

## PERFORMANCE SCRUTINY COMMITTEE

**Thursday, 7 March 2024**

**6.00 pm**

**Committee Rooms 1 and 2,  
City Hall, Beaumont Fee,  
Lincoln, LN1 1DD**

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

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### A G E N D A

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SECTION A	Page(s)
1. Confirmation of Minutes - 15 February 2024	3 - 20
2. Declarations of Interest	
Please note that, in accordance with the Members' Code of Conduct, when declaring interests members must disclose the existence and nature of the interest, and whether it is a disclosable pecuniary interest (DPI) or personal and/or pecuniary.	
3. Strategic Performance Measures and Targets 2024/25	21 - 32
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**Present:** Councillor Gary Hewson (*in the Chair*),  
Councillor David Clarkson, Councillor Thomas Dyer,  
Councillor Lucinda Preston, Councillor Rachel Storer,  
Councillor Pat Vaughan and Councillor Joshua Wells

**Apologies for Absence:** Councillor Martin Christopher and Councillor  
Lorraine Woolley

**63. Confirmation of Minutes - 18 January 2024**

RESOLVED that the minutes of the meeting held on 18 January 2024 be confirmed and signed by the Chair as a true record.

**64. Declarations of Interest**

Councillor Pat Vaughan declared a Personal Interest with regard to the agenda item titled 'Financial Performance - Quarterly Monitoring'. His granddaughter worked in the Finance Department at City of Lincoln Council.

Councillor Pat Vaughan declared a Personal Interest with regard to the agenda item titled 'Treasury Management and Prudential Code - Quarterly Update'. His granddaughter worked in the Finance Department at City of Lincoln Council.

**65. Change to Order of Business**

RESOLVED that the order of business be changed to run as follows:

- Section 106 and CIL Contributions Update
- Strategic Risk Register Quarterly Review
- Exclusion of Press and Public
- Strategic Risk Register – Quarterly Review
- Inclusion of Press and Public

The agenda to continue unchanged from item 4 of the agenda.

**66. Section 106 and CIL Contributions Update**

Nicola Collins Heritage and Planning Enforcement Team Leader:

- a) presented an annual update on Section 106 Agreements and Community Infrastructure Levy (CIL) that had been collected in the last 12 months to December 2023
- b) highlighted that a report was last brought before the committee in February 2023 outlining the Section 106 Agreement amounts for the year up to December 2022
- c) explained that the table in paragraph 4.2 of the report illustrated Section 106 contributions and CIL secured for 2023 up to and including December 2023 as a result of new planning applications submitted during that period

d) explained that the table in paragraph 4.7 of the report illustrated the S106 spend breakdown during 2023. There were no projects that had S106 moneys allocated during 2023. However, there was work ongoing to prepare potential schemes for the £76,076.00 in the pot for Local Green Infrastructure and £233,660.00 in the pot for Strategic Playing Fields.

e) invited members' comments and questions:

**Question:** The table at paragraph 4.2 of the report showed that the section 106 money from the Former Wildlife Public House would be used for either Birchwood or Woodland Medical Practice. What would be the deciding factor as to which medical practice would receive the funding?

**Response:** The decision would be made by the NHS. They would assess where there was most need and allocate the funding as appropriate.

**Question:** What was the Community Infrastructure Levy used for?

**Response:** It would be used for secondary education provision and the Lincoln Eastern Bypass.

RESOLVED that the contents of the report be noted.

## **67. Strategic Risk Register - Quarterly Review**

Jaclyn Gibson Chief Finance Officer:

a) presented Performance Scrutiny Committee with a status report of the Strategic Risk Register as at the end of the third quarter 2023/24.

b) reported that the strategic risk registers currently contained fourteen risks as follows:

- 1) Failure to engage & influence effectively with 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 supported delivery of Vision 2025)
- 3) Failure to deliver the Towards Financial Sustainability Programme whilst ensuring the resilience of the Council
- 4) Failure to ensure compliance with existing and new statutory duties/functions
- 5) Failure to protect the local authority's long term vision due to changing structures and relationships in local government and impact on size, scale and scope of the Council
- 6) Unable to meet the emerging changes required in the Council's culture, behaviour and skills to support the delivery of the Council's Vision 2025 and the transformational journey to one Council approach and service delivery
- 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 compliance with safeguarding and domestic abuse duties
- 12) Failure to mitigate against the risk of a successful cyber-attack against the Council
- 13) Impacts of uncertainty of Government's migration policy on the Council's service delivery, capacity and MTFS as well as the impacts for the City as a whole
- 14) Failure to deliver critical services in an emergency situation.

The Chair commented that at a recent training session he had learnt the importance of scrutinising the Strategic Risk Register. He requested that in future this item be scheduled as first item on the agenda to allow for more time for consideration.

RESOLVED that

1. The Strategic Risk Register as at the end of the third quarter 2023/24 be noted.
2. The Strategic Risk Register be scheduled as first item on the agenda at future Performance Scrutiny Committees.

#### **68. Exclusion of Press and Public**

RESOLVED that the press and public be excluded from the meeting during consideration of the following item(s) of business because it is 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.

#### **69. Strategic Risk Register - Quarterly Review**

Jaclyn Gibson Chief Finance Officer:

- a) provided members with the revised Strategic Risk Register as attached at Appendix A.
- b) invited members' questions and comments.

RESOLVED that the Strategic Risk Register as at the end of the third quarter 2023/24 be noted.

**70. Inclusion of Press and Public**

RESOLVED that the press and public be included back into the meeting.

**71. Financial Performance - Quarterly Monitoring**

Laura Shipley Financial Services Manager:

- a) presented a report to Performance Scrutiny Committee with a summary of the third quarter's performance (up to 31 December 2023), on the Council's
  - General Fund
  - Housing Revenue Account
  - Housing Repairs Service
  - Capital Programmes
- b) requested that Performance Scrutiny Committee note the changes to the capital programmes
- c) referred to paragraph 3.8 and 3.9 of the report and requested that the committee note the proposed carry forward requests and transfers to earmarked reserves
  - **General Fund Revenue Account** – for 2023/24 the Council's net General Fund Revenue Budget was set at £14,402,660, including a planned contribution from balances of £191,110 resulting in an estimated level of general balances at the year-end of £2,228,739, at Q3 the General Fund Summary is currently projecting a forecast underspend of £289,602 (Appendix A provided a forecast General Fund Summary), resulting in general balance at the year-end of £2,518,341. There were a number of forecast year-end variations in income and expenditure against the approved budget. Full details of the main variances were provided in Appendix B
  - **Housing Revenue Account** — for 2023/24 the Council's Housing Revenue Account (HRA) net revenue budget was set with a planned contribution from balances of £58,930, resulting in estimated general balances at year-end of £1,125,517, after allowing for the 2023/24 outturn position, at Q3 the HRA is currently projecting a forecast overspend of £13,787, which would result in HRA balances of £1,111,730 as at the end of 2023/24 (Appendix C provided a forecast Housing Revenue Account Summary). Although the forecast position was an overspend there was a number of significant variations in income and expenditure. Full details of the main variances were provided at Appendix D
  - **Housing Repairs Service** – For 2023/24 the Council's Housing Repairs Service (HRS) net budget was set at zero, which reflected its full cost recovery nature. At quarter 3 the HRS was forecasting a deficit of £552,062 in 2023/24. Full details of the main variances were provided at Appendix F
  - **General Investment Programme** – the revised General Investment Programme (GIP) for 2023/24 amounted to £24.784m following the

quarter 2 report. At quarter 3 the programme had reduced by £9.450m to £15.334m as shown at paragraph 7.2. The overall spending on the General Investment Programme for the third quarter of 23/24 was £8.2m, which was 67.57% of the 2023/24 budget as detailed in Appendix I

- **Housing Investment Programme** – the revised programme for 2023/24 amounted to £16.862m following the quarter 2 position. At quarter 3 the programme had been decreased by £0.742m to £16.120m as shown at paragraph 7.10 of the report. The overall expenditure on the Housing Investment Programme at the end of quarter 3 was £7.029m, which was 41.85% of the 2023/24 revised programme. This excluded expenditure relating to Western Growth Corridor, which was currently shown on the GIP, to be apportioned at year end (current forecast outturn £1.97m) as detailed at Appendix J of the report. A further £0.525m had been spent as at the end of January 2024

d) invited members' comments and questions.

Members of the committee asked the following questions and received relevant responses from Officers:

**Question:** What work was being undertaken to reduce the reliance on using bed and breakfast for temporary accommodation? What other options were there for temporary accommodation aside from using bed and breakfast?

**Response:** An action plan had been developed which addressed a number of areas including increased information for applicants to help them solve their own housing situation and to access advice at an earlier stage, increased homelessness prevention, staff training and process changes to the way the team worked. Consideration was also being given to various options for increasing the number of Temporary Accommodation units we had access to. The options included purchase and repair, leasing, and new build. Bed and Breakfast was used as a last resort by the team. Other options were always considered first including prolonging the stay in the current property where it was safe and suitable to do so, staying with family or friends, using the council's own licensed accommodation and working with partners to access supported or other housing.

**Question:** When would the central market open? The table at 3.10 of the report identified that there was a £15,000 carry forward in the Directorate of Major Developments to be used to support non-recurrent costs linked to the launch of the new Central Market. What was this required for?

**Response:** The budget for the newly refurbished Cornhill Market set out in the MTFS was based on an estimated budget. The extent of the changes to both the physical fabric of the Market building and the operational approach, made it very difficult to accurately predict the running costs of the building. Likewise, the service charges to the new stallholders were also based on estimates, as the service charge was designed to cover the bulk of the running costs of the market during operation. The proposed allocation of the directorate underspend to provide a financial safety net as we entered the first year of operating the new Market was therefore prudent whilst the operating costs stabilised and were established with sufficient accuracy to enable MTFS and service charge review. There would be a report to the Executive on 18 March 2024 on the Market with a further update in 2025 once the operational realities of the Market were clearer.

**Question:** Why had businesses still not signed up at this late stage of the project? Was the criteria for business selection too high?

**Response:** Eighteen businesses had been signed up and five were currently under offer. It was a long process to negotiate the leases with stall holders and there were many legalities to work through. The standards had not been set too high, it was important to have a good spread of stalls to create a dynamic market. The opening date would be announced in the coming weeks.

**Question:** The general fund forecast variances showed an increased expenditure of £50,000 for Yarborough Leisure Centre as an anticipated contribution to support Utility inflation pressures. Did this also apply to Birchwood Leisure Centre?

**Response:** This related to a contractual relationship with Active Nation which included both Yarborough Leisure Centre and Birchwood Leisure Centre. This money had been set aside in the reserves should it be needed. The energy costs had been significantly higher this year.

**Question:** The externally delivered Town's deal schemes showed a spend of £814,122 for a project relating to Lincoln City Football Club and Foundation. Could the difference between the two organisations be clarified? What was the money used for?

