

## PERFORMANCE SCRUTINY COMMITTEE

**Thursday, 15 August 2024**

**6.00 pm**

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

Membership: Councillors Gary Hewson (Chair), Pat Vaughan (Vice-Chair), Natasha Chapman, Thomas Dyer, Adrianna McNulty, Neil Murray, Lucinda Preston, Anita Pritchard and Emily Wood

Substitute member(s): Councillors Liz Bushell and Annie Currier

Officers attending: Democratic Services, Jaclyn Gibson, Michelle Hoyles, Emily Holmes and Laura Shipley

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### A G E N D A

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<b>SECTION A</b>	<b>Page(s)</b>
1. Confirmation of Minutes - 25 July 2024	<b>To Follow</b>
2. Declarations of Interest	
Please note that, in accordance with the Members' Code of Conduct, when declaring interests members must disclose the existence and nature of the interest, and whether it is a disclosable pecuniary interest (DPI) or personal and/or pecuniary.	
3. Portfolio Holder under Scrutiny - Our People and Resources	<b>3 - 30</b>
4. Quarter 1 2024/25 Operational Performance Report	<b>31 - 88</b>
5. Financial Performance- Quarterly Monitoring	<b>89 - 122</b>
6. Treasury Management and Prudential Code-Quarterly Update	<b>123 - 134</b>
7. Work Programme for 2024-25	<b>135 - 146</b>
8. Strategic Risk Register- Quarterly Review	<b>147 - 150</b>
9. Exclusion of Press and Public	<b>151 - 152</b>

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

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**SECTION B**

10. Strategic Risk Register Quarterly Review

**[Exempt Para(s) 3]**

**153 - 168**

## Portfolio Holder Responsibilities

### **Economic Growth**

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

### **Reducing Inequality**

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

## **Portfolio Holder Responsibilities**

### **Quality Housing**

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

### **Remarkable Place**

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

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

### **Our People and Resources**

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



## **Portfolio Holder Responsibilities**

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

## **Customer Experience and Review**

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

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**REPORT UNDER RULE 2(vi) OF THE COUNCIL PROCEDURE RULES****Report by Cllr Naomi Tweddle  
Portfolio Holder - Our People and Resources**

1	Introduction
1.1	<p>In May 2024 I took up the position of Leader of the Council and Portfolio Holder for Our People and Resources, taking over these roles from Cllr Ric Metcalfe.</p> <p>I would like to express my personal thanks to Cllr Metcalfe for his dedication to the City of Lincoln and the City of Lincoln Council over the past 40 years, both as a city councillor but also in the role of Leader, which he held for over 20 years. This dedication has been instrumental in helping the city to thrive and become a leading location for residents and businesses.</p> <p>Over the past year in my previous role as Portfolio Holder for Inclusive Economic Growth and as a member of the council's Executive, it has been extremely uplifting to see the council continue to work hard to provide invaluable support to our residents and businesses. This has been at such a difficult time for many due to the ongoing cost of living pressures.</p> <p>Alongside providing this invaluable support, the council has also continued to progress many exciting projects in the city to further improve the resident, business and visitor experience. I would like to thank all council staff and members for their devotion to both the city and to the council.</p> <p>Whilst I have only recently taken up the position of Portfolio Holder for Our People and Resources, and there have been recent changes to the portfolio remits, this annual Portfolio Holder report provides an update on the work progressed by the services under the portfolio during the previous 12 months and builds on Cllr Metcalfe's previous report for this portfolio. The areas covered within the report include:</p> <ul style="list-style-type: none"> <li>- Financial Sustainability</li> <li>- Revenues and Benefits Shared Service</li> <li>- Procurement</li> <li>- Property Services / Asset Management</li> <li>- Emergency Planning</li> <li>- Business Continuity</li> <li>- Risk Management</li> <li>- Corporate Health &amp; Safety</li> <li>- Safety Assurance Team</li> <li>- Human Resources</li> <li>- Work Based Learning</li> <li>- Craft Apprenticeship Scheme</li> <li>- Corporate Communications and Media Relations</li> <li>- Civic and International Partnerships</li> <li>- Legal Services</li> </ul>

	<p>The council's Medium Term Financial Strategy 2024-2025 sets out a need to deliver total annual revenue savings of £1.75m by 2027/28. Despite the growing financial pressures the council is facing, over the year ahead we must ensure the council continues to provide the best support possible to our residents and business to help them to navigate the enduring cost of living pressures, whilst also continue to deliver a range of great projects to help our city to develop and progress even further.</p> <p>With the dedication and commitment of our staff, members and partners, I am confident we will once again overcome the challenges ahead and ensure Lincoln continues to be a leading city and destination in both the East Midlands and in England.</p>
<b>2</b>	<b>The Council's Priorities</b>
2.1	Section two of my report provides an overview of the key activities delivered by the council to support our employees and Lincoln's residents during the past 12 months.
2.2	<p><b><u>Our People</u></b></p> <p>Driven by the ongoing cost of living challenges, throughout the past year council staff have continued to ensure our residents and businesses have received the essential support they require to help them navigate this challenging time. This support has been provided in many different forms from a wide range of service areas and has been the highest focus for the council during this period.</p> <p>Without the dedication and commitment of our staff, it would not have been possible to provide such a high level of support. It has therefore been essential that we have continued to support our staff as far as possible through a range of routes.</p> <p>To support our staff through this challenging time, like many other local authorities and businesses, we have continued to support staff to work both from home and from work. This has demonstrated to our staff the council's commitment and flexibility towards meeting both their needs and the council's needs during these challenging times.</p> <p>In addition, the council has also continued to ensure our staff have received a range of training measures during the year to help them to undertake their role to the best of their ability, together with to help them to develop their skill set further.</p> <p>To help our staff to save money on a range of essential and non-essential products and services, we have continued to provide staff with a benefits scheme. Additionally, we have also provided a range of support and guidance sessions to our staff to help promote both healthy living and positive mental health.</p> <p>Human Resources owned policies have also continued to be reviewed at the required frequency, helping to ensure these policies continue to remain clear, include best practice also comply with legislation.</p> <p>Further details on the support provided to our staff during the past year is provided within the Human Resources update in section 12 of this report.</p>

2.3	<p><b><u>Our Resources</u></b></p> <p>Over the past 12 months the council has worked hard to ensure essential support has continued to reach those in need. Some examples of this ongoing work are provided below –</p> <ul style="list-style-type: none"> <li>• Our Customer Service Team, which is the customer’s first point of contact in many cases, has continued to answer a growing number of telephone, online and e-mail enquiries from our residents looking to access support</li> <li>• The council’s Safeguarding Lead has continued to make good progress in embedding safeguarding across the council and has continued to participate in multi-agency working to ensure support is provided to those in need</li> <li>• The council’s Housing Investment Team has continued to work hard to ensure our tenants are provided with homes which meet the decent homes standard and ensure void properties are returned to use as quickly as possible</li> <li>• Our residents who are homeless or at risk of becoming homeless have continued to receive essential support from the council’s Housing Solutions Team.</li> <li>• Our Housing Solutions Team has also continued to provide vital support for asylum seekers and refugees moving to Lincoln</li> <li>• The council’s Neighbourhood Team has continued to work hard to engage with Lincoln’s diverse communities and ensure our communities are aware of the support available to them to help navigate the current cost of living pressures</li> <li>• The council’s Revenues and Benefits Team has continued to experience significant levels of demand, which has continued to be further impacted by the delivery of several additional schemes to assist residents and businesses through the ongoing cost of living challenges - The team has continued to provide a significant level of positive, proactive and holistic support to our service users.</li> <li>• Our Welfare and Cost of Living Support teams have ensured our residents have continued to receive prompt, essential welfare, benefits and cost of living advice and support</li> <li>• Through effective use of the council’s social media channels and website, the council’s Communications Team has continued to ensure our residents and businesses are aware of the support available to them and how to access this</li> <li>• To help develop the skills of our residents and to help them into work, we have continued to deliver successful corporate and craft apprenticeship schemes - in May 2024 this hard work was recognised through the council being awarded the Greater Lincolnshire Apprenticeship Employer Champion 2024 Award.</li> </ul>
2.4	<p><b><u>Strategic Plan - Vision 2025</u></b></p> <p>The delivery of the council’s Vision 2025 strategic plan to date has been extremely challenging as a result of the financial and resource pressures faced by the council over recent years. This is largely as a result of the pandemic and the subsequent cost of living impacts.</p> <p>The council’s Vision 2025 strategic plan is available via the council’s website – <a href="#">Vision 2025 Strategic Plan</a></p>
2.5	<p>Despite these challenges a wide range of projects and activities have been delivered, which have collectively had a positive impact on our city, our residents and our</p>

	<p>businesses, some of which would not have been possible without the support of our partners.</p> <p>Recently the council produced a 'Vision 2025 Celebrating our Progress' report, which highlights the key projects and activities delivered to date. This report also includes some inspiring case studies demonstrating the real positive impact of these Vision 2025 projects and activities on Lincoln's communities during this challenging time.</p> <p>Members are likely to have read this extremely encouraging and interesting review already, however, if you have not had the opportunity to do so yet or would like to refresh your knowledge on the contents, the document can be accessed via the following link – <a href="#">Vision 2025 Celebrating our Progress</a></p>
2.6	With Vision 2025 coming to an end this year, service areas and the leadership team are working hard to develop the council's next five year strategic plan, Vision 2030, which will outline the key areas of focus for the council and the key projects the council will look to deliver through to 2030. Members will be provided with further details and will have the opportunity to contribute to this vital piece of work as this progresses throughout 2024.
2.7	Provided below is an update on the key workstreams and achievements of each service area, which fall under the portfolio of 'Our People and Resources' focusing on the previous 12 months.
<b>3</b>	<b>Financial Sustainability</b>
3.1	Like most councils, over the last twelve months we have continued to face substantial funding pressures, with the same economic hardship that affects individuals having a corresponding impact on the council. Inflation makes everything more expensive, affecting; the cost of the day-to-day goods and services we buy; our pay bill; and the cost of construction and higher borrowing rates increase the cost of our capital schemes. The cost-of-living crisis has increased the demand for council services, especially the services delivered to the most vulnerable residents who look to the council for support and rely on the safety net provided by local government. Against this backdrop of increasing costs and rising demands, our funding levels remain below our needs, widening the gap between our spending requirements and level of resources available.
3.2	Although our budget for 2023/24 had been fundamentally reset to reflect our increased cost base, further unforeseen and unavoidable cost pressures have arisen during the year which have impacted on the assumptions that underpinned the budget. Despite these additional cost pressures, as result of maintaining our strong financial discipline and in part due to fortuitous investment income arising from a positive impact of current economic factors, and buoyant fees and charges income, our financial outturn for 2023/24 was a small underspend. This resulted in higher than budgeted contributions to general balances.
3.3	Although we were able to respond to the emerging pressures during 2023/24, and maintain a balanced budget position, we will continue to face significant financial challenges in 2024/25 and future years, with an underlying need to reduce the net cost base by £1.75m by 2027/28.

	<p>Closing a projected budget gap of this size is a challenge for the council, but we have confidence in our track record of delivering strong financial discipline and that we can continue to rise to the challenge. Our successful financial planning to date, has enabled the protection of core services for the people of Lincoln, whilst at the same time allowed for significant investment in the City, and its economy, and delivery of our Vision. We will continue to adopt this approach, carefully balancing the allocation of resources towards our new Vision 2030, whilst ensuring we maintain a sustainable financial position and deliver the required reductions in its net cost base.</p>
<b>4</b>	<b>Revenues and Benefits Shared Service</b>
4.1	<p>The council's Revenues and Benefits shared service with North Kesteven District Council has now been in place for thirteen years and continues to perform well.</p> <p>As per recent years, the last twelve months have, again, presented a number of resource-intensive challenges to this service. Information on these challenges is detailed further below.</p>
4.2	<p>As with many other council services, the impacts from Covid-19 and then cost of living challenges have been significant. Work undertaken by the Revenues and Benefits Service has included:</p> <ul style="list-style-type: none"> <li>• Collection and recovery of monies due to the council</li> <li>• High levels of Benefit and Council Tax Support claims and correspondence</li> <li>• Household Support Fund (multiple rounds of this fund)</li> <li>• Discretionary Housing Payments</li> <li>• Cost of living related support through UK Shared Prosperity Fund initiatives</li> <li>• Retail, Hospitality and Leisure Relief (to businesses)</li> <li>• Council Tax Support Fund (to Council Tax payers)</li> </ul>
4.3	<p>For the financial year 2023/24, Council Tax in-year collection was down by 0.11% compared to 2022/23. Although performance has not yet returned to pre-pandemic levels of collection, cost of living pressures on residents have to be taken into account.</p> <p>Evidence locally, as well as on a wider national basis, is showing that more people are struggling to pay Council Tax and that this could continue for some time. Officers continue to ensure Council Tax is collected proactively, however with the importance of also looking to ensure taxpayers are receiving all the help (e.g. discounts, benefits) they are entitled to, and making payment arrangements to take account of residents' welfare and avoiding undue exceptional hardship.</p>
4.4	<p>With regard to Business Rates, for the financial year 2023/24 the in-year collection for Lincoln was down by 0.87%. It should be noted that performance in financial years since the start of the Covid-19 pandemic is not wholly comparable 'like for like' due to differing levels of discounts / reliefs available, however, collection outturn is positive particularly in light of the economic climate and significant challenges for businesses over the last few years.</p>
4.5	<p>As at the end of the financial year 2023/24, outstanding Revenues documents stood at a total of 1,745. This figure is higher than at the end of 2022/23 (Lincoln 637), however with significant demands on the team plus recruitment having only just taken place in respect of vacant positions, the team has performed well.</p>

4.6	<p>As expected, Quarter 4 2023/24 (as is always the case in the final quarter of the financial year) brought extremely high levels of customer contact. This was mainly due to issuing annual Council Tax and Business Rates bills.</p> <p>To give some context as to the workload of the Revenues Team, in 2023/24 110,970 items of correspondence were received, as well as 39,805 telephone calls taken (these are the total figures for our shared service with North Kesteven District Council).</p>
4.7	<p>In-year collection for the Lincoln BID Levy for the year ended 30th June 2024 is 97.17%, which is slightly down on last year's collection (by 0.04%). Despite this slight decrease, this remains an extremely positive rate of in-year collection, considering the ongoing challenging economic climate for many businesses.</p>
4.8	<p>The Cost of Living Support Team and Welfare Teams within the shared service continued to receive extremely high levels of demand in 2023/24. This was due to residents needing support and advice as a result of the increased living costs.</p> <p>During this period 6,324 Lincoln residents were given welfare / benefits advice and 157 money advice referrals were dealt with. Advice provided by the service enabled £31,246 additional benefits entitlement per week, and lump sum awards totalling £347,975. Discretionary Housing Payments of £142,202 were awarded, Council Tax Support Fund of more than £200,000 was awarded, as well as £794,462 awarded to residents through the Household Support Fund.</p>
4.9	<p>The shared service has continued to deliver significant savings across the partnership, whilst continuing to provide vital, holistic and tailored customer-focussed services to our residents and businesses, working closely with partners, such as foodbanks, Community Grocery, Department for Work and Pensions, Citizens Advice, Age UK and a range of other voluntary sector partners.</p>
<b>5</b>	<b>Procurement</b>
5.1	<p>Significant procurement support has been provided within the last year to a number of the key strategic priorities including the procurement of the Grounds Maintenance, Street Cleaning &amp; Waste Collection provision, Greyfriars Regeneration, as well as a number of the priorities of Vision 2025. In addition to this, the new Procurement Act 2023, which comes into force with effect from October 2024, is the biggest overhaul of the procurement function since 2006 and this has, and will continue to have, a significant impact on the workload of the Procurement Manager for the foreseeable future.</p>
5.2	<p>The Procurement Manager as part of her duties continually reviews whether there are any potential spend areas and / or contracts, which could be renegotiated or procured in order to generate savings. At present there are no significant areas to report but when they do arise, these will be reviewed in more detail with the operational lead.</p>
5.3	<p>Linked to this, and as in previous years, inflation is still an issue and as such the Procurement Manager in conjunction with operational leads and finance colleagues will continue to help mitigate some of these increases by looking at various options in relation to procurement.</p>



<b>6</b>	<b>Property Services</b>
6.1	Property Services comprises of the Facilities Management Team and the Estates and Surveying Team, which cover all of the council's corporate assets.
6.2	With regard to the maintenance of the council's corporate assets, the Facilities Management Team has continued to deliver a programme of responsive and cyclical repairs and maintenance to the council's assets of over £738k. In addition to this, capital investment works have also been undertaken during the year, the most significant of which was the full refurbishment of the of the entire roof, as well as re-decoration of the High Bridge shops / buildings, preserving a special and unique building in the City. Other capital works have also taken place including, repairs to multi-storey car parks, repairs to Newport Lodge Cemetery Wall, repairs to Arboretum bridges, and improvements at the Grandstand and Bud Robinson Community Centres.
6.3	The Estates and Surveying Team have continued to provide a strategic and operational property and land management service, including lettings of investment properties, property reviews, valuations and disposals.
6.4	The teams are also leading on two Vision 2025 schemes: the Re-Imaging Greyfriars project, which was successful in securing the National Heritage Lottery Fund and Towns Fund. This funding forms part of the overall project to invest over £3m to bring this unique heritage asset back into use. The contractor has now been appointed and work is due to start on site in late Summer, with completion in Summer 2025.
6.5	The second scheme is in relation to developing options for 20/21 High Street and 40/42 Michaelgate (known as the Harlequin Project). Both of these schemes are being progressed in partnership with Heritage Trust Lincolnshire (HTL). 40/42 Michaelgate has now been leased to HTL and they have been successful in securing funding to conserve the building and bring it back into use as holiday lets. Work started on site in January and is due to finish in late Autumn. Whilst significant progress has been made with the Michaelgate buildings, work on the High Street properties is still in its initial development phase, although HTL has secured funding from the Architectural Heritage Fund to carry out a structural survey, develop designs, and to produce a fundraising strategy, business and marketing plans.
<b>7</b>	<b>Emergency Planning</b>
7.1	On an ongoing basis the council works with the Lincolnshire Resilience Forum (LRF). The LRF is a multi-agency partnership made up of representatives from local public services, including the emergency services, local authorities, the NHS, and others. These agencies are known as Category 1 Responders.
7.2	Although the LRF is not a statutory body, it is a statutory process made up of many different statutory bodies. This partnership is supported by Category 2 responders. They have a responsibility to co-operate and to share relevant information with the LRF. These responders include the Highways Agency, Public Utilities, British Red Cross, the MoD and the Drainage Boards.
7.3	In an incident, everyone comes together to help the people of wherever the incident is by responding in a way that minimises the impact on the public, property, and environment of Lincolnshire.

7.4	Our Emergency Plan provides a framework for the control and co-ordination of a response to an emergency affecting the council and is usually refreshed annually. Our plan supports our duty under the Civil Contingencies Act 2004 to be prepared and work in partnership in the event of an emergency.
7.5	We have a full out of hours rota for strategic (gold) and tactical (silver) commanders for emergency planning purposes. Gold is staffed by the Chief Executive, Directors and Assistant Directors and silver predominantly by Service Managers. Refresher training is under way for all of those staff on those rotas.
7.6	It has been a busy year in the world of emergency planning. Storm Babet in October 2023 and Storm Henk in January of this year saw the Lincolnshire Resilience Forum standing up multi-agency response to flooding from both of these over several weeks.
7.7	Over the last year a strategic commander has also completed the Multi-agency Gold Incident Command Course coordinated by the National College of Policing. It is planned to send more commanders on this training course to build experience. We have also rolled out training to elected members.
7.8	Each year the LRF coordinate a major exercise across all partners to test plans and identify gaps and training needs. This year the exercise, held in May, was based around a major incident at the LNER Stadium. It was a table top exercise held over two days with day 1 as the Emergency Response day and day 2 as the Recovery day (recovery is process of restoring communities and agencies back to normal operations). It hosted nearly 200 delegates from most of the LRF partners as well as national agencies and the Department for Levelling Up, Housing and Communities and the Department for Environment, Food and Rural Affairs. The Response day was led by officers from the City of Lincoln Council.
<b>8</b>	<b>Business Continuity</b>
8.1	<p>Business Continuity Management is a framework that assists in the management of risks, which might impact the smooth running of the council or the delivery of key services. These risks could be from the external environment (e.g. power outages, severe weather etc.) or from within an organisation (e.g. systems failure, loss of key staff). Well organised Business Continuity plans will facilitate the recovery of key business systems within agreed timescales whilst maintaining the council's critical activities and the delivery of vital services to the public.</p> <p>Business Continuity Management complements and interrelates with other corporate activities, notably risk management and emergency planning.</p>
8.2	The council's overarching business continuity plan is reviewed on annual basis, with the last annual review in January 2024. We also have critical service area plans all of which undergo regular review, led by the service area, and supported by the council's Emergency Planning Officer who is from the Joint Emergency Management Service at Lincolnshire County Council.
8.3	A key element of Business Continuity Management is the regular exercising of our plans. Our most recent council-wide exercise was undertaken in June 2024 and explored the council's response to a widespread power outage. There were a number of learning points and key actions from this, which will now be taken forward to further improve our plans and resilience.

<b>9</b>	<b>Risk Management</b>
9.1	<p>The council continues to develop and monitor key risks, which are those which could affect the council's ability to achieve its priorities during the year.</p> <p>Elements of Risk Management are commissioned from Lincolnshire County Council's Assurance Lincolnshire service in order to provide the level of expertise that we require. The development and monitoring of the council's strategic, operational and project risk registers, however, remains a role that is undertaken by the City of Lincoln Council through the Corporate Management Team and Directorate Management Teams.</p>
9.2	The Strategic Risk Register for 2023/24 was initially formulated by the Corporate Leadership Team, and as part of the reporting protocol within the current Risk Management Strategy, both the Executive Committee and Performance Scrutiny Committee receive reports on the Strategic Risk Register to consider the status and movement of all strategic risks at that particular point in time.
9.3	The initial Strategic Risk Register for 2023/24 contained 14 strategic risks. Since then, risks have been mitigated against with adequate controls put in place resulting in some positive movements in the risk scores. There were no new emerging strategic risks during the year.
9.4	Each Directorate identifies key risks within their service areas creating a Directorate Risk Register. These registers contain risks that are mainly of an operational nature.
9.5	A review of the Risk Management Strategy was undertaken in June 2023, with no significant amendments. Training for both officers (Corporate Leadership Team and Service Managers) and Members was also provided during Summer 2023.
<b>10</b>	<b>Corporate Health &amp; Safety</b>
10.1	The council continues to have a comprehensive two-year rolling Health & Safety Development Plan in place, which is prioritised according to risk. It is fully resourced and is approved and monitored by the Health & Safety Champions Group.
10.2	<p>Unacceptable behaviour towards our employees has been one the main areas that the Corporate Health &amp; Safety Team has been focusing on during the last year. There has been an increase in the level of intensity of unacceptable behaviour and this was recognised as an elevated risk.</p> <p>In response to this, all unacceptable behaviour procedures have been reviewed to ensure that intelligence from third party referrals are shared with the appropriate services in a timely manner. The exercise with caution register and notifications sent out to staff have been streamlined, and in the region of £20,000 has been invested to deliver both face to face and online conflict resolution and personal safety training.</p> <p>Additionally, a targeted working group has been established to ensure that a council wide approach in managing people with more challenging behaviours is robust, proportionate and appropriate.</p>

10.3	<p>The updating of national mapping of radon gas affected areas in December 2022 put the council in an informed position regarding our legal duties, as an employer and as a social &amp; commercial landlord, to risk assess and control exposure to radon gas. Lincoln has a band of limestone running beneath the city, which releases radon gas. This gas has the potential to enter properties through the floor. If not managed, it can then build up to levels, which can be a risk to health. Exposure to radon is known to be the second largest cause of lung cancer in the UK. A radon management plan has been agreed and sets out the stages for radon management - these being checking, measuring, remediating, monitoring and reviewing.</p>																																																		
10.4	<p>The checking phase has been completed. This has identified how many properties fall within the highest risk 6 to the lowest risk 2. Table 1 below details the number of council residential units that are in an affected area. Table 2 below details the number of workplaces which fall into a radon affected area.</p> <p><u>Table 1 – Council Residential Units</u></p> <table><tr><th>Radon Class</th><th>Affected Area</th><th colspan="2">Total number residential units that are within an Affected Area &amp; % of total affected</th></tr><tr><td>6</td><td>Yes</td><td>115</td><td>2.6%</td></tr><tr><td>5</td><td>Yes</td><td>92</td><td>1.4%</td></tr><tr><td>4</td><td>Yes</td><td>53</td><td>1.0%</td></tr><tr><td>3</td><td>Yes</td><td>714</td><td>10.0%</td></tr><tr><td>2</td><td>Yes</td><td>2,564</td><td>35.0%</td></tr><tr><td>1</td><td>No</td><td>3,648</td><td>50.0%</td></tr><tr><td>Totals</td><td></td><td>7,186 –</td><td>100.0%</td></tr></table> <p><u>Table 2 – Council Workplaces</u></p> <table><tr><th>Radon Class</th><th>Affected Area</th><th>Total number workplaces that are within an Affected Area</th></tr><tr><td>6</td><td>Yes</td><td>1</td></tr><tr><td>5</td><td>Yes</td><td>4</td></tr><tr><td>4</td><td>Yes</td><td>0</td></tr><tr><td>3</td><td>Yes</td><td>1</td></tr><tr><td>2</td><td>Yes</td><td>11</td></tr></table>	Radon Class	Affected Area	Total number residential units that are within an Affected Area & % of total affected		6	Yes	115	2.6%	5	Yes	92	1.4%	4	Yes	53	1.0%	3	Yes	714	10.0%	2	Yes	2,564	35.0%	1	No	3,648	50.0%	Totals		7,186 –	100.0%	Radon Class	Affected Area	Total number workplaces that are within an Affected Area	6	Yes	1	5	Yes	4	4	Yes	0	3	Yes	1	2	Yes	11
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10.5	<p>The council is now planning the measuring stage. Due to the number of properties in affected areas this will be undertaken in phases. This first phase of which is scheduled September to December 2024 where radon detectors will be placed in properties for at least 3 months. The detectors will be then sent to the UK Health Security Agency (UKHSA) for analysis only then will we start to get an understanding if there are levels of radon detected above the action level. This will be an ongoing project for at least 3 years and further updates will be provided moving forwards.</p>																																																		
11	<b>Safety Assurance Team</b>																																																		

11.1	<p>Asbestos in the Housing stock continues to be managed through the Safety Assurance Team. The asbestos management software 'Asbestos Pro' continues to be used to store data relating to asbestos and is accessible to operatives and contractors to interrogate prior to undertaking works. Some further developments are planned for the software.</p> <p>Re-inspections of known Asbestos Containing Materials within communal areas and Asbestos Insulating Board across the Housing stock continue to be undertaken to monitor the condition and manage.</p>
11.2	<p>An agency Fire Risk Assessor was previously engaged and good progress has been made on undertaking Fire Risk Assessments to the communal areas of low-rise blocks of flats, with 95% of low-rise blocks now having a current Fire Risk Assessment. In addition, 100% of high-rise blocks and 100% of supported housing schemes have a current Fire Risk Assessment. Actions arising from the Fire Risk Assessment are being monitored to ensure completion.</p> <p>All low-rise blocks have now had a Fire Risk Assessment in the last three years, however, those showing as not having a current Fire Risk Assessment are now due a review as their last assessment was in 2021 (the review frequency for low rise blocks is every 2 years).</p>
11.3	<p>Following the implementation of the Building Safety Act all three of the high-rise tower blocks have been registered with the Building Safety Regulator and work continues to complete the building safety case report.</p> <p>With the implementation of the Fire Safety (England) Regulation, fire door inspections are being undertaken (Communal and Flat front doors) at the high-rise tower blocks. Additionally, as part of the fire door inspection schedule, this is also being rolled out and is in the early stages of including the supported housing schemes and low-rise blocks.</p>
11.4	<p>Fire Safety Audits were completed by the Fire Risk Assessor and Fire Safety Assurance Manager at De Wint Court in October 2023, along with at the three high rise tower blocks.</p> <p>It was identified that the Responsible Officers (RO's) and Responsible Officer Support Staff (ROSS) are completing and recording their weekly and monthly checks, e.g. weekly fire alarm test and monthly emergency light tests, which provides reassurance that the day-to-day fire safety is being managed at these locations.</p> <p>Good progress has been made to imbed the Responsible Officer framework across both the Housing and Corporate stock including to roll out updated training to all RO's and ROSS.</p>
11.5	<p>Lincolnshire Fire and Rescue completed a training exercise at Jarvis House in April 2023. This is designed to test readiness and procedures in the event of any threat to the building and our tenants.</p> <p>The Safety Assurance Team continue to work jointly with Lincolnshire Fire and Rescue in relation to fire safety across the Housing stock, including to provide and produce updated information on high rise and sheltered schemes etc.</p>

11.6	Fire Safety Roadshows were held in April 2024 at each of the three high rise tower blocks including Jarvis House, Shuttleworth House and Trent View, to engage with residents regarding fire safety and discuss any concerns they may have had. Attendance at the roadshows included the Safety Assurance Team, Tenancy Services Team, Investment Team and Lincolnshire Fire and Rescue.
11.7	In terms of staffing within the Safety Assurance Team, the team currently has a vacancy for the Technical Officer Fire Safety post. This post continues to prove challenging to fill with a suitably qualified and experienced candidate.
<b>12</b>	<b>Human Resources</b>
12.1	<p><b>Health and Wellbeing</b></p> <p>The Human Resources Team has continued to prioritise employee mental and physical health &amp; wellbeing over the past year.</p> <p>Several health and wellbeing topics and initiatives have been shared / launched over the past 12 months to raise awareness to employees of a range of support available to them. These include:</p> <ul style="list-style-type: none"> <li>• Mental Health – Mental Health awareness days and weeks have been promoted. This included notification that our Mindful Employer Charter had been successfully renewed and a review of the council's Mental Health and Wellbeing e-learning was undertaken.</li> <li>• Women's Health - Menopause café was relaunched as a Health and Wellbeing Café (women's health through the ages) – this was at the request of participants.</li> <li>• Men's Health - Andy's Man Club attended both City Hall and Hamilton House to provide information about Andy's Man Club and how they support Men's Mental Health in Lincoln.</li> <li>• Financial wellbeing – Financial Wellbeing courses along with Pension Pre-Retirement Courses have been promoted and delivered. We continue to promote the council's Employee Discounts Platform, which gives employees access to a range of ways to make savings through discounts / initiatives etc.</li> <li>• Physical Wellbeing – 'A knowing your numbers' event was rolled out at both City Hall and Hamilton House to allow employees to have checks covering weight, BMI and blood pressure. Additionally, a trial started in the Housing Repairs Service towards the end of Quarter 4 2023/24 where an external physiotherapist attends Hamilton House once a month to offer support and advice to those in manual / trade roles.</li> </ul> <p>Alongside this support provided, the council's Health and Wellbeing pages on the council's intranet 'Hub' have been redesigned and updated to provide a digital version of the previous 'Our Health Matters' booklet. There are now dedicated 'Hub' pages for Mental Health, Women's Health, Men's Health, Financial Wellbeing, Being Active and Resilience.</p>
12.2	<p><b>Staff Development</b></p> <p>The leadership development three-day programme has continued to be delivered over the past year with very positive feedback being received from participants.</p>

	<p>SafeTalk (Suicide Awareness) workshops for employees in certain areas have recently commenced, which aims to increase participants willingness and ability to recognise when a person might have thoughts of taking their own life, engage them in direct and open discussion on this and move quickly to connect them with someone able to provide a suicide first-aid intervention. In addition to this, ASIST Training (Applied Suicide Intervention Skills Training) has been booked for a number of employees. This is a two-day interactive workshop in suicide first aid.</p>
12.3	<p><b>Workforce Plan</b></p> <p>The council's Organisational Development Board have committed to develop a council Wide Workforce Plan.</p> <p>The Human Resources Team will provide support in the development of the Workforce Plan, which will analyse the current workforce and identify future workforce requirements, skills and competencies, which will be needed to deliver services in line with the council's strategic plan.</p> <p>Subgroups have been established and meetings have commenced (and remain ongoing) to have discussions and form plans for each service area.</p> <p>These plans will be reviewed and considered accordingly by the council's Corporate Management Team and Organisational Development Board.</p>
12.4	<p><b>Policies and Procedures</b></p> <p>The Human Resources Team has continued to review Human Resources owned policies over the past year to ensure clarity, best practice, and compliance with legislation. All Human Resources policies are reviewed at least every three years. Trade Unions have continued to be actively involved in the review of these policies.</p> <p>As part of each review, advice, guidance and training (where necessary) continues to be provided for staff who have supervisory duties.</p>
<b>13</b>	<b>Work Based Learning (WBL)</b>
13.1	<p>Over the past year the Work Based Learning Team has continued to deliver apprenticeships in the following areas –</p> <ul style="list-style-type: none"> <li>• Customer Service Practitioner Level 2</li> <li>• Business Administrator Level 3</li> <li>• Team Leader / Supervisor Level 3</li> <li>• Operational Departmental Management Level 5</li> </ul> <p>These apprenticeships have been delivered as a supporting provider in partnership with the council's main providers First College and LAGAT College. The team is proactive in the support of learners and continually receives positive feedback and high success rates; a high percentage of our learners achieve an overall grade of 'Distinction'.</p>
13.2	<p>The council has held the Matrix Standard Accreditation consistently since 2013. This ensures the delivery of high-quality information, advice and guidance services that</p>

	<p>enable people to reach their full potential and have a better understanding of the landscape of opportunities that are available to them.</p> <p>Offering advice relating to education, skills, employability, careers, housing, health advice and money &amp; travel advice has also continued, which leads to more well informed, successful employees.</p> <p>Enrichment opportunities throughout our programmes have also continued to be provided such as work shadowing, project work and workshops to improve the learning our apprentices undertake and to give them a broader view of the landscape, naturally widening their participation with their employer and the community.</p>
13.3	<p>In May 2024 the council was awarded the Greater Lincolnshire Apprenticeship Employer Champion 2024 Award. The council was recognised for “integrating structured learning with hands-on training and real-world responsibilities, their apprentices consistently demonstrate high levels of confidence, professionalism, and integrity.”</p> <p>I would like to congratulate the Work Based Learning Team for their integral role in delivering the council’s apprenticeship scheme and for securing this award.</p>
13.4	<p>Our ethos, as it has done for the past 29 years, remains ‘grow our own’.</p> <p>Many of our apprentices secure permanent positions at the council.</p>
<b>14</b>	<b>Craft Apprenticeship Scheme</b>
14.1	<p>There are currently two craft apprentices in the Housing Repairs Service nearing the end of their second year in electrical and plumbing work. Both apprentices have provided positive feedback about the program, which is encouraging and highlights the value of these opportunities provided by the council.</p>
14.2	<p>The Housing Repairs Service is currently looking at other methods of recruiting trainees due to the difficulties in recruiting trades, particularly electricians.</p> <p>During the past year the service has recruited an electrician who applied for a full electrician post. This individual had the required qualifications but needed to gain site experience. To support this individual the service has provided the opportunity for the individual to gain this experience, and hopefully, this approach can have a positive outcome and help retain staff in these challenging positions.</p>
14.3	<p>Looking ahead, the Housing Repairs Service is proactively focusing on workforce development, identifying future labour pressure points, and establishing apprenticeship programs for anticipated trades. This approach is aimed at ensuring a secure and skilled workforce for the future.</p> <p>Continuing into the next academic year, the service will work with Lincoln College to provide further apprentices to develop the next generation of the workforce.</p>
<b>15</b>	<b>Corporate Communications and Media Relations</b>



15.1	<p>Our communications team continues to ensure our reputation is maintained and enhanced wherever possible.</p> <p>Some of the successful work the team has been involved with this year has included:</p> <ul style="list-style-type: none"> <li>• The creation of a Domestic Abuse social media campaign to run throughout Euro 24, with 24 graphics created, approved and distributed among all Lincolnshire councils and third sector organisations</li> <li>• Filming a warm spaces video for use by authorities across the county, highlighting what a warm spaces area looks like and what benefits can be gained by using them</li> <li>• Filming a warm packs video, showing what packs include and how those referring can access them and how recipients can benefit</li> <li>• An increased focus on the promotion of Lincoln Community Lottery and our Social Responsibility Charter, using a variety of communications tools and methods</li> <li>• Following the cancellation of Lincoln Christmas Market, and the switch to Events In Lincoln, resulted in a small gain in social media followers, with more than 44,000 followers on Facebook.</li> <li>• Significant support for the new Events in Lincoln programme, including creation of the brand and marketing and promoting all the events before, during and after they take place</li> <li>• Creation of more than twenty Cost of Living social media graphics which provided money-saving hints and tips. These were shared to all Lincolnshire councils</li> <li>• Assisting in the creation, design and promotion of the Housing directorate's new 30-Year Business Plan</li> <li>• An exploration into producing high-quality video podcasts within the housing directorate initially, to help engage and inform staff about current and upcoming projects</li> <li>• Launched Cornhill Market social media with followers on the market's Facebook page up to 1.2k by June 2024, with a further 1.4k followers on Instagram.</li> <li>• Communications roll out for Cornhill Market reopening, with a build-up on social media, press releases, video series with traders, and newsletters to promote the opening day on 17 May 2024. Significant coverage gained.</li> <li>• Implementation of GovDelivery bulletins for a variety of topics including Western Growth Corridor, Be Lincoln Town Deal, Green Spaces, and Events, a total of 1,266 across the board as of June 2024.</li> <li>• Production of video highlighting the Barbican Creative Hub project, in partnership with University of Lincoln. The video was particularly popular on Be Lincoln's LinkedIn channel, with over 2.1k views, 10 shares and 110 reactions.</li> <li>• Helping to create 20-metre-long hoarding for the Western Growth Corridor site's southern access on Skellingthorpe Road, working with design partner and Birchwood Primary School pupils to create a vision for 'Our Future Community'.</li> <li>• Assisting in the creation of a new brand identity for the Western Growth Corridor scheme, to be launched later this year.</li> <li>• Helped garner more than 200,000 Instagram impressions, more than 100,000 twitter impressions and reached more than two million people on Facebook as part of the Events in Lincoln promotion</li> <li>• Created new approach to promotion of voter I.D. for general election, using iconic landmarks from across the city</li> <li>• Worked to promote changes in polling stations for the local and general elections, using social media, strategically placed posters, videos and interviews</li> </ul>
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	<ul style="list-style-type: none"> <li>• Ongoing communications for the Be Lincoln Town Deal brand, regular updates to the social media channels and website and quarterly communications reports to Town Deal board</li> <li>• Promotion of D-Day 80<sup>th</sup> anniversary Freedom of the City Parade, alongside video used internal and external highlighting the event</li> <li>• Support and promotion of the survey of the Greening of the Brayford Project in joint partnership with East Mercia River Trust</li> <li>• Continued promotion of diversity days, including Eid, Christmas, Remembrance Day, International Day of Charity, Diwali, New Year's Day, Holocaust Memorial Day, and International Women's Day</li> <li>• Development of a Vision 2025 graphic campaign, designed to promote some of the key milestones and achievements that have taken place during Vision 2025</li> <li>• Creation of 5 Growth Conference videos aimed at showcasing the work of the council since the start of Vision 2025. These videos have also been submitted to the District Council Network to assist in their promotion of the good work local government does to mark 50 years since the launch of the 1974 Local Government Act</li> </ul>
<b>16</b>	<b>Civic and International Partnerships</b>
16.1	<p><b><u>Lincoln Guildhall</u></b></p> <p>For the past two years Lincoln Guildhall has been recognised as the number one “Thing to Do” in Lincoln based on Travellers’ Reviews on TripAdvