease of 3 appeals from the previous quarter 1 2023/24 outturn of 4 and reported on the high target for this measure of 1 (low is good). The outturn for this measure has remained low, which reflects the quality of decisions made and the proactive approach of the team in negotiating acceptable outcomes.

DM 5b – Number of appealed decisions in the quarter overturned by the inspectorate

There were 0 appealed decisions in quarter 2 2023/24 overturned by the inspectorate. This latest outturn was a decrease of 2 from the previous quarter 1 2023/24 outturn and reported below the high target for this measure of 1 (low is good). As per measure DM 5a, this outturn has also remained low, which again reflects the quality of decisions made and the proactive approach of the team in negotiating acceptable outcomes.

Performance measure revisions - Quarter 2 2023/24

- DM6 - Percentage of Non-Major Planning Applications determined within the government target (70% in 8 weeks) measured on a 2 year rolling basis (including extensions of time)
- DM 7 - Percentage of Major Planning Applications determined within the government target (60% in 13 weeks) measured on a 2 year rolling basis (including extensions of time)

From quarter 2 2023/24, performance measures DM 6 and DM 7 have been reverted to include extensions of time. In quarter 3 2022/23 the measures were amended to exclude extensions of time to ensure they were in line with national benchmarking data available at the time. However, following this change, it is clear that in isolation the outturns excluding extensions of time can be misleading as the outturns simply show the number of applications determined where an agreed extension of time is excluded. Subsequently, the measures have been reverted back to be in line with how the service operates and to ensure senior management and members are provided with a more accurate reflection of how the service is performing. Additionally, the data being collected is in line with how other district councils report this data, which will allow for a certain degree of benchmarking to take place moving forwards. Data within the performance system from quarter 3 2022/23 has been revised to include extensions of time to ensure full back data is available for audit purposes and to ensure there are no gaps in historical data for these measures. The targets set for both measures DM6 and DM 7 are in line with the national targets set by government.

DM 7 - Percentage of Major Planning Applications determined within the government target (60% in 13 weeks) measured on a 2 year rolling basis (including extensions of time)

In quarter 2 2023/24 the percentage of major planning applications determined within the government target, measured on a 2 year rolling basis, was 100%. This latest outturn was the same as the previous quarter 1 2023/24 outturn of 100% and reported above the high target for this measure of 90%. It is important to note that whilst this figure remained high, there have only been a small number of major applications determined. Subsequently, this is not fully representative of resource levels versus performance. In context, the difference in a couple of weeks for the determination period could have easily meant this figure performed lower. The team continue to monitor performance with relevant amendments being made to ensure this measure performs at or above the national targets.

PARKING SERVICES

PS 2 – Sessional car parking income as a percentage of budget requirement

In quarter 2 2023/24 the sessional car parking income as a percentage of budget requirement was 106.41%, which equated to £1,678,362.31 against a budget of £1,577,262.00. This latest outturn continued to report above the high target for this measure of 96% and was an improvement of 3.82% on the previous quarter 1 2023/24 outturn of 102.59%. It is important to note this quarter covers the school summer holidays and the tourist season so is traditionally one of the better quarters for income.

FOOD HEALTH & SAFETY

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

The percentage of premises fully or broadly compliant with Food Health & Safety inspection in quarter 2 2023/24 was 99.99%. This latest outturn continued to report above the high target for this measure of 97% and reported the same as the quarter 1 2023/24 outturn also of 99.99%. It is important to note this was the second quarter since the withdrawal of the Food Standards Agency (FSA) Recovery Plan. During the quarter there was a reduction in the number of non-compliant businesses, with 12 business being recorded as non-compliant at the end of the quarter. The Food Health & Safety Team continues to work with these non-compliant businesses to get them to a level where they are at least broadly compliant, which subsequently will protect the public health of residents and visitors. The number of food related businesses registered in the city at the end of the quarter was 1,074, however, this number continues to fluctuate on a daily basis. The team is continuing to prioritise less compliant businesses as well as new businesses in the city.

FHS 2 – Average time from actual date of inspection to achieving compliance

The average time from actual date of inspection to achieving compliance in quarter 2 2023/24 was 8.26 days. This latest outturn was below the high target for this measure of 10 (low is good) and was a decrease of 1.8 days on the previous quarter 1 2023/24 outturn of 10.06 days. This measure continues to see a steady improvement. It is important to note that during the last month of the quarter, the majority of the team were involved in a serious health and safety incident. However, an agency worker was employed during quarter 2 to cover vacancies, which has contributed to the positive performance during the quarter.

LICENSING

LIC 1 – Percentage of premises licences issued within 28 days of grant

The percentage of premises licences issued within 28 days of grant in quarter 2 2023/24 was 100%, with all licences being issued within the specified timeframe. This latest outturn was an increase of 2.15% on the previous quarter 1 2023/24 outturn of 97.85% and reported on the high target for this measure of 100%. The current outturn includes any new applications, variations, transfers and any other changes affecting licences, which would require a new premises licence being produced

physically. It is important to note that depending on the type of application, the timeframes are different as to when a licence can be produced.

PRIVATE HOUSING

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

The number of empty homes brought back into use during quarter 2 2023/24 was 12. This brings the total number of homes brought back into use so far this year to 20. This latest cumulative outturn reported above the high target for the quarter of 18. It is important to note the Empty Homes Officer working to bring empty homes back into use is a shared resource between City of Lincoln Council and North Kesteven District Council. Of the 12 properties brought back into use in Lincoln during the quarter, 3 of the properties had been empty for 5 years or more, 2 had been empty for more than 4 years, and the remaining 7 properties had been empty for more than 2 years.

PUBLIC PROTECTION AND ANTI-SOCIAL BEHAVIOUR (PPASB)

PPASB 4 - Satisfaction of complainants relating to how the complaint was handled (across full PPASB service)

In quarter 2 2023/24 the satisfaction level of complainants relating to how their complaint was handled across the full PPASB service was 100%. This latest outturn reported the same as the previous quarter 1 2023/24 outturn and continued to report above the high target for this measure of 85%. Overall, 45 surveys were sent out during the quarter. 8 surveys were returned, with 6 respondents stating they were 'very satisfied' with the service and 2 respondents stating they were 'fairly satisfied' with the service.

SPORT & LEISURE

Net Promoter Score

The Net Promoter Score (NPS) is used by millions of businesses to measure and track how they're perceived by their customers. It measures customer perception based on one simple question: "How likely is it that you would recommend this organisation / product / service to a friend or colleague?" Feedback is collected from customers on a scale of 0 to 10. Those customers selecting 9 and 10 are likely to promote the service to other users (seen as promoters), customers selecting 7 and 8 are seen as satisfied with the service but unlikely to promote this to others (seen as passives), whilst customers scoring 0 to 6 are unlikely to promote the service to others (seen as detractors). The NPS is calculated by subtracting the percentage of detractors from the percentage of promoters. The NPS score can be between -100 and +100.

For performance measures SP 3a and SP 3b we take the national NPS benchmark score across all similar facilities. This is used as a zero point and our NPS score is the variation from that point.

The number of surveys which can be sent out each month is set nationally, which subsequently means we are unable to survey every user of the leisure centres. The average score for England is set according to the actual number of returns received for the surveys.

SP 3a – Birchwood Leisure Centre – Number of net promoter score points above or below the average Net Promoter Score for England

For quarter 2 2023/24 the net promoter score for Birchwood Leisure Centre was 100, showing excellent performance. This score was 58 points above the average national benchmarking score for the period of 41.6. It should be noted that only one consultation form was received back in the second quarter with a score of 100. However, other positive feedback was received during the quarter in relation to birthday parties and the new baby ballet club at the centre. Additionally, positive feedback was also received in relation to the staff at the centre and the standard of service that was received.

SP 3b – Yarborough Leisure Centre – Number of net promoter score points above or below the average Net Promoter Score for England

Yarborough Leisure Centre's net promoter score for quarter 2 2023/24 was 58.6. This latest score was 17 points above the national benchmarking score for the period of 41.6 showing good performance. Positive feedback was received during the quarter for a range of classes delivered at the centre, including fitness and aqua classes. Additionally, positive feedback was also received in relation to the E-gym and the health benefits this brings, and also regarding the staff at the centre. For this quarter some negative feedback was received in relation to reduced availability of the deep water swimming lane during September. Subsequently the timetable for October has been changed to accommodate the return of these sessions.

ALLOTMENTS

AM 1 – Percentage occupancy of allotment plots

At the end of quarter 2 2023/24, the percentage occupancy of allotment plots was 95%. This latest outturn was a 4% increase on the previous quarter 1 2023/24 outturn of 91% and reported slightly above the high target for this measure of 94%. The latest outturn equated to 1,064 out of a total of 1,124 lettable plots being let during the quarter, with the remaining plots being offered to prospective new tenants on the waiting list (for those sites which have them) and for other sites on a first come first serve basis. It is important to note that there continues to be a steady demand for allotment tenancies with the team working on allocating these as quickly as possible. It is anticipated that throughout the year occupancy rates should increase and waiting list numbers should decrease.

FOOD HEALTH & SAFETY

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

In quarter 2 2023/24 the percentage of food inspections that should have been completed and were completed within the time period was 80%. This latest outturn, although a significant improvement on the previous quarter 1 2023/24 outturn of 58.91%, continued to report below the low target for this measure of 85%. The number of inspections carried out during the quarter was 158 with a further 20 remote assessments taking place. The number of outstanding inspections at the end of the quarter was 79 and this consisted of 56 low risk businesses such as home caterers, businesses selling only confectionary and wet sales pubs. It is important to note the Food Health & Safety Team is using an Alternative Enforcement Strategy (AES), which permits the team to alternate between physical inspections and remote inspections of the low risk businesses. In relation to the remote assessments, the team will carry these out on the 56 low risk businesses by sending out a questionnaire during the third quarter. If the questionnaire is failed to be completed or the team have any concerns around the answers provided, a physical inspection will be carried out in order to ensure compliance. Of the remaining 23 businesses, 17 were new businesses and 6 were either broadly or fully compliant.

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 2 2023/24 the average time in weeks from occupational therapy notification to completion of works on site for a Disabled Facilities Grant (DFG) was 29.9 weeks. This latest outturn was greater than the low target for this measure of 26 weeks (low is good). The Private Housing Team has reported that there were a total of 38 grant adaptations completed in quarter 2 2023/24 and although there continues to be a backlog on cases being allocated, this backlog has significantly reduced, reducing from 6 months down to 3 months. This is due to team members being directed onto this particular element of work. During the second quarter, the Private Housing Team were successful in appointing to the previously vacant Technical Officer role with employment commencing in September 2023. Subsequently, it is anticipated that there will be an improvement in the performance of this measure from quarter 3 2023/24. It is important to note this measure is calculated from when the first occupational therapist notification was received.

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

The average time from date of inspection of accommodation to removing a severe hazard to an acceptable level in quarter 2 2023/24 was 21 weeks. This latest outturn continued to be slightly

greater than the low target for this measure of 20 weeks (low is good). During the quarter the Private Housing Team resolved and closed 36 housing disrepair / condition cases. The Private Housing Team anticipated that the performance of this measure would deteriorate this quarter with staff in the Private Housing Team being prioritised towards the Disabled Facilities Grant programme. However, performance has remained at a consistent level with the previous quarter 1 2023/24 outturn of 21.2 weeks.



Directorate for Housing and Investment

Directorate for Housing and Investment – Performance Measures

Quarterly Measures

Service area	Measure ID	Measure	Unit	High or low is good	Low target	High target	Quarter 2 2023/24 outturn	Status	
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	97.56	G	▲
Control Centre	CC 2	Percentage of Lincare Housing Assistance calls answered within 60 seconds	%	High is good	97.50	98.00	97.33	R	▼
Housing Solutions	HS 1	The number of people currently on the Housing Register	Number	N/A	Volumetric	Volumetric	1,475	V	
Housing Solutions	HS 2	The number of people approaching the council as homeless	Number	N/A	Volumetric	Volumetric	299	V	
Housing Solutions	HS 3	Successful preventions and relief of homelessness against total number of homelessness approaches	%	High is good	45.00	50.00	35.90	R	▼
Housing Voids	HV 1	Percentage of rent lost through dwelling being vacant	%	Low is good	1.10	1.00	1.03	A	▲
Housing Voids	HV 2	Average re-let time calendar days for all dwellings - standard re-lets	Days	Low is good	34.00	32.00	40.48	R	▲
Housing Voids	HV 3	Average re-let time calendar days for all dwellings	Days	Low is good	40.00	38.00	49.61	R	▼

Service area	Measure ID	Measure	Unit	High or low is good	Low target	High target	Quarter 2 2023/24 outturn	Status	
		(including major works)							
Rent Collection	RC 1	Rent collected as a proportion of rent owed	%	High is good	96.50	97.50	97.67	G	▲
Rent Collection	RC 2	Current tenant arrears as a percentage of the annual rent debit	%	Low is good	4.15	4.00	4.25	R	▼
Housing Investment	HI 1	Percentage of council properties that are not at the 'Decent Homes' standard (excluding refusals)	%	Low is good	1.20	1.00	1.09	A	▲
Housing Investment	HI 2	Number of properties 'not decent' as a result of tenants refusal to allow work (excluding referrals)	Number	N/A	Volumetric	Volumetric	237	V	
Housing Investment	HI 3	Percentage of dwellings with a valid gas safety certificate	%	High is good	98.60	99.00	98.54	R	▲
Housing Maintenance	HM 1a	Percentage of reactive repairs completed within target time (priority 1 day only)	%	High is good	98.50	99.50	99.75	G	▲
Housing Maintenance	HM 1b	Percentage of reactive repairs completed within target time (urgent 3 day repairs only)	%	High is good	95.00	97.50	94.22	R	▲
Housing Maintenance	HM 2	Percentage of repairs fixed first time (priority and urgent repairs) - HRS only	%	High is good	90.00	92.00	93.52	G	▲
Housing Maintenance	HM 3	Percentage of tenants satisfied	%	High is good	90.00	95.00	78.69	R	▲

Service area	Measure ID	Measure	Unit	High or low is good	Low target	High target	Quarter 2 2023/24 outturn	Status	
		with repairs and maintenance							
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	96.60	A	▼

Directorate for Housing and Investment measures performing at or above target

G

CONTROL CENTRE

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

In the second quarter, the percentage of customers satisfied with their new Lincare Housing Assistance service connection to the Control Centre was 97.56%. This outturn performed above the high target for the measure of 95%. Of the 41 responses received, just 1 response was dissatisfied with the service. The respondent which was dissatisfied raised they had received limited communication around the cost of the lifeline. All negative feedback is forwarded onto the Lincare Manager to review.

RENT COLLECTION

RC 1 – Rent collected as a proportion of rent owed

The percentage of rent collected as a proportion of rent owed in the second quarter was 97.67%. This latest outturn outperformed the high target for this measure of 97.5%. When compared to the previous quarter, this latest outturn was also an improvement in performance of 0.86%. Due to the ongoing impact of the cost of living on tenants, rent collection continues to be very challenging.

HOUSING MAINTENANCE

HM1a – Percentage of reactive repairs completed within target time (priority 1 day only)

During the second quarter the percentage of reactive priority repairs completed within target time was 99.75%. This latest outturn performed above the high target for the measure of 99.5% and was an increase of 0.2% when compared to the previous quarter's outturn of 99.55%. Due to an increase in demand for both priority and urgent repairs within the Housing Maintenance Team,

during the quarter the team has continued to monitor requests to ensure these are being accurately recorded as priority repairs. This ongoing monitoring has contributed to the continued positive performance of this measure.

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

In quarter 2 2023/24 the percentage of priority and urgent repairs fixed first time was 93.52%. The latest outturn outperformed the high target for this measure of 92% and was an increase in performance of 2% when compared to the previous quarter. The Housing Maintenance Team has reported that the improvement in performance is largely as a result of a restructure of operatives taking place during the quarter within the team. This has provided increased resource and availability to ensure more work can be completed on the first visit.

Directorate for Housing and Investment measures performing below target

R

CONTROL CENTRE

CC 2 – Percentage of Lincare Housing Assistance calls answered within 60 seconds

In quarter 2 2023/24, 97.33% of Lincare Housing Assistance calls were answered within 60 seconds. This latest outturn was only 0.17% below the low target for the measure of 97.5%. In the quarter 14,840 calls were handled by the Lincare Team. Should a further 25 calls have been answered within 60 seconds (0.17%), this measure would have performed within its target boundaries. Within the quarter 53 of the calls missed were answered just outside of the target within 65 seconds meaning the measure was very close to achieving its target during the second quarter. There is no clear explanation for the slight drop in performance in this latest quarter. However, this appears to correlate with the system switch over from analogue to digital - as more digital devices are being used, performance has reduced. The system supplier is currently assessing whether there are any technical reasons resulting in a lower number of calls being answered within the target time, rather than it being down to staff not answering calls as quickly.

HOUSING SOLUTIONS

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

Successful preventions and relief of homelessness against total number of homelessness approaches in quarter 2 2023/24 was 35.9%. This latest outturn was below the low target for this measure of 45% and a decrease when compared to the quarter 1 2023/24 outturn of 38.12%. The Housing Solutions Team has reported that it is working to implement as many interventions as possible to prevent and relieve homelessness, however, this is extremely challenging due to the current economic climate, as a result of the cost of living crisis, together with the accompanying housing market. In quarter 2 2023/24, 299 homelessness approaches were made to the council.

This was an increase when compared to quarter 2 2022/23 where there were 258 homelessness approaches, and an increase when compared to quarter 2 2021/22 where there were 145 homelessness approaches.

HOUSING VOIDS

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 in quarter 2 2023/24 was 40.48 days for completed voids. The latest outturn continued to perform outside of the low target for the measure of 34 days (low is good), however, was an improvement in performance of 3.22 days when compared to the quarter 1 2023/24 outturn of 43.7 days.

The main reason for the target being out of range is that there were a number of properties relet during the period that had been void for over 100 days. When these voids are added to the completed number, they increased the average significantly. There are no more voids currently in the system in excess of 100 days. The number of voids still in the system at the end of quarter 2 2023/24 was 76, with an average re-let time of 27 days at the time of reporting. This is a reduction of 9 voids when compared to the position at the end of quarter 1 2023/24 where there were 85 voids in the system, with an average relet time of 37 days.

The efficiency of the Housing Repairs Service to ensure a property is ready to re-let as quickly as possible has had a positive impact on the performance of this measure. However, properties that require cleansing prior to works starting continues to have a significant impact on the overall performance. The Housing Voids Team has reported that in some cases the need for cleansing can delay works commencing by up to two weeks. To help reduce this impact, the team is focused on carrying out pre-void inspections, which will allow conversations with tenants to take place focused on encouraging them to ensure the property is fully cleared when they leave. In time this should help to reduce the number of void properties being returned requiring significant cleansing.

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

During quarter 2 2023/24, the average re-let time in calendar days for all dwellings, including those that require major work, was 49.61 days. This latest outturn has continued to perform above the low target for this measure of 40 days (low is good) and was an increase of 1.55 days when compared to the quarter 1 2023/24 outturn of 48.06 days. The teams involved in managing void properties are continuing to work together to identify and resolve any delays in the re-letting process. These teams include the Asbestos Team, Investment Team and the Compliance Team, together with Aaron Services. Additionally, the teams are looking into utilising better communication pathways to hopefully stop any avoidable delays.

RENT COLLECTION

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 2 2023/24 was 4.25%. This latest outturn was greater than the low target for this measure of 4.15% (low is good) and was a small increase of 0.42% when compared to the quarter 1 2023/24 outturn of 3.83%. When compared to the quarter 2 2022/23 outturn where the team were over target at 4.76%, this latest outturn was 0.51% lower. Although this measure was below target at the end of the second quarter, the arrears increase from quarters 1 and 2 this year in monetary terms was £53,026 less than the same period last year. This equates to arrears of £138,393 at the end of quarter 2 2023/24 compared to arrears of £191,419 at the end of quarter 2 2022/23. With the rent free weeks coming up in December the team anticipate a reduction in the arrears for quarter 3 2023/24 reporting - this is the general pattern. The Rent Collection Team will work with the Corporate Policy & Transformation Team over the coming quarter to produce reports, with a focus on further comparing data to the same period last year. This will enable the team to see where the biggest increase in arrears is and allow targeted campaign work to take place over the coming months. The team is hopeful the campaign will help to improve the performance of this measure by year end.

HOUSING INVESTMENT

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

During quarter 2 2023/24 the percentage of dwellings with a valid gas safety certificate was 98.54%. This latest outturn performed just below the low target for the measure of 98.6%, however, was a small increase in performance of 0.04% when compared to the previous quarter. The council's annual gas servicing programme continually runs 12 months a year. Each month there are a small number of tenants who do not allow access to the gas engineer prior to the deadline date of the gas service. The team continues to work hard to resolve these access issues. Additionally, the team has also recently undertaken a review of the council's gas servicing procedures to ensure the council's legal responsibility is fulfilled.

HOUSING MAINTENANCE

HM1b – Percentage of reactive repairs completed within target time (urgent 3 days repairs only)

The percentage of reactive repairs completed within target time during quarter 2, focusing on urgent 3 day repairs only, was 94.22%. This latest outturn performed just below the low target for the measure of 95%, however, when compared to the previous quarter's outturn of 92.06%, was an improvement in performance of 2.16%. Throughout the second quarter the Housing Maintenance Team has continued to implement clearer processes and joint working with Customer Services to improve the performance of this measure. Additionally, a restructure of operatives has also taken place during the quarter, which has provided increased resource for urgent plumbing repairs. This has also contributed to the improvement in the performance of this measure during quarter 2. Looking ahead the team will continue to work closely with Customer Services and also Resource

Planning to ensure works are correctly allocated targets and scheduled at point of call. It is expected this will help to improve the performance of this measure further.

HM 3 – Percentage of tenants satisfied with repairs and maintenance

The Housing Repairs Service completed 6,544 repairs in the second quarter of 2023/24. During that period the service requested feedback 837 times. Only 61 responses were received (7.29%) and of these 78.69% of tenants were satisfied with the repairs and maintenance undertaken (41 tenants). The team, alongside colleagues in the Corporate Policy and Transformation Team, is looking into a more effective way of gathering customer feedback. In the small sample we do have, of those respondents not satisfied with the service they received sighted standard of workmanship and quality of the repair.



Corporate Performance Measures

Resource Information

There were 26 leavers in quarter 2 2023/24, which equated to a turnover figure of 4.4% (based upon employee headcount at the end of September 2023). When compared to the previous quarter, this latest figure was an increase of 1.1%.

The vacancy figure as at the end of quarter 2 2023/24 stood at 77 FTE. Please note that any posts with less than 37 hours per week vacant have been removed when calculating this figure. As at the end of September 2023, the council was actively recruiting to 36.34 FTE vacancies.

Directorate	CX	DCE	DMD	DHI	Total (Excluding Apprentices)
Number of FTE employees	177.80	122.48	15.69	206.51	522.48
Average number of apprentices (as at quarter end)	Authority Wide				7.88
Percentage of staff turnover	Authority Wide				4.4%
Active vacancies which are being recruited (FTE)	Authority Wide				36.34

Appraisals completed up to the end of quarter 2 2023/24 as recorded in ITrent

Directorate	Appraisals due in quarter 2 2023/24	Appraisals completed in quarter 2 2023/24	% of appraisals completed	Appraisals completed over the last 12 months *
CX	77	27	35.1%	59
DCE	40	18	45.0%	27
DMD	9	0	0.0%	5
DHI	62	7	11.3%	34
Authority Wide	188	52	27.7%	125

*Please note, if an employee has had two appraisals within the past year, this has only been recorded as one.

The council has recently changed how appraisals are completed, whereby appraisals are no longer completed between April – June annually but are now completed on the anniversary of the employee's start date. This is to effectively spread more evenly the demand on staff time to prepare, undertake and write up appraisals, whilst still ensuring everyone gets an annual review.

During quarter 2 2023/24, 188 appraisals were due for completion. Of these 52 appraisals were recorded as being completed within the ITrent system (27.7%).

It should be noted that as part of the transitional arrangements, managers have been given more time from the employee's anniversary date to complete the appraisals, therefore the completion rate will be lower than expected within the first two quarters.

It should also be noted that the outturn above is based on those appraisals that have been formally recorded within the ITrent system. It is likely that additional appraisals were completed in the quarter, which have not formally been uploaded to the ITrent system at the time of writing this report.

Health & Wellbeing

During quarter 2 2023/24 there have been a range of health and wellbeing initiatives promoted.

The Human Resources Team has continued to promote the benefits the council has in place that will help employees' money go further (such as employee discounts), together with also recently promoted Financial Wellbeing online courses along with Pension Pre-Retirement courses.

The team has also recently arranged and promoted a "Know your numbers" event, which took place on 2nd October 2023. This involved GP referral trained coaches from Active Nation being on hand to undertake blood pressure and BMI checks and offer general health and dietary advice.

Additionally, the team has also promoted the Flu Vaccination scheme during the quarter. All council employees are eligible to request a flu vaccination voucher (unless an employee is eligible to receive a free vaccination through their GP).

The council's Mental Health and Wellbeing e-learning has also been updated and is available to all managers (via the Hub).

Sickness Performance

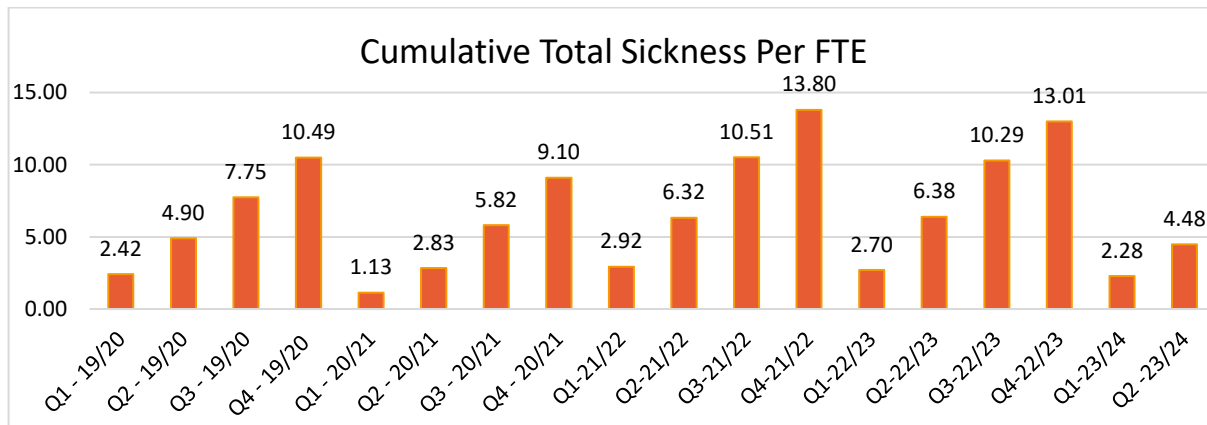
During quarter 2 2023/24 the total sickness levels for the council stood at 2.20 days lost per FTE. When compared to the previous quarter sickness levels have decreased (quarter 1 2023/24 figure stood at 2.28 days lost per FTE). In addition, this latest outturn is also lower than when compared the same quarter last year where the total sickness stood at 3.68 days lost per FTE.

During quarter 2 2023/24 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.

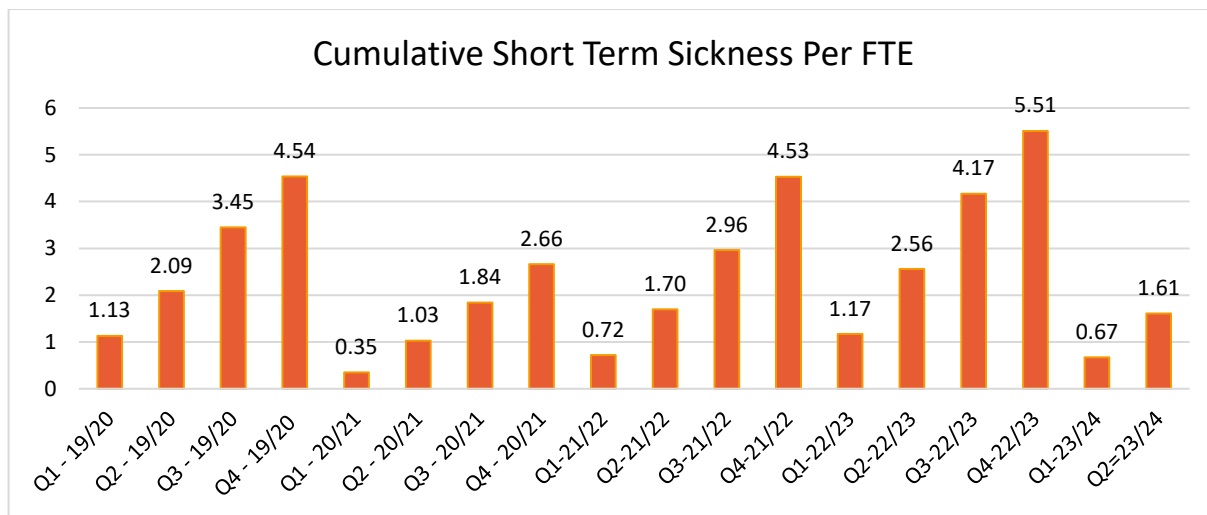
Quarter 2 2023/24 ONLY

	Short Term Days Lost	Long Term Days Lost	Total days lost	Number of FTE	Short Term Days lost per FTE	Long Term Days lost per FTE	Total Days lost per FTE
CX Excluding Apprentices	159.5	260	419.5	177.80	0.90	1.46	2.36
Apprentices	19.5	0	19.5	7.88	2.47	0.00	2.47
DCE	99	70	169	122.48	0.81	0.57	1.38
DMD	8	0	8	15.69	0.51	0.00	0.51
DHI	224	328.5	552.5	206.51	1.08	1.59	2.68
Total	510	658.5	1,168.5	530.34	0.96	1.24	2.20
Less Apprentices	490.5	658.5	1,149	522.46	0.94	1.26	2.20

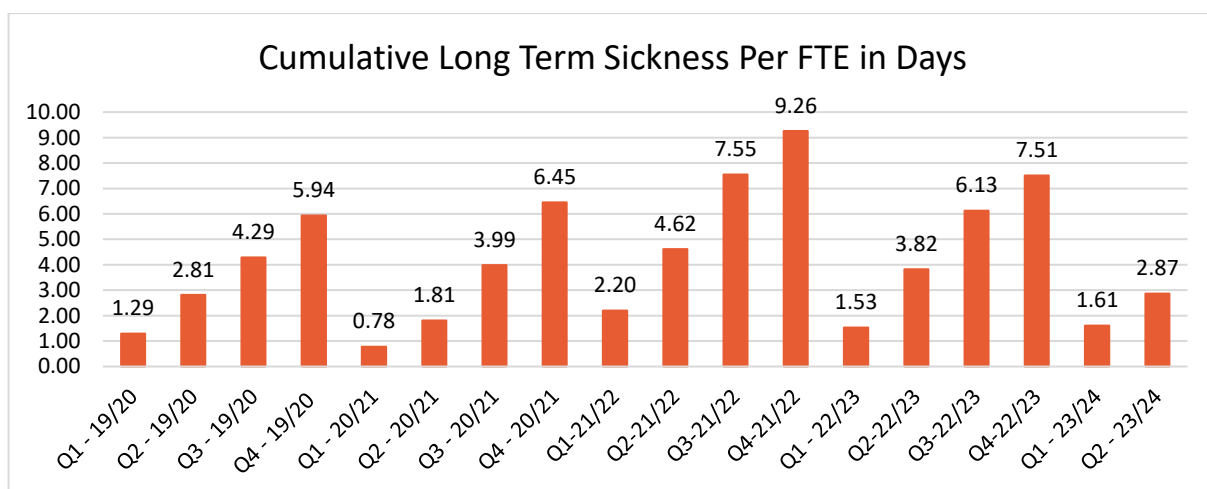
Cumulative total sickness per FTE in days (excluding apprentices)



Cumulative short-term sickness per FTE in days (excluding apprentices)



Cumulative long-term sickness per FTE in days (excluding apprentices)



Complaints Performance

In quarter 2 2023/24 there were 84 complaints dealt with across the council.

It is important to note that the timeframe for providing a response to Stage 1 and Stage 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 66% (133). In quarter 2 2023/24, there were 0 Local Government Ombudsman (LGO) complaints decided and 0 Local Housing Ombudsman (LHO) complaints decided.

Quarter 2 2023/24

	CX	DCE	DHI	DMD	TOTAL
Number of formal complaints dealt with this quarter (Q2)	7	25	50	2	84
Number of formal complaints upheld this quarter (Q2)	4 (57%)	13 (52%)	22 (44%)	2 (100%)	41 (49%)
YTD total number of complaints investigated	19	69	110	2	200
YTD number of formal complaints Upheld	9 (47%)	26 (38%)	54 (49%)	2 (100%)	91 (46%)
No / % of responses within target time this quarter (Q2)	7 (100%)	23 (92%)	29 (58%)	2 (100%)	61 (73%)
No / % of responses within target time YTD	18 (95%)	66 (96%)	47 (43%)	2 (100%)	133 (66%)
LGO complaints decided (Q2)	0	0	0	0	0
LHO complaints decided (Q2)	0	0	0	0	0

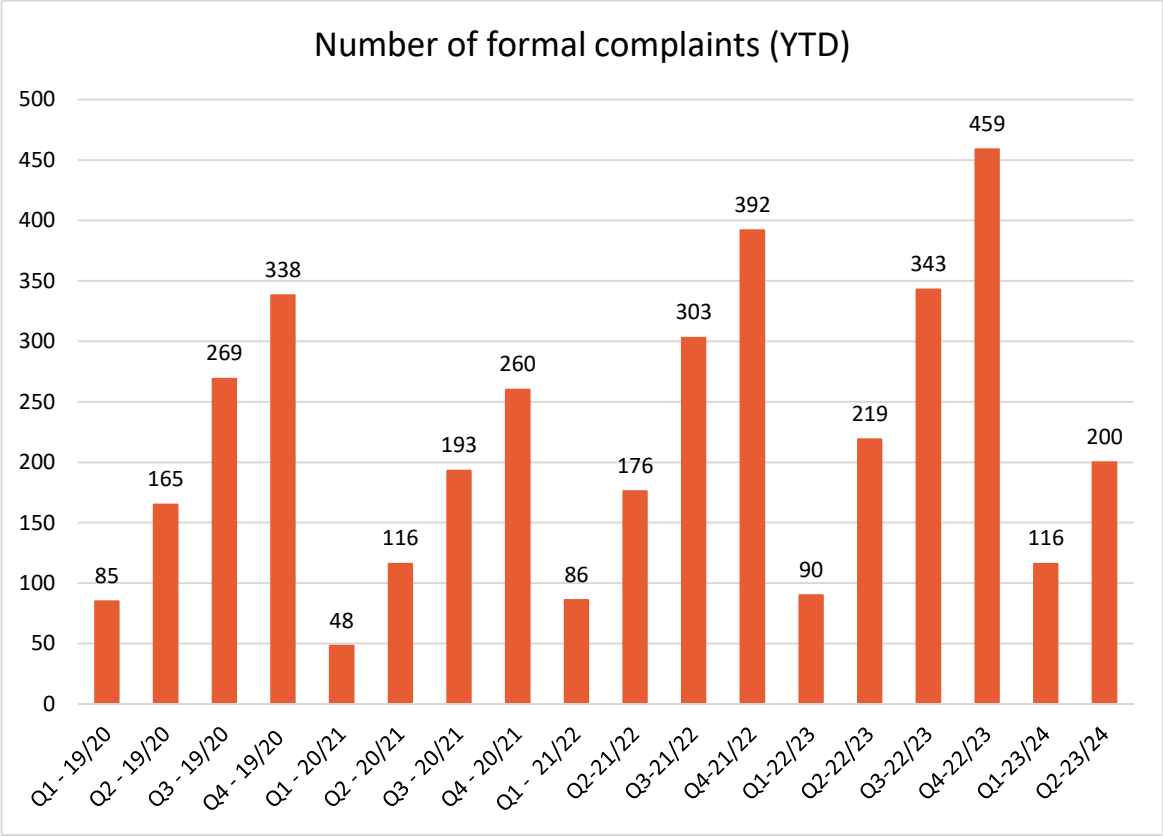
In quarter 2 2023/24 the number of complaints dealt with by the Chief Executive's Directorate reduced to only 7 compared to the previous quarter, in which there were 12. All 7 of the complaints related to some aspect of Council Tax collection. All complaints to the Chief Executive's Directorate were dealt with within the target response time.

The Directorate for Communities and Environment dealt with a reduced number of complaints, responding to only 25 in quarter 2. This compares to 44 in quarter 1. 23 or 92% of these were responded to within the target response time. Complaints were spread across most of the service areas in the directorate with no one area dominating the range of issues raised.

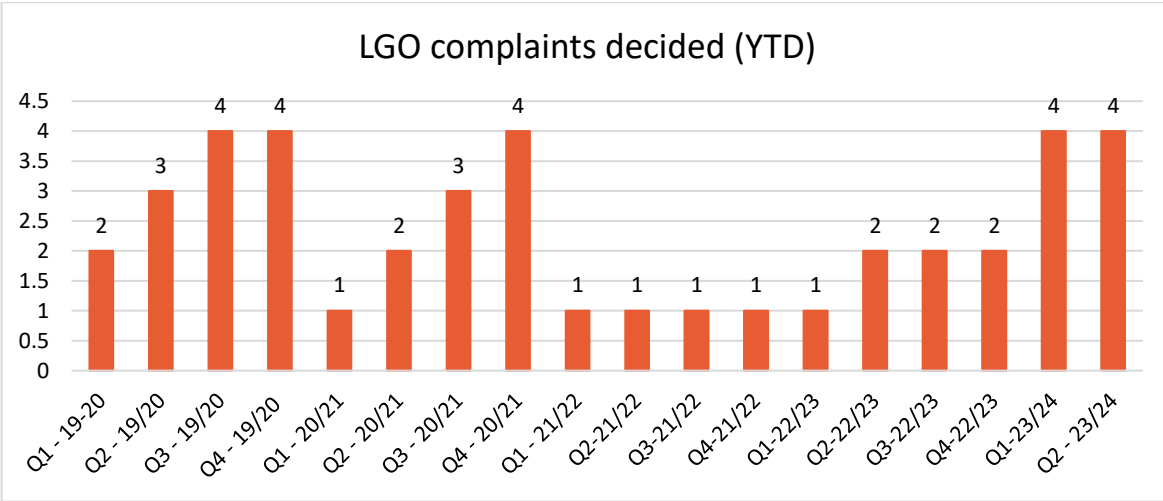
Complaints received in the Directorate of Housing and Investment reduced for the third quarter in a row to 50 in this second quarter of the year. Looking at the previous year (2021/2022) in quarter 2 staff dealt with 109 complaints. Half of the complaints in the directorate were about repairs and conditions at tenant properties. The rest of the complaints were spread equally around housing allocations & waiting lists, investment decisions and issues with tenancy services. The time taken to respond to complaints is improving in this directorate with 58% of complaints now being responded to within published target response times.

There were 2 complaints received in the Directorate for Major Developments during quarter 2. These both related to the Western Growth corridor and were both upheld. One was related to construction noise and one was about traffic management on site.

Number of formal complaints decided (YTD)



Local Government Ombudsman complaints decided (YTD)



New Joint Complaint Handling Code for Housing Complaints

The Housing Ombudsman and the Local Government and Social Care Ombudsman have proposed that in the interests of fairness across Local Authority Services they will introduce a new Joint Complaint Handling Code.

The Housing Ombudsman introduced its initial complaint handling code in 2020 and under the Social Housing (Regulation) Act it will become a statutory duty from 1 April 2024. The council will be required to complete an annual self-assessment against the code, present the outcome report to members and publish it on our website. The Housing Ombudsman Service will have a duty to monitor performance against the code and will have the power to issue Complaint Handling Failure Orders. The draft code is currently being consulted on and when the final version is published the council will ensure our Complaints Policy is amended if necessary to reflect the code. Further updates will be provided upon completion of the consultation stage.

Compliments Performance

In quarter 2 2023/24 there were 26 compliments recorded across the council.

	CX	DCE	DHI	DMD	TOTAL
Number of compliments received	8	6	11	1	26

The table below shows the key areas the compliments were in relation to during the quarter for each directorate.

CX	Excellent standard of service from the Revenues Team relating to stressful and complex cases, revenues support in relation to moving into a property, revenues support in relation to a council tax query.
DCE	Support with Community Services request, support with a complaint response, support from parking attendants.
DHI	Support with rent arrears, estate improvements, support in finding more suitable accommodation, housing application support.
DMD	Great work of the team to achieve a positive outcome (in relation to a Wall at Windmill View).

For each compliment received a letter is sent to the individual to thank them for taking the time to make the compliment.

Some examples of the compliments received during the quarter are provided below:

CX

Revenues support

'I would like to compliment Lincoln Council services for their excellent customer service and systems. On a few occasions I have needed to contact the council tax department and each time the people who work in customer service, are professional, helpful and well informed. The system of

speaking to someone directly is really useful when compared to my local council in Sussex. Please pass on my feedback.'

Revenues support

'I would just like to offer my thanks to your council tax and recovery teams within the council. Spoke to 3 or 4 members across both teams today and they could not have been more helpful with the serious problem I was having. All seemed to know exactly what to do as well as being empathetic and genuinely wanting to help. Could not speak highly enough of them, only sorry I could not remember their names.'

Revenues support

'That was all very stressful and you've done a marvellous job of untangling things and managing the whole issue. Thank you again.'

DCE

Support from parking attendant

'Today I had troubles parking at Lucy tower street car park on the sixth level and was pleasantly surprised to receive an excellent level of assistance from a parking attendant who helped us get our ticket when we were in a rush and we really appreciate the support he provided.'

DHI

Estate Improvements

'Can I please take this opportunity to personally thank you for all the help and support you have provided for all the improvements made to the local area. The car park at the top of Kenner Close has never looked so tidy. Thank you again for all your hard work, sometimes we all forget to show appreciation and I know at times that can be quite disheartening.'

Tenancy

'Many thanks for your help resolving my rent issues, I can rest easy. Thanks again.'

Housing Solutions

'Many thanks for your time, support and help in the application process. I appreciate this, and it certainly made the transition of finding and securing our next home smoother.'

DMD

Wall at Windmill View (internal compliment)

'Fantastic news. What a herculean effort it has been. You've done a brilliant job so well done and thank you. Big thankyou from me also for everyone else involved in this. I'm sure the residents are delighted with the results and so they should be. I take the absence of complaints to me during construction as evidence of this. Great teamwork even though we tried everything we could to avoid being put in the situation!'

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Performance measure outturns - Quarter 2 2023/24

Key

G

At or above target

A

Acceptable performance - results are within target boundaries

R

Below target

V

Volumetric/contextual measures that support targeted measures

Performance has improved since last quarter / year

Performance has stayed the same since last quarter / year

Performance has deteriorated since last quarter / year

Performance
Information
Management
System

Quarterly reported measures

	Assistant Director	Service area	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous outturn	Quarter 2 2023/24 outturn	Status		Commentary
143	CX Carolyn Wheeler – City Solicitor	Work Based Learning	WBL 1	Percentage of apprentices completing their qualification on time	%	High is good	95.00	100.00	Q1 - 23/24	50.00	67.00	R	▲	In Q2 23/24 the number of apprentices completing their apprenticeship on time was 67% (4/6). It is important to note that due to the low numbers of apprentices due to complete during the quarter, the impact on performance of 2 apprentices not completing on time was much larger.
		Work Based Learning	WBL 2	Percentage of apprentices moving into Education, Employment or Training	%	High is good	90.00	95.00	Q1 - 23/24	100.00	100.00	G	▬	In Q2 2023/24, 100% (6/6) of apprentices on programme moved into Employment, Education or Training. There were 4 new starters on the apprenticeship scheme during Q2 2023/24.
	Emily Holmes - Assistant Director Transformation & Strategic Development	Communications	COM 1	Percentage of media enquiries responded to within four working hours or within requested response time	%	High is good	78.00	90.00	Q1 - 23/24	86.00	82.00	A	▼	Over the summer months, the number of enquiries received usually reduce and this year was no exception. However, those that were received tended to be slightly more time-consuming and, as such, sometimes went beyond the timescales required or requested. The most significant story, which ran across the whole of the city's media, as well as also being included in regional and national titles, was the council's investigation into potential carbon monoxide poisoning at a karting centre in the city, which was covered by media including the Daily Telegraph, Independent, The Sun, Daily Express and many more. Elsewhere, the focus remained on events at Scampton and the impact that might have on the city, along with regular updates sought on the work at the Cornhill Market. Other enquiries touched on varied subjects, as wide-ranging as: the possibility of a ULEZ-style scheme in Lincoln; the ongoing work around Stokes and the Gloryhole and, following the financial issues at Birmingham Council, questions regarding the state of the city council's own finances. One story that resulted in significant positive coverage and enquiries was the quick action of the council and partners in making safe a large tree that had split in half, causing significant potential risk to nearby properties.
		Customer Services	CS 1	Number of face to face enquiries in customer services	Number	N/A	Volumetric	Volumetric	Q1 - 23/24	22	20	V		There were 105 pre-booked appointments for customers in total. The majority were with the Welfare Team who saw 63 customers and 20 were assisted by Customer Service Advisors, the remainder were supported by a mixture of other council teams. There were 439 customers who came to main reception without an appointment and were supported by an officer at

	Assistant Director	Service area	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous outturn	Quarter 2 2023/24 outturn	Status	Commentary
144													the time. There is starting to be a decline in pre-booked face to face appointments as more customers are using the website or phoning in their enquiries. There is beginning to be an increase in walk-in enquiries with initial feedback for this is that customers are becoming more aware of what services are available in City Hall.
		Customer Services	CS 2	Number of telephone enquiries answered in Channel Shift Areas (Rev & Bens, Housing & Env. Services)	Number	N/A	Volumetric	Volumetric	Q1 - 23/24	27,860	26,804	V	Similar to last quarter and less than the same quarter last year when we were answering extra calls for the energy rebate. We have answered 3,840 refuse/environmental calls, 4,033 housing solutions/homelessness calls, 11,690 housing calls, 7,241 council tax/benefit calls and 425 other calls. We have also answered 18,105 calls at switchboard.
		Customer Services	CS 3	Average time taken to answer a call to customer services	Seconds	Low is good	600.00	300.00	Q1 - 23/24	457.67	327.17	A	▲ This is the average wait for the contact centre calls, excluding switchboard. If switchboard is included in the figure it would bring down the average wait to 214.13 seconds. This is an improvement over the previous quarters. The longest a customer waited to be answered in the quarter was 4,318 seconds, and the longest wait before a customer hung up without being answered was 4,312 seconds. Even though we can have busy periods at any time, these are especially following letter runs, for example council tax reminders and quarterly rent statements. Our busiest period each week is first thing Monday morning.
		Customer Services	CS 4	Average customer feedback score (telephone, face to face and e-mail enquiries)	%	High is good	75.00	90.00	Q1 - 23/24	87.60	82.06	A	▼ From 59 responses, mainly from email interactions. We did have 3 responses for face to face interactions but these were all connected to the job centre not ourselves. The comments left ranged from, "The matter was dealt with and I was informed of what would be happening", "Great customer service, thank you" to "not easy to find numbers, or which department wanted" and "Pity the result wasn't followed through."
		IT	ICT 1	Number of calls logged to IT helpdesk	Number	N/A	Volumetric	Volumetric	Q1 - 23/24	869	909	V	During the quarter there was a small increase in the number of calls logged to the IT helpdesk. This increase was as a result of a small increase in incidents. However, telephony system enquiries continue to diminish.
		IT	ICT 2	Percentage of first time fixes	%	N/A	Volumetric	Volumetric	Q1 - 23/24	66.10	70.00	V	In quarter 2 there was a slight increase in the First Time Fix rate. This was as a result of a change in staffing, which has meant an increased focus on incoming calls to help upskill new staff.
	Jaclyn Gibson - Chief Finance Officer	Accountancy	ACC 1	Average return on investment portfolio	%	High is good	1.50	2.75	Q1 - 23/24	4.32	5.14	G	▲ Yields have continued to increase with increases in the Bank of England base rate and the re-investing of matured fixed term investments at higher rates.
		Accountancy	ACC 2	Average interest rate on external borrowing	%	Low is good	5.25	3.75	Q1 - 23/24	3.10	3.20	G	▼ Average interest rate on borrowing remains stable at 3.2%. This is unlikely to increase significantly this financial year as there is no requirement for further external borrowing.
		Debtors & Creditors	DCT 1	Percentage of invoices paid within 30 days	%	High is good	95.00	97.00	Q1 - 23/24	96.61	96.58	A	▼ Figures are calculated on all supplier invoices and credit notes (not refunds or grants) paid 01/07/2023 - 30/09/2023. Figures are adjusted based on certain assumptions as below: 1) No invoice collected for payment by supplier by direct debit or paid by standing order is assumed to be late. 2) No credit note taken by COLC outside of 30 days classified as late

	Assistant Director	Service area	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous outturn	Quarter 2 2023/24 outturn	Status	Commentary
145													3) 0.5% of those invoices paid over 30 days assumed to be in dispute at some point and hence paid late after dispute was resolved, therefore not classified as late 4) 1% of those invoices paid after 30 days assumed were held back from payment because the overall balance with the supplier was in credit.
		Debtors & Creditors	DCT 2	Percentage of invoices that have a Purchase Order completed	%	High is good	60.00	70.00	Q1 - 23/24	57.00	71.00	G	Based on supplier expenditure only (all invoices and credit notes dated between 01/07/2023 and 30/09/2023). None supplier expenditure is excluded. Other exclusions: Utility bills where purchase orders are not required and supplier invoices where a purchase order would be unsuitable for processing. Number of invoices included - 2,786 of which 1,977 were linked to either an Agresso or Universal Housing order number.
		Debtors & Creditors	DCT 3	Average number of days to pay invoices	Days	Low is good	20	15	Q1 - 23/24	19	13	G	Figures calculated on all supplier invoices and credit notes paid between 01/07/2023 - 30/09/2023.
	Martin Walmsley - Assistant Director of Shared Revenues and Benefits	Housing Benefit Administration	BE 1	Average days to process new housing benefit claims from date received (cumulative)	Days	Low is good	19.00	17.50	Q2 - 22/23	16.41	16.61	G	Quarter 2 shows a small increase in processing times. This was due to increased workload being received during quarter 1, which impacted on processing times. Now the outstanding work levels have reduced, processing times should be maintained or improved.
		Housing Benefit Administration	BE 2	Average days to process housing benefit claim changes of circumstances from date received (cumulative)	Days	Low is good	8.50	6.50	Q2 - 22/23	6.44	6.25	G	At the end of quarter 2 there was a slight increase in processing times. This was due to the team clearing the high levels of work received during quarter 1. As the outstanding work has now decreased it is expected that processing times should be maintained or decrease over the coming quarter.
		Housing Benefit Administration	BE 3	Number of Housing Benefits / Council Tax support customers awaiting assessment	Number	Low is good	1,900	1,700	Q2 - 22/23	1,502	1,156	G	At the end of quarter 2 there were 1,156 customers awaiting assessment. Of these 812 were waiting for a first contact from the Benefits team. Outstanding work has decreased in the team as the level of work being received has decreased. This follows the annual up ratings of income and rent having been dealt with.
		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	Q2 - 22/23	95.56	89.87	A	The team carried out over 100 quality checks in the last quarter. This was a smaller amount than normal. The lower number was due to the workload in the Subsidy Team and also the holiday period. However, there was a small increase in the percentage overall, which was due to less errors being made. Also, due to less experienced officers being part of the team, 100% of the assessors claims have been checked and this has resulted in a small error rate, which has decreased in quarter 2. It is also important to note the Subsidy Team have completed audit work, so have been unable to complete as many quality checks compared to other quarters.
		Housing Benefit Administration	BE 5	The number of new benefit claims year to date (Housing	Number	N/A	Volumetric	Volumetric	Q1 - 23/24	1,130	2,371	V	So far this year the team has processed 552 Housing Benefit claims and 1,819 claims for Council Tax Reduction.

	Assistant Director	Service area	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous outturn	Quarter 2 2023/24 outturn	Status		Commentary
				Benefits/Council Tax Support)										
		Revenues Administration	REV 1	Council Tax – in year collection rate for Lincoln (cumulative)	%	High is good	50.00	51.50	Q2 - 22/23	52.16	50.46	A	▼	This is a little bit lower than expected as council tax had been doing well for the previous months. This will be monitored carefully over the next 3 months and some changes are being made in Council Tax administration processes to further improve efficiency.
		Revenues Administration	REV 2	Business Rates – in year collection rate for Lincoln (cumulative)	%	High is good	54.00	57.00	Q2 - 22/23	62.99	59.56	G	▼	<p>During September 2022 there was a Covid Hardship Relief fund and £852,032 was added to the NDR accounts, which inflated the collection figure for September 2022.</p> <p>The collection figures at the end of September for the last few years are as follows -</p> <p>Sept 2019 - 59.58%</p> <p>Sept 2020 - 65.15% (during this year retail, leisure and hospitality had nothing to pay)</p> <p>Sept 2021 - 55.70%</p> <p>Sept 2022 - 62.99% (during this year £852K Covid relief was added to the accounts)</p> <p>Sept 2023 - 59.56%</p> <p>Collection figures now appear to be getting back to the pre-Covid collection rates.</p>
		Revenues Administration	REV 3	Number of outstanding customer changes in the Revenues Team	Number	Low is good	1,200	1,100	Q2 - 22/23	3,025	1,120	A	▲	At the end of the quarter there were 472 documents outstanding in the Enterprise document management system that relate to changes for City of Lincoln Council customers. E-mails which are received are actioned and then indexed as completed items. E-mails that come into the Council Tax in tray can be either for Lincoln or North Kesteven Council Tax, and at times not for Council Tax at all, in which case they are forwarded to the relevant department/section. There were 648 emails outstanding at 30.9.2023. These are split on a 50/50 ratio as a best estimate for each authority giving an estimate of 324 outstanding e-mails for City of Lincoln. This brings the total number of outstanding customer changes for City of Lincoln at the end of the quarter to 1,120.
		Revenues Administration	REV 4	Number of accounts created for the My Lincoln Accounts system (to date)	Number	N/A	Volumetric	Volumetric	Q1 - 23/24	2,149	2,713	V		<p>Customers will know this system as My Lincoln Accounts, although the software behind this is called Citizens Advice - Revenues (CA-R). Customers can use the service to view their council tax and to activate paperless billing. These functions require the customer to register for an account. In order to register securely, customers must provide the following –</p> <ul style="list-style-type: none"> • Forename and surname as shown on their council tax bill • Council Tax reference number from their bill <p>And 2 of the following –</p> <ul style="list-style-type: none"> • Postcode • The last 3 digits of their bank account if they pay council tax by direct debit • The last 3 digits of their phone number if we hold this on file • Online Key which is a unique reference number that they will find on their council tax account. <p>Without registering for an account, a customer can still set up direct debits,</p>

	Assistant Director	Service area	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous outturn	Quarter 2 2023/24 outturn	Status		Commentary
														<p>report a move to us and/or apply for a single person discount. Other forms are available online and from the My Lincoln Accounts page, a customer can be linked to other forms such as for general enquiries, student landlord submissions, council tax support forms and refund applications etc.</p> <p>The number of customers who had registered on My Lincoln Accounts at the 30.9.2023 was 2,713.</p>
DCE	Kieron Manning - Assistant Director Development Management	Affordable Housing	AH 1	Number of affordable homes delivered (cumulative)	Number	High is good	10	50	Q2 - 22/23	0	17	A	▲	A total of 4 affordable homes were completed during this quarter all of which came from the Romangate development.
		Development Management (Planning)	DM 1	Number of applications in the quarter	Number	N/A	Volumetric	Volumetric	Q1 - 23/24	195	224	V		Total application numbers have increased in the quarter with more applications for minor works such as residential extensions and works to protected trees.
		Development Management (Planning)	DM 2	End to end time to determine a planning application (Days)	Days	Low is good	85.00	65.00	Q1 - 23/24	64.19	74.67	A	▼	End to end times have increased largely as a result of the current resource position within the service. All vacancies have now been appointed to although these new members of staff don't start until the end of Oct/early Nov. As reported previously there will also continue be a lag in performance as these new members of staff are trained and enabled to gear up.
		Development Management (Planning)	DM 3	Number of live planning applications open	Number	Low is good	180	120	Q1 - 23/24	127	146	A	▼	This increase in the quarter reflects the additional volume of applications submitted.
		Development Management (Planning)	DM 4	Percentage of applications approved	%	High is good	85.00	97.00	Q1 - 23/24	95.00	97.00	G	▲	The percentage remains consistently high due to the positive and proactive approach of officers in negotiation as well as the role that pre-application plays.
		Development Management (Planning)	DM 5	Percentage of total decisions made in the quarter that have subsequently been overturned at appeal	%	Low is good	10.00	5.00	Q1 - 23/24	1.44	1.70	G	▼	This figure remains very low reflecting our strong performance at appeal and the robustness of our decision making process.
		Development Management (Planning)	DM 5a	Number of decisions appealed in the quarter	Number	Low is good	5	1	Q1 - 23/24	4	1	G	▲	This figure remains very low showing both the quality of decisions made but also is indicative of the proactive and positive approach of the team in negotiating acceptable outcomes during the process.
		Development Management (Planning)	DM 5b	Number of appealed decisions in the quarter overturned by the inspectorate	Number	Low is good	5	1	Q1 - 23/24	2	0	G	▲	This figure remains very low showing both the quality of decisions made but also is indicative of the proactive and positive approach of the team in negotiating acceptable outcomes during the process.

	Assistant Director	Service area	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous outturn	Quarter 2 2023/24 outturn	Status		Commentary
		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 (including extensions of time)	%	High is good	70.00	90.00	Q1 - 23/24	85.00	73.00	A	▼	<p>This is an accurate reflection of the performance of the service and demonstrates that despite the resource pressures, the team has been able to perform above the national target (70% on a 2 year rolling basis).</p> <p>Note - From Quarter 2 2023/24, this performance measure has been reverted back to include extensions of time. This ensures the measure is in line with how the service operates and ensures senior management and members are provided with a more accurate reflection of how the service is performing. Additionally, this change will allow for a certain degree of benchmarking to take place moving forwards. Data within the performance system from quarter 3 2022/23 (the point when the measure was initially revised to exclude extensions of time in line with benchmarking data previously available) has been updated to include extensions of time, which has ensured there are no gaps in historical data for this measure.</p>
		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 (including extensions of time)	%	High is good	60.00	90.00	Q1 - 23/24	100.00	100.00	G	→	<p>Whilst this figure is high at 100%, there have only been a small number of major applications determined in the quarter so is not fully representative of resource levels vs performance. For example the difference in a couple of weeks for the determination period could have easily meant that this figure was 50%. That being said we closely monitor our statutory performance to ensure we make the relevant amendments to our approach to ensure they are maintained at or above the national targets.</p> <p>Note - From Quarter 2 2023/24, this performance measure has been reverted back to include extensions of time. This ensures the measure is in line with how the service operates and ensures senior management and members are provided with a more accurate reflection of how the service is performing. Additionally, this change will allow for a certain degree of benchmarking to take place moving forwards. Data within the performance system from quarter 3 2022/23 (the point when the measure was initially revised to exclude extensions of time in line with benchmarking data previously available) has been updated to include extensions of time, which has ensured there are no gaps in historical data for this measure.</p>
		Parking Services	PS 1	Overall percentage utilisation of all car parks	%	High is good	50.00	60.00	Q1 - 23/24	48.00	53.00	A	▲	This quarter covers the summer school holidays so occupancy was up, with the uphill car parks doing very well re the tourist trade.
		Parking Services	PS 2	Sessional car parking income as a percentage of budget requirement	%	High is good	91.00	96.00	Q1 - 23/24	102.59	106.41	G	▲	Income for the quarter was £1,678,362.71 against a budget of £1,577,262.00, which shows income has surpassed the budget. This quarter covers the school summer holidays and tourist season so is traditionally one of the better quarters for income.
	Simon Colburn - Assistant Director of Health & Environmental Services	Food and Health & Safety Enforcement	FHS 1	Percentage of premises fully or broadly compliant with Food Health & Safety inspection	%	High is good	95.00	97.00	Q1 - 23/24	99.99	99.99	G	→	This is the second quarter since the FSA Recovery Plan was withdrawn at the end of March 2023 and although the value reported is the same as the last quarter, I can report that there has been a reduction in the number of non-compliant businesses. We currently have 12 businesses that are non-compliant, however we work with non-compliant businesses to get them to a level where they are at least broadly compliant and so protecting the public health of our residents and visitors.

	Assistant Director	Service area	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous outturn	Quarter 2 2023/24 outturn	Status	Commentary
													The number of businesses that are registered in the city is 1,074 although this fluctuates daily. We can report that we are still prioritising less compliant businesses in the city as well as inspections of new businesses.
		Food and Health & Safety Enforcement	FHS 2	Average time from actual date of inspection to achieving compliance	Days	Low is good	20.00	10.00	Q1 - 23/24	10.06	8.26	G	<p>▲ The time taken for businesses to comply with food safety requirements from the date of inspection has improved in this quarter and has been steadily improving in the last year.</p> <p>There were 158 businesses inspected during quarter 2, with an additional 20 low risk businesses being assessed in accordance with the Alternative Enforcement Strategy. During the last month of this quarter, the majority of the team were involved in an investigation into a serious health and safety incident. An agency worker was employed during this quarter to cover current vacancies.</p>
		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	Q1 - 23/24	58.91	80.00	R	<p>▲ There has been an improvement in the percentage of inspections done during this quarter, which includes assessments of some of the low risk businesses that were given a low priority during the pandemic.</p> <p>The number of inspections carried out during quarter 2 was 158 and 20 remote assessments.</p> <p>The number of inspections that haven't been done is 79, this is made up of:</p> <p>56 of our lowest risk, fully compliant (green priority) businesses, such as home caterers, businesses selling only confectionary and wet sales pubs. We are currently dealing with these businesses using an Alternative Enforcement Strategy (AES), which will bring down the number of outstanding inspections over the coming year. The AES is detailed in the Food Law Code of Practice and permits us to alternate between physical inspections and remote assessments of these low risk businesses. Remote assessments will be carried out of these 56 businesses but if they fail to complete the questionnaire that we send them or we are concerned about the answers given, then physical inspections will be carried out to ensure compliance.</p> <p>Of the remaining 23 businesses, 17 were new businesses and 6 were either broadly or fully compliant (3 out of the 6 were evening economy businesses). As stated in the commentary for FHS2, in the last month of the quarter, the majority of the team were involved with an investigation into a major health and safety incident, which affected the number of new businesses inspected.</p>
		Licensing	LIC 1	Percentage of premises licences issued within 28 days of grant	%	High is good	80.00	100.00	Q1 - 23/24	97.85	100.00	G	<p>▲ All licences issued were within the selected timeframe during this quarter. The figure for the current outturn includes any new applications, variations, transfers and other changes affecting the licences, which would lead to a new premises licence being produced (physically). Depending on the type of application there are different timeframes as to when the licence can be produced.</p>
		Licensing	LIC 2	Total number of active premises licences	Number	N/A	Volumetric	Volumetric	Q1 - 23/24	409	407	V	The total number of 'active' premises licences at end of Q2 was 407. This was a slight decrease from previous quarter due to a few licences being surrendered.

	Assistant Director	Service area	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous outturn	Quarter 2 2023/24 outturn	Status	Commentary
		Licensing	LIC 3	Total number of active private hire / hackney carriage licences (operators, vehicles and drivers)	Number	N/A	Volumetric	Volumetric	Q1 - 23/24	794	811	V	The total number of active private hire/hackney carriage licences at the end of the quarter was 811. The breakdown was as follows: Private Hire Drivers - 422 Private Hire Vehicles - 303 Private Hire Operators - 22 Hackney Carriage Drivers - 33 Hackney Carriage Vehicles - 31
		Private Housing	PH 1	Average time in weeks from occupational therapy notification to completion of works on site for a DFG grant (all DFG's exc. extensions)	Weeks	Low is good	26.00	19.00	Q1 - 23/24	27.00	29.90	R	38 grant adaptations were completed between July 2023 and end of September 2023. This is a significant improvement on previous quarters. This is due to team resources being directed into delivering this particular area of work. It was expected that the measure itself would not improve for this quarter as there was a backlog on cases to be allocated. There had been a 6 month waiting period and this has now reduced down to less than 3 months. The recruitment into the Technical Officer vacancy has been successful and the Officer commenced employment with us in September 2023. It is anticipated that there will be an improvement in measure for the Quarter 3 reporting period.
		Private Housing	PH 2	Average time from date of inspection of accommodation to removing a severe hazard to an acceptable level	Weeks	Low is good	20.00	12.00	Q1 - 23/24	21.20	21.00	R	During this quarter 36 housing disrepair/condition cases were resolved closed. The staff within the Private Housing Team has been prioritised towards the DFG grant programme during quarter 2. It had been expected that this measure would have deteriorated, so it is good to report that it is holding steady from the previous quarter reported.
		Private Housing	PH 3	Number of empty homes brought back into use (cumulative)	Number	High is good	8	18	Q2 - 22/23	16	20	G	The Empty Homes Officer who is a shared resource between City of Lincoln and North Kesteven DC has successfully returned 12 properties back into use for quarter 2 in Lincoln. Of the 12 properties brought back into use:- Three of the properties had been empty for 5 years or more. Two had been empty for more than 4 years - the rest had all been empty for more than 2 years. Three properties had been discovered as empty following inspections. The owners who had been recording them as either furnished second homes or occupied were given advice and assistance. Premium long term empty charges were added to their council tax accounts to bring them back into use. Four of the properties received VAT discount letters to assist them with their renovation works. Four of the properties had internal inspections carried out by the Empty Homes Officer and either a PPASB Officer or a Private Housing Officer, and the owners were given advice and assistance with the work they needed to carry out to make the properties habitable or usable. One owner was given a referral to specialist legal support to deal with a

	Assistant Director	Service area	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous outturn	Quarter 2 2023/24 outturn	Status	Commentary
													challenging situation they had with the ownership of the property. Four of the owners received warning letters advising them that the council were considering enforcement action to bring the property back into use. Two were served with S239 Notice ordering them to allow access to carry out inspections (both complied).
		Public Protection and Anti-Social Behaviour Team	PPASB 1	Number of cases received in the quarter (ASB cases only)	Number	N/A	Volumetric	Volumetric	Q1 - 23/24	115	120	V	This is a 9.8% decrease compared to the amount of ASB cases received in Q2 of 22/23. It is an increase of 4.3% when compared with Q1 of 23/24. This latest outturn indicates that the number of ASB cases being received by the team is stable.
		Public Protection and Anti-Social Behaviour Team	PPASB 2	Number of cases closed in the quarter (across full PPASB service)	Number	N/A	Volumetric	Volumetric	Q1 - 23/24	1,003	964	V	This latest outturn is a 3.9% decrease when compared with the outturn from Q1 of 23/24 and a 6.9% decrease when compared with Q2 of 22/23. This latest outturn is relatively stable and shows that the team are effectively managing and closing cases.
		Public Protection and Anti-Social Behaviour Team	PPASB 3	Number of live cases open at the end of the quarter (across full PPASB service)	Number	Low is good	240	200	Q1 - 23/24	211	240	A	▼ This latest outturn is a 15.4% increase when compared with Q2 of 22/23 and 13.7% increase when compared with the outturn from Q1 of 23/24. This increase could be due to having two new PPASB Officers, so the investigations and closing of cases could be taking longer due to ongoing training.
		Public Protection and Anti-Social Behaviour Team	PPASB 4	Satisfaction of complainants relating to how the complaint was handled (across full PPASB service)	%	High is good	75.00	85.00	Q1 - 23/24	100.00	100.00	G	— In Quarter 2, 45 satisfaction surveys were sent out. 8 responses were received back. 6 customers answered, 'Very Satisfied' and 2 customers were 'fairly satisfied'.
		Sport & Leisure	SP 1a	Quarterly visitor numbers to Birchwood Leisure Centre	Number	N/A	Volumetric	Volumetric	Q1 - 23/24	38,209	42,118	V	In quarter 2 2023/24 there were 42,118 visits to Birchwood Leisure Centre. This number is still lower than pre-pandemic levels. For example, in Quarter 2 2019/20 there were 57,138 visits – a difference of 15,020 visits. However, Quarter 2 visits are steadily increasing year on year since the pandemic. The economic climate is still challenging for most households.
		Sport & Leisure	SP 1b	Quarterly visitor numbers to Yarborough Leisure Centre	Number	N/A	Volumetric	Volumetric	Q1 - 23/24	99,520	103,392	V	In quarter 2 2023/24 there were 103,392 visits to Yarborough Leisure Centre. This is still down on the quarter 2 2019/20 pre-pandemic level by 86,659 visits. However, visitor numbers are steadily rising year on year. Household budgets are still stretched and this is having an impact on numbers.
		Sport & Leisure	SP 2	Artificial Grass Pitch usage at Yarborough Leisure Centre & Birchwood Leisure Centre	Hours	High is good	520.00	700.00	Q1 - 23/24	760.50	663.00	A	▼ Quarter 2 2023/24 saw usage of the AGP's at: Birchwood Leisure Centre equated to 461.50 hours used. This is down 58.5 hours on the last quarter, which equates to occupancy of 48% of all the available hours. Yarborough Leisure Centre equates to 201.50 hours used. This is down 39 hours on the last quarter, which equates to occupancy 21% of all available hours. Weekend usage dropped due to only friendly games being played over the summer. Weekly usage has dropped slightly at Yarborough due to one of the large

	Assistant Director	Service area	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous outturn	Quarter 2 2023/24 outturn	Status	Commentary
													clubs not playing during the summer.
		Sport & Leisure	SP 3a	Birchwood Leisure Centre - Number of net promoter score points above or below the average Net Promoter Score for England	Number	High is good	0	2	Q1 - 23/24	30	58	G	▲ The average National Bench marking score was 41.6 over Quarter 2 2023/24. Birchwood's score was 100 for the period, which was excellent. However, out of all the consultation forms sent out only one was received back with a score of 100. Other off-line positive feedback was received for birthday parties and the new baby ballet club. Positive reviews were also received for staff and service.
		Sport & Leisure	SP 3b	Yarborough Leisure Centre - Number of net promoter score points above or below the average Net Promoter Score for England	Number	High is good	0	2	Q1 - 23/24	(31)	17	G	▲ For Quarter 2 2023/24 Yarborough's net promoter score was high at 58.6. This was above the National Benchmark score of 41.6 and 53 above the Active Nation average score. Positive feedback was received during the quarter for a range of classes, including fitness and aqua, with ongoing praise for the E-gym and the health benefits it brings. Additionally, praise has also been received towards staff during the quarter. Negative feedback was received on the reduced availability of deep water lane swimming in September. Subsequently, the swimming timetable in October has been changed to accommodate the return of these sessions. Weekend family swimming now starts at 10am addressing some of the comments made by members. Positive feedback on class delivery and the timetable was received during the quarter. The cafe service reopens on the 12th of October 2023 with a new provider.
	Steve Bird - Assistant Director of Communities and Street Scene	Allotments	AM 1	Percentage occupancy of allotment plots	%	High is good	86.00	94.00	Q1 - 23/24	91.00	95.00	G	▲ As at the end of September 2023, 1,064 plots of a total 1,178 were let. Of the 1,178 total plots, 1,124 plots are currently lettable. 1,064 occupied lettable plots equates to 95% occupancy rate, with the remaining being offered to prospective tenants on the waiting list (those sites that have them) and for other sites on a first come, first serve basis. There continues to be a steady demand for allotment tenancies. 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. Hopefully, as plots are offered, these will soon get re-allocated and occupancy rates should increase (and waiting list numbers should hopefully decrease).
		CCTV	CCTV 1	Total number of incidents handled by CCTV operators	Number	N/A	Volumetric	Volumetric	Q1 - 23/24	2,661	2,396	V	Incidents are down slightly on the previous quarter but are comparable with Q2 of the previous year. PPAAB and Shoplifting are at the same levels, but Public Order is down 19% and Drug Incidents is down 31%. Incident Reviews for the police are up 11% and Evidence Discs produced for police are up 12%. In September, we produced 87 Evidence Discs - one of the highest monthly totals ever.
		Grounds Maintenance	GM 1	Contractor points recorded against target standards specified in contract -	Number	Low is good	150	50	Q1 - 23/24	55	70	A	▼ The collective points for the quarter totalled 70. This has been broken down into 35 in July 2023, 25 in August 2023 and 10 in September 2023. The majority of points in the quarter were recorded for delays in grass cuttings.

	Assistant Director	Service area	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous outturn	Quarter 2 2023/24 outturn	Status		Commentary
				Grounds Maintenance										
		Street Cleansing	SC 1	Contractor points recorded against target standards specified in contract - Street Cleansing	Number	Low is good	150	50	Q1 - 23/24	170	70	A	▲	70 points were awarded against the contractor in quarter 2. Of these points, 30 points were awarded in July 2023, 0 points awarded in August 2023 and 40 points awarded in September 2023. The majority of points in the quarter were recorded for full dog/litter bins.
		Waste & Recycling	WM 1	Percentage of waste recycled or composted (seasonal)	%	High is good	34.00	37.00	Q2 - 22/23	35.00	35.54	A	▲	This figure relates to quarter 1 (April 2023 - June 2023) as data received from Lincolnshire County Council is lagged. 14.75% has been recorded as waste being recycled, whereas 19.79% was recorded as waste being composted, equating to 34.54% being composted or recycled.
		Waste & Recycling	WM 2	Contractor points recorded against target standards specified in contract - Waste Management	Number	Low is good	150	50	Q1 - 23/24	95	125	A	▼	125 points were recorded against the contractor during the quarter. Of these points, 35 points were recorded in July 2023, 50 points recorded in August 2023 and 40 points recorded in September 2023. The majority of points in the quarter were recorded for missed recycling collections.
DHI	Assistant Director of Housing	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	Q1 - 23/24	94.74	97.56	G	▲	YTD - 96.30% 41 responses in quarter 2, with only 1 dissatisfied survey being returned. As per all negative surveys these are passed to the Lincare manager to review.
		Control Centre	CC 2	Percentage of Lincare Housing Assistance calls answered within 60 seconds	%	High is good	97.50	98.00	Q1 - 23/24	97.63	97.33	R	▼	YTD - 97.51%. Over the past few months we have slowly been getting nearer and nearer the 97.5% target to the point that this has been missed for the last 2 months. This latest outturn was only 0.17% below the low target for the measure of 97.5%. In Q2 2023/24 there were 14,840 calls answered. A further 25 calls being answered within 60 seconds would have resulted in this measure falling within its target boundaries. 53 of the calls missed during quarter 2 were answered just outside of the target within 65 seconds meaning the measure was very close to achieving its target during the second quarter. Aside from the obvious increase in calls, there seems to be no explanation for this latest outturn missing the target apart from this appears to correlate with our analogue to digital switchover. The more digital devices we have the worse our performance has become. The supplier is currently assessing if there is any technical reason why this may be happening rather than there being it down to staff not answering calls as quickly. We are still awaiting a response from the supplier.

	Assistant Director	Service area	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous outturn	Quarter 2 2023/24 outturn	Status	Commentary
		Housing Solutions	HS 1	The number of people currently on the Housing Register	Number	N/A	Volumetric	Volumetric	Q1 - 23/24	1,422	1,475	V	Numbers on the Housing Register remain fairly stable. We are still waiting for our IT provider to complete an upgrade so we can properly undertake the annual review process. Numbers are likely to fall once we have this in place and remove those people who no longer need to be on the Register.
		Housing Solutions	HS 2	The number of people approaching the council as homeless	Number	N/A	Volumetric	Volumetric	Q1 - 23/24	329	299	V	YTD - 628 We have undertaken an internal review of processes and possible solutions to tackle the high numbers of homelessness applications we have seen recently. As can be seen, numbers have reduced somewhat, it remains to be seen if this will be sustainable going forwards.
		Housing Solutions	HS 3	Successful preventions and relief of homelessness against total number of homelessness approaches	%	High is good	45.00	50.00	Q1 - 23/24	38.12	35.90	R	YTD - 36.9% We are trying to implement as many interventions to prevent and relieve homelessness as we can, however, the current economic climate, as a result of the cost of living crisis, and the accompanying housing market, is making this incredibly challenging at present. In quarter 2 2023/24, 299 homelessness approaches were made to the council. This was an increase when compared to quarter 2 2022/23 where there were 258 homelessness approaches and an increase when compared to quarter 2 2021/22 where there were 145 homelessness approaches.
		Housing Voids	HV 1	Percentage of rent lost through dwelling being vacant	%	Low is good	1.10	1.00	Q1 - 23/24	1.29	1.03	A	YTD - 1.15% Quarter 2 has seen a reduction in percentage of rent lost through vacant dwellings compared to quarter 1 of 0.26%, so just above the high target figure. The Voids Team are continuing to identify efficiencies throughout the process to achieve target.
		Housing Voids	HV 2	Average re-let time calendar days for all dwellings - standard re-lets	Days	Low is good	34.00	32.00	Q1 - 23/24	43.70	40.48	R	YTD - 42.16 Quarter 2 has seen the average relet time for standard dwellings reduce by 3.22 days. The main reason for the target being out of range is that there were a number of properties relet during the period that had been void for over 100 days. When these voids are added to the completed number, they increased the average significantly. There are no more voids currently in the system in excess of 100 days. The number of voids in the system at the end of quarter 2 2023/24 was 76, with an average re-let time of 27 days. This is a reduction of 9 voids when compared to the position at the end of quarter 1 2023/24 where there were 85 voids in the system, with an average relet time of 37 days. The Repairs Team have been excellent and have had a positive impact on the outturn for this measure. Properties that require cleansing prior to works starting continues to have a significant impact on the overall figure, in cases it delays works starting by up to two weeks. The team are focusing on ensuring we are carrying out pre void inspections to allow us to have those conversations with tenants about taking items when they leave. The Housing Team are starting with property inspections, this in time should help to reduce the number of heavy voids coming back.

	Assistant Director	Service area	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous outturn	Quarter 2 2023/24 outturn	Status		Commentary
		Housing Voids	HV 3	Average re-let time calendar days for all dwellings (including major works)	Days	Low is good	40.00	38.00	Q1 - 23/24	48.06	49.61	R	▼	<p>YTD - 48.63</p> <p>Quarter two has seen an increase in the number of void days from 48.06 at quarter one, to 49.61 for end of 23/24 quarter two.</p> <p>We are also working closer together with all teams to try and iron out any delays that are caused in the void process. This includes Asbestos team, Aaron Services, Investment and Compliance Team. We are looking into better communication pathways to stop any avoidable delays.</p>
		Rent Collection	RC 1	Rent collected as a proportion of rent owed	%	High is good	96.50	97.50	Q1 - 23/24	96.81	97.67	G	▲	<p>YTD – 97.24%</p> <p>In year collection as of the end of quarter one stands at 97.67% which is an increase of 0.86%.</p> <p>Rent collection is very challenging for the team, as tenants are very much impacted by cost-of-living crisis.</p>
		Rent Collection	RC 2	Current tenant arrears as a percentage of the annual rent debit	%	Low is good	4.15	4.00	Q1 - 23/24	3.83	4.25	R	▼	<p>Whilst rent arrears as a percentage of the annual rent debit have increased by 0.42% from last quarter, the arrears increase from quarters one and two this year in monetary terms was £53,026 less than the same period last year. This equates to arrears of £138,393 at the end of quarter 2 2023/24 compared to arrears of £191,419 at the end of quarter 2 2022/23.</p> <p>In quarter 2 2022/23 the team were over this target at 4.76%, whilst at the same stage this year the team are 0.51% lower than the quarter 2 2022/23 outturn. With the rent free weeks coming up in December we anticipate a reduction in the arrears for quarter three reporting.</p> <p>We are going to work with the Corporate Policy & Transformation Team to get some reports built that will allow us to carry out some target campaign work over the coming months to allow us to work on reducing this figure for year end. We will be focusing on comparing data to the same period last year to see where the biggest increase in arrears is to capture our criteria for the campaign work.</p>
	Matt Hillman - Assistant Director Investment	Housing Investment	HI 1	Percentage of council properties that are not at the 'Decent Homes' standard (excluding refusals)	%	Low is good	1.20	1.00	Q1 - 23/24	1.35	1.09	A	▲	<p>Progress continues to be offset by additional referrals for doors and windows from HRS and additional stock condition surveys, some of which will not be addressed in this financial year but instead will be deferred to next year's programme. However, progressing well to year-end target of 1%.</p> <p>Failures are now due to 32 doors, 32 windows, 23 electrics and 1 chimney.</p>
		Housing Investment	HI 2	Number of properties 'not decent' as a result of tenants refusal to allow work (excluding referrals)	Number	N/A	Volumetric	Volumetric	Q1 - 23/24	232	237	V		<p>The level of refusals is recorded but cannot be controlled by the Council. We have had an increase of 5 since the end of the previous quarter.</p>
		Housing Investment	HI 3	Percentage of dwellings with a	%	High is good	98.60	99.00	Q1 - 23/24	98.50	98.54	R	▲	<p>YTD - 98.52%</p> <p>Our annual gas servicing programme continually runs 12 months a year.</p>

	Assistant Director	Service area	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous outturn	Quarter 2 2023/24 outturn	Status	Commentary
				valid gas safety certificate									Each month we have a small number of tenants who do not allow access to the gas engineer prior to the deadline date of the service. We continue to work hard to resolve these access issues. We have recently undertaken a review our gas servicing procedures to ensure our legal responsibility is fulfilled.
		Housing Maintenance	HM 1a	Percentage of reactive repairs completed within target time (priority 1 day only)	%	High is good	98.50	99.50	Q1 - 23/24	99.55	99.75	G	<p>YTD - 99.67%</p> <p>We have maintained service level above the high target for Priority repairs. We are continuing to monitor these requests being reported to ensure these are being accurately raised due to increase in demand for priority and urgent repair requests.</p>
		Housing Maintenance	HM 1b	Percentage of reactive repairs completed within target time (urgent 3 day repairs only)	%	High is good	95.00	97.50	Q1 - 23/24	92.06	94.22	R	<p>YTD - 93.20%</p> <p>The continued implementation of clearer processes and joint working with customer services along with a restructure of operatives to provide more resource for urgent plumbing has had a positive impact on improving the performance this quarter. We will continue to work more closely with customer services and resource planning to build on this further to ensure works are correctly allocated targets and scheduled at point of call, to see further improvements.</p>
		Housing Maintenance	HM 2	Percentage of repairs fixed first time (priority and urgent repairs) - HRS only	%	High is good	90.00	92.00	Q1 - 23/24	91.52	93.52	G	<p>YTD - 92.75%</p> <p>Currently performing above the high target. This area has also seen an improvement since Q1. The change round of resource within teams has helped to provide additional resource to the team and enable more availability to complete work on first visit.</p>
		Housing Maintenance	HM 3	Percentage of tenants satisfied with repairs and maintenance	%	High is good	90.00	95.00	Q1 - 23/24	72.73	78.69	R	<p>YTD - 75.86%</p> <p>While we remain significantly below target for this measure, there has been an increase in satisfaction for this period. We are still only receiving a very small number of satisfaction surveys back - 61 of 837 sent out (7.29%). This is something we need to address to enable us to gain a more accurate view of tenants satisfaction. In total 6,544 repairs were completed during the quarter.</p> <p>Of the 61 surveys returned in quarter 2, 48 were either 'very satisfied' or 'fairly satisfied' (78.69%). Reviewing the comments for the dissatisfied surveys, the common themes appear to be workmanship and outstanding repairs.</p>
		Housing Maintenance	HM 4	Appointments kept as a percentage of appointments made (priority and urgent repairs) - HRS only	%	High is good	95.00	97.00	Q1 - 23/24	97.32	96.60	A	<p>YTD - 96.92%</p> <p>This has seen a slight dip over this last quarter in comparison to Q1 with performance still within target boundaries. Priority and urgent teams have had an increase in resources within the last month to increase capacity and cover for leave within the team due to demand on priority and urgent repairs.</p>

Annually reported measures

	Assistant Director	Service area	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous outturn	2023/24 outturn	Status		Commentary
DCE	Steve Bird - Assistant Director of Communities and Street Scene	Grounds Maintenance	GM 2	Satisfaction with our public open spaces overall (collected via Citizens' Panel)	%	High is good	80.00	90.00	2022/23	80.00	83.50	A	▲	83.5% (229 out of 274 respondents to this question) reported being very satisfied or satisfied with the overall management of our open spaces.
		Street Cleansing	SC 2	Satisfaction that public land and public highways are kept clear of litter and refuse (Street Cleansing) (collected via Citizens' Panel)	%	High is good	68.00	78.00	2022/23	72.80	69.50	A	▼	Citizens' Panel results show 69.5% (196 respondents out of 282 respondents to this question) were very satisfied or satisfied with the cleanliness of highways and open spaces.

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SUBJECT: BUDGET REVIEW PROCESS 2024/25

DIRECTORATE: CHIEF EXECUTIVE AND TOWN CLERK

REPORT AUTHOR: JACLYN GIBSON, CHIEF FINANCE OFFICER

1. Purpose of Report

- 1.1 To present to Members the process for the scrutiny of the proposed budget and Council Tax for the 2024/25 financial year and the Medium Term Financial Strategy 2024-2029.

2. Background

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

3. Proposed Process for 2024/25

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

responding to these.

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

- 3.2 Secondly, a more traditional scrutiny process will be undertaken to review in more detail the MTFS and the robustness of the proposed budget options and Council Tax for the 2024/25 financial year. This will be undertaken in a committee format as the Budget Review Group with the appropriate governance arrangements in place.
- 3.3 The main objective of the Group will be to examine the principles and planning process that underlie the proposed budget and Council Tax to be recommended by the Executive for the 2024/25 financial year. In general the Group's aim will be to establish that at each stage the budget;
- is clear, focused, achievable, realistic and based on sound financial practices;
 - has clear linkages with corporate and other plans that form the Policy Framework to establish that they are identifiable and designed to improve services in the Council's strategic priority areas

Officers will also endeavour to present some early responses from the budget consultation exercise to the Group, with the full summary of responses being presented to Performance Scrutiny Committee, along with the minutes from the Group meeting.

- 3.4 It is proposed that the following governance arrangements shall be in place for the Group;
- The Group will be made up of 9 non-Executive Members with a 5:3:1 proportionality share
 - The Group will be a sub group of the Performance Scrutiny Committee, although Members do not have to be Members of this committee.
 - The chair of the Group will be the Chair of the Performance Scrutiny Committee
 - The Group will be the main mechanism by which the Executive will formally consult scrutiny on the consideration of their budget proposals.
 - The meetings will be held in public and will be administered by Democratic Services.
 - Specific Portfolio Holders and Directors (or Assistant Directors) can be invited to attend the meetings of the group or be requested to provide written responses if so required.

- Advice will be provided to the Group members by officers from the Council's Financial Services Team.
- The Chair of the Group shall be required to provide a report to the next full Performance Scrutiny Committee summarising the Groups findings and making recommendations to the Executive.

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

3.6 The following timetable is proposed for the process for 2024/25.

Executive – Approve draft budget proposals for 2024/25 and Medium Term Financial Strategy	15 th January 2024
All Member Briefing <ul style="list-style-type: none"> • Current financial climate • Latest developments in local government finance • Impact on the Council and the Council's strategy for responding 	22 nd January 2024
Budget Review Group – presentation of the MTFS 2024-2029 and the proposed budget and Council Tax for 2024/25.	31 st January 2024
Performance Scrutiny Committee – Consider response from Budget Review Group and refer to the Executive	16 th February 2023
Executive – Consider response from the Performance Scrutiny Committee and approve for referral to Council the final budget proposals for 2024/25 and Medium Term Financial Strategy	20 th February 2023
Council – Approval of budget proposals and Council Tax for 2024/25 and Medium Term Financial Strategy	15 th February 2024

4. Strategic Priorities

4.1 The budget process will set out the resources in support of the Council's Vision 2025 and strategic priorities and determines the service plans for the year ahead.

Effective scrutiny of the budget process should support the Executive in reaching the right decisions with regard to finances.

5. Organisational Impacts

5.1 Finance – There are no direct financial implications arising as a result of this report.

5.2 Legal – There are no direct legal implications arising as a result of this report.

5.3 Equality, Diversity and Human Rights

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

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

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

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

6. Risk Implications

6.1 There are no specific risks associated with this report.

7. Recommendation

7.1 Members are asked to:

- a) Note the objectives and confirm the governance arrangements of the Budget Review Group for 2024/25 as set out in paragraphs 3.3 – 3.4
- b) Note the timetable for the Group as set out in paragraph 3.6
- c) Delegate responsibility for nominations to membership of the Group to the leaders of the respective political groups, including the Vice Chair to be recommended by the larger political group.

Is this a key decision?	No
Do the exempt information categories apply?	No
Does Rule 15 of the Scrutiny Procedure Rules (call-in and urgency) apply?	No
How many appendices does the report contain?	None
List of Background Papers:	None

Lead Officer:	Jaclyn Gibson, Chief Finance Officer Jaclyn.gibson@lincoln.gov.uk
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PEFORMANCE SCRUTINY COMMITTEE**16 NOVEMBER 2023**

SUBJECT: WORK PROGRAMME FOR 2023/24

DIRECTORATE: CHIEF EXECUTIVE AND TOWN CLERK

LEAD OFFICER: CLAIRE TURNER, DEMOCRATIC SERVICES OFFICER

1. Purpose of Report

- 1.1 To present members with the Performance Scrutiny Committee work programme for 2023/24 (Appendix A).

2. Background

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

3. Recommendation

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

Key Decision

No

Do the Exempt Information Categories Apply

No

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

No

Does the report contain Appendices?

Yes

If Yes, how many Appendices?

1

Lead Officer:

Clare Turner, Democratic Services Officer
 Email: claire.turner@lincoln.gov.uk

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25 May 2023

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Financial Performance (Detailed): Outturn 2022/23 Quarter 4	Jaclyn Gibson/ Colleen Warren	Quarterly Report Professional High Performing Services
Treasury Management Stewardship and Actual Prudential Indicators Report 2022/23 (Outturn)	Jaclyn Gibson/Colleen Warren	Six Monthly Report Professional High Performing Services
Performance Monitoring Outturn 2022/23 Quarter 4	Graham Rose	Quarterly Report-Professional High Performing Services
Strategic Risk Register – Quarterly Report Quarter 4	Jaclyn Gibson/Colleen Warren	Quarterly Report Professional High Performing Services

22 June 2023

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Confirmation of Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2023-24 - Update	Democratic Services	Regular Report
Portfolio Under Scrutiny Session – Our People and Resources	Portfolio Holder	Annual Session Professional High Performing Services
Monitoring Item(s)		
Review - Lincoln Citizen's Panel	Michelle Hoyles	Requested by the Committee

13 July 2023 (*Monitoring Overview*) – CANCELLED

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Confirmation of Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2023-24 - Update	Democratic Services	Regular Report
Monitoring Items		

17 August 2023 (Quarterly Monitoring)

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Confirmation of Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2023-24 - Update	Democratic Services	Regular Report
Monitoring Items		
Financial Performance (Detailed) – Quarterly Monitoring: Quarter 1	Laura Shipley	Quarterly Report Professional High Performing Services
Treasury Management – Quarter 1	Laura Shipley	Quarterly Report Professional High Performing Services
Performance Quarterly Monitoring: Quarter 1	Graham Rose	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 <i>Professional High Performing Services</i>

28 September 2023 (*Thematic Reviews*)

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2023-24 - Update	Democratic Services	Regular Report
Portfolio Under Scrutiny Session – Inclusive Economic Growth	Portfolio Holder	Annual Session Lets Drive Economic Growth
Portfolio Under Scrutiny - Customer Experience and Review	Portfolio Holder	Annual Session
Other Item(s)		
Central Lincolnshire Local Plan Annual Report 2022/23 including Financial Update	Toby Forbes-Turner	Annual Report Lets Drive Economic Growth
Scrutiny Annual Report	Democratic Services	Annual Report Professional High Performing Services

16 November 2023

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2023-24 - Update	Democratic Services	Regular Report
Portfolio Under Scrutiny Session – Reducing All Kinds of Inequality	Portfolio Holder	Annual Session Reducing Inequality
Monitoring Items		
Financial Performance (Detailed) – Quarterly Monitoring: Quarter 2	Laura Shipley	Quarterly Report Professional High Performing Services
Performance Quarterly Monitoring: Quarter 2	Graham Rose	Quarterly Report Professional High Performing Services
Strategic Risk Register – Quarterly Report Quarter 2	Jaclyn Gibson	Quarterly Report Professional High Performing Services
Treasury Management and Prudential Code Update Report – Half Yearly Report	Laura Shipley	Half Yearly Report Professional High Performing Services
Other Items:		
Budget Theme Group – Nominees	Jaclyn Gibson	Annual Appointment Professional High Performing Services

7 December 2023

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2023-24 - Update	Democratic Services	Regular Report
Portfolio Under Scrutiny Session – Remarkable Place /Addressing the Challenge of Climate Change	Portfolio Holder	Annual Session Lets Enhance Our Remarkable Place
Portfolio Under Scrutiny - Climate Change	PH for Remarkable Place	Annual Report
Annual Report for Remarkable Place V2025 Theme	Simon Walters	Annual Report

18 January 2024

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2023-24 - Update	Democratic Services	Regular Report
Portfolio Under Scrutiny Session – Quality Housing	Portfolio Holder	Annual Session Lets Deliver Quality Housing
Monitoring Item(s)		
Fire Safety Update	Matt Hillman	Annual Report

15 February 2024

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Draft Work Programme for 2024-2025	Democratic Services	Regular Report
Monitoring Items		
Financial Performance (Detailed) – Quarterly Monitoring: Quarter 3	Laura Shipley	Quarterly Report Professional High Performing Services
Performance Quarterly Monitoring: Quarter 3	Graham Rose	Quarterly Report Professional High Performing Services
Treasury Management : Quarter 3	Laura Shipley	Quarterly Report Professional High Performing Services
Strategic Risk Register – Quarterly Report Quarter 3	Laura Shipley	Quarterly Report Professional High Performing Services
Feedback from Budget Review Group	Laura Shipley	Annual Report Professional High Performing Services
Section 106 Contributions Update	Nicola Collins	Annual Report Lets Drive Economic Growth

7 March 2024

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Draft Work Programme for 2024-2025	Democratic Services	Regular Report
Monitoring Items		
Targets for 2024/25	Graham Rose	Annual Report
Performance Measure Proposals	Kate Ellis	Requested at meeting held on 28 September 2023.

Portfolio Under Scrutiny Sessions

Date	Portfolio
22 June 2023	Our People and Resources
28 September 2023	Customer Experience and Review
28 September 2023	Economic Growth
16 November 2023	Reducing Inequality
7 December 2023	Remarkable Place
18 January 2024	Quality Housing

SUBJECT:	EXCLUSION OF THE PRESS & PUBLIC
DIRECTORATE:	CHIEF EXECUTIVE & TOWN CLERK
REPORT AUTHOR:	CAROLYN WHEATER, MONITORING OFFICER

1. Purpose of Report

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

2. Recommendation

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

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