**Response:** The Lincoln City Foundation was a registered charity and was a separate body to the Lincoln City Football Club. The money had been used to build a community hub and education suite. This owned by the football club but the foundation would run services and activities from the site.

**Question:** There was a £30,000 carry over in the Directorate of Major Developments to support the Councils Climate Change initiatives. What specifically would this money be used for?

**Response:** An answer would be provided following the meeting.

**Question:** The Housing Revenue Account and Housing Repair Service continued to experience a number of variances due to demand pressures and the ongoing recruitment challenges. What was being done to address this?

**Response:** Recruitment and retention was a national issue caused by a combination of issues. The Organisational Development Group had been considering these issues and had developed an action plan to address them. This action plan would be brought to a future meeting of Performance Scrutiny Committee.

**Question:** Where was Windmill View and what would be the final costs for the repair to the retaining wall?

**Response:** Windmill View was off Yarborough Road, behind Mill Road.

The Council did not own the land or wall, it was owned by the Crown, however the wall was crumbling and was deemed dangerous to the public and surrounding houses, so as a safety issue this work had to be carried out. The Executive approved an initial budget of £250k in July 2022, this was further extended to £500k in March 2023. The latest increase, would require approval by Executive, and was for a further £150k which was estimated to cover the final projected cost of remedial works. The increased costs were as a result of more of the wall needing to be replaced as work progressed and the cost of fencing to replace trees from private gardens. Although the full costs were yet to be finalised they were not expected to exceed the additional £150k requested. The wall was now complete.

**Question:** Would the Crown be re-paying the cost of the repairs to the Council?



**Response:** No, the council did challenge this legally, however, there was no owner of the land therefore it fell to the crown who then delegated the repair to the local authority.

RESOLVED that:

1. Relevant responses to questions raised by members be provided by officers following the meeting as requested.
2. The financial performance for the period 1 April to 31 December 2023 be noted.
3. The underlying impact of the pressures and underspends identified in paragraphs 3.3 (and Appendix B), 4.3 (and Appendix D), and 5.2 (and Appendix F) be noted.
4. The proposed carry forward requests and transfers to earmarked reserves as detailed at paragraph 3.8 and 3.9 be noted.
5. The changes to the General Investment Programme and Housing Investment Programme as approved by the Chief Finance Officer as detailed in paragraphs 7.6 and 7.13 be noted.
6. The changes to the General Investment Programme and Housing Investment Programme as detailed in paragraphs 7.3, 7.4, 7.15, 7.11 and 7.12 be noted and be forwarded to Executive for approval.

## **72. Treasury Management and Prudential Code - Quarterly Update**

Laura Shipley Financial Services Manager:

- a) presented a report to Performance Scrutiny Committee on the Council's treasury management activity and the prudential indicators at 31 December 2023 as set out at Appendix A of the report
- b) confirmed that the approved limits within the Annual Treasury Management Strategy were not breached during the quarter ended 31 December 2023
- c) gave an overview of the investment portfolio as detailed at paragraph 4 of the report and explained that the Council held £28.315m of investments as at 31 December 2023 achieving an average interest rate of 5.64% (2.10% 22/23). Actual interest earned in the 9 month period to 31 December 2023 totalled £1.440m, forecast interest income for the year is £1.760m (£0.660m General Fund & £1.100m HRA), an overachievement of income of £1.290m against the £0.470m budget.
- d) advised that as at 31 December 2023 the Council held £109.243 million of external borrowing, of which 100% were fixed rate loans as detailed at paragraph 4 of the report
- e) explained that as at 31 December 2023, the average rate of interest paid during the first half of the year on external borrowing was 3.26%, assisted in Q3 following repayment of a LOBO loan of £4.5m, which was replaced

in its entirety using preferential PWLB borrowing rates, lower than that of the original loan.

f) invited members' questions and comments.

RESOLVED that the Prudential and Treasury Indicators and the actual performance against Treasury Management Strategy 2023/24 for the quarter ended 31 December 2023 be noted.

### **73. Feedback from Budget Review Group**

Councillor Gary Hewson, Chair of Performance Scrutiny, advised that the following comments and recommendations were put forward at Budget Scrutiny Committee:

After receiving and considering questions from Members prior to the meeting, and the information contained in the report and relevant replies to the questions:

The Budget Review Group noted the draft MTFS 2024/29 and the proposed budget for 2024/25 and the Council Tax proposals and also noted along with the above, that a budget risk assessment came to cover the period above.

The above gave high level risk possibilities to achieving the Council's aims and would recommend that these risks, many outside of the Council's control, gave high level of scrutiny through Audit, Performance and Policy Scrutiny Committees in the coming year.

RESOLVED that

- (1) The Budget Scrutiny Committee agreed to provide its comments and recommendation to the next Performance Scrutiny Committee prior to progression to Council
- (2) Members would be provided with extra information under separate cover as requested in the discussion of budget proposals

### **74. Quarter 3 2023/24 Operational Performance Report**

Graham Rose Senior Strategic Policy Officer:

- a) presented a report to Performance Scrutiny Committee with an outturn summary of the council's performance in Quarter 3 of 2023/24
- b) explained that the full report was attached as Appendix A of the report, with the full list of performance measure outturns and supporting performance commentary provided at Appendix B of the report
- c) invited members' comments and questions:

**Question:** Itrent was a useful system to keep all employees information in one place. Why had some appraisals not been uploaded to Itrent?

**Response:** Appraisals were updated via an online form and they were then required to be uploaded onto Itrent. HR were encouraging staff to upload them so that records could be reported accurately. The time period of when the data was collected within the quarter also had an effect on the figure.

**Comment:** Referred to performance indicator PPASB 4 “*satisfaction of complaints relating to how their ASB complaint was handled.*” The data showed that there was 100% satisfaction, however this was based on 19 surveys being sent out and 2 surveys being returned. This did not give an accurate reflection of satisfaction and 100% could not be justified. The statistic should show satisfaction rate of those surveys returned not for all customers.

**Question:** Referred to performance indicator RC2 “*current tenant arrears as a percentage of the annual rent debt.*” The total arrears were currently £933,515.17. How far back did the outstanding arrears go and would the money be recovered? What activity was being undertaken to recover these arrears?

**Response:** An answer would be provided following the meeting.

**Question:** Referred to performance indicator HI1 “*Percentage of council properties that were not at the ‘Decent Homes’ standard (excluding refusals).*” Why did this measure exclude refusals and would it make a significant difference if refusals were included?

**Response:** An answer would be provided following the meeting.

**Question:** Referred to performance indicator HV1 “*Average re-let time calendar days for all dwellings – standard re-lets.*” Was anything else being done aside from introducing inspections and producing guides to ensure properties were left in good condition at tenancy end? Were inspections included within historic tenancy agreements or just new agreements? Could enforcement action take place?

**Response:** An answer would be provided following the meeting.

**Comment:** Visiting properties would remind tenants of their responsibilities to look after the property and to address issues at an earlier stage.

**Comment:** Gardens needed to be checked during visits as well as the properties.

**Comment:** Annual visits would need to be written into the tenancy agreement.

**Comment:** Referred to performance indicator Com1 “*Percentage of media enquiries responded to within four working hours or within requested response time*” which had not met the target in quarter 3. This performance indicator would be looked at for next year as it may not be the best measure of performance for the area.

**Question:** Why was apprentice sickness level so high and what activity was taking place to reduce this? How many apprentices were there at the end of quarter 3?

**Response:** An answer would be provided following the meeting.

RESOLVED that:

1. Relevant responses to questions raised by members be provided by officers following the meeting as requested.
2. The report be noted and forwarded to Executive for approval.
3. The format of the performance report continued to meet the committee’s requirements.

## **75. Work Programme for 2023-2024**

The Chair:

- a) presented the work programme for 2023/24 as detailed at Appendix A of the report
- b) advised that the work programme for the Performance Scrutiny Committee was put forward annually for approval by Council; the work programme was then regularly updated throughout the year in consultation with the Performance Scrutiny Committee and its Chair
- c) reported that items had been scheduled in accordance with the existing work programme and officers' guidance regarding the meetings at which the most up-to-date information could be reported to the committee; the work programme also included the list of portfolio holders under scrutiny
- d) requested any relevant comments or changes to the proposed work programme for 2023/24.

RESOLVED that the work programme 2023/24 be agreed.

## Performance Scrutiny Committee – Member request monitoring table

Date of committee – 15 February 2024

Action No.	Name of committee report	Information requested / question asked	Member name	Officer responsible for providing response	Date response provided	Response/ Action
1	Financial Performance – Quarterly Monitoring	<p>There was a £30,000 carry over in the Directorate of Major Developments to support the Councils Climate Change initiatives.</p> <p><b>What specifically would this money be used for?</b></p>	Cllr Dyer	Laura Shipley	20 <sup>th</sup> February 2024	<p>The funding isn't currently earmarked for anything specific, but a range of initiatives are being worked up that this funding would support, albeit it modestly.</p> <p>There is currently no budget specifically for climate change activity and we are aware that some of the desired actions require small amounts of funding in order for us to be able to deliver them (obtaining other funding will still be pursued) so this will enable those activities to happen.</p>
2	Financial Performance – Quarterly Monitoring	The externally delivered Town's deal schemes showed a spend of £814,122 for a project relating to Lincoln City Football Club and Foundation.	Cllr Clarkson	Laura Shipley	20 <sup>th</sup> February 2024	<p>Supplementary information following response given at the meeting.</p> <p>The grant is to LCFC and they were the applicants, and the Foundation are not part of the grant agreement, but the LCFC have called the project LCFC &amp;</p>

		<p><b>1 -Could the difference between the two organisations be clarified?</b></p> <p><b>2- What was the money used for?</b></p>				<p>Foundation, because the grant is being used, along with other match funding, to build a hub which will be used by the Foundation to deliver Community courses, events, training etc. LCFC are having a range of other works done, and this new hub is part of their wider project, but the TD funding is specifically for the hub.</p> <p>The Community Hub will be owned by LCFC, but the Foundation will use it.</p>
3 14	<p>Quarter 3 2023/24 Operational Performance Report</p> <p>Pg 99 &amp;99</p>	<p>The return rates to both measures below, especially PPASB 4, are low. This doesn't give a true reflection of customer satisfaction. PPASB 4 - Satisfaction of complainants relating to how their ASB complaint was handled CC 1 – Percentage of customers satisfied with their new Lincare Housing Assistance service connection to the control centre</p>	Cllr Clarkson	<p>Simon Walters Simon Colburn Daren Turner Paula Burton</p>	-	<p>Feedback received during PSC. No specific question asked.</p>
4	<p>Quarter 3 2023/24 Operational</p>	<p><i>RC 2 – Current tenant arrears as a percentage of the annual rent debit – 'The current tenant arrears</i></p>	Cllr Clarkson	Marianne Upton		To Follow

