Public Document Pack

CITY OF Lincoln COUNCIL

EXECUTIVE

| **Monday, 22 August 2022** | **6.00 pm** | **Committee Rooms 1 and 2, City Hall, Beaumont Fee, Lincoln, LN1 1DD** |

Membership: Councillors Ric Metcalfe (Chair), Donald Nannestad (Vice-Chair), Chris Burke, Sue Burke, Bob Bushell and Neil Murray

Officers attending: Angela Andrews, Democratic Services, Kate Ellis, Jaclyn Gibson, Daren Turner, Simon Walters and Carolyn Wheater

A G E N D A

SECTION A	**Page(s)**
1. Confirmation of Minutes - 25 July 2022	**3 - 8**
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.

OUR PEOPLE AND RESOURCES	
3. Social Media Policy and Yammer Policy	**9 - 36**
4. Operational Performance Report Q1 2022/23	**37 - 82**
5. Strategic Risk Register - Quarterly Review	**83 - 86**

QUALITY HOUSING	
6. Building Safety Resident Engagement Strategy 2021	**87 - 106**

REMARKABLE PLACE	
7. Hope Wood Tree Planting Initiative	**107 - 114**
8. Exclusion of the Press and Public	**115 - 116**

You are asked to resolve that the press and public be excluded from the meeting during the consideration of the following items because it is likely that if members of the press or public were present, there would be disclosure to them of 'exempt information'.

In accordance with the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, notice is hereby given of items which will be considered in private, for which either 28 days' notice has been given or approval has been granted by the appropriate person specified in the Regulations. For further details please visit our website at http://www.lincoln.gov.uk or contact Democratic Services at City Hall, Beaumont Fee, Lincoln.

This item is being considered in private as it is likely to disclose exempt information, as defined in Schedule 12A of the Local Government Act 1972. No representations have been received in relation to the proposal to consider this item in private.

SECTION B

OUR PEOPLE AND RESOURCES

Executive   **25 July 2022**

Present: Councillor Ric Metcalfe *(in the Chair)*,
                                                 Councillor Donald Nannestad, Councillor Chris Burke,
                                                 Councillor Sue Burke, Councillor Bob Bushell and
                                                 Councillor Neil Murray

12.   Confirmation of Minutes - 20 June 2022

RESOLVED that the minutes of the meeting held on 20 June 2022 be confirmed
and signed by the Leader as a correct record.

13.   Declarations of Interest

No declarations of interest were received.

14.   Annual Governance Statement 2021/22

Purpose of the Report

To seek Executive approval of the Annual Governance Statement for 2021/22.

Decision

(1) That the Final Annual Governance Statement for 2021/22 be approved.

(2) It be noted that progress monitored on the significant issues identified over
the coming year be completed by Audit Committee, with issues reported
by exception to Executive.

Alternative Options Considered and Rejected

None were considered.

Reasons for the Decision

The Annual Governance Statement was completed each year, as an assessment
of how the Council had complied with its Code of Corporate Governance.

Key Senior Officers had been asked to contribute to a view of how the Council
was applying its Code of Corporate Governance to its activities, including
necessary staff and service changes resulting from the pandemic.

Following this investigation officers had concluded that one of the two significant
governance issues from 2021/22 needed to remain in the 2022/23 AGS as
follows:

1. The Disaster Recovery Plan in place for IT arrangements

One of the 2021/22 significant issues was now deemed as mitigated to the extent
that it was now no longer a significant issue and had already moved to Green
status:

2. Vision 2025 needs to be re-profiled and communicated to a wider
audience in the light of COVID-19 effects

There were no further significant issues identified.

As in previous years a small number of areas were identified as less serious, but areas that it would be wise to keep a watchful eye on progress, as detailed within the main body of the report.

The AGS was usually due for completion in May, but as an extension had been granted to the Statement of Accounts, the timescale was currently the end of July 2022.

The AGS had been considered by the Audit Committee and an extract of the minutes had been circulated with the agenda.

15. Lincoln Tenants' Panel Constitution

Purpose of the Report

To seek approval from Executive of the revised Lincoln Tenant's Panel Constitution, following consideration by Housing Scrutiny Sub-Committee.

Decision

That the revised Lincoln Tenants' Panel Constitution be approved.

Alternative Options Considered and Rejected

None were considered.

Reasons for the Decision

The Lincoln Tenant's Panel Constitution (LTP) set out how the Lincoln Tenants' Panel was to operate. It was reviewed on an annual basis. The last constitutional amendments had been agreed by Executive on 26 February 2018.

The amended Constitution proposed that the requirement for an annual general meeting be removed and that a general meeting took place every three years or that an extra-ordinary meeting be called in the event of any changes to the Constitution, or any other issues deemed to require a decision by LTP. Therefore, this revised Constitution if agreed would require an extra-ordinary general meeting to be arranged to formally adopt and sign the Constitution.

LTP members would no longer represent specific areas or estates and would be expected to cover all council housing estates within the city. This was being changed to reflect the fact LTP would be operating with a more strategic mindset, concentrating on helping the council improve services, rather than focusing on single issues on the estates they lived on.

The main proposed changes to the LTP Constitution were detailed at paragraph three of the officer's report.

A wider body of tenants had been given the opportunity to comment on the main changes through social media. There had been no comments from tenants.

16. **Updated Internal Domestic Abuse Policy**

Purpose of the Report

To seek Executive approval of the revised Internal Domestic Abuse Policy.

Decision

That implementation of the revised Internal Domestic Abuse Policy be approved.

Alternative Options Considered and Rejected

None were considered.

Reasons for the Decision

The City of Lincoln Council had a legal and moral obligation to ensure that the workplace was safe and supported victims of domestic abuse. It was therefore necessary to have a clear policy setting out the Council's response and responsibilities in relation to domestic abuse which impacted on the workforce, whether as victims or perpetrators.

Domestic Abuse had risen on the national agenda over the last decade with new and widened definitions being introduced, as well as specific Act's to tackle domestic abuse, setting a framework for the support that victims could expect.

The Council's Internal Domestic Abuse Policy was last revised and updated in 2014. Following changes in legislation and more detailed definitions produced, a policy refresh was required.

The City of Lincoln Council was committed to tackling domestic abuse as an active statutory partner in the Domestic Abuse Board in Lincolnshire.

This had been considered by the Policy Scrutiny Committee and an extract of the minutes was appended to the report.

17. **Updated Noise Policy**

Purpose of the Report

To seek Executive approval of the revised Noise Nuisance Policy.

Decision

That implementation of the revised Noise Nuisance Policy be approved.

Alternative Options Considered and Rejected

None were considered.

Reasons for the Decision

The City of Lincoln Council had a statutory function in relation to the investigation of 'statutory nuisance' as defined in the Environmental Protection Act 1990. The

Council frequently received enquiries relating to noise, and thus having a clear policy in relation to assessing statutory nuisance was vital.

The City of Lincoln Council had long since held a function in relation to dealing with statutory nuisance arising from excessive noise. This function had been discharged by the Council's Public Protection and Anti-Social Behaviour (PPASB) Service.

The Council's Noise Policy was last revised and updated in 2016 following the introduction of the Anti-Social Behaviour Crime and Policing Act 2014, which specifically complemented statutory nuisance and noise investigation legislation.

This review had been done as a required update to reflect changes in the Council's priorities which incorporated minor amendments, and did not include any specific or significant changes to legislation, case law or approach.

This had been considered by the Policy Scrutiny Committee and an extract of the minutes was appended to the report.

18. **Updated Animal Policy (Including Welfare Statement)**

Purpose of the Report

To seek Executive approval of the revised Animal Policy.

Decision

That implementation of the revised Animal Policy be approved.

Alternative Options Considered and Rejected

None were considered.

Reasons for the Decision

The Council had many and varied roles and functions that relate either directly or indirectly to animals.

The Animals Policy had a major review in 2017 which brought together a number of our functions into one collective policy. The policy in 2017 was drafted by experts, consulted on with specialists, third sector and industry bodies.

There had not been any significant changes to the revised policy (contained at Appendix A), with the exception of a change to the licensing of activities involving animals which affects pet shops, Dog and cat boarding, home boarding of dogs and dog day care, horse riding establishments and performing animals.

The policy focused on upholding the welfare of animals and ensuring high standards, which the Council had a long-held tradition of upholding, in relation to the welfare of animals in its local area, both through our service delivery and our policy position were maintained.

The purpose of this was to embed the relevance of the welfare statement, provide consistency across our services and present a cohesive position externally.

This had been considered by the Policy Scrutiny Committee and an extract of the minutes was appended to the report.

19. **Exclusion of the Press and Public**

RESOLVED that the press and public be excluded from the meeting during consideration of the following items of business because it was likely that if members of the public were present there would be a disclosure to them of 'exempt information', as defined by Section 100I and Schedule 12A to the Local Government Act 1972.

These items were considered in private as it was likely to disclose exempt information, as defined in Schedule 12A of the Local Government Act 1972. No representations had been received in relation to the proposal to consider these items in private.

20. **A Transformational Review of Key Back-Office Staff**

Purpose of Report

As detailed in the exempt report to the Executive.

Decision

That the recommendations to the Executive, as set out in the exempt report, be approved.

Alternative Options Considered and Rejected

As detailed in the exempt report to the Executive.

Reasons for the Decision

As detailed in the exempt report to the Executive.

The recommendations within the report had been considered by a recent meeting of the Joint Consultative Committee. An extract of the minutes were included within the report. It was highlighted that the Committee had not recommended any amendments.

21. **UK Shared Prosperity Fund (UKSPF) Investment Plan**

Purpose of Report

As detailed in the exempt report to the Executive.

Decision

That the recommendations to the Executive, as set out in the exempt report, be approved.

Alternative Options Considered and Rejected

As detailed in the exempt report to the Executive.

Reasons for the Decision

As detailed in the exempt report to the Executive.

22. Dangerous Structure

Purpose of Report

As detailed in the exempt report to the Executive.

Decision

That the recommendations to the Executive, as set out in the exempt report, be approved.

Alternative Options Considered and Rejected

As detailed in the exempt report to the Executive.

Reasons for the Decision

As detailed in the exempt report to the Executive.

23. Procurement of a Hiab Crane and a 4 x 4 Utility Vehicle.

Purpose of Report

As detailed in the exempt report to the Executive.

Decision

That the recommendations to the Executive, as set out in the exempt report, be approved.

Alternative Options Considered and Rejected

As detailed in the exempt report to the Executive.

Reasons for the Decision

As detailed in the exempt report to the Executive.

EXECUTIVE   **22 AUGUST 2022**

SUBJECT:	**SOCIAL MEDIA POLICY & YAMMER POLICY**
DIRECTORATE:	**CHIEF EXECUTIVE AND TOWN CLERK**
REPORT AUTHOR:	**STEVEN WELSBY, COMMUNICATIONS MANAGER**

1. **Purpose of Report**

1.1   To consider the proposed new Social Media Policy, along with the Yammer Policy, which incorporate aspects such as the council accounts available for use, employee wellbeing, the best use of social media, personal accounts, councillor use of social media and the use of a new social networking tool for staff.

2. **Background**

2.1   Social media has grown at a rapid pace and has changed the way we communicate. It can enable users to interact with each other by sharing information, opinions, knowledge and interests.

There are many social media channels and digital platforms now available which offer great opportunities to communicate council messages and enable two-way communications with residents, visitors and businesses.

2.2   Corporate websites are often no longer the first port of call when people wish to answer a query, so we have to think beyond traditional forms of communicating online to meet the needs of residents and stakeholders.

Social media can help our customers get the information they need quickly which, in turn, can reduce the need for customers to call us or visit us, which can benefit us both.

Social media can enable us to work more effectively by delivering important and timely messages, seek opinions, correct misconceptions and by sharing messages across partnerships.

2.3   Messaging can be done instantly and can be far-reaching, which can bring many benefits but also a number of risks. Accounts can take a significant time to create and manage in an effective manner.

And when social media goes wrong it can cause significant damage to the organisation, the brand and our reputation.

The new Social Media Policy lays out how City Of Lincoln Council will use social media, outline responsibility for channels, state our procedures and help staff and councillors manage risk.

2.4   The Yammer policy is to be used in conjunction with the social media policy by staff. Yammer is being introduced by the council in September 2022 and will be

used by staff to connect and engage with colleagues across the organisation.

It will provide a collaborative environment to help staff connect with colleagues and bring directorates together virtually to share information, general and common interests using work-based social media.

Staff use of Yammer will be governed by the Social Media Policy, along with associated IT policies

3.   Organisational Impacts

3.1   Legal Implications

There are no legal implications as a result of this report.

3.2   Financial Implications

There are no financial implications as a result of this report.

3.3   Equality & Diversity Implications

The potential for any Equality and Diversity issues to arise has been considered and it is concluded that no issues relating to this, nor the Human Rights Act 1988 are relevant.

These issues have been taking into consideration in the writing of this report.

4.   Strategic Priorities

Professional, High Preforming Service Delivery

This underpins our ability to achieve our strategic priorities.

5.   Recommendation

5.1   That the new Social Media Policy be approved.

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

List of Background Papers: None

Lead Officer: Steven Welsby, Communications Manager
Telephone (01522) 873318

This page is intentionally blank.

Appendix A

Social Media Policy

Document Control

Organisation	City of Lincoln Council
Title	Social media policy
Author – name and title	Steven Welsby – Communications Manager
Owner – name and title	Steven Welsby – Communications Manager
Date	04/08/2022
Approval date (by Council/ Executive)	
Filename	
Version (V0.1 is draft and then to V.02 V1.0 is the final version)	V1.0
Next Review Date	

Document Amendment History

Revision	Originator of change	Date of change	Change description
1	SMW	12/02/20	Incorporate comments from committee
2	SMW	19/10/20	Strengthening of personal safety messaging
3	SMW	23/11/21	Changes based on E&E feedback
4	SMW	Ongoing	Addition of new social media accounts/channels

In this document:

Section one: Information for all - communications governance

Section two: Information specific to councillors

Section three: Information specific to all staff

Section one: Information for all - communications governance.

Contents:

1. Introduction
2. Policy statements
3. Principles
4. Scope
5. Communications
6. Accounts
7. One account
8. Code of local authority publicity
9. Authority
10. To block or not to block
11. Photography and video
12. How the council will ensure the best use of its social media
13. Emergency planning and business continuity
14. Use of social media in the recruitment process
15. Working with the communications team

1. Introduction

Social media continues to grow at a rapid pace and has changed the way individuals and organisations communicate.

It is a broad-brush term used for online tools, websites and interactive media that enable users to interact with each other by sharing information, opinions, knowledge and interests.

There are hundreds, if not thousands, of social media channels and digital platforms now available which offer great opportunities to communicate council messages and enable two way communications with residents, visitors and businesses.

Corporate websites are often no longer the automatic first port of call when people wish to ask a question. This means we have to think beyond traditional forms of communicating online to meet the needs of residents and stakeholders.

Done well, social media can help our customers get the information they need quickly which, in turn, can reduce the need for customers to call us or visit us, which can benefit us both. Social media is seen as quick, easy and accessible – and can be used on the move, 24 hours a day in a matter of seconds.

Social media can enable us to work more effectively by delivering important and timely messages, seek opinions, correct misconceptions and by sharing messages across partnerships.

Messaging can be done instantly and can be far-reaching, which can bring many benefits but also a number of risks. Accounts can take a significant time to create and manage in an effective manner and should not be undertaken lightly.

Social media is also not a silver bullet, nor a quick win to deliver service objectives or priorities.

And when social media goes wrong it can go wrong spectacularly and cause significant damage to the organisation, the brand and our reputation.

This policy lays out how City of Lincoln Council will use social media, responsibility for channels, procedures and risk management.

In addition, in sections two and three, it helps guide the use of social media by both councillors and staff.

2. Policy statements

City of Lincoln Council will, corporately, use social media channels only where it is relevant, as part of multimedia promotional and communications activities, where we can offer professional staffing and monitoring and where it meets council communications priorities. Social media is an integral part of the communications tool kit.

City of Lincoln Council-related social media channels and activities are only permitted with the specific agreement of the communications team and if they comply with the above criteria. To ensure there is no audience split there should, in the main, be only one corporate feed on each channel.

Personal accounts and postings by staff and councillors should comply with the relevant codes of conduct and the council's disciplinary policy. This consideration is even more important if they are identifiable as members of council staff or councillors, whether on the same digital channel, an alternative or offline.

3. Principles

Accounts should follow these six guiding principles:

- **Be respectful** – set the tone for online conversations by being polite, open and respectful. Use familiar language, be cordial, honest and professional at all times.
- **Be credible and consistent** – be accurate, fair, thorough and transparent. Encourage constructive criticism and deliberation. Make sure that what you say online is consistent with your other communications.
- **Be honest about who you are** – it's important that any accounts or profiles that you set up are clearly and easily identifiable. Be clear about your own personal role.
- **Be responsive** – make an effort to share what you know. Offer insights where appropriate and put people in touch with someone who can help if you cannot. Respond to questions and comments in a timely manner.
- **Be concise** – people shouldn't have to search for the main message you are sharing. Put it front and centre. Use plain English and keep sentences short, snappy and relevant.
- **Think twice** – think carefully about all your social media posts. Once published it will be too late to change your mind. Follow these rules and seek further guidance if you need it.

4. Scope

This policy applies to City of Lincoln Council as a corporate body with guidance for councillors and staff also included.

5. Communications

Social media is a communications and engagement tool. After many years of using social media, the communications team is best placed to advise on what can work and what doesn't, in the same way as any other communications medium.

Staff wouldn't speak to the media without the advice and consent of the communications team, however the reach and potential damage from a misstep with social media can be far more wide-ranging.

Social media is also now a valid source of news for traditional media outlets, which increases the potential reach of any posts we issue and, in turn, placing us into the media arena where many staff are not equipped or skilled.

The communications team is uniquely placed to not only bring the expertise required to decide whether social media is a suitable medium but also to manage channels to ensure good use, two way communication and to protect the council's reputation.

6. Accounts

The council currently has the following accounts managed and run corporately by the communications team.

These are all monitored during office hours and, where appropriate (for example, during Lincoln Christmas Market or when a particular story is 'breaking') during evenings and weekends.

Councillors and members of staff may wish to 'follow' or 'like' these accounts so that they can keep up-to-date with council business and comment or share on their own accounts where appropriate.

The council is responsible not only for the content of its own posts but also for the comments underneath. These will be monitored as per above (office hours) and, if required, handled as highlighted throughout this policy.

Twitter

- · @lincolncouncil – our corporate account
- · @lincolnelf – our Lincoln Christmas Market account
- · @BeLincolnUK – Lincoln Towns Deal account

Facebook

- · www.facebook.com/TheCOLC - our corporate account
- · www.facebook.com/LincolnChristmas - our Lincoln Christmas Market account
- · www.facebook.com/BeLincolnUK - Lincoln Towns Deal account

Instagram

- · @lincolncouncil – our corporate account

- · @theLincolnChristmasMarket – our Lincoln Christmas Market account

LinkedIn

· City of Lincoln Council

· BeLincolnUK

YouTube

· City of Lincoln Council

The following accounts are run by individual officers or teams

Twitter

· @Lincoln_CC_BC – our Building Control account

Facebook

· www.facebook.com/City-Of-Lincoln-Building-Control - our Building Control account

· www.facebook.com/TheCOLCcareers - the HR team's account for recruitment

· www.facebook.com/HartsholmeCP - the account for Hartsholme Country Park

· www.facebook.com/City-Of-Lincoln-Council-Resident-Involvement - resident involvement

Facebook groups

- www.facebook.com/groups/lincolnsocialresponsibility

In addition, the following accounts have been set up in 2022 for the Mayor of Lincoln role. The accounts are run in partnership with the council's Civic Team and the Mayor, with input from the Communications Team as appropriate:

The accounts held are Facebook, Twitter, Instagram and TikTok and use the same user name of: **LincolnMayorUK**

7. One account

Latest expert advice from the Local Government Information Unit is that councils should have one corporate account on each major social media platform.

With this in mind, we run the aforementioned accounts on Facebook, Twitter, Instagram, LinkedIn and YouTube. However, the communications team also horizon scans and monitors trends in social media to ensure any upcoming apps and tools are considered as possible ways to engage with residents and stakeholders.

8. Code of local authority publicity

Social media communication by local authorities falls under the code of local authority publicity which, among other things, lays out regulations around how local authorities are allowed to communicate.

It also includes restrictions on local authority publicity in the run up to elections – commonly known as purdah or pre-election period – and all social media channels identifiable as related to the council must adhere to the code at all times.

Councillor and staff accounts are not bound by the same code but personal accounts and postings should comply with the relevant codes of conduct and the council's disciplinary policy.

9. Authority

As the city council, we are considered by residents and the media as an 'authority' and that when we post we have the facts correct and can legally post what we do. This means the council may be liable if information is posted from one of its accounts which does not comply with the legal framework. Therefore postings by those who are not aware of legal ramifications of public information are particularly risky.

10. To block or not to block

On most social media channels there are options to mute or block people, or to hide or delete comments where appropriate.

When dealing with inappropriate or aggressive comments on social media, the following approaches will be taken by the city council (approach will depend on what a resident has posted and decisions will be made on a case by case basis by the communications team).

Councillors and staff should consider taking the same approach with their own accounts, to avoid becoming embroiled in matters which could reflect on them. If the matter being discussed relates to City of Lincoln Council, it would be appropriate to make the council's communications team aware of the matter.

Aggression / rudeness / low level abuse

- · Answer the comment with a factual and professional response and request that the inappropriate behaviour ceases
- · If the aggression and rudeness continues, ignore but monitor (see 'repeated low level abuse' actions below)

Libel or reputationally damaging comments or images about named council officers (an issue which should always be referred on to the city council's legal services department)

- Instant blocking with no warning and report to the socialmedia platform's owners

High level abuse / repeated low level abuse / racism or equalities

- Delete comment with no warning

- Block with no warning

- Make the council's Democratic Services team aware (who may then also involve the council's Communications and Legal teams, if appropriate)

- Report to social media platform's owners

11. Photography and video

As with other communication mediums, use of good photography and video are an essential part of social media communications.

Unfortunately, as with print media, poor or inappropriate imagery can have a negative impact on the council's reputation or the reputation of individual members or staff.

The council will only use professional, stock or well-taken appropriate images for social media feeds – the same as any other communications activity – and only use professional or well-taken appropriate video (speak to communications, who can assist with this).

On council or councillors accounts, any staff or residents in photographs or video will be made fully aware that it is, or could be, used on social media and must give permission before anything is posted.

No image or video should be posted without specific verbal consent from all parties if the image was taken in a private space. Any photo or video posted without the permission of all parties will be required to be removed.

Written consent is required by a parent or guardian for any person under the age of 16 before photography or video can be published.

Any imagery, be it video or photo, taken in a public place, i.e. a general image of the high street, where members of the public are walking, does not need permission. However, we would advise you respect others in this situation and seek consent *where possible*.

GDPR regulations and copyright laws apply.

12. How the council will ensure the best use of its social media

To ensure the best use of the social media, the council **will**:

- have one main corporate channel for each platform
- talk to residents and customers through its channels

- be transparent and honest in social interactions
- have a personality and be human – we will keep dry, 'corporate speak' to a minimum to enable engagement
- where appropriate, answer questions quickly and honestly
- be responsible
- share appropriate and helpful content from other organisations where appropriate
- monitor accounts during usual working hours as a minimum
- use hashtags appropriately and strategically
- ask questions and seek feedback
- consider social media accounts as customer service channels
- listen to responses
- adhere to HR policies
- adhere to the code of local government publicity
- work across service areas to provide an excellent customer experience
- always have more than one person responsible for an account
- only create accounts because we should, not because we can
- investigate any issues which arise outside of traditional office hours
- ensure information is accurate, and double check prior to posting, with any mistakes rectified in a timely manner
- evaluate the outcome of posts, seeking detail on interactions and reach

The council **will not**:

- just broadcast or talk at people – social media is social and two way communication is required
- continue running accounts that deliver poor performance – for example if a certain platform were to lose its popularity and post interactions became non-existent
- assume social media is 'free;' social media is time consuming and officer time costs the organisation
- assume social media is 'easy' or will look after itself; social media requires an investment of time, enthusiasm and energy
- leave accounts unattended for more than a week
- be inappropriate in any way
- post content which would intentionally embarrass the council, councillors or members of staff
- post content which is of a purely internal matter unless expressly requested to do so
- build accounts and hope people will come – they won't
- make derogatory comments about any person or the council as a whole

13. Emergency planning and business continuity

Social media will be the initial main form of communication with residents in case of a civil emergency or major incident in the city.

This will be through the main corporate accounts and not through any other council or personal account.

Social media will form a key part of the communications plan in case of emergencies.

14. Use of social media in the recruitment process

The HR departments will use it's Facebook page to advertise vacancies and these will be shared onto the council's corporate account by the communications team.

However, unless it is in relation to finding candidates (for example, if an individual has put their details on social media websites for the purpose of attracting prospective employers), the HR department and managers will not, either themselves or through a third party, conduct searches on applicants on social media.

This is because conducting these searches during the selection process might lead to a presumption that an applicant's protected characteristics (for example, sexual orientation or religious beliefs) played a part in a recruitment decision. This is in line with the organisation's equal opportunities policy.

15. Working with the communications team

Anyone who wishes to undertake work and engagement online through social media should contact the communications team for assistance and advice.

The communications team will consider all requests and advise on the most appropriate action.

The communications team can be contacted through communications@lincoln.gov.uk or by calling 01522 873318.

Section two – councillor specific information

Social media can be a useful tool for councillors. It can help you gain feedback on proposals and communicate information about your activities.

Social media is always on, so it is advised that you consider setting personal limits and establishing your own routine, and remember that you are subject to the council's code of conduct when using social media.

Facebook, Twitter, Instagram and many more have all become everyday communications tools for councillors and the people they represent. The potential is huge and social media allows you to be innovative and responsive as well as providing links to useful sources of information or sign-posting to other organisations.

The following is some advice and guidance which can be used to guide your use of social media while acting in your official capacity.

1. Councillor use of social media

- In any personal online biography, it should be made clear that the views are those of the councillor in question and not necessarily the view of the council.
- Councillors should look to set out a response policy, such as "I welcome questions via email" and an engagement policy, such as "abusive content will be removed."
- For personal safety, as well as identity security, you should give serious consideration to whether or not you share personal information, images of friends and / or family.
- It is also advisable not to include details such as personal phone number, home address, details of family members and vehicle details.
- You are personally responsible for the content you publish. It is important that you are confident of the nature of the information you publish.
- If you comment about your role as councillor online you will be deemed as acting in your official capacity and any conduct will fall within the members' code of conduct.
- Social media must not be used in a way that might lead to a complaint that you have breached the city council's Code of Conduct for Councillors.
- It is advisable that councillors have separate social media profiles for their role as a city councillor and for their private life.
- Councillors are responsible for any content they publish on any form of social media. Publishing or allowing to be published (in the form of a comment) an untrue statement about a person which is damaging to their reputation may incur a libel action for which they would be personally liable; no indemnity from the council would be available.
- Councillors must not use the city council's logo, or any other council related material on a personal account or website, nor should they refer to themselves as a councillor.
- Social media sites are in the public domain, subject to privacy settings, so it is important councillors ensure they are confident of the nature of the information

they publish. Once published, content is almost impossible to control and may be manipulated without consent, used in different contexts, or further distributed.

- Do not provide references for individuals on social or professional networking sites as this will create a legal liability.
- Councillors should look to make use of privacy settings if they don't want their social media to be accessed by the press or public. We encourage councillors to read the terms of service of any social media site accessed and make sure they understand the confidentiality/privacy settings.
- Councillors should not disclose any other persons' personal details such as home addresses and telephone numbers on social media. Any personal or sensitive information should be handled in line with the city council's Data Protection policies. Safeguarding issues are paramount because social media sites are often misused by offenders. Safeguarding is everyone's business – if councillors have any concerns about other site users, they have a responsibility to report these.
- Councillors should not publish or report on meetings which are private or internal (where no members of the public are present or it is of a confidential nature) or exempt reports (which contain confidential information or matters which are exempt under the provision of the Local Government (Access to Information) Act 1985).
- Copyright laws apply online. Placing images or text from a copyrighted source (e.g. extracts from publications or photos) without permission is likely to breach copyright. Councillors should avoid publishing anything they are unsure about or seek permission from the copyright holder in advance.
- Councillors should be aware of their own safety when placing information on the internet and should not publish information which could leave them vulnerable.
- Do not, in your role as councillor, use social media to promote personal financial interests.
- Be aware that the higher your profile as an elected member, the more likely it is that you will be seen as acting in your official capacity when commenting on social media.
- If you are a dual-hatter (i.e. a councillor at city council and county council), be aware that this policy is for the city council only and may differ from the policy in place at other councils. Please be mindful when commenting on either council's projects, as this could impact on your ability to participate in a debate and/or vote on such matters. It is suggested that you seek advice from officers before commenting.
- Do tolerate disagreement - some comments may not align with your own. Accept this and do not get bogged down with 'difficult' users.
- Remember social media isn't always a reflection of real life and that most people on social media are nothing like that in real life!

Section three: Information specific to all staff

1. **Employee wellbeing**
2. **Personal accounts**
3. **Personal use of social media at work**
4. **Excessive use of social media at work**
5. **Disciplinary action over social media use**
6. **Yammer**

1. Employee wellbeing

People on social media are not always nice.

The council has received abuse on social media with council staff (in general), individuals and councillors being insulted.

Insults are used, tone can be aggressive and accusations are frequent. People behave, and verbalise, online and on social media, in a way they would not necessarily do in person or on the phone.

Involvement in social media with responses like this can be demoralising, frustrating and upsetting.

The council understands the toll this can take on staff, and managers of staff regularly using social media for work purposes should ensure there are regular opportunities for staff to undertake other work offline.

Managers should also ensure that staff are appropriately trained to manage accounts professionally despite any abuse or negative feedback received, and support is in place during difficult periods as there would be if the abuse was verbal, on the phone or face-to-face. Consideration should also be given as to whether any such incident requires reporting under the Corporate Health & Safety Unacceptable Behaviour Policy.

To mitigate risks to staff, no one single staff member should be responsible for any account. There should always be another member of the team who has access to and editorial rights over the channels used. This also ensures business continuity.

2. Personal accounts

Staff are welcome and encouraged to have personal accounts on social media and there are lots of positive reasons to do so, including:

- Following the council – as an employee you can find out more about what the council is up to across all departments as well as events and activities you may have missed on internal channels.

- Hearing about things first – social media is often now where the news breaks first including, sometimes, council news.
- Joining in with the buzz – local activities can create a real buzz online, whether about the council or not and knowing our local communities and what they are talking about online is never a bad thing.
- You don't have to speak – you don't have to post your views on anything or everything, you can just listen to others by following them and reading what they have to say.
- We can help set you up – if the idea of a tweet or following someone is a giant step into the unknown, the communications team is happy to offer advice.
- You don't have to say you work for the council on your feed, and it is recommended that you don't to avoid any negative impacts – it is up to you.

Top tips for personal accounts:

- Use your common sense - don't write anything you wouldn't say to your friends or post pictures you wouldn't want your friends and family to see.
- Consider your privacy settings carefully so as to avoid any negative impacts on you from the wider general public.
- Don't be rude, abusive, bullying or anything else which could bring the council, or you personally into disrepute, even if heavily provoked as this could easily fall into a conduct issue.
- If commenting on a council issue, keep it factual, positive and non-personal.
- Block or unfollow people who are rude, abusive, bullying or otherwise insulting.
- Don't use the council's logo or an image including the council's logo as a profile image – you will look like an official council spokesperson and could get quoted by the press. Please be aware that certain platforms (LinkedIn, for example) add logos automatically and, if this platform is used, incorporating the logo cannot be avoided.
- Do follow the council and retweet or repost anything you find interesting or is good news – even if you only do that for tweets related to your team it helps spread the word of all our successes.
- Don't engage the trolls – trolls are exactly what they sound like and lurk on social media ready to leap on things people say. It is always best to ignore them.
- Choose your 'friends' carefully – if you are in a sensitive position as an employee or in a politically restricted post, best not to follow or post on political issues, especially local ones (this doesn't apply to councillors).
- Have regard to the member code of conduct and the member / officer code as detailed in the constitution.
- Remember social media isn't always a reflection of real life and that most people on social media are nothing like that in real life!
- Remember and be aware of the LGA's code of publicity, especially during pre-election period – this can be found on the Hub and on government websites.
- Please consider the implications of stating who your employer is on your social media profile as doing could potentially result in abuse and comments you make may be deemed to be coming direct from the council itself.
- Do not use your own social media account(s) for any council business at all. Your personal life must be kept separate from your work. This is for your own safety and

wellbeing. You must comply with the Council's Regulatory of Investigatory Powers Act Policy and the Guidance on Using Social Media which can be found on Netconsent.

- This sets out when it might be appropriate to use the council's social media accounts to investigate potential legal proceedings, and how to do it. If you have any questions about this, please contact the legal services or communications team.
- Any approach relating to the council or council work on personal social media accounts should be referred to the communications team who can advise on appropriateness of any response.

3. Personal use of social media at work

Employees are allowed to access social media from the organisation's computers or devices at certain times, if the sites are enabled. Employees who are not responsible for a council social media account must limit their use of social media to their official rest breaks such as their lunch break.

The organisation understands that employees may also wish to use their own computers or devices to access social media while they are at work. Again employees must limit their use of social media on their own equipment to their official rest breaks.

4. Excessive use of social media at work

Employees should not spend an excessive amount of time while at work using social media.

They should ensure that use of social media does not interfere with their other duties. This is likely to have a detrimental effect on employees' productivity.

5. Disciplinary action over social media use

All employees are required to adhere to the social media policy.

Employees should note that any breaches of this policy may lead to disciplinary action.

Serious breaches of this policy, for example incidents of bullying of colleagues or social media activity causing serious damage to the council, may constitute gross misconduct and lead to summary dismissal.

6. Yammer

As of September 2022, the city council's staff will be able to access Yammer, a social networking tool to openly connect and engage with colleagues across the organisation.

Yammer is being introduced to provide a collaborative environment to help staff connect with colleagues and bring together directorates virtually to share meaningful information, general and common interests using work-based social media.

Yammer will be used to deliver news, announcements and share general information directly to employees. The Hub (the city council's intranet) will be utilised for corporate/business information only.

It will enable staff to get answers to questions in Yammer groups without knowing exactly whom to ask. It will ensure managers and employees celebrate successes and recognise accomplishments in a Facebook-like environment.

Staff will be able to conduct polls and surveys to obtain feedback from colleagues quickly and respond where necessary.

Staff use of Yammer will also be governed by this social media policy, along with associated IT policies.

Appendix B

<u>**City of Lincoln Council**</u>

<u>**Yammer Policy**</u>

<u>What is Yammer?</u>

Yammer is a social networking tool to openly connect and engage with colleagues across our organisation.

Our goal is to provide a collaborative environment to connect with colleagues and bring together our directorates virtually in different working locations to share meaningful information, general and common interests using work based social media

We aim to:

- Use Yammer to deliver news, announcements and share general information directly to employees. The Hub (Council's intranet) will be utilised for 'official' corporate/business information only
- Enable staff to get answers to questions by querying Yammer groups without knowing exactly whom to ask.
- Ensure Managers and employees celebrate successes and recognise accomplishments in a Facebook-like environment.
- Conduct polls and surveys to obtain feedback from staff quickly and respond where necessary.
- Enable staff to create their own social communities for common interests. E.g. sport groups, Health groups etc

In turn, we expect you to enjoy the benefits of Yammer in a hybrid working environment whilst adhering to the policy guidance detailed in this document. Your activity in this network is governed by the Council's Social Media Policy and associated IT policies. You will be asked to agree to these policies via Netconsent once a year and the following requirements should be understood.

Basic Guidelines:

These guidelines are not meant to be an exhaustive list, but rather an outline of things to consider when being active in the Yammer community.

- **Accountability:** Take responsibility for your postings, clearly differentiating opinions from fact. By posting content, you agree that you are solely responsible for the content you create. Neither the content you post, nor the links to other web sites, are screened, approved, reviewed

or endorsed by City of Lincoln Council. **Do not post any confidential information.**

- **Purpose:** Yammer is not for discussions regarding specific work projects or customers/partners/suppliers/members of the public and is only provided for staff social discussions such as the organisation of social events, announcements and general work tips.

- **Accuracy and Transparency:** The text and other material posted are the opinion of the specific author and are not statements of advice or information of City of Lincoln Council. Use your real name and a real photograph of you in your profile so it's easier to know who you are.

- **Common Courtesy:** Don't do anything that will reflect negatively on you or your colleagues.

- **Policy:** By joining the Yammer network, you are agreeing to abide by this policy for the acceptable use of information technology. Any violation of the policy may result in suspension of network access or possible disciplinary action

- **Be Social:** Try to engage the network in productive dialogue and work to follow the City of Lincoln Council social media guidelines found here

- **Everything in Yammer stays in Yammer!** (No public posts or Tweets, and so on)

Using Appropriate Language and Tone

- Be tolerant of others' opinions, avoid antagonising anyone, and do not react if provoked. Remember, you are a member of Yammer community, and so represent not only your Directorate but also the Council itself.

- Be respectful to other members. It is acceptable to disagree, but please do so in a respectful, non-discriminatory manner.

Choosing An Audience

When choosing an audience be mindful of the following:

- Who will benefit most from my post?

- If I am asking a question, where am I most likely to receive an appropriate answer?

- Does my post contain too many words, or too few?

- Is my post meaningful in any way?

- How might the language use and tone of voice in my post be perceived?

These are only a few guidelines of questions you should ask yourself before making a post. There may be times when posting an article to the entire organisation may be appropriate, and other instances where your post would be best seen by only certain

groups and/or people. *Please think before you post.*

Acceptable Files for Upload

Uploading files to Yammer allows you to collaborate on documents and utilise material to support your conversations and interactions. When uploading files be sure to keep in my mind the following:

- Files should be relevant to the group and/or current topic.
- As always, files should be appropriate for professional use.

Creating A Group

Yammer groups are a powerful resource and are beneficial when you want to connect with other like-minded members of the Council for a productive purpose. Consider these questions before creating a group in Yammer:

- Is there an established group that may fit my current needs?
- Will this group be beneficial to the development and engagement of the campus community?
- Should the group be private or public?
- What is the main purpose for the creation the group?

These simple questions will help to keep the Yammer community organised and free of duplication and unnecessary groups, thereby creating an environment for open communication and valuable dialogue.

All communities should have two Admins at a minimum.

Not sure If It's okay to post? Send Yammer Admins an inquiry and we will help you decide.

Yammer privacy notice

The City of Lincoln Council (the council) is what is known as a 'data controller' of the information you provide, and we are registered with the Information Commissioner's Officer. We take your privacy seriously and this notice informs you of how we use your personal information in Yammer.

Yammer is an enterprise social networking service which we are using for social communications within the council. For further information see [What is Yammer? (microsoft.com)](microsoft.com)

Use of Yammer is subject to the council's Yammer Acceptable Usage guidance.

How we will use your information

Yammer has been introduced to increase social engagement across the council, create a one council environment and ease the isolation of working remotely.

To create an account, you will be asked to enter your name and work email address.

Yammer will be monitored for any abusive language used by way of 'key word' detection. This will be reported to Communications in the first instance before reporting to relevant Line Managers and Human Resources. In addition, Office 365 Administrators within the Council have access to private content posted however, this will only be accessed where there is a legal reason to do so.

We are collecting and using your information which is necessary for a legitimate business interest (social welfare of staff) and for the performance of your employment contract in relation to compliance with the Yammer Acceptable Usage Guidance.

When an Office 365 Administrator deletes your account when you leave the Council you will be deactivated in Yammer. After 30 days, your data is deleted from Office 365 and after 90 days, you are permanently removed from Yammer. It is important to highlight that although your account is deleted, Yammer messages will remain as showing as posted from you.

Who may we share your information with?

Your information may be accessed by our staff who need to use it in relation to Acceptable Usage and your contract if employment. Your information will be shared with the following third-party organisation, Yammer, which is hosted on the Office 365 cloud service hosted in the EU.

Third Party Information

If you are uploading anyone else's details, please make sure that you have explained to them that you have given their information to us. For example, if you are uploading a photo or video that identifies an individual you must make sure you have their consent to share, and they must be informed how they can withdraw consent at any time.

Your rights

For information on how to raise a complaint if you are unhappy with the way we have processed your data or the rights you have over your personal data, please see our privacy notice on our website at www.lincoln.gov.uk/privacy-policy or if you would like a hard copy of this information, please contact us using the data protection officer contact details provided above.

Appendix 1

Yammer Acceptable Usage Guidance

- Everything in Yammer stays in Yammer (no public posts on social media, etc.)
- do not post confidential information into any community.
- do not post personal data of customers/, commercially sensitive or political statements relating to Council business.
- Yammer is not for discussions regarding specific work projects or customers/partners/suppliers/members of the public and is only provided for staff social discussions such as the organisation of social events, announcements and general work tips.
- we all have a responsibility to protect council data, so if you do see any personal or commercially/politically sensitive information posted or you think someone has received something they shouldn't have, contact your line manager and email Yammer admins and they will delete any such information
- be polite and respectful to other members. It is acceptable to disagree, but please do so in a respectful and non-discriminatory manner. What's said here is visible to your employer, line manager, colleagues and members. Please keep it professional at all times.
- if you are posting a photo/video you must ensure you have permission from the individuals included in the image/video before doing so.
- should you be informed that a party no longer wishes their photo to be displayed or you yourself wish a photo to be removed please contact the appropriate group admins.
- you are responsible for the material you post to Yammer and if you breach the Acceptable Usage Guidance this may result in disciplinary action being taken against you.
- where there is a legal reason to do so, please be aware admins on Yammer have access to private content posted.
- Yammer will be monitored for any abusive language used by way of 'key word' detection. This will be reported to Communication Team in the first instance who will then report into line managers and HR.
- we keep your information safe. Yammer is hosted on the Office365 cloud service and is securely held by Microsoft. Please note that with the cloud you cannot guarantee complete deletion.
- information posted on Yammer is attributed to the individual and does not necessarily reflect the views and opinions of City of Lincoln Council. Any official Council announcements should be made through standard communication channels and not linked back to content stored on Yammer.
- Information posted on Yammer will be subject to Freedom of Information Act, Environmental Information Regulations & General Data Protection Regulation and Data Protection Act 2018 – this means that members of the public can ask for information held about Council activities (FOI(S)A/EI(S)R) or if an individual requests their own information under Data Protection. Members of staff can also make these requests.

Communities

- Only internal communities will be permitted

Version 1
August 2022

- if you want to create a community, name it carefully – there's lots of other communities out there.
- only create a community if you really need it
- City of Lincoln Council withholds the right to remove any communities it deems unsuitable or offensive (or no longer in use)

Inappropriate posts should be directed to Yammer Admins in the first instance.

Please visit Microsoft's support page for Yammer for further help and learning.

EXECUTIVE   **22 AUGUST 2022**

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

1.   **Purpose of Report**

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

2.   Executive Summary

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

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

There are 76 quarterly measures included within this report.

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

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

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

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

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

CX – Overall 14 measures are within or exceeding targets.

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

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

DCE – Overall 19 measures are within or exceeding targets.

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

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

DHI – Overall 12 measures are within or exceeding targets.

3. Background

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

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

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

4. The Data Appendices

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

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

5. Strategic Priorities

5.1 City of Lincoln Council – Vision 2025 Strategic Priorities

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

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

6. Organisational Impacts

6.1 Finance (including whole life costs where applicable)

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

6.2 Legal Implications including Procurement Rules

There are no direct legal implications because of this report.

6.3 Equality, Diversity and Human Rights

There are no direct equality implications because of this report.

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

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

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

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

7. Risk Implications

7.1 (i)   Options Explored – n/a

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

8. Recommendation

8.1 Executive is asked to comment on the achievements and challenges identified in 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?	Two (A and B)
List of Background Papers:	None

Lead Officers:
Robert Marshall
Business Intelligence Analyst, Corporate Policy

Scott Lea
Policy and Performance Support Officer

Operational Performance Report

2022 – 2023

Q1

JULY 2022

Robert Marshall, Business Intelligence Analyst

Scott Lea, Policy and Performance Support Officer

Contents

How to Read this Report

Measures belonging to Chief Executives Directorate

– predominantly covering "Reducing all kinds of inequality"

Measures belonging to Directorate for Communities and Environment

– predominantly covering "Lets enhance our remarkable place"

Measures belonging to Directorate for Housing and Investment

- predominantly covering "Lets deliver quality housing"

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

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

The report also includes data on our corporate measure categories:

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

Measure Performance is Reported using the following indicators:

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

Performance has improved since last quarter/year

Performance has stayed the same since last quarter/year

Performance has deteriorated since last quarter/year

Executive Summary

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

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

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

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

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

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

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

Authority Wide Summary

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

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

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

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

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

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

Directorate of the Chief Executive – Performance Measures

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

Performance has improved since last quarter   Performance has stayed the same since last quarter   Performance has deteriorated since last quarter

Service Area	Measure	High Or Low	Low Target	High Target	Previous Data Period	Previous Value	Current Quarter	Current Value	Unit	Status	
Communications	Percentage of media enquiries responded to within four working hours	High is good	75.00	90.00	Q4 - 21/22	73.00	Q1 - 22/23	76.00	%	A	▲
Work Based Learning	Percentage of apprentices completing their qualification on time	High is good	95.00	100.00	Q4 - 21/22	83.00	Q1 - 22/23	0.00	%	R	▼
Work Based Learning	Number of new starters on the apprenticeship scheme	High is good	3	5	Q1 - 21/22	4	Q1 - 22/23	1	Number	R	▼
Work Based Learning	Percentage of apprentices moving into Education, Employment or Training	High is good	90.00	95.00	Q4 - 21/22	83.00	Q1 - 22/23	0.00	%	R	▼
Customer Services	Number of face to face enquiries in customer services	N/A	Volumetric	Volumetric	Q4 - 21/22	57	Q1 - 22/23	40	Number	V	
Customer Services	Number of telephone enquiries answered in Channel Shift Areas (Rev & Bens, Housing & Env. Services)	N/A	Volumetric	Volumetric	Q4 - 21/22	32,005	Q1 - 22/23	28315	Number	V	
Customer Services	Average time taken to answer a call to customer services	Low is good	300	180	Q4 - 21/22	321	Q1 - 22/23	484	Seconds	R	
Customer Services	Average customer feedback score face to face enquiries	High is good	80.00	90.00			Q1 - 22/23	0.00	%	R	
Customer Services	Customer satisfaction with phone calls to customer service	High is good	80.00	95.00			Q1 - 22/23	62.00	%	R	
Accountancy	Average return on investment portfolio	High is good	0.15	0.25	Q4 - 21/22	0.30	Q1 - 22/23	0.90	%	G	▲
Accountancy	Average interest rate on external borrowing	Low is good	4.75	3.75	Q4 - 21/22	3.02	Q1 - 22/23	3.05	%	G	▼
Debtors & Creditors	Percentage of invoices paid within 30 days	High is good	95.00	97.00	Q1 - 21/22	95.84	Q1 - 22/23	98.11	%	G	▲
Debtors & Creditors	Percentage of invoices that have a Purchase Order completed	High is good	45.00	55.00	Q1 - 21/22	55.00	Q1 - 22/23	56.00	%	G	▲
Debtors & Creditors	Average number of days to pay invoices	Low is good	30.00	15.00	Q1 - 21/22	13.00	Q1 - 22/23	13.00	Days	G	▬
Revenues Administration	Council Tax - in year collection rate for Lincoln	High is good	25.00	26.00	Q1 - 21/22	25.10	Q1 - 22/23	25.99	%	A	▲
Revenues Administration	Business Rates - in year collection rate for Lincoln	High is good	29.00	32.00	Q1 - 21/22	29.10	Q1 - 22/23	36.60	%	G	▲
Revenues Administration	Number of outstanding customer changes in the Revenues team	Low is good	2,000	1,500	Q1 - 21/22	2,665	Q1 - 22/23	2137	Number	R	▲
Housing Benefit Administration	Average (YTD) days to process new housing benefit claims from date received	Low is good	21.00	19.00	Q1 - 21/22	16.81	Q1 - 22/23	17.73	Days	G	▼
Housing Benefit Administration	Average (YTD) days to process housing benefit claim changes of circumstances from date received	Low is good	10.00	7.50	Q1 - 21/22	4.88	Q1 - 22/23	6.52	Days	G	▼
Housing Benefit Administration	Number of Housing Benefits / Council Tax support customers awaiting assessment	Low is good	2,500	2,000	Q1 - 21/22	2,098	Q1 - 22/23	2544	Number	R	▼
Housing Benefit Administration	Percentage of risk-based quality checks made where Benefit entitlement is correct	High is good	87.00	90.00	Q1 - 21/22	95.94	Q1 - 22/23	94.32	%	G	▼
Housing Benefit Administration	The number of new benefit claims year to date (Housing Benefits/Council Tax Support)	N/A	Volumetric	Volumetric	Q4 - 21/22	4,036	Q1 - 22/23	1056	Number	V	

Communications

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

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

Work Based Learning

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

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

Customer Services

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

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

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

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

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

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

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

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

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

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

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

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

Accountancy

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

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

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

Debtors and Creditors

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

Figures are adjusted based on certain assumptions as below: -

1) No invoice collected for payment by supplier by direct debit or standing order is assumed to be late.

2) No credit note taken by CoLC outside of 30 days classified as late.

3) 0.5% of those invoices paid over 30 days assumed to be in dispute at some point and hence paid late after dispute resolved not classified as late

4) 1% of those invoices paid after 30 days were held back from payment because the overall balance with the supplier was in credit

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

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

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

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

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

Revenues

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

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

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

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

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

Benefits Administration

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

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

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

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

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

Directorate of Communities and Environment – Performance Measures

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

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

Service Area	Measure	High Or Low	Low Target	High Target	Previous Data Period	Previous Value	Current Quarter	Current Value	Unit	Status	
Affordable Housing	Cumulative number of affordable homes delivered	High is good	5	15	Q1 - 18/19	231	Q1 - 22/23	0	Number	A	▼
Food and Health & Safety Enforcement	Percentage of premises fully or broadly compliant with Food Health & Safety inspection	High is good	95	97	Q4 - 21/22	98.1	Q1 - 22/23	98.15	%	G	▲
Food and Health & Safety Enforcement	Average time from actual date of inspection to achieving compliance	Low is good	15	10	Q4 - 21/22	18.6	Q1 - 22/23	14.55	Days	A	▲
Food and Health & Safety Enforcement	Percentage of food inspections that should have been completed and have been in that time period	High is good	85	97	Q4 - 21/22	100	Q1 - 22/23	100	%	G	▬
Development Management (Planning)	Number of applications in the quarter	N/A	Vol.	Vol.	Q4 - 21/22	228	Q1 - 22/23	218	Number	V	
Development Management (Planning)	End to end time to determine a planning application (Days)	Low is good	85	65	Q4 - 21/22	79.16	Q1 - 22/23	87.86	Days	R	▼
Development Management (Planning)	Number of live planning applications open	Low is good	180	120	Q4 - 21/22	145	Q1 - 22/23	126	Number	A	▲
Development Management (Planning)	Percentage of applications approved	High is good	85	97	Q4 - 21/22	95	Q1 - 22/23	95	%	A	▬
Development Management (Planning)	Percentage of decisions on planning applications that are subsequently overturned on appeal	Low is good	10	5	Q4 - 21/22	0	Q1 - 22/23	0	%	G	▬
Development Management (Planning)	Percentage of Non-Major Planning Applications determined within the government target (70% in 8 weeks) measured on a 2 year rolling basis	High is good	70	90	Q4 - 21/22	83	Q1 - 22/23	84.2	%	A	▲
Development Management (Planning)	Percentage of Major Planning Applications determined within the government target (60% in 13 weeks) measured on a 2 year rolling basis	High is good	60	90	Q4 - 21/22	89	Q1 - 22/23	89.3	%	A	▲
Private Housing	Average time in weeks from occupational therapy notification to completion of works on site for a DFG grant (all DFG's exc. extensions)	Low is good	26	19	Q4 - 21/22	28	Q1 - 22/23	30.4	Weeks	R	▼
Private Housing	Average time from date of inspection of accommodation to removing a severe hazard to an acceptable level	Low is good	20	12	Q4 - 21/22	5.4	Q1 - 22/23	15.1	Weeks	A	▼
Private Housing	Number of empty homes brought back into use	High is good	1	8	Q1 - 21/22	3	Q1 - 22/23	5	Number	A	▲
Public Protection and Anti-Social Behaviour Team	Number of cases received in the quarter (ASB)	N/A	Vol.	Vol.	Q4 - 21/22	85	Q1 - 22/23	128	Number	V	
Public Protection and Anti-Social Behaviour Team	Number of cases closed in the quarter	N/A	Vol.	Vol.	Q4 - 21/22	715	Q1 - 22/23	953	Number	V	
Public Protection and Anti-Social Behaviour Team	Number of live cases open at the end of the quarter	Low is good	260	220	Q4 - 21/22	248	Q1 - 22/23	282	Number	R	▼
Public Protection and Anti-Social Behaviour Team	Satisfaction of complainants relating to how the complaint was handled	High is good	75	85	Q4 - 21/22	0	Q1 - 22/23	0	%	A	▬
Sport & Leisure	Quarterly visitor numbers to Birchwood Leisure Centre	N/A	Vol.	Vol.	Q4 - 21/22	39,613	Q1 - 22/23	33468	Number	V	
Sport & Leisure	Quarterly visitor numbers to Yarborough Leisure Centre	N/A	Vol.	Vol.	Q4 - 21/22	66,896	Q1 - 22/23	51958	Number	V	
Sport & Leisure	Artificial Grass Pitch usage at Yarborough Leisure Centre & Birchwood Leisure Centre	High is good	520	650	Q4 - 21/22	775	Q1 - 22/23	689	Hours	G	▼
Sport & Leisure	Customers who would recommend Birchwood Leisure Centre	High is good	62	70	Q4 - 21/22	83	Q1 - 22/23	77	%	G	▼
Sport & Leisure	Customers who would recommend Yarborough Leisure Centre	High is good	62	70	Q4 - 21/22	62	Q1 - 22/23	50	%	R	▼

54

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

55

Food Health and Safety

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

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

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

Development Management (Planning)

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

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

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

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

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

Private Housing

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

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

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

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

Public Protection and Anti-Social Behaviour (PPASB)

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

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

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

Sports and Leisure

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

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

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

Waste and Recycling

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

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

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

Street Cleaning and Grounds Maintenance

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

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

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

Allotments

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

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

Parking

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

Directorate of Housing and Investment – Performance Measures

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

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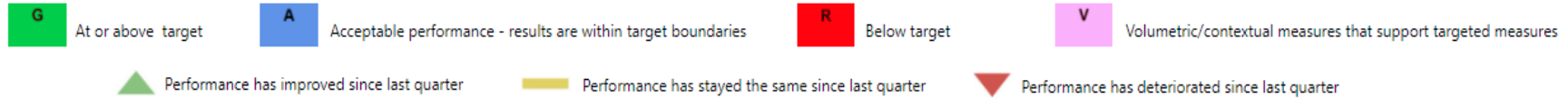
Service Area	Measure	High Or Low	Low Target	High Target	Previous Data Period	Previous Value	Current Quarter	Current Value	Unit	Status	
Housing Investment	Percentage of council properties that are not at the 'Decent Homes' standard (excluding refusals)	Low is good	1.5	1	Q4 - 21/22	0.7	Q1 - 22/23	0.93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

61

Housing Investment

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

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

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

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

Control Centre

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

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

Rent Collection (Tenancy Services)

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

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

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

Housing Solutions

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

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

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

Housing Voids

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

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

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

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

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

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

Housing Maintenance

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

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

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

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

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

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

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

Business Development

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

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

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

Authority Wide Measures

Resource Information

The total number of FTE employees (excluding apprentices) at the end of Q1 was 530.58 with an average of 5.31 apprentices over the period. In terms of the level of vacancies at Q1 - budgeted establishment unfilled positions (FTE) stood at 80 FTE. It should be noted that the council are actively recruiting 27.85 FTE, with a strong focus on essential and business critical roles due to the financial environment.

The percentage of staff turnover at the end of quarter four was 3.1% (excluding apprentices).

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

2022 Appraisals completed to date

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

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

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

Health and Wellbeing

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

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

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

Sickness Performance

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

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

Q1 2022/23 ONLY

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

Cumulative Total Sickness Per FTE (excluding apprentices)

Cumulative Total Sickness Per FTE

Quarter	Value
Q1 - 19/20	2.42
Q2 - 19/20	4.90
Q3 - 19/20	7.75
Q4 - 19/20	10.49
Q1 - 20/21	1.13
Q2 - 20/21	2.83
Q3 - 20/21	5.82
Q4 - 20/21	9.10
Q1-21/22	2.92
Q2-21/22	6.32
Q3-21/22	10.51
Q4-21/22	13.80
Q1-22/23	2.70

Cumulative Short-Term Sickness Per FTE in Days

Cumulative Short Term Sickness Per FTE

Quarter	Value
Q1 - 19/20	1.13
Q2 - 19/20	2.09
Q3 - 19/20	3.45
Q4 - 19/20	4.54
Q1 - 20/21	0.35
Q2 - 20/21	1.03
Q3 - 20/21	1.84
Q4 - 20/21	2.66
Q1-21/22	0.72
Q2-21/22	1.70
Q3-21/22	2.96
Q4-21/22	4.53
Q1-22/23	1.17

Cumulative Long-Term Sickness Per FTE in Days

Cumulative Long Term Sickness Per FTE in Days
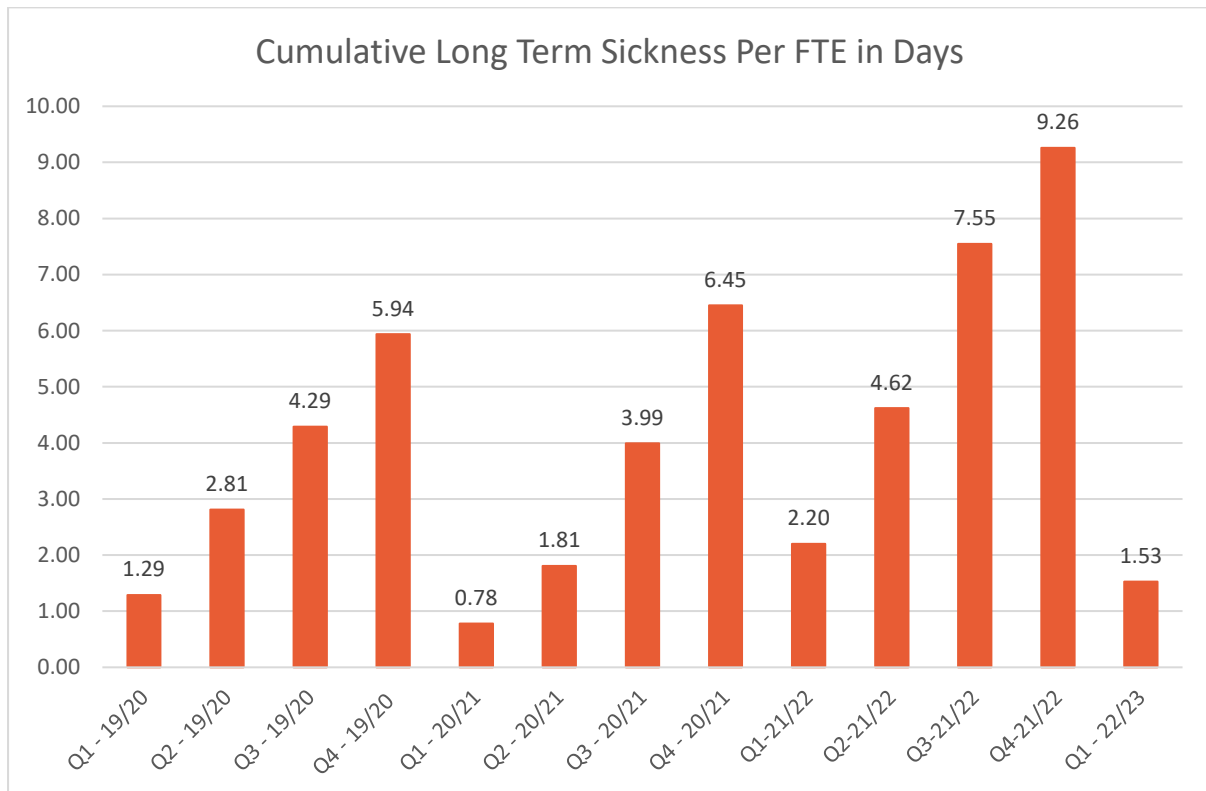
Complaints Performance

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

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

Number of formal complaints (YTD)
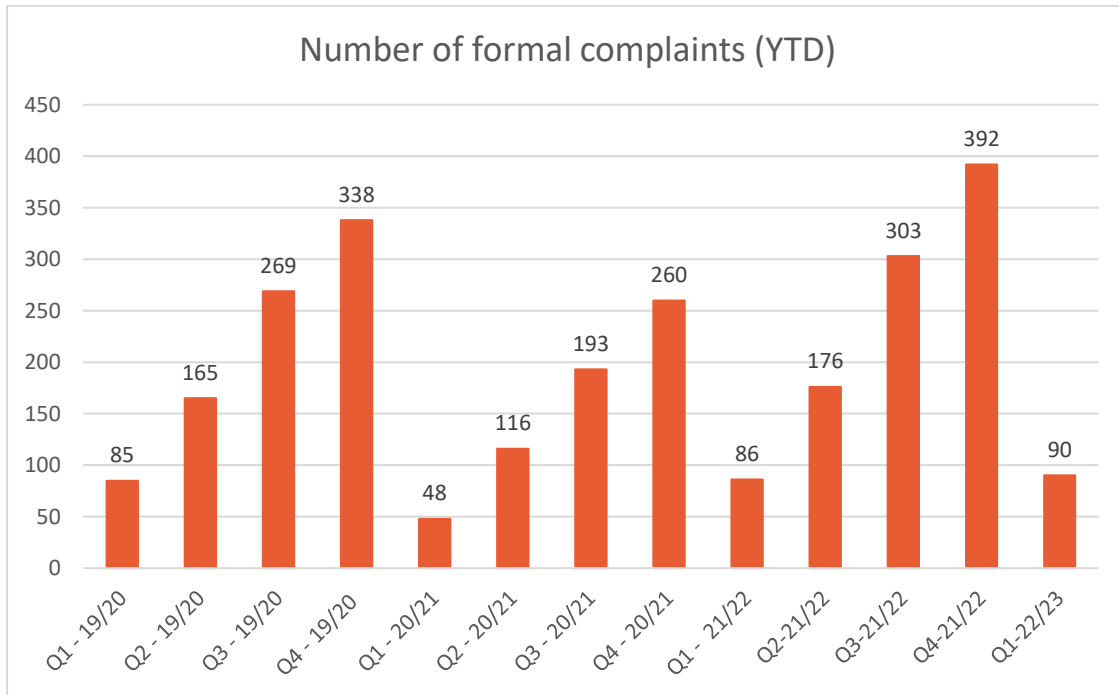
Local Government Ombudsman Complaints Decided

This page is intentionally blank.

PERFORMANCE INFORMATION MANAGEMENT SYSTEM

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

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

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

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

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

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

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

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

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

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

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

This page is intentionally blank.

EXECUTIVE   **22 AUGUST 2022**

SUBJECT:	**STRATEGIC RISK REGISTER – QUARTERLY REVIEW**
DIRECTORATE:	**CHIEF EXECUTIVE AND TOWN CLERK**
REPORT AUTHOR:	**JACLYN GIBSON, CHIEF FINANCE OFFICER**

---

1. Purpose of Report

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

2. Background

2.1 An update of the Strategic Risk Register, developed under the risk management approach of 'risk appetite', was last presented Members in June 2022 and contained twelve strategic risks.

2.2 Since reporting to Members in June, the Strategic Risk Register has been refreshed and updated by the Risk Owners and Corporate Management Team for the financial year 2022/23. This assessment has reviewed each risk in terms of the level of assessed risk (likelihood and impact), target risk scores, control measures in place and mitigating actions required in order to; avoid, seek, modify, transfer, or retain the risks.

2.3 The outcome of this work has resulted in a refreshed Strategic Risk Register for 2022/23, which reflects the changing circumstances in which the Council is operating and the different challenges and opportunities it faces. This refreshed register, contained in Part B of the agenda, will be performance monitored on a quarterly basis, reported to both the Performance Scrutiny Committee and the Executive.

3. Strategic Risks

3.1 The Strategic Risk Register contains twelve existing risks, as follows:

1) Failure to engage & influence effectively the Council's strategic partners, council staff and all stakeholders to deliver against e.g., Council's Vision 2025.

2) Failure to deliver a sustainable Medium-Term Financial Strategy (that supports delivery of Vision 2025).

3) Failure to deliver the Towards Financial Sustainability Programme whilst ensuring the resilience of the Council.

4) Failure to ensure compliance with statutory duties/functions and appropriate governance arrangements are in place.

5) Failure to protect the local authority's vision 2025 due to changing structures and relationships in local government and impact on size, scale and scope of the Council.

6) Unable to meet the emerging changes required in the Council's culture, behaviour and skills to support the delivery of the council's Vision 2020/2025 and the transformational journey to one Council approach.

7) Insufficient levels of resilience and capacity exist in order to deliver key strategic projects & services within the Council.

8) Decline in the economic prosperity within the City Centre.

9) Failure to deliver key strategic projects.

10) Failure of the Council's key contractors and partners to remain sustainable and continue to deliver value for money

11) Failure to protect the vulnerable in relation to the Council's PREVENT and safeguarding duties.

12) Failure to mitigate against the risk of a successful cyber-attack against the council

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

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

Control actions continue to be implemented and risks managed accordingly.

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

4.   Strategic Priorities

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

5.   Organisational Impacts

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

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

5.3　Equality, Diversity and Human Rights

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

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

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

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

6.　Risk Implications

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

7.　Recommendation

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

Is this a key decision?	No
Do the exempt information categories apply?	No
Does Rule 15 of the Scrutiny Procedure Rules (call-in and urgency) apply?	No
How many appendices does the report contain?	None
List of Background Papers:	None
Lead Officer:	Jaclyn Gibson, Chief Finance Officer Telephone (01522) 873258

This page is intentionally blank.

EXECUTIVE   **22 AUGUST 2022**

SUBJECT:	**BUILDING SAFETY - RESIDENT ENGAGEMENT STRATEGY 2021**
DIRECTORATE:	**HOUSING AND INVESTMENT**
REPORT AUTHOR:	**ANDREW MCNEIL, ASSISTANT DIRECTOR, HOUSING STRATEGY**

1.   Purpose of Report

1.1   To present the Draft Building Safety - Resident Engagement Strategy 2021 to Executive for feedback.

1.2   The Draft Building Safety - Resident Engagement Strategy received the support of Policy Scrutiny Committee at its meeting held on 23 November and Housing Scrutiny Sub Committee on 24th January.

2.   Background

2.1   Following the Grenfell tragedy in 2017 the government launched a review to improve building safety in Higher Risk Residential Buildings (HRRB's). Following the review, the Building Safety Bill was developed, which has currently passed the committee stage in the House of Commons.

2.2   The bill contains a requirement to have a specific building safety resident engagement strategy, that sets out how we will involve residents building safety and communicate key messages. This is to address one of the key findings, which stated there was a lack of involvement and communication with residents at Grenfell in the years leading up to the tragedy.

2.3   The strategy should cover high risk buildings these are properties such as multi-storey blocks over 18 metres and potentially secondary legislation expected to cover sheltered housing. The regulator has advised that significant efforts should be made to engage all residents living in these properties and should not be limited to residents who are already involved in resident engagement. A reaction to building safety by residents requires tangible results, so KPI's will be developed to show how residents are engaging, following suggestions from the committee.

2.4   In response to the requirement, we have developed a strategy for Lincoln in consultation with elected members, staff and the Lincoln Tenants' Panel. It has also been developed in line with best practice from the housing sector.

2.5   The strategy that we have developed sets out our approach to engaging with residents and has three main strands. These are:

     • Information and understanding

• Resident and landlords' responsibilities
• Action to take in the event of a fire

The draft strategy can be found at Appendix 1

2.6   Once the strategy has been approved by Executive the council will begin the process of implementing and develop an action plan.

3.   The Strategy

3.1   This strategy has considered both the legal responsibility but tried to look for innovate and engaging ways, to tackle the issues around communication with residents and getting 'buy in'. The traditional push approach for informing works but more importantly this aims to create the pull approach from residents. Its wider implications around ensuring fire safety management and emergency plans are enacted, will result in a clear approach to meet the requirements.

4.   Strategic Priorities

4.1   **<u>Let's deliver quality housing</u>**

The strategy is a key part of delivering quality housing in Lincoln, making sure buildings are safe and residents are involved with us as their landlord.

5.   Organisational Impacts

5.1   **Finance (including whole life costs where applicable)**

There are no direct financial costs as a result of the strategy.

5.2   **Legal Implications including Procurement Rules**

The strategy will meet the requirement in the Building Safety Bill to have an engagement strategy.

5.3   **Equality, Diversity and Human Rights**

The strategy will allow for us to engage with residents from a range of backgrounds.

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

6.   Recommendation

6.1   Executive are requested to approve this draft strategy and action plan.

Is this a key decision?   No

Do the exempt information   No
categories apply?

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

How many appendices does   1
the report contain?

List of Background Papers: None

Lead Officer: Andrew McNeil, Assistant Director, Housing Strategy
                                            Telephone (01522) 873214
                                  Email address: andrew.mcneil@lincoln.gov.uk

This page is intentionally blank.

CITY OF Lincoln COUNCIL

Building Safety
Resident Engagement Strategy 2021

City of Lincoln Council Building Safety- Resident Engagement Strategy

1. Introduction

1.1 This is the City of Lincoln Council's (CoLC) first Building Safety - Resident Engagement Strategy. The strategy is valid at the time of publication but may change as and when new legislation comes into place.

1.2 Following the tragic fire at Grenfell Tower a new regulatory regime is being introduced for High-Risk Residential Buildings, the principles within this strategy apply to any CoLC residential building with communal space. The strategy is about how we will engage and communicate with residents about building safety for new and existing buildings. It should be considered the first steps in achieving meaningful engagement with residents about the safety of their homes.

1.3 This strategy will lay out the ways in which the CoLC will respond to legislation but also define success, in terms of tangible response to this activity from our residents.

2. Objectives

2.1 The key aims of this strategy are to:

 • Ensure residents are empowered to play an effective role in ensuring their building is, and continues to be, safe.
 • Set out the ways residents can get involved and the benefits to them from participating in engagement on building safety.
 • Identify the building safety information residents wish to be provided with.
 • Identify the way in which residents wish to be provided with building safety information.
 • Establish how we can improve the way we engage with residents in relation to the safety of their home.
 • Engage staff with regards to residents' rights to have a say in relation to their homes.
 • Clarify our responsibilities and residents' responsibilities to ensure their homes remain safe.

2.2 The strategy will be reviewed as part of our preparations for the implementation of the draft Building Safety Bill or as other changes of legislation or regulation come into place, and in response to priorities identified by the Building Safety Regulator.

3. Background

3.1 Following the tragedy at Grenfell in June 2017, the Government commissioned the Independent Review of Building Regulations and Fire Safety led by Dame Judith Hackitt. This report was published in May 2018. In December 2018 the Government accepted all 53 of the report's recommendations and many are being progressed in the Fire Safety Bill and the draft Building Safety Bill. Within the report there is a huge emphasis on landlords engaging with residents about building safety. This strategy outlines how we will engage with and involve residents in the safety of their homes.

3.2 In June 2019 the Government published a consultation document setting out how they plan to overhaul the system for high rise residential buildings through:

 • Clearer responsibilities for those building or managing these buildings.

Appendix 1

- A stronger voice in the system and better information for residents.
- Greater oversight by regulators; and
- Tougher enforcement when things go wrong.

3.3 The Grenfell Inquiry – Phase 1 Report was published on 30 October 2019 with 16 recommendations for either landlords or the London Fire Brigade to review. We have established a new Building Safety focused team and we will be reviewing these recommendations and overseeing all required remedial work to our buildings. The draft Building Safety Bill was published in July 2020 and consultation on the bill was completed in June 2021 when it was introduced to parliament. The timetable for the introduction of new legislation and implementation of the recommendations has not yet been decided.

4. Actions

4.1 We are actively reviewing the proposed requirements in the High-Risk Residential Building's (a building where the impact of a fire can be catastrophic) legislation and will carefully review elements that we could take forward in advance of regulatory requirement changes. We aspire to be at the forefront of organizations' addressing the building safety crisis but are also mindful of clarity and value-for-money.

4.2 This strategy explains how we will engage and involve residents about the safety of their homes. It doesn't include specific building safety information about individual homes.
We have worked with staff, councilors and the LTP to develop this strategy through focus groups and wider consultation. The next step is to develop this plan with residents via various means such as text, email, paper survey and focus groups. We want to make sure it meets residents needs and requirements. It explains what residents can expect in terms of communication from us and how they can get involved and where required, raise concerns.
There is a difference between building safety and building security. If the front door to the building is left open (for example) this is a building security issue but not a building safety issue. It could lead to a building safety issue if an unauthorised person entered and committed an act that endangers the safety of the building such as arson. This strategy will not discuss building security.

5. Understanding our responsibilities

5.1 Building safety is something that all residents and landlords must work on together. Everyone in the building can have a positive impact on the safety of their household and neighbors, and it is all our responsibility to do what we can to keep the building and its occupants safe. That includes letting us know of any safety concerns residents may have, understanding building safety messaging and taking responsibility for the safety of each home. As a landlord we are responsible for undertaking different types of building safety inspections monthly, annually or bi-annually such as gas safety checks, fire risk assessments, legionella testing.

6. The Plan

6.1 There are three main strands to how we will engage with residents around building safety:

  • Information and understanding.
  • Resident and landlords' responsibilities.
  • Action to take in the event of a fire.

7. Information and understanding

7.1 We will use a range of ways to communicate and engage with residents to cater for, as much as possible, the diverse needs of residents. Examples of the way in which we can communicate with residents may include but is not limited to:

  • At sign up
  • New tenant visit
  • Website
  • Portal
  • Podcasts
  • Notice boards/Digital Notice Boards
  • Text
  • Email
  • Letter
  • Pop up sessions to talk about building safety
  • Video

7.2 We will also ensure we cater for residents at our sheltered and grouped housing schemes who may prefer face to face meetings to discuss the strategy and the specific arrangements for their building. Following all meetings, information provided will be delivered to each resident's home. If there are any significant changes to the strategy or action plan, we will update residents on an annual basis (or more frequently if required).

7.3 For residents at our Schemes we can share building safety information with their relatives if they request us to. Where we have identified a serious issue with a building affecting the safety of all residents, we will update residents regularly about any interim safety measures we have put in place, remedial works and further investigations that are required.

A fire action notice is installed within each building. These confirm whether the building has a 'stay put' or 'evacuation' strategy in the event of a fire. We will encourage residents to get involved in making decisions relating to the safety of their building. If residents would like to get involved in building safety matters, then contact the Resident Involvement team who will welcome their input. Residents can contact them directly at LTP@Lincoln.gov.uk.

7.4 Once this strategy is put in place, we will work with residents to identify a way to measure how satisfied all residents are with the way we have delivered the strategy. One way of doing this may be a reduction in the number of occasions upon which we have to remove fire hazards left by residents

in the communal parts of a building. We will commit to reviewing feedback from our residents to ensure we continuously improve the service we provide to them.

8. Clarity and accessibility of information

8.1 We will proactively provide all residents with the information they need to help them understand the protective measures that are in place to keep their building safe. We will make sure the information provided is relevant and in a format that can be understood by residents. We aim to provide this information in different formats on request, for example, for residents who have a physical or visual impairment, have other disabilities or who do not speak English.

8.2 As standard practice we can provide:
  • The measures we have in place to mitigate potential fire and building safety risks to residents, e.g., fire precautions.
  • Information for residents explaining how they can reduce the risk of fire in individual dwellings e.g., by not storing flammable materials.
  • A process for reporting a fire risk and/or raising any other safety concerns.
  • Procedures to follow where a fire occurs in the building.

8.3 This will be further confirmed during engagement activity with resident focus groups.

8.4 The Building Safety Bill received Royal Assent on the 28th April and is now an Act of parliament. It defines new measures intended to make buildings and residents safer and includes the structure of a new Building Safety Regulator who will enforce a more stringent regulatory regime for buildings of 18m/7 stories, and over, as well as overseeing safety and standards in buildings of all heights. The Act brings changes to fire safety law which contains additional requirements for the Accountable person, the changes are due to come into force on 23 January 2023

Residents can ask for further and more detailed information about the safety measures in their building if they wish and such information may include (but is not limited to):

  • Full, current, and historical fire risk assessments.
  • Outcome of building safety inspection checks where available.
  • How assets in the building are managed, e.g., frequency of lift maintenance.
  • Details of preventive measures, e.g., smoke alarms.
  • Fire protection measures in place, e.g., sprinklers, fire extinguishers.
  • Information available on the maintenance of fire safety systems; what does this involve?
  • The fire strategy for the building.
  • Structural assessments, where available.

We will:

  • Comply with the safety case and mandatory occurrence reporting requirement
  • Conduct an assessment of fire and structural safety risks
  • Prepare and keep under review a Residents' Engagement Strategy
  • Keep and update prescribed information about the building
  • Provide key information such as the contact details of the Accountable Person/Principal Accountable Person

- Explain the different roles and responsibilities involved in the Management of Building Safety
- Establish a complaints system that ensures residents' safety concerns are heard and dealt with
- Monitor the effectiveness of the complaints system and make changes where required

8.5 We will follow the legal framework through FOI and DPA to deal with requests for information about building safety. Within this process we will provide guidelines to enable vulnerable residents to nominate an advocate, care giver or representative who can request more detailed information on their behalf.

8.6 On request, we will make additional information available to residents. This could include information on planned maintenance and repairs schedules and planned and historical changes to the building.

8.7 We will not release draft reports, which are likely to be subject to change but will aim to release information as quickly as possible and subject to the legal framework. Residents who have a concern about building safety can contact our Customer Services Team (who will be trained to recognise building safety issues) who will arrange for a CoLC officer to deal with this concern. Any resident who is not happy with the outcome and wishes to escalate the issue is entitled to submit a complaint.

8.8 Residents living in our Schemes who report repairs directly to their Independent Living Coordinator can continue to report any building safety concerns directly to them.

8.9 Safety information will be provided when residents move in, and annually after that. At the start of every tenancy or lease we will provide a fire safety note within the sign-up pack or welcome pack. Within 6 weeks of a tenancy starting, we will contact residents and discuss building safety and will answer any queries they may have at that point.

8.10 Leaseholders will also need to be consulted and involved as part of the engagement strategy, as they have separate and unique needs compared to council tenants. Therefore, it is important for leaseholders to be fully involved in the process.

8.11 The CoLC carry out building safety compliance work and compile reports on compliance, which can be provide upon request. Below is an example of the types of compliance info a resident might want sight of and the recommended time frames for compliance activity.

Compliance Test	Frequency
Gas safety checks	Annual
Pressure System Safety Regulations	Annual
Fire Alarms	Quarterly
Automatic Opening Vents	Monthly
Dry/Wet Risers	6 monthly visual inspection and annual pressure test
Sprinklers	Annual
Emergency Lighting	Monthly
Fire Extinguishers	Annual
Fusible Links	Annual
Fire Blankets	Annual
Fire Risk Assessments	Reviewed Annually
Legionella Risk Assessments	Up to 5 years, depending on risk
Water Hygiene eg Water Outlet Temperature	Monthly

9. Collaboration

9.1 Residents are expected to give access to their home for us to inspect and carry out different types of safety inspections (such as fitting fire alarms) or undertake fire and structural safety-related maintenance in accordance with their tenancy and leasehold agreements. We will consider taking legal action where tenants and leaseholders don't provide access. We will seek at recovering the costs of such legal action directly from the resident and leaseholder.

9.3 Due to the risk posed when evacuating in the event of a fire or other emergency, we have a zero-tolerance policy for residents leaving possessions in communal areas. We will need residents' collaboration to achieve this.

9.4 Within our sheltered schemes we follow specialised housing guidance and undertake people-centered risk assessments to evaluate the needs of individual residents. We will need resident's coloration to achieve this. This means we can evaluate their situations and/or disabilities, minimise risks and put in place specific measures accordingly (an example of this is to use visual fire alarms for residents who are hearing impaired).

9.5 At high-risk schemes we will establish specific vulnerabilities for residents using a combination of data held on internal systems and questionnaires completed by each household. This information is held on site in a premise's information box which the fire brigade has access to in case of an emergency. We cannot keep track of who is moving in or out of residents' homes or new vulnerabilities, that affect a person's ability to self-rescue to a place of safety, that may develop over time. For this reason, it is residents' responsibility to inform us if they, or a member of their household, has vulnerabilities that may affect their ability to evacuate. We will work with the local fire service to electronically provide any information about the building they require. In line with our process for reporting safety concerns, any legitimate concerns will be treated seriously, and remedial action will be taken to resolve the issue.

10. Residents' part to play

10.1 Encouraging residents to keep their buildings safe, we will ensure that residents are empowered to play an effective role in making sure that their building is, and remains, safe. This includes identifying and reporting hazards that may impact on the safety of the building and meeting their responsibilities to ensure their own safety and that of their neighbours.

10.2 Residents should think about the needs of their household and any members of their family who may be vulnerable (such as young children or someone with a disability). They should ensure they understand the action plan for their building so they know what they should do in the event of an emergency. They should close all fire doors to contain the fire and follow the action plan for their specific building. Residents are also encouraged to consider the wellbeing of their neighbours in the building and recognise that their actions may put the lives of others at risk. For example, residents should ensure they do not prop open any communal fire doors and they do not store items in the communal hallway which may impede an escape route in the event of an emergency.

10.3 Residents must seek permission if they wish to make any changes to their fire doors. Residents who smoke should ensure they do so in a safe place and fully extinguish their cigarettes afterwards. Barbecues and patio heaters should never be used inside buildings, on balconies or in close proximity to any flammable material. Where residents see one of their neighbours acting in a way that suggests they have not understood or remembered the building safety information they can remind them of it. An example of this could be neighbours who are suspected to be hoarding, who are storing items in the communal hallway, or neighbours who may be considered vulnerable. If residents are not comfortable discussing this with their neighbours, they should report it as a building safety concern to us.

10.4 Improving communications on safety (i.e reporting safety concerns; works to the property) We will work in partnership with residents to ensure that they are involved in decisions about their building's safety. We will provide them with information about works due to be carried out to their home so that they have a chance to talk to us about the works. If any resident feels their concerns have not been addressed, they can follow our formal complaints process to escalate the issue.

11. Action to take in the event of fire

11.1 There is an action plan for each scheme with specific details for the action residents should take in the event of a fire. This information is contained on a Fire Action Notice in communal hallways in every building. All our buildings are designed to keep residents safe. Buildings are compartmented which means that they are built in such a way to contain a fire within a single room or multiple rooms for a limited amount of time e.g., 30 or 60 minutes. This limits the spread of fire, smoke, and heat. One of the key safety measures to aid compartmentation is fire doors.

11.2 It is important that you do not make alterations to fire doors within your home and keep them free of obstruction which may prevent them from closing. If you do, we will consider taking action against you under your Tenancy Agreement or leaseholder agreement The Fire Service advise that it is best for residents to keep fire doors closed to contain a fire and never risk injury trying to fight a fire themselves. Most tall buildings are designed to contain fire, smoke and heat within individual homes for long enough to enable the Fire Brigade to extinguish the fire. In such buildings it is safe for residents to remain in their home, if it is not affected by fire, smoke or heat, while the fire is being extinguished. This is known as 'stay put' advice. For buildings where this is not possible, we will advise of evacuation plans based on our fire risk assessments.

12. Understanding 'stay put' and when it should be used

12.1 All buildings which have been built in such a way as to contain a fire within one of the compartments of the building will have a stay put policy in place. The Fire Service advise us that the best option for residents is to remain in their own homes rather than trying to evacuate, which may result in more danger. Residents should only evacuate if told to do so by the fire service, if the fire starts in their home, or if a resident is affected by heat or smoke from a fire not in their home.

Appendix 1

This page is intentionally blank.

	ACTION	BY WHOM	TIMESCALE
1.	**Resident Focus Groups** We will: - Set up resident focus groups where residents express an interest to gain feedback about practices, procedures with the aim of informing improvements - Form a safety group with residents, where residents express an interest. Joint inspections will take place to look at building safety by the safety group. - Provide training and support to groups formed	Resident Involvement Team	Year 1
2.	**Building Safety Management** We will: - Comply with the safety case and mandatory occurrence reporting requirement - Conduct an assessment of fire and structural safety risks - Prepare and keep under review a Residents' Engagement Strategy - Keep and update prescribed information about the building	Resident Involvement Team Safety Assurance Manager Void Property Team	

	- Provide key information such as the contact details of the Accountable Person/Principal Accountable Person - Explain the different roles and responsibilities involved in the Management of Building Safety - Establish a complaints system that ensures residents' safety concerns are heard and dealt with - Monitor the effectiveness of the complaints system and make changes where required		
3.	**Communicating key message**s We will: - Identify ways in which the residents wish to be provided with building safety information - Identify and communicate key messages around building safety to include those required by law. - Provide Information for residents detailing how they can reduce the risk of fire in individual dwellings e.g. by not storing flammable materials. - Publish Information on the maintenance of fire safety systems - Make available a process for reporting fire safety concerns and issues - On request, make available more detailed information about the safety measures in the building - At sign up for all new tenants, provide fire safety information relevant to the building and explain the fire procedures to follow where a fire occurs in the building, including for evacuation	Resident Involvement Team Safety Assurance Manager Planned Maintenance Manager Void Property Team	

| 4. | **Building Safety**

We will

- Maintain fire safety systems
- Consider fire measures to mitigate potential fire and building safety risks to residents
- Carry out planned maintenance and repairs schedules on time
- Carry out any other maintenance and improvements required if they are evaluated and deemed to be in the interest of building safety
- Provide and maintain preventive measures, e.g. smoke alarms and carbon monoxide detectors

You will

- Allow access to your residence for the purpose of assessing or managing building safety risks or determining whether a residents' duty has been contravened.
- Not act in a way that creates a significant risk to safety, fire, or structural failure
- Not interfere with safety systems such as Fire Doors, Flat Front Doors, and Door Self-closing devices.
- Not make alterations to the fabric of your building without attaining prior permission
- Comply with requests by us for information reasonably required to assess and manage building safety risks | Safety Assurance Manager

Planned Maintenance Manager

Tenancy Management | |

5.	**Emergency Evacuation Information Sharing +** We will • Monitor the ongoing [EEIS+ consultation](#) which seeks views on our alternative proposals to support the fire safety of residents who would need support to evacuate in an emergency. You will • Work in conjunction with the CoLC to meet the requirements of the consultation.	Resident Involvement Team Tenancy Management Lincare Control Centre	
6.	**Fire Risk Assessments** We will: • Make available the fire risk assessment for your building • Renew the Fire Risk Assessment within the required timeframe, or before where the need arises. • Periodically review Fire Risk Assessments.	Safety Assurance Manager	
7	**Building safety notifications by residents** We will • Develop a process for reporting fire risks and/or raising any other safety concerns	Safety Assurance Manager Customer Services Tenancy Management	

	• Provide information on how to raise complaints regarding Building Safety and provide information on the Building Safety Regulator. • Train Customer Services and front-line housing staff to react appropriately and promptly to notifications • Monitor actions and responses to concerns raised	Maintenance and Investment Team	
8.	**Zero tolerance** on communal areas We will: • Regularly inspect communal areas for fire safety hazards • Develop and enforce a zero-tolerance policy for nuisance and hazards in communal areas • Take action against tenants who breach fire safety regulations, such as non-approved repairs and improvements, electrical safety, storing increased hazard items such as fuel and gas cylinders	Safety Assurance Manager Tenancy Management (caretakers)	

This page is intentionally blank.

EXECUTIVE   **22 AUGUST 2022**

SUBJECT:	**HOPE WOOD TREE PLANTING INITITATIVE**
DIRECTORATES:	**COMMUNITES AND ENVIRONMENT, CHIEF EXECUTIVE AND TOWN CLERK**
REPORT AUTHORS:	**STEVE BIRD ASSISTANT DIRECTOR, COMMUNITIES AND STREET SCENE, JACLYN GIBSON CHIEF FINANCE OFFICER**

1.   Purpose of Report

1.1   To identify an area of land in Council ownership that is currently in the Council's portfolio for letting as grazing, and to seek agreement to transfer to it being used as a new woodland/nature area.

2.   Executive Summary

2.1   To seek agreement to use a specific Council owned site for the development of a new woodland

2.2   That this site be the subject of an ecology development plan, based on tree planting, and be used to promote the value of greening in the city, and the wider ecological agenda.

2.3   That this site be closed to the public, other than for a circular perimeter casual access footpath, to protect the new habitats, but opened for public use on specific days, as and when the site develops and staff resources permit.

3.   Background

3.1   The City Council has declared a climate change emergency, and is taking a number of steps to drive local changes where it can, specifically to contribute to mitigating the effects of climate change.

3.2   One of the Council's aims in support of the above is to develop a project where more trees can be planted, helping not only to make a physical change, but also to promote the benefits and value of trees in the wider city, signifying as they do, that there is still hope that the most severe impacts of climate change can be avoided.

3.3   To do this it has been necessary to consider a wide range of possible sites in Council ownership, and to assess their viability for planting by being mindful of other competing pressures for development, and their existing habitat value.

3.4   It is important to note that there are many types of valuable wildlife habitat, not just woodland, and so biodiversity requires a range of habitats to be created and protected. Those working on this initiative have been especially keen to ensure that we do not create a new woodland at the expense of another type of ecosystem.

3.5   Having reviewed sites methodically, one site now stands out as being suitable at this stage. See Appendix A.

3.6   The site is currently grassland, about 3.45ha in size, and sits between Simon's Hill allotments and the river Witham. It can be accessed from the cycle/footway that runs between Newark Road and Boultham Park.

3.7   The ground has been let for horse grazing in the past, but has limited value, even for this use due to having access for vehicles, and its low lying/ wet land nature. Letting has thus been problematic at times, and the site currently does not have a tenant.

4.   The Proposal

4.1   The site identified in Appendix A be transferred from Property Services management to Community Services for the purposes of creating a new woodland.

4.2   Being close to the river Witham the Council has to maintain access for river work as/when required, amounting to a 9m wide strip adjacent the river. Outside of that, all parts of the land are available to be planted with trees.

4.3   The ground conditions are wet, which will impact the choice of tree species that are suitable, but as wet ground, it is possible to manage the habitat accordingly and create a special type of habitat that would not be possible in many other areas.

4.4   Whilst the aim is to create a woodland, it is also important to recognise that doing this alone would be to miss an opportunity. The proposal is therefore not just to plant trees, but to have a plan in place that creates a total ecosystem, with trees at its heart.

4.5   As the focus of this project is nature conservation it is not proposed that this area will be fully open to the public for two reasons: a) Public access spaces carry a higher level of maintenance requirements that impose an extra cost. b) this is a nature conservation area, so disturbance by the public will be minimised so as to maximise ecological value. However, it is recognised that people will be interested in what is happening on the site, and indeed some do take casual access of the site currently for such as dog walking. A perimeter path would therefore be established around the site for this purpose. It is also proposed that although not having fully open access, there will be 'open days' at times, to explain what is being done and why, to promote the benefits of trees and wildlife in the city. In this respect it would be an asset aligned with some existing work in other parks.

4.6   The site comprises approximately 3Ha of useable land (within the 3.45Ha site), which will accommodate an estimated 3000 to 6000 trees and wildlife glades, depending on the final details of the scheme. No indicative timetable has been set for this work yet, but is likely that it will be phased over several years to maximise the opportunities for volunteers to engage. It is expected that the first planting will take place in winter 2022.

4.7   A detailed site proposal and management plan will be developed as soon as agreement to the land transfer is determined.

5.   Strategic Priorities

5.1   <u>Let's enhance our remarkable place</u>

This initiative will add to both the quantity and quality of biodiversity in the city.

5.2   <u>Let's address the challenge of climate change</u>

Aside from the direct impact that adding more trees to the city's inventory will have, this site will act as a catalyst to promote climate change issues, and the wider benefits of greening the city.

5.3   Organisational Impacts

5.4   Finance

The value of the site for grazing is low, if/when the site can be let. It is currently unlet and there is no income budget assumed for this site.

The estimated initial cost of the project has not been established at this stage, so the budget that has been provided will determine the extent to which works can be undertaken both in terms of initial works and ongoing maintenance.

The cost of this project will be funded from the Vision 2025 earmarked reserve which has set aside, £23,000 in 2022/23 with an ongoing budget of £5,000 p.a. Although full details of the scheme have not yet been developed it is clear that this will not be enough to get far beyond feasibility and some initial ground works. Other forms of support will therefore be needed.

Grants

Various grants are available for tree planting at specific times, and these will be sought, where possible, to extend the options for what can be done. They are however only available in certain circumstances, so expectation of obtaining significant long term funding is limited.

However, a new government grant, launched under the Levelling-Up agenda has just become available to the Council. This is specifically for parks creation and rejuvenation, and is supplied in recognition of the importance of access to quality open spaces to the quality of life for communities. It is targeted at areas of deprivation, and initial assessment suggests that this project fulfils the requirements well. The council will therefore be bidding to this pot for our full allocation, which is up to £85k. We will hear about the outcome of this bid in October.

There is potential for enhancement of the site to be funded through the Biodiversity Net Gain requirements of the planning system, as set out in the Planning White Paper and Levelling Up Bill. This would enable developers to achieve the minimum 10% net gain for development where it is very difficult, if not impossible, to achieve on site. At this stage we are still awaiting further detail on how this may be delivered and anticipate receiving such detail by the end of 2022.

Sponsorship

The council is aware that some individuals and businesses in the city might want to support and be associated with a project such as this, and so opportunities to draw in support in-kind or in cash, will be used where acceptable and reasonable.
If required recognition would be given, proportionate to the scale of the support, if acceptable to the sponsor.

5.5   Legal Implications including Procurement Rules

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 carries no equality, diversity or human rights implications.

6.   Human Resources

6.1   Land, Property and Accommodation

The site is a low lying area of land that has poor access. Property Services have let the area at times for grazing, but it is unpopular, and thus of low value.

6.2   Significant Community Impact &/or Environmental Impact

As this project is intended to enhance biodiversity in the city, and promote ecological issue, it is considered that it will have significant positive long term beneficial impacts. The extent to which the public can get access, and the site is used as an engagement resource will be subject to the available staff time.

6.4   Corporate Health and Safety Implications

All Council land has to have a designated Responsible officer and support Responsible officer who undertake and record regular health and safety checks. Currently this work is done by staff in Property Services, but under this proposal this land would transfer to the inventory of Community Services.

6.5   Risk Implications

6.6   (i)   Options Explored

- To do this project
- Not to do this project

6.7 (ii) Key Risks Associated with the Preferred Approach

Loss of this site for other uses in the future.

7. Recommendation

7.1 That Community Services develop the site as a new woodland /wildlife habitat to improve biodiversity for the city.

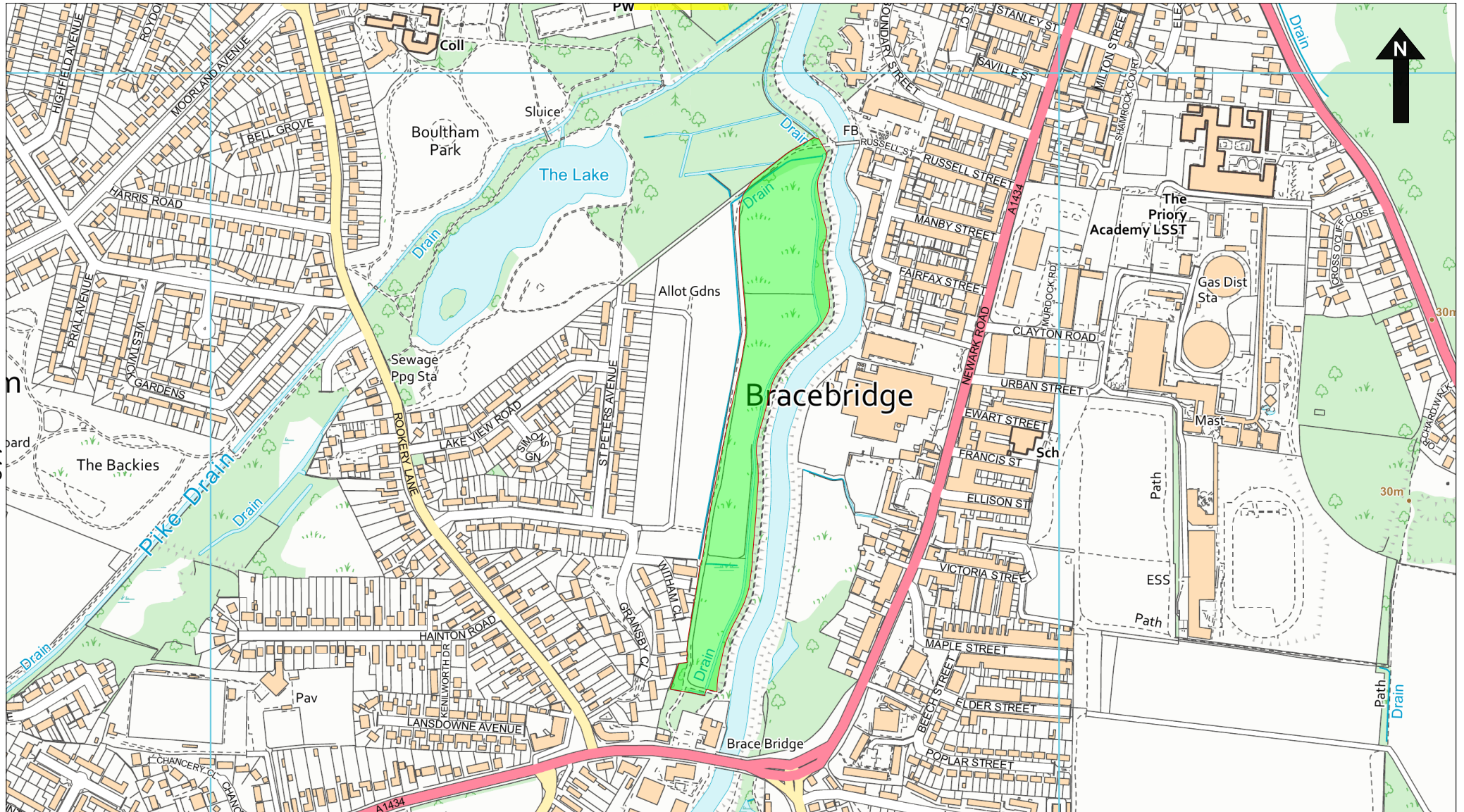|	
Is this a key decision?	No
Do the exempt information categories apply?	No
Does Rule 15 of the Scrutiny Procedure Rules (call-in and urgency) apply?	No
How many appendices does the report contain?	One
List of Background Papers:	None
Lead Officer:	Steve Bird Assistant Director, Communities & Street Scene

This page is intentionally blank.

Hope Woods

N

Boultham Park

Sluice

The Lake

Coll

PW

Drain

FB

Drain

Drain

BOUNDARY STREET

STANLEY ST

SAVILLE ST

SHAMROCK COURT

MILTON STREET

Russell St

RUSSELL STREET

The Priory Academy LSST

MANBY STREET

MOORLAND AVENUE

ROYDO

HIGHFIELD AVENUE

BELL GROVE

HARRIS ROAD

PRIA AVENUE

WISTON CL

WICK GARDENS

Allot Gdns

Sewage Ppg Sta

ROOKERY LANE

LAKE VIEW ROAD

ST PETERS AVENUE

SIMONS GN

Bracebridge

FAIRFAX STREET

A 1434

NEWARK ROAD

MURDOCK RD

CLAYTON ROAD

URBAN STREET

EWART STREET

FRANCIS ST

Sch

Gas Dist Sta

CROSSCLIFF CLOSE

SCHARDW K

Mast

30m

113

Pike Drain

Drain

The Backies

lippard

Drain

Drain

WITHAM CL

GRAINSBY CL

KENILWORTH DR

HAINTON ROAD

ELLISON ST

VICTORIA STREET

Path

ESS

Path

30m

LANSDOWNE AVENUE

CHANCERY CL

CHANCE

Pav

Drain

Drain

MAPLE STREET

BEECH STREET

ELDER STREET

POPLAR STREET

Brace Bridge

A1434

Path

Drain

Cadcorp®

This page is intentionally blank.

SUBJECT: **EXCLUSION OF THE PRESS AND 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.

This page is intentionally blank.

117

Document is Restricted

This page is intentionally blank.

Document is Restricted

This page is intentionally blank.