15	<p>Performance Report</p> <p>Pg 100</p>	<p><i>as a percentage of the annual rent debit in quarter 3 2023/24 was 2.86%. This latest outturn was lower than the high target of 4% (low is good) and was an improvement in performance of 1.39% when compared to the previous quarter. As with measure RC 1, the positive performance during the quarter was also largely as a result of the continued proactive work of the team in encouraging tenants to pay their rent on time. Additionally, as a result of this proactive work, total rent arrears have now reduced to below £1 million.'</i></p> <p><b>1 - How far back do the outstanding arrears go?</b></p> <p><b>2 - Will we recover the arrears of just below £1 million?</b></p> <p><b>3 - What activity is being undertaken to recover these arrears?</b></p>				
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5.	<p>Quarter 3 2023/24 Operational Performance Report</p> <p>Pg 100</p>	<p><i>HI 1 – Percentage of council properties that are not at the ‘Decent Homes’ standard (excluding refusals)</i></p> <p><b>1 - Why does this measure exclude refusals?</b></p> <p><b>2 - Would it make a significant difference if refusals were included?</b></p>	Councillor Clarkson	Kev Bowring	20 February 2024	<p>A1) The governments decent home guidance states: Where an individual tenant does not want work carried out on their home to bring it up to the Decent Homes standard, then the home can remain below the standard until the property is vacated, at which point the necessary work can be undertaken. Exceptions to this are where works are required to maintain the structural integrity of the dwelling or to prevent other components within the dwelling from deteriorating, or where a category 1 hazard must receive early attention.</p> <p>A2) We do record refusals; Currently 4.7% of tenants have refused the planned work or refused to provide access for us to undertake a stock condition survey. The Council cannot control the level of refusals as the tenant has the option to refuse.</p>
6.	<p>Quarter 3 2023/24 Operational Performance Report</p> <p>Pg 101</p>	<p><i>HV 2 – Average relet time in calendar days for all dwellings – standard re-lets Cleansing required in properties at the end of tenancy is a growing issue.</i></p>	Cllr Clarkson	Paula Burton/ Matt Hillman		To Follow



		<p><b>1 - Are we doing anything else aside from introducing inspections and producing guides to ensure properties are left in good condition at tenancy end?</b></p> <p><b>2 - Are inspections included within historic tenancy agreements or just new agreements? 3 - Can any enforcement action take place?</b></p>				
7. 17	<p>Quarter 3 2023/24 Operational Performance Report</p> <p>Pg 105</p>	<p>Sickness levels –</p> <p><b>1 - Why is apprentice sickness so high?</b></p> <p><b>2 - What activity is taking place to reduce this?</b></p> <p><b>3 - How many apprentices did we have at the end of quarter 3?</b></p>	Cllr Clarkson	<p>Claire Burroughs</p> <p>Ali Thacker</p>		<p>1. During Q3 there were only 8 days lost due to Short term sickness.</p> <p>In addition when comparing the number of days lost per FTE for Short term with the wider council, this figure is at a similar (/slightly lower) level to the wider Council figures (with the exception of the Directorate of Major Developments).</p> <p>In terms of Long Term absence for Apprentices, based upon the number of FTE Apprentices the total days lost per FTE stood at 4.22 days lost, and although this does appear high when compared to the wider council, there was only one period of long term absence reported in Q3 which totalled the 29 days lost.</p>

						<p><b>2.</b> The prevention and pro-active management of sickness is a high priority for all Council Staff, and the Council continues to support staff/managers by:</p> <ul style="list-style-type: none"><li>- Continue to run/promote employee health and wellbeing initiatives and events</li><li>- Having a dedicated Health and Wellbeing section on the Staff intranet</li><li>- Providing support, guidance, and advice to all employees/managers</li><li>- Providing managers with advice in terms of managing sickness (including, but not limited to spotting the signs of stress and how to manage and support mental health in the workplace)</li><li>- All Council staff have a range of support options available to them which includes:<ul style="list-style-type: none"><li>o Access to the Council's Employee Assistance Programme</li><li>o Occupational Health Services (for Occupational Health referrals and</li></ul></li></ul>
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19						<p>Counselling etc where necessary)</p> <ul style="list-style-type: none"> <li>○ Having trained Mental Health First Aiders</li> <li>○ Risk Assessments (where necessary)</li> <li>○ Wellness Action plans (where necessary).</li> </ul> <p>Return to work interviews are held with Council staff on their return to ensure they are fit to return, and any necessary support can be considered/ discussed.</p> <p><b>3.</b></p> <p>8 apprentices</p>
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Link to PSC Papers: [Choose agenda document pack - Performance Scrutiny Committee 15 February 2024 - City of Lincoln Council](#)

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**SUBJECT: STRATEGIC PERFORMANCE MEASURES & TARGETS 2024/25**

**DIRECTORATE: CHIEF EXECUTIVE AND TOWN CLERK**

**REPORT AUTHOR: GRAHAM ROSE – SENIOR STRATEGIC POLICY OFFICER**

## **1. Purpose of Report**

- 1.1 To present the strategic performance measures and their targets for 2024/25 to Performance Scrutiny Committee ahead of presentation to Executive for final approval.

## **2. Executive Summary**

- 2.1 Strategic performance measures are reviewed on an annual basis. This ensures the measures being reported to senior management and members on a quarterly basis continue to provide a clear picture of the council's service area performance. Additionally, all performance measure targets are reviewed annually to ensure the targets remain achievable but suitably challenging.
- 2.2 The target setting element of this work for 2024/25 has focused largely on the analysis of the council's performance outturn trend over recent quarters / years, alongside considering the expected impacts over the coming year. Benchmarking data has been used by service areas in this process, however, the availability of this data is limited due to local authorities reporting on the measures most relevant to their own authority and services, rather than there currently being a requirement for all local authorities to report on all measures in the same way.
- 2.3 As with previous years, some measures have seen their targets relaxed due to increasing financial pressures on the council, resource impacts, recruitment pressures and the cost-of-living crisis - all of which will inevitably continue to impact on performance. However, in some cases the targets have been made more stretching where some improvement in performance is expected.

## **3. Background**

- 3.1 The council currently has a set of strategic performance measures in place used to monitor performance. These measures include a mix of targeted quarterly and annual measures, together with a number of volumetric measures, which are used for contextual purposes.
- 3.2 All targeted performance measures have both a high and a low target allocated to them. Where a performance outturn falls between the high and the low target, performance is considered to be acceptable and not of concern. Where the outturn is equal to or above the high target, the level of performance is considered to be at or above target. Where the outturn falls below the low target, the performance outturn is considered to be performing below target.

- 3.3 Those measures performing above or below target are highlighted within the quarterly Operational Performance Report as success stories or measures of concern requiring monitoring / action.

#### **4. Performance measure review and target setting for 2024/25**

- 4.1 Between December 2023 and February 2024, Directors, Assistant Directors and Service Managers, working with Portfolio Holders, were asked to review the existing strategic performance measures and their targets to ensure they remained suitable for monitoring service performance during 2024/25.
- 4.2 The performance measures, their high and low targets and details of the removed / new measures for 2024/25 are provided at Appendix A. Justifications for changes to measures and targets have been provided by the service area within this appendix.
- 4.3 It is important to note that the Office for Local Government (Oflog) is developing a new tool named the Local Authority Data Explorer, which will bring together a selection of existing performance measures to enable improved benchmarking to take place for different levels of local authorities in the future. At this stage there are a limited number of measures included within the trial system. All measures which are relevant to district councils are already included within the existing performance measure set for City of Lincoln Council and will therefore continue to be monitored during 2024/25. An ongoing review of the performance measures available within the new Local Authority Data Explorer system will take place throughout 2024/25 to ensure the measures being monitored by the council continue to be the most appropriate measures to monitor performance.

#### **5. Summary of changes for 2024/25**

- 5.1 In total there are **63** targeted and **30** volumetric measures within the strategic performance measure set for 2024/25 (total of 93 measures).

##### **5.2 New performance measures for 2024/25**

**14** performance measures have been added to the measure set for 2024/25 (see sections 5.2 & 5.3).

##### Chief Executive Directorate (CX)

- Corporate Policy & Transformation – Number of internal safeguarding concerns received
- Customer Services - Footfall into City Hall reception desk
- Audit - Completion of the Internal Audit Annual Plan

##### Directorate for Housing & Investment (DHI)

- Housing Solutions - Number of rough sleepers
- Housing Maintenance - Satisfaction with Repairs (Regulator of Social Housing Tenant Satisfaction Measure – TP02)

##### **5.3 Directorate for Major Developments measures**

Together with the performance measures above for the directorates of CX, DCE and DHI, from quarter 1 2024/25 the Directorate for Major Development will report on a range of measures to provide members with an insight into the progress being made

on the key work programmes within the directorate. These measures are expected to include:

#### Town Deal

- Percentage spend on Town Deal programme
- Percentage / number of Town Deal projects on target

#### UK Shared Prosperity Fund (UKSPF)

- Percentage spend on UKSPF programme
- Percentage / number of UKSPF projects on target
- Number of businesses receiving business support utilising the UKSPF fund

The performance status of the above measures will be determined by an external partner, working alongside the Major Developments Team, and will take into consideration a range of factors impacting on programme delivery such as milestone performance, financial performance and associated risks, amongst other factors.

In addition to the above measures, a range of other measures will also be reported each quarter for contextual purposes. These measures will include:

- Percentage occupancy of Greetwell Place
- Percentage occupancy of The Terrace
- Unemployment rate within Lincoln
- Average wage in Lincoln

In 2024/25 measures will also be introduced to inform members on the progress of the Western Growth programme of works. Members will be notified of these measures once they have been agreed by the directorate and Portfolio Holder.

### **5.4 Performance measures removed from the measure set for 2024/25**

9 performance measures have been removed from the measure set due to them no longer being the most appropriate measures to report through the quarterly reporting process. The rationale for these changes are detailed in Appendix A.

The performance measures removed from the measure set include:

#### Chief Executive Directorate (CX)

- COM 1 - Percentage of media enquiries responded to within four working hours or within requested response time
- CS 1 - Number of face to face enquiries in customer services
- PRO 2 - Percentage value of the top 10 spend contracts that have been sub-contracted (wholly or partly) to "local" suppliers to deliver
- PRO 3 - Percentage of total contract spend that is with an SME (Small and Medium-sized Enterprise)
- PRO 4 - Percentage of total contract spend that is with an SME who meets the "local" definition

#### Directorate for Communities & Environment (DCE)

- CON 1 - Area of sites of potential concern (in m2) made suitable for use in the year (contaminated land)
- PPASB 4 - Satisfaction of complainants relating to how their ASB complaint was handled

#### Directorate for Housing & Investment (DHI)

- HV 2 - Average re-let time calendar days for all dwellings - standard re-lets
- HM 3 - Percentage of tenants satisfied with repairs and maintenance

### **5.5 Performance measures with revised targets for 2024/25**

**17** continuing performance measures have had their targets revised to reflect the current and expected impacts over the next 12 months. The rationale for these changes are detailed in Appendix A. These measures include:

#### Chief Executive Directorate (CX)

- ACC 1 - Average return on investment portfolio
- ACC 2 - Average interest rate on external borrowing
- DCT 2 - Percentage of invoices that have a Purchase Order completed
- BE 1 - Average days to process new housing benefit claims from date received (cumulative)
- BE 2 - Average days to process housing benefit claim changes of circumstances from date received (cumulative)
- BE 3 - Number of Housing Benefits / Council Tax support customers awaiting assessment
- REV 3 - Number of outstanding customer changes in the Revenues team

#### Directorate for Communities & Environment (DCE)

- FHS 1 - Percentage of premises fully or broadly compliant with Food Health & Safety inspection
- FHS 2 - Average time from actual date of inspection to achieving compliance
- FHS 3 - Percentage of food inspections that should have been completed and have been in that time period
- FHS 4 - Percentage of Citizens' Panel respondents who are satisfied with the standard of hygiene in restaurants / cafes / shops and takeaways in Lincoln
- AM 1 - Percentage occupancy of allotment plots
- GM 1 - Contractor points recorded against target standards specified in contract - Grounds Maintenance
- WM 3 - Satisfaction with refuse service (collected via Citizens' Panel)
- WM 4 - Satisfaction with recycling service (collected via Citizens' Panel)

#### Directorate for Housing & Investment (DHI)

- HV 3 - Average re-let time calendar days for all dwellings (including major works)
- HM 4 - Appointments kept as a percentage of appointments made (priority and urgent repairs) - HRS only

### **5.6 Performance measures with name amendments / a change of focus**

**1** continuing performance measure has had its name amended / focus changed.



#### Chief Executive Directorate (CX)

- CS 2 - Number of telephone enquiries answered in Customer Services (removed focus on channel shift areas only)

### **5.7 Performance measure with reporting frequency changed for 2024/25**

**1** continuing performance measure has had its reporting frequency changed from annual to quarterly for 2024/25.

#### Chief Executive Directorate (CX)

- PRO 1 - Percentage spend on contracts that have been awarded to "local" contractors (as the primary contractor)

### **5.8 Performance measures with no changes for 2024/25**

**60** continuing performance measures across the three directorates will continue without any changes for 2024/25 and will retain their existing targets.

## **6. Strategic Priorities**

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

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

Performance measures and their targets are set with the aim of improving performance and, therefore, could result in positive effects on all priorities.

## **7. Organisational Impacts**

### **7.1 Finance (including whole life costs where applicable)**

There are no direct financial implications because of this report.

### **7.2 Legal Implications including Procurement Rules**

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

### **7.3 Equality, Diversity and Human Rights**

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

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

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

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

## **8. Risk Implications**

8.1 (i) Options Explored – N/A

8.2 (ii) Key risks associated with the preferred approach – N/A

## **9. Recommendations**

9.1 Performance Scrutiny Committee is asked to review the strategic performance measures and their targets for 2024/25, ahead of the measures and targets being presented to Executive for final approval.

**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

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PERFORMANCE MEASURE REVIEW AND TARGET SETTING 2024/25 - QUARTERLY MEASURES

Directorate	Service Area	Measure ID	Measure	Assistant Director	Portfolio Holder	Quarterly, Cumulative or Seasonal	High or Low is good	Unit	Low Target 2023/24	High Target 2023/24	Q4 - 2022/23 outturn	Q1 2023/24 outturn	Q2 2023/24 outturn	Q3 2023/24 outturn	Measure being retained for 2024/25?	Low Target 2024/25	High Target 2024/25	Change for 2024/25	Service area comments
CX	Work Based Learning	WBL 1	Percentage of apprentices completing their qualification on time	City Solicitor	Our people and resources	Quarterly	High is good	%	95.00	100.00	100.00	50.00	67.00	50.00	Y	95.00	100.00	No change	Measures to remain in strategic measure set. Targets continue to be appropriate.
CX	Work Based Learning	WBL 2	Percentage of apprentices moving into Education, Employment or Training	City Solicitor	Our people and resources	Quarterly	High is good	%	90.00	95.00	100.00	100.00	100.00	100.00	Y	90.00	95.00	No change	
CX	Communications	COM 1	Percentage of media enquiries responded to within four working hours or within requested response time.	Assistant Director - Strategic Development	Our people and resources	Quarterly	High is good	%	78.00	90.00	84.00	86.00	82.00	67.00	N	N/A	N/A	Measure removed	Measure to be removed from strategic measure set. To provide more detailed information that reflects the wider spectrum of communications activity, the team will produce a quarterly communications highlight report, which will contain information on the communications activity undertaken during the quarter, covering areas such as media enquiries, social media engagement, communication campaigns and website hits.
CX	Corporate Policy & Transformation	CPT 1	Number of internal safeguarding referrals received	Assistant Director - Strategic Development	Reducing Inequality	Quarterly	N/A	Number	Volumetric	Volumetric	-	-	-	-	NEW	Volumetric	Volumetric	New measure	New measure added to provide members with an insight into the number of safeguarding referrals received each quarter.
CX	Customer Services	CS 1	Number of face to face enquiries in customer services	Assistant Director - Strategic Development	Customer experience and review	Quarterly	N/A	Number	Volumetric	Volumetric	36	22	20	9	N	N/A	N/A	Measure removed	Measure to be removed as no longer the most relevant measure to report via the corporate reporting process. Numbers will continue to be monitored internally by the team. New measure to be added to the set in place of this, which will monitor footfall into the City Hall reception. The reasons for visits to the reception desk will be included within the supporting commentary for the new measure.
CX	Customer Services	To become CS 1	Footfall into City Hall reception desk	Assistant Director - Strategic Development	Customer experience and review	Quarterly	N/A	Number	Volumetric	Volumetric	-	-	-	-	NEW	Volumetric	Volumetric	New measure	New measure will help to provide CMT and members with an insight into the footfall into City Hall reception each quarter and the key reasons as to why people are visiting / the services they are requesting.
CX	Customer Services	CS 2	Number of telephone enquiries answered in Customer Services	Assistant Director - Strategic Development	Customer experience and review	Quarterly	N/A	Number	Volumetric	Volumetric	30,819	27,860	26,804	24,512	Y	Volumetric	Volumetric	Measure name revision / change of focus	Measure to be retained, however the focus on channel shift areas has been removed from the measure to ensure total call volumes are being reported each quarter. Details will be provided in the commentary on service area call demand.
CX	Customer Services	CS 3	Average time taken to answer a call to customer services	Assistant Director - Strategic Development	Customer experience and review	Quarterly	Low is good	Seconds	600	300	469	458	327	471	Y	600	300	No change	Measures to be retained and targets continue to be relevant.
CX	Customer Services	CS 4	Average customer feedback score (telephone, face to face and e-mail enquiries)	Assistant Director - Strategic Development	Customer experience and review	Quarterly	High is good	%	75.00	90.00	93.30	87.60	82.06	83.60	Y	75.00	95.00	No change	
CX	IT	ICT 1	Number of calls logged to IT helpdesk	Assistant Director - Strategic Development	Customer experience and review	Quarterly	N/A	Number	Volumetric	Volumetric	1,084	869	909	907	Y	Volumetric	Volumetric	No change	Measure being retained to provide a clear view of the number of calls being received by the IT helpdesk within the quarter.
CX	IT	ICT 2	Percentage of first time fixes	Assistant Director - Strategic Development	Customer experience and review	Quarterly	N/A	%	Volumetric	Volumetric	60.20	66.10	70.00	65.20	Y	Volumetric	Volumetric	No change	Measure to be retained to show the first time fix rate within the IT service.
CX	Accountancy	ACC 1	Average return on investment portfolio	Chief Finance Officer	Our people and resources	Quarterly	High is good	%	1.50	2.75	3.72	4.32	5.14	5.54	Y	3.50	4.50	Target change	Both high and low targets have been revised as increases in Bank of England base rate is bringing higher yields, although likely to be less than end of 23/24.
CX	Accountancy	ACC 2	Average interest rate on external borrowing	Chief Finance Officer	Our people and resources	Quarterly	Low is good	%	5.25	3.75	3.08	3.10	3.20	3.26	Y	5.50	3.50	Target change	As above, Bank of England base rate pushing up cost of borrowing. Targets have been amended to take this into consideration.
CX	Internal Audit	AUD 1	Completion of the Internal Audit Annual Plan	Chief Finance Officer	Customer experience and review	Cumulative	High is good	%	-	-	-	-	-	-	NEW	Q1 - 5 Q2 - 20 Q3 - 55 Q4 - 85	Q1 - 15 Q2 - 35 Q3 - 65 Q4 - 95	New measure	Measure added to ensure wider reporting of the measure to increase awareness of the progress of Internal Audit work.
CX	Debtors & Creditors	DCT 1	Percentage of invoices paid within 30 days	Chief Finance Officer	Our people and resources	Quarterly	High is good	%	95.00	97.00	98.45	96.61	96.58	96.42	Y	95.00	97.00	No change	Targets are reasonable – unlikely to be able to regularly exceed paying 97% of invoices within 30 days. A drop below 95% would indicate potential service performance processing issues that should be addressed urgently.
CX	Debtors & Creditors	DCT 2	Percentage of invoices that have a Purchase Order completed	Chief Finance Officer	Our people and resources	Quarterly	High is good	%	60.00	70.00	61.00	57.00	71.00	78.00	Y	65.00	75.00	Target change	Reasonable to increase target by 5% due to increased purchase order use across service areas. This follows an ongoing campaign to encourage service areas to raise more purchase orders (in line with financial procedure rules). NB this performance measure is unlikely to ever exceed 80%-85% due to processing limitations.
CX	Debtors & Creditors	DCT 3	Average number of days to pay invoices	Chief Finance Officer	Our people and resources	Quarterly	Low is good	Days	20	15	19	19	13	18	Y	20	15	No change	Targets are reasonable. Unlikely that it would be possible to reduce average number of days below 15 days.
CX	Housing Benefit Administration	BE 1	Average days to process new housing benefit claims from date received (cumulative)	Assistant Director - Shared Revenues & Benefits	Reducing Inequality	Cumulative	Low is good	Days	Q1 - 20.00 Q2 - 19.00 Q3 - 18.50 Q4 - 18.00	Q1 - 18.00 Q2 - 17.50 Q3 - 16.50 Q4 - 16.00	15.85	16.55	16.61	15.24	Y	Q1 - 21.00 Q2 - 20.00 Q3 - 19.50 Q4 - 19.00	Q1 - 19.00 Q2 - 18.50 Q3 - 17.50 Q4 - 17.00	Target change	
CX	Housing Benefit Administration	BE 2	Average days to process housing benefit claim changes of circumstances from date received (cumulative)	Assistant Director - Shared Revenues & Benefits	Reducing Inequality	Cumulative	Low is good	Days	Q1 - 9.50 Q2 - 8.50 Q3 - 7.50 Q4 - 6.00	Q1 - 7.00 Q2 - 6.50 Q3 - 6.00 Q4 - 4.50	3.08	5.97	6.25	5.52	Y	Q1 - 10.50 Q2 - 9.50 Q3 - 8.50 Q4 - 7.00	Q1 - 8.00 Q2 - 7.50 Q3 - 7.00 Q4 - 5.50	Target change	Minor changes to targets. Impacts of Universal Credit managed migration, reduced DWP funding, as well as additional demands from cost of living may have a slightly detrimental impact on performance in this area.
CX	Housing Benefit Administration	BE 3	Number of Housing Benefits / Council Tax support customers awaiting assessment	Assistant Director - Shared Revenues & Benefits	Reducing Inequality	Quarterly - individual quarter targets	Low is good	Number	Q1 - 2,400 Q2 - 1,900 Q3 - 1,650 Q4 - 1,400	Q1 - 1,900 Q2 - 1,700 Q3 - 1,500 Q4 - 1,300	1,792	2,622	1,156	1,481	Y	Q1 - 2,500 Q2 - 2,000 Q3 - 1,750 Q4 - 1,500	Q1 - 2,000 Q2 - 1,800 Q3 - 1,600 Q4 - 1,400	Target change	
CX	Housing Benefit Administration	BE 4	Percentage of risk-based quality checks made where Benefit entitlement is correct (cumulative)	Assistant Director - Shared Revenues & Benefits	Reducing Inequality	Cumulative	High is good	%	Q1 - 88.00 Q2 - 89.00 Q3 - 90.00 Q4 - 91.00	Q1 - 91.00 Q2 - 92.00 Q3 - 93.00 Q4 - 94.00	95.26	87.85	89.87	92.29	Y	Q1 - 88.00 Q2 - 89.00 Q3 - 90.00 Q4 - 91.00	Q1 - 91.00 Q2 - 92.00 Q3 - 93.00 Q4 - 94.00	No change	High standard already being achieved, and the aim is to retain this high standard of performance in this area.
CX	Housing Benefit Administration	BE 5	The number of new benefit claims year to date (Housing Benefits/Council Tax Support)	Assistant Director - Shared Revenues & Benefits	Reducing Inequality	Quarterly	N/A	Number	Volumetric	Volumetric	4,606	1,130	2,371	3,255	Y	Volumetric	Volumetric	No change	Measure continues to be important to monitor and is to remain in strategic measure set.
CX	Revenues Administration	REV 1	Council Tax - in year collection rate for Lincoln (cumulative)	Assistant Director - Shared Revenues & Benefits	Our people and resources	Cumulative	High is good	%	Q1 - 25.00 Q2 - 50.00 Q3 - 75.00 Q4 - 95.10	Q1 - 26.00 Q2 - 51.50 Q3 - 77.00 Q4 - 96.10	94.15	26.30	50.46	76.11	Y	Q1 - 25.00 Q2 - 50.00 Q3 - 75.00 Q4 - 95.10	Q1 - 26.00 Q2 - 51.50 Q3 - 77.00 Q4 - 96.10	No change	In the current and foreseeable economic climate, with cost of living challenges, it is not proposed to change the current low and high targets in place from 2023/24.
CX	Revenues Administration	REV 2	Business Rates - in year collection rate for Lincoln (cumulative)	Assistant Director - Shared Revenues & Benefits	Our people and resources	Cumulative	High is good	%	Q1 - 29.00 Q2 - 54.00 Q3 - 81.00 Q4 - 97.10	Q1 - 32.00 Q2 - 57.00 Q3 - 84.00 Q4 - 98.10	99.19	35.61	59.56	85.60	Y	Q1 - 29.00 Q2 - 54.00 Q3 - 81.00 Q4 - 97.10	Q1 - 32.00 Q2 - 57.00 Q3 - 84.00 Q4 - 98.10	No change	In the current and foreseeable economic climate, with cost of living challenges, it is not proposed to change the current low and high targets in place from 2023/24 targets. A high level of performance is normally anticipated for in-year Business Rates collection.
CX	Revenues Administration	REV 3	Number of outstanding customer changes in the Revenues team	Assistant Director - Shared Revenues & Benefits	Our people and resources	Quarterly - individual quarter targets	Low is good	Number	Q1 - 1,300 Q2 - 1,200 Q3 - 1,100 Q4 - 1,000	Q1 - 1,200 Q2 - 1,100 Q3 - 1,000 Q4 - 950	1,476	1,114	1,120	907	Y	Q1 - 1,800 Q2 - 1,700 Q3 - 1,600 Q4 - 1,500	Q1 - 1,700 Q2 - 1,600 Q3 - 1,500 Q4 - 1,450	Target change	Performance for this measure has historically (and for 2023/24) included only items outstanding in the electronic Document Management System (DMS). However, from 2024/25, reporting of this measure is to include items in DMS, but also outstanding customer items from the Citizens Access Revenues (self-serve) portal to give a more accurate reflection of overall outstanding correspondence in the Revenues Team. Therefore, the low and high targets have been increased to reflect the additional items being added into this measure from 2024/25.
CX	Revenues Administration	REV 4	Number of accounts created for the My Lincoln Accounts system (to date)	Assistant Director - Shared Revenues & Benefits	Our people and resources	Quarterly	N/A	Number	Volumetric	Volumetric	No data	2,149	2,713	3,760	Y	Volumetric	Volumetric	No change	Measure to be retained to monitor accounts created for the My Lincoln Accounts system.

PERFORMANCE MEASURE REVIEW AND TARGET SETTING 2024/25 - QUARTERLY MEASURES

Directorate	Service Area	Measure ID	Measure	Assistant Director	Portfolio Holder	Quarterly, Cumulative or Seasonal	High or Low is good	Unit	Low Target 2023/24	High Target 2023/24	Q4 - 2022/23 outturn	Q1 2023/24 outturn	Q2 2023/24 outturn	Q3 2023/24 outturn	Measure being retained for 2024/25?	Low Target 2024/25	High Target 2024/25	Change for 2024/25	Service area comments
DCE	Affordable Housing	AH1	Number of affordable homes delivered (cumulative)	Assistant Director - Planning	Quality Housing	Cumulative	High is good	Number	Q1 - 5 Q2 - 10 Q3 - 15 Q4 - 20	Q1 - 25 Q2 - 50 Q3 - 75 Q4 - 100	32	13	17	17	Y	Q1 - 5 Q2 - 10 Q3 - 15 Q4 - 20	Q1 - 25 Q2 - 50 Q3 - 75 Q4 - 100	No change	Measure continues to be relevant and is to remain in the strategic measures set. The targets continue to be appropriate taking into consideration the current economic climate and the slowdown in delivery rates due to a significant increase in raw material costs.
DCE	Development Management (Planning)	DM 1	Number of applications in the quarter	Assistant Director - Planning	Inclusive Economic Growth	Quarterly	N/A	Number	Volumetric	Volumetric	201	195	224	191	Y	Volumetric	Volumetric	No change	Measure continues to important to give a clear view of the applications being received and is to remain in the strategic measure set.
DCE	Development Management (Planning)	DM 2	End to end time to determine a planning application (Days)	Assistant Director - Planning	Inclusive Economic Growth	Quarterly	Low is good	Days	85.00	65.00	81.46	64.19	74.67	73.96	Y	85.00	65.00	No change	Measures continue to be relevant and are to remain in the strategic measures set to provide a clear view of how the Development Management Team is performing. Targets continue to be appropriate based on current and expected performance.
DCE	Development Management (Planning)	DM 3	Number of live planning applications open	Assistant Director - Planning	Inclusive Economic Growth	Quarterly	Low is good	Number	180	120	132	127	146	115	Y	180	120	No change	
DCE	Development Management (Planning)	DM 4	Percentage of applications approved	Assistant Director - Planning	Inclusive Economic Growth	Quarterly	High is good	%	85.00	97.00	90.00	95.00	97.00	93.00	Y	85.00	97.00	No change	
DCE	Development Management (Planning)	DM 5	Percentage of total decisions made in the quarter that have subsequently been overturned at appeal	Assistant Director - Planning	Inclusive Economic Growth	Quarterly	Low is good	%	10.00	5.00	1.00	1.44	1.70	0.00	Y	10.00	5.00	No change	
DCE	Development Management (Planning)	DM 5a	Number of decisions appealed in the quarter	Assistant Director - Planning	Inclusive Economic Growth	Quarterly	Low is good	Number	5.00	1.00	2	4	1	2	Y	5.00	1.00	No change	
DCE	Development Management (Planning)	DM 5b	Number of appealed decisions in the quarter overturned by the Inspectorate	Assistant Director - Planning	Inclusive Economic Growth	Quarterly	Low is good	Number	5.00	1.00	1	2	0	0	Y	5.00	1.00	No change	Measures continue to be relevant and are to remain in the strategic measures set. Measures are both nationally reported measures. Targets continue to be appropriate based on current and expected performance.
DCE	Development Management (Planning)	DM 6	Percentage of Non-Major Planning Applications determined within the government target (70% in 8 weeks) measured on a 2 year rolling basis (including extensions of time)	Assistant Director - Planning	Inclusive Economic Growth	Quarterly	High is good	%	70.00	90.00	86.00	85.00	73.00	85.00	Y	70.00	90.00	No change	
DCE	Development Management (Planning)	DM 7	Percentage of Major Planning Applications determined within the government target (60% in 13 weeks) measured on a 2 year rolling basis (including extensions of time)	Assistant Director - Planning	Inclusive Economic Growth	Quarterly	High is good	%	60.00	90.00	67.00	100.00	100.00	70.97	Y	60.00	90.00	No change	
DCE	Parking Services	PS 1	Overall percentage utilisation of all car parks	Assistant Director - Planning	Inclusive Economic Growth	Quarterly	High is good	%	50.00	60.00	46.00	48.00	53.00	56.00	Y	50.00	60.00	No change	No change to these measures and how they are collected. Both measures continue to be important in accurately monitoring the performance of the Parking Service.
DCE	Parking Services	PS 2	Sessional car parking income as a percentage of budget requirement	Assistant Director - Planning	Inclusive Economic Growth	Quarterly	High is good	%	91.00	96.00	No data	102.59	106.41	113.18	Y	91.00	96.00	No change	
DCE	Food and Health & Safety Enforcement	FHS 1	Percentage of premises fully or broadly compliant with Food Health & Safety Inspection	Assistant Director - Health & Environmental Services	Remarkable Place	Quarterly	High is good	%	95.00	97.00	98.73	99.99	99.99	98.78	Y	95.00	99.00	Target change	Retaining measure. Increasing high target to 99% from 97% to ensure that the service is being stretched.
DCE	Food and Health & Safety Enforcement	FHS 2	Average time from actual date of inspection to achieving compliance	Assistant Director - Health & Environmental Services	Remarkable Place	Quarterly	Low is good	Days	20.00	10.00	11.42	10.06	8.26	6.20	Y	15.00	10.00	Target change	Retaining measure. Low target reduced to 15 days (low is good).
DCE	Food and Health & Safety Enforcement	FHS 3	Percentage of food inspections that should have been completed and have been in that time period	Assistant Director - Health & Environmental Services	Remarkable Place	Quarterly	High is good	%	85.00	97.00	100.00	58.91	80.00	94.24	Y	90.00	97.00	Target change	Retaining measure, however, we are content with increasing the low target upwards. Retaining the high target at 97% even though performance over the past reporting period has been 100% - this was due to the FSA recovery programme, which had a reduced number of planned inspections in the programme and this will not be the case for the next reporting period.
DCE	Licensing	LIC 1	Percentage of premises licences issued within 28 days of grant	Assistant Director - Health & Environmental Services	Remarkable Place	Quarterly	High is good	%	80.00	100.00	100.00	97.85	100.00	94.44	Y	80.00	100.00	No change	Retaining measures with no changes. Targets for measure LIC 1 continue to be suitable.
DCE	Licensing	LIC 2	Total number of active premises licences	Assistant Director - Health & Environmental Services	Remarkable Place	Quarterly	N/A	Number	Volumetric	Volumetric	405	409	407	405	Y	Volumetric	Volumetric	No change	
DCE	Licensing	LIC 3	Total number of active private hire / hackney carriage licences (operators, vehicles and drivers)	Assistant Director - Health & Environmental Services	Remarkable Place	Quarterly	N/A	Number	Volumetric	Volumetric	785	794	811	828	Y	Volumetric	Volumetric	No change	
DCE	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)	Assistant Director - Health & Environmental Services	Quality Housing	Quarterly	Low is good	Weeks	26.00	19.00	31.00	27.00	29.90	36.00	Y	26.00	19.00	No change	This measure is being retained and the high and low targets are to remain the same even though over the last reporting period the performance of the service has not met the target. The service area is undergoing some redesign of processes and it is envisaged that this could help improve the ongoing performance.
DCE	Private Housing	PH 2	Average time from date of inspection of accommodation to removing a severe hazard to an acceptable level	Assistant Director - Health & Environmental Services	Quality Housing	Quarterly	Low is good	Weeks	20.00	12.00	17.50	21.20	21.00	11.00	Y	20.00	12.00	No change	Retaining measure with no changes. This is a useful measure of the work that is undertaken on housing conditions/standards. Targets continue to be relevant.
DCE	Private Housing	PH 3	Number of empty homes brought back into use (cumulative)	Assistant Director - Health & Environmental Services	Quality Housing	Cumulative	High is good	Number	Q1 - 1 Q2 - 8 Q3 - 11 Q4 - 15	Q1 - 8 Q2 - 18 Q3 - 23 Q4 - 30	31	8	20	34	Y	Q1 - 1 Q2 - 8 Q3 - 11 Q4 - 15	Q1 - 8 Q2 - 18 Q3 - 23 Q4 - 30	No change	Retaining measure with no changes. Targets continue to be relevant.

PERFORMANCE MEASURE REVIEW AND TARGET SETTING 2024/25 - QUARTERLY MEASURES

Directorate	Service Area	Measure ID	Measure	Assistant Director	Portfolio Holder	Quarterly, Cumulative or Seasonal	High or Low is good	Unit	Low Target 2023/24	High Target 2023/24	Q4 - 2022/23 outturn	Q1 2023/24 outturn	Q2 2023/24 outturn	Q3 2023/24 outturn	Measure being retained for 2024/25?	Low Target 2024/25	High Target 2024/25	Change for 2024/25	Service area comments
DCE	Public Protection and Anti-Social Behaviour Team	PPASB 1	Number of cases received in the quarter (ASB cases only)	Assistant Director - Health & Environmental Services	Reducing Inequality	Quarterly	N/A	Number	Volumetric	Volumetric	115	115	120	111	Y	Volumetric	Volumetric	No change	Retaining all PPASB measures 1, 2 & 3 as these continue to be important to monitor the performance of the service. For PPASB 3 targets continue to be suitable.
DCE	Public Protection and Anti-Social Behaviour Team	PPASB 2	Number of cases closed in the quarter (across full PPASB service)	Assistant Director - Health & Environmental Services	Reducing Inequality	Quarterly	N/A	Number	Volumetric	Volumetric	833	1,003	964	1,006	Y	Volumetric	Volumetric	No change	
DCE	Public Protection and Anti-Social Behaviour Team	PPASB 3	Number of live cases open at the end of the quarter (across full PPASB service)	Assistant Director - Health & Environmental Services	Reducing Inequality	Quarterly	Low is good	Number	240	200	163	211	240	226	Y	240	200	No change	
DCE	Public Protection and Anti-Social Behaviour Team	PPASB 4	Satisfaction of complainants relating to how their ASB complaint was handled	Assistant Director - Health & Environmental Services	Reducing Inequality	Quarterly	High is good	%	75.00	85.00	71.43	100.00	100.00	100.00	N	N/A	N/A	Measure removed	Measure to be removed. The satisfaction surveys for this measure only go out where there is a customer and a case to investigate. That is further complicated by the fact that we piggy back onto a large amount of Housing cases (such as noise investigations). Housing send a survey out when the joint case is closed, as the customer began the journey with them. If we sent a survey, the customer would then get two satisfaction surveys. The above coupled with very low return numbers means we end up with a negligible amount of completed surveys.
DCE	Sport & Leisure	SP 1a	Quarterly visitor numbers to Birchwood Leisure Centre	Assistant Director - Health & Environmental Services	Remarkable Place	Quarterly	N/A	Number	Volumetric	Volumetric	35,483	38,209	42,118	38,687	Y	Volumetric	Volumetric	No change	Measures to be retained to provide visitor number performance on a quarterly basis at Birchwood and Yarborough Leisure Centres.
DCE	Sport & Leisure	SP 1b	Quarterly visitor numbers to Yarborough Leisure Centre	Assistant Director - Health & Environmental Services	Remarkable Place	Quarterly	N/A	Number	Volumetric	Volumetric	73,612	99,520	103,392	98,617	Y	Volumetric	Volumetric	No change	
DCE	Sport & Leisure	SP 2	Artificial Grass Pitch usage at Yarborough Leisure Centre & Birchwood Leisure Centre	Assistant Director - Health & Environmental Services	Remarkable Place	Quarterly	High is good	Hours	520	700	728.00	760.50	663.00	858.00	Y	520	700	No change	Measure to remain to provide a clear picture of Artifical Grass Pitch Usage each quarter. Targets continue to be appropriate.
DCE	Sport & Leisure	SP 3a	Birchwood Leisure Centre - Number of net promoter score points above or below the average Net Promoter Score for England	Assistant Director - Health & Environmental Services	Remarkable Place	Quarterly	High is good	Number	0	2	No data	30.0	58.0	11.0	Y	0	2	No change	Measures to remain. Continues to monitor customer satisfaction in line with national approach. Targets continue to be appropriate.
DCE	Sport & Leisure	SP 3b	Yarborough Leisure Centre - Number of net promoter score points above or below the average Net Promoter Score for England	Assistant Director - Health & Environmental Services	Remarkable Place	Quarterly	High is good	Number	0	2	No data	-31.0	17.0	5.3	Y	0	2	No change	
DCE	Allotments	AM 1	Percentage occupancy of allotment plots	Assistant Director - Communities & Street Scene	Remarkable Place	Quarterly	High is good	%	86.00	94.00	95.00	91.00	95.00	95.00	Y	90.00	95.00	Target change	Average for this year 94.5%. No significant changes expected in service next year, so increased target should be achievable, but can be subject to external factors such as weather and economy, so a little margin has been retained to take account of this.
DCE	CCTV	CCTV 1	Total number of incidents handled by CCTV operators	Assistant Director - Communities & Street Scene	Reducing Inequality	Quarterly	N/A	Number	Volumetric	Volumetric	2,584	2,661	2,396	2,887	Y	Volumetric	Volumetric	No change	A volumetric measure. Changes in service delivery and demands on service expected this year, so probability is that more activity will be recorded, but numbers cannot be forecast or controlled.
DCE	Grounds Maintenance	GM 1	Contractor points recorded against target standards specified in contract - Grounds Maintenance	Assistant Director - Communities & Street Scene	Remarkable Place	Quarterly	Low is good	Number	150	50	50	55	70	85	Y	200	75	Target change	Remains a key part of contract performance measuring. Service has been poor in places, and as a consequence monitoring activity increased. Both factors lead to the expectation of an increase in the scores for next year. Targets have been revised.
DCE	Street Cleansing	SC 1	Contractor points recorded against target standards specified in contract - Street Cleansing	Assistant Director - Communities & Street Scene	Remarkable Place	Quarterly	Low is good	Number	150	50	95	170	70	60	Y	150	50	No change	Remains a key part of performance management. Targets to remain the same and continue to be appropriate.
DCE	Waste & Recycling	WM 1	Percentage of waste recycled or composted (seasonal)	Assistant Director - Communities & Street Scene	Remarkable Place	Seasonal	High is good	%	Q1 - 26.00 Q2 - 34.00 Q3 - 32.50 Q4 - 30.50	Q1 - 30.00 Q2 - 37.00 Q3 - 38.00 Q4 - 35.00	30.76	28.00	35.54	34.95	Y	Q1 - 26.00 Q2 - 34.00 Q3 - 32.50 Q4 - 30.50	Q1 - 30.00 Q2 - 37.00 Q3 - 38.00 Q4 - 35.00	No change	Note outturns are lagged by one quarter. No changes to service forecast in this period. Targets to remain the same and continue to be relevant.
DCE	Waste & Recycling	WM 2	Contractor points recorded against target standards specified in contract - Waste Management	Assistant Director - Communities & Street Scene	Remarkable Place	Quarterly	Low is good	Number	150	50	110	95	125	40	Y	150	50	No change	Remains a key part of performance management. Targets to remain the same and continue to be appropriate.

PERFORMANCE MEASURE REVIEW AND TARGET SETTING 2024/25 - QUARTERLY MEASURES

Directorate	Service Area	Measure ID	Measure	Assistant Director	Portfolio Holder	Quarterly, Cumulative or Seasonal	High or Low is good	Unit	Low Target 2023/24	High Target 2023/24	Q4 - 2022/23 outturn	Q1 2023/24 outturn	Q2 2023/24 outturn	Q3 2023/24 outturn	Measure being retained for 2024/25?	Low Target 2024/25	High Target 2024/25	Change for 2024/25	Service area comments
DHI	Control Centre	CC 1	Percentage of customers satisfied with their new Lincare Housing Assistance service connection to the control centre	Assistant Director - Housing Management	Quality Housing	Quarterly	High is good	%	90.00	95.00	100.00	94.74	97.56	95.92	Y	90.00	95.00	No change	These are Telecare Services Association targets so would only change if altered by the Telecare Services Association.
DHI	Control Centre	CC 2	Percentage of Lincare Housing Assistance calls answered within 60 seconds	Assistant Director - Housing Management	Quality Housing	Quarterly	High is good	%	97.50	98.00	97.17	97.63	97.33	97.77	Y	97.50	98.00	No change	
DHI	Housing Solutions	HS 1	The number of people currently on the Housing Register	Assistant Director - Housing Management	Quality Housing	Quarterly	N/A	Number	Volumetric	Volumetric	1,730	1,786	1,912	1,998	Y	Volumetric	Volumetric	No change	Measures are being retained as volumetric measures.
DHI	Housing Solutions	HS 2	The number of people approaching the council as homeless	Assistant Director - Housing Management	Quality Housing	Quarterly	N/A	Number	Volumetric	Volumetric	309	365	378	334	Y	Volumetric	Volumetric	No change	
DHI	Housing Solutions	HS 3	Successful preventions and relief of homelessness against total number of homelessness approaches	Assistant Director - Housing Management	Quality Housing	Quarterly	High is good	%	45.00	50.00	35.90	33.80	27.86	50.37	Y	45.00	50.00	No change	Consideration has been given to increasing this target as our current prevention work is on the increase due to recent changes to working practices. However, although Q3 showed improvement, it still did not meet the lower target and the YTD is still some distance from target. This measure will be further reviewed for 25/26 when it is hoped the targets can be increased.
DHI	Housing Solutions	HS 4	Number of rough sleepers	Assistant Director - Housing Management	Quality Housing	Quarterly	N/A	Number	Volumetric	Volumetric	-	-	-	-	NEW	Volumetric	Volumetric	New measure	The inclusion of this measure will give a clearer picture of the impacts on the Housing Solutions Team when used alongside the other homelessness indicators.
DHI	Housing Voids	HV 1	Percentage of rent lost through dwelling being vacant	Assistant Director - Housing Management	Quality Housing	Quarterly	Low is good	%	1.10	1.00	1.07	1.29	1.03	1.07	Y	1.10	1.00	No change	Measure to remain and targets continue to be suitable following review.
DHI	Housing Voids	HV 2	Average re-let time calendar days for all dwellings - standard re-lets	Assistant Director - Housing Management	Quality Housing	Quarterly	Low is good	Days	34.00	32.00	44.40	43.70	40.48	38.43	N	N/A	N/A	Measure removed	Indicator HV2 is to be removed as the data measured within the indicator reflects the number of days that a property is void if there have only been standard / minor repairs completed. This measure has historically been monitored as it used to reflect the majority of voids but approximately half of all voids now require major works to be completed. We will continue to monitor this in the service and via the departmental management team. Additionally, Housemark benchmarking data shows that in 2022/23 for standard re-lets / minor repairs City of Lincoln Council performed within the top benchmarking quartile when compared to other providers. Subsequently, the focus moving forward needs to be on ensuring members are provided with void time of all properties (measure HV 3) regardless of the type of repairs required, so is more reflective of the void loss and the affect this has on the loss of revenue to the HRA.
DHI	Housing Voids	HV 3	Average re-let time calendar days for all dwellings (including major works)	Assistant Director - Asset Management	Quality Housing	Quarterly	Low is good	Days	40.00	38.00	55.90	48.06	49.61	45.50	Y	45.00	42.00	Target change	Targets have been amended to reflect a more realistic expectation of performance considering that there are several factors that are having an effect on the performance of this measure. Changes to policies and the voids process are hoped to improve the performance in future years. The proposed targets are in line with the void loss allowance within the HRA Business Plan and also takes into consideration recently collated benchmarking data from authorities within the North Notts & Derby Benchmarking Group and local to Lincoln.
DHI	Rent Collection	RC 1	Rent collected as a proportion of rent owed	Assistant Director - Housing Management	Quality Housing	Quarterly	High is good	%	96.50	97.50	98.36	96.81	97.67	108.05	Y	96.50	97.50	No change	Targets remain suitable and allow us to be in the upper quartile for Housemark.
DHI	Rent Collection	RC 2	Current tenant arrears as a percentage of the annual rent debit	Assistant Director - Housing Management	Quality Housing	Quarterly	Low is good	%	4.15	4.00	3.40	3.83	4.25	2.86	Y	4.15	4.00	No change	
DHI	Housing Investment	HI 1	Percentage of council properties that are not at the 'Decent Homes' standard (excluding refusals)	Assistant Director - Asset Management	Quality Housing	Quarterly	Low is good	%	1.20	1.00	0.81	1.35	1.09	0.86	Y	1.20	1.00	No change	Measure being retained and targets continue to be relevant following review.
DHI	Housing Investment	HI 2	Number of properties 'not decent' as a result of tenants refusal to allow work (excluding referrals)	Assistant Director - Asset Management	Quality Housing	Quarterly	N/A	Number	Volumetric	Volumetric	227	232	237	232	Y	Volumetric	Volumetric	No change	Measure being retained as a volumetric measure.
DHI	Housing Investment	HI 3	Percentage of dwellings with a valid gas safety certificate	Assistant Director - Asset Management	Quality Housing	Quarterly	High is good	%	98.60	99.00	98.97	98.50	98.54	97.83	Y	98.60	99.00	No change	Measure being retained and targets continue to be appropriate following review.
DHI	Housing Maintenance	HM 1a	Percentage of reactive repairs completed within target time (priority 1 day only)	Assistant Director - Asset Management	Quality Housing	Quarterly	High is good	%	98.50	99.50	99.79	99.55	99.75	99.04	Y	98.50	99.50	No change	Measures being retained and targets continue to be appropriate following review.
DHI	Housing Maintenance	HM 1b	Percentage of reactive repairs completed within target time (urgent 3 day repairs only)	Assistant Director - Asset Management	Quality Housing	Quarterly	High is good	%	95.00	97.50	90.18	92.06	94.22	83.28	Y	95.00	97.50	No change	
DHI	Housing Maintenance	HM 2	Percentage of repairs fixed first time (priority and urgent repairs) - HRS only	Assistant Director - Asset Management	Quality Housing	Quarterly	High is good	%	90.00	92.00	92.39	91.52	93.52	94.32	Y	90.00	92.00	No change	
DHI	Housing Maintenance	HM 3	Percentage of tenants satisfied with repairs and maintenance	Assistant Director - Asset Management	Quality Housing	Quarterly	High is good	%	90.00	95.00	79.35	72.73	78.69	83.95	N	N/A	N/A	Measure removed	Measure is to be removed and replaced with a new satisfaction measure, which all registered providers are required to collect. It is expected this new measure will provide a more accurate reflection of tenant satisfaction with repairs to their council property.
DHI	Housing Maintenance	To become HM 3	Satisfaction with Repairs (Regulator of Social Housing Tenant Satisfaction Measure – TP02)	Assistant Director - Asset Management	Quality Housing	Quarterly	N/A	N/A	Volumetric	Volumetric	-	-	-	-	NEW	Volumetric	Volumetric	New measure	This measure will replace the existing HM 3 above. This new measure is a Regulator of Social Housing Tenant Satisfaction Measure, which all registered providers must collect. Feedback is collected via telephone calls direct to tenants. Targets to be allocated once baseline has been established. This is due to collection method being different to previous measure being removed.
DHI	Housing Maintenance	HM 4	Appointments kept as a percentage of appointments made (priority and urgent repairs) - HRS only	Assistant Director - Asset Management	Quality Housing	Quarterly	High is good	%	95.00	98.00	97.60	97.32	96.60	96.24	Y	96.00	98.00	Target change	Measure is being retained. The low target for this measure has been increased by 1% taking recent outturns into consideration. The high target remains appropriate at 98%. Alongside recent outturns the year-end 2022/23 Housemark benchmarking data (latest available) has also been taken into consideration, which showed Lincoln's 2022/23 outturn of 98.28% was within the second highest quartile. The top quartile had an upper limit of 98.58% also confirming the high target of 98% remains appropriate.



PERFORMANCE MEASURE REVIEW AND TARGET SETTING 2024/25 - QUARTERLY MEASURES

	Directorate	Service Area	Measure ID	Measure	Assistant Director	Portfolio Holder	Quarterly, Cumulative or Seasonal	High or Low is good	Unit	Low Target 2023/24	High Target 2023/24	Q4 - 2022/23 outturn	Q1 2023/24 outturn	Q2 2023/24 outturn	Q3 2023/24 outturn	Measure being retained for 2024/25?	Low Target 2024/25	High Target 2024/25	Change for 2024/25	Service area comments
	DMD	Major Developments	DMD 1	Percentage spend on Town Deal programme	Assistant Director - DMD	Inclusive Economic Growth	Quarterly	N/A	N/A	Volumetric	Volumetric	-	-	-	-	NEW	Volumetric	Volumetric	New measure	Measures added to provide senior management and members with an insight into the progress of the key work programmes being delivered by the Directorate for Major Developments. For some of these measures the progress status will not be calculated against a specific target but through taking a range of factors into consideration such as milestone progress, financial performance and associated risks, amongst other factors. Subsequently these measures have been included as volumetric, however a RAG status will be provided where appropriate when reporting on these measures each quarter based on the considerations above.
	DMD	Major Developments	DMD 2	Percentage / number of Town Deal projects on target	Assistant Director - DMD	Inclusive Economic Growth	Quarterly	N/A	N/A	Volumetric	Volumetric	-	-	-	-	NEW	Volumetric	Volumetric	New measure	
	DMD	Major Developments	DMD 3	Percentage spend on UKSPF programme	Assistant Director - DMD	Inclusive Economic Growth	Quarterly	N/A	N/A	Volumetric	Volumetric	-	-	-	-	NEW	Volumetric	Volumetric	New measure	
	DMD	Major Developments	DMD 4	Percentage / number of UKSPF projects on target	Assistant Director - DMD	Inclusive Economic Growth	Quarterly	N/A	N/A	Volumetric	Volumetric	-	-	-	-	NEW	Volumetric	Volumetric	New measure	
	DMD	Major Developments	DMD 5	Number of businesses receiving business support utilising the UKSPF fund	Assistant Director - DMD	Inclusive Economic Growth	Quarterly	N/A	N/A	Volumetric	Volumetric	-	-	-	-	NEW	Volumetric	Volumetric	New measure	
	DMD	Major Developments	DMD 6	Percentage occupancy of Greetwell Place	Assistant Director - DMD	Inclusive Economic Growth	Quarterly	N/A	N/A	Volumetric	Volumetric	-	-	-	-	NEW	Volumetric	Volumetric	New measure	Measures added to provide senior management and members with an insight into occupancy levels at Greetwell Place and The Terrace managed workspaces.
	DMD	Major Developments	DMD 7	Percentage occupancy of The Terrace	Assistant Director - DMD	Inclusive Economic Growth	Quarterly	N/A	N/A	Volumetric	Volumetric	-	-	-	-	NEW	Volumetric	Volumetric	New measure	
	DMD	Major Developments	DMD 8	Unemployment rate within Lincoln	Assistant Director - DMD	Inclusive Economic Growth	Quarterly	N/A	N/A	Volumetric	Volumetric	-	-	-	-	NEW	Volumetric	Volumetric	New measure	Measures added for contextual purposes. Data sources will be provided alongside reported outturns.
	DMD	Major Developments	DMD 9	Average wage in Lincoln	Assistant Director - DMD	Inclusive Economic Growth	Quarterly	N/A	N/A	Volumetric	Volumetric	-	-	-	-	NEW	Volumetric	Volumetric	New measure	

PERFORMANCE MEASURE REVIEW AND TARGET SETTING 2024/25 - ANNUAL MEASURES

	Service Area	Measure ID	Measure	Assistant Director	Portfolio Holder	Collection frequency	High or low is good	Unit	Low Target 2023/24	High Target 2023/24	2021/22 outturn	2022/23 outturn	2023/24 outturn	Measure being retained for 2024/25?	Low Target 2024/25	High Target 2024/25	Change for 2024/25	Service area comments
CX	Democratic Services	DEM 1	The number of individuals registered on the electoral register as at 1st December (local elections)	City Solicitor	Customer experience and review	Annual Q3	N/A	Number	Volumetric	Volumetric	62,292	61,778	62,045	Y	Volumetric	Volumetric	No change	Measure to be retained. We published the register of electors on 1 December 2023, as required, following the Annual Canvass.
CX	Procurement Services	PRO 1	Percentage spend on contracts that have been awarded to "local" contractors (as the primary contractor)	City Solicitor	Our people and resources	Annual Q3	High is good	%	20	45	45.00	44.15	50.25	Y	20	45	Reporting frequency change	Note outturn is lagged by one year (2023/24 outturn is for 2022/23).Targets continue to be appropriate. Whilst we have a "local" policy for under threshold procurement exercises and endeavour to invite suppliers, which align to the policy, it is not possible to take this approach where the procurement exercise is in respect of above threshold tender exercises (£213k in respect of goods and services inc VAT or £5.3m inc VAT for works). The reason for this is that we have to comply with Public Contract Regulations 2015, which is embedded in UK law. We are looking to remove the other Procurement related measures - PRO 2, 3 & 4 with a view to PRO 1 being available on a quarterly basis thus providing more relevant and timely information.
CX	Procurement Services	PRO 2	Percentage value of the top 10 spend contracts that have been sub-contracted (wholly or partly) to "local" suppliers to deliver	City Solicitor	Our people and resources	Annual Q3	N/A	%	Volumetric	Volumetric	23.60	20.20	31.30	N	N/A	N/A	Measure removed	Measures to be removed. See above (PRO 1).
CX	Procurement Services	PRO 3	Percentage of total contract spend that is with an SME	City Solicitor	Our people and resources	Annual Q3	High is good	%	20	40	42.10	51.18	65.50	N	N/A	N/A	Measure removed	
CX	Procurement Services	PRO 4	Percentage of total contract spend that is with an SME who meets the "local" definition	City Solicitor	Our people and resources	Annual Q3	High is good	%	20	40	48.20	58.80	57.70	N	N/A	N/A	Measure removed	
DCE	Contaminated Land	CON 1	Area of sites of potential concern (in m2) made suitable for use in the year	Assistant Director - Health & Environmental Services	Inclusive Economic Growth	Annual Q4	N/A	Number	Volumetric	Volumetric	29,260	43,731	Collected in April 2024	N	N/A	N/A	Measure removed	Measure to be removed. It is a volumetric measure that is primarily based on the type and volume of planning applications coming through the system that require some type of contaminated land clean up. This throughput of work is completely outside of the service area. Additionally measuring the work undertaken purely in terms of square metres does not reflect the variation in complexity of the investigation and clean up required from site to site, nor the value of site once it has been 'cleaned up' and developed. It is therefore not a real measure of the performance of the service.
DCE	Food and Health & Safety Enforcement	FHS 4	Percentage of Citizens' Panel respondents who are satisfied with the standard of hygiene in restaurants/cafes/ shops and takeaways in Lincoln	Assistant Director - Health & Environmental Services	Remarkable Place	Annual Q3	High is good	%	80.00	85.00	87.80	87.50	90.70	Y	85.00	90.00	Target change	Measure continues to be important to monitor the satifcation levels of residents. Targets have been increased slightly taking into consideration the most recent outturn.
DCE	Grounds Maintenance	GM 2	Satisfaction with our public open spaces overall (collected via Citizens' Panel)	Assistant Director - Communities & Street Scene	Remarkable Place	Annual Q2	High is good	%	80.00	90.00	77.80	80.00	83.50	Y	80.00	90.00	No change	Performance measures can be influenced by national issues, but targets remain relevant.
DCE	Street Cleansing	SC 2	Satisfaction that public land and public highways are kept clear of litter and refuse (Street Cleansing) (collected via Citizens' Panel)	Assistant Director - Communities & Street Scene	Remarkable Place	Annual Q2	High is good	%	68.00	78.00	62.50	72.80	69.50	Y	68.00	78.00	No change	
DCE	Waste & Recycling	WM 3	Satisfaction with refuse service (collected via Citizens' Panel)	Assistant Director - Communities & Street Scene	Remarkable Place	Annual Q3	High is good	%	90.00	96.00	97.00	95.30	94.80	Y	94.00	97.00	Target change	Increased targets based on scores for last 3 years. Performance will be impacted IF changes are introduced to services.
DCE	Waste & Recycling	WM 4	Satisfaction with recycling service (collected via Citizens' Panel)	Assistant Director - Communities & Street Scene	Remarkable Place	Annual Q3	High is good	%	90.00	96.00	94.50	93.60	94.10	Y	92.00	97.00	Target change	



**PEFORMANCE SCRUTINY COMMITTEE****7 MARCH 2024**

**SUBJECT: WORK PROGRAMME FOR 2024/25**

**DIRECTORATE: CHIEF EXECUTIVE AND TOWN CLERK**

**LEAD OFFICER: CLAIRE TURNER, DEMOCRATIC SERVICES OFFICER**

**1. Purpose of Report**

- 1.1 To present members with the Performance Scrutiny Committee work programme for 2024/25 (Appendix A).

**2. Background**

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

**3. Recommendation**

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

**Key Decision** No

**Do the Exempt Information Categories Apply** No

**Call In and Urgency:** Is the decision one to which Rule 15 of the Scrutiny Procedure Rules apply? No

**Does the report contain Appendices?** Yes

**If Yes, how many Appendices?** 1

**Lead Officer:**

Claire Turner,  
Democratic Services Officer  
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**Performance Scrutiny Committee Work Programme 2024-25**

**APPENDIX A**

**30 May 2024**

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
<b>Standard Items</b>		
Financial Performance (Detailed): Outturn 2023/24 Quarter 4	Jaclyn Gibson/ Colleen Warren	Quarterly Report Professional High Performing Services
Treasury Management Stewardship and Actual Prudential Indicators Report 2023/24 (Outturn)	Jaclyn Gibson/Colleen Warren	Six Monthly Report Professional High Performing Services
Performance Monitoring Outturn 2023/24 Quarter 4	Graham Rose	Quarterly Report-Professional High Performing Services
Strategic Risk Register – Quarterly Report Quarter 4	Jaclyn Gibson/Colleen Warren	Quarterly Report Professional High Performing Services

20 June 2024

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
<b>Standard Items</b>		
Confirmation of Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2024-25 - Update	Democratic Services	Regular Report
Portfolio Under Scrutiny Session – Our People and Resources	Portfolio Holder	Annual Session  Professional High Performing Services

**11 July 2024 (*Monitoring Overview*)**

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
<b>Standard Items</b>		
Confirmation of Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2024-25 - Update	Democratic Services	Regular Report
<b>Monitoring Items</b>		
Central Lincolnshire Local Plan Annual Report 2023/24 including Financial Update	Toby Forbes-Turner	Annual Report Lets Drive Economic Growth

## 15 August 2024 (Quarterly Monitoring)

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
<b>Standard Items</b>		
Confirmation of Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2024-25 - Update	Democratic Services	Regular Report
<b>Monitoring Items</b>		
Financial Performance (Detailed) – Quarterly Monitoring: Quarter 1	Laura Shipley	Quarterly Report Professional High Performing Services
Treasury Management – Quarter 1	Laura Shipley	Quarterly Report Professional High Performing Services
Performance Quarterly Monitoring: Quarter 1	Graham Rose	Quarterly Report Professional High Performing Services
Quarterly Strategic Risk Register Report-Quarter1	Jaclyn Gibson	Quarterly Report Professional High Performing Services
Income/Arrears Monitoring report	Martin Walmsley	Annual Report <i>Professional High Performing Services</i>

26 September 2024

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
<b>Standard Items</b>		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2024-25 - Update	Democratic Services	Regular Report
Portfolio Under Scrutiny Session – Inclusive Economic Growth	Portfolio Holder	Annual Session Lets Drive Economic Growth
Portfolio Under Scrutiny - Customer Experience and Review	Portfolio Holder	Annual Session
<b>Other Item(s)</b>		
Scrutiny Annual Report	Democratic Services	Annual Report Professional High Performing Services

14 November 2024

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
<b>Standard Items</b>		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2024-25 - Update	Democratic Services	Regular Report
Portfolio Under Scrutiny Session – Reducing All Kinds of Inequality	Portfolio Holder	Annual Session Reducing Inequality
<b>Monitoring Items</b>		
Financial Performance (Detailed) – Quarterly Monitoring: Quarter 2	Laura Shipley	Quarterly Report Professional High Performing Services
Performance Quarterly Monitoring: Quarter 2	Graham Rose	Quarterly Report Professional High Performing Services
Strategic Risk Register – Quarterly Report Quarter 2	Jaclyn Gibson	Quarterly Report Professional High Performing Services Services
Treasury Management and Prudential Code Update Report – Half Yearly Report	Laura Shipley	Half Yearly Report Professional High Performing Services
<b>Other Items:</b>		
Budget Theme Group – Nominees	Jaclyn Gibson	Annual Appointment Professional High Performing Services



5 December 2024

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
<b>Standard Items</b>		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2024-25 - Update	Democratic Services	Regular Report
Portfolio Under Scrutiny Session – Quality Housing	Portfolio Holder	Annual Session Lets Enhance Our Remarkable Place
<b>Monitoring Item(s)</b>		
Fire Safety Update	Matt Hillman	Annual Report

## January 2025

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
<b>Standard Items</b>		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2024-25 - Update	Democratic Services	Regular Report
Portfolio Under Scrutiny Session – Remarkable Place /Addressing the Challenge of Climate Change	Portfolio Holder	Annual Session Lets Deliver Quality Housing
Portfolio Under Scrutiny - Climate Change		
Annual Report for Remarkable Place V2025 Theme		

## February 2025

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

**March 2025**

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
<b>Standard Items</b>		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Draft Work Programme for 2024-2025	Democratic Services	Regular Report
<b>Monitoring Items</b>		
Targets for 2025/26	Graham Rose	Annual Report

**Portfolio Under Scrutiny Sessions**

Date	Portfolio
20 June 2024	Our People and Resources
26 September 2024	Customer Experience and Review
26 September 2024	Economic Growth
14 November 2024	Reducing Inequality
5 December 2024	Quality Housing
January 2025	Remarkable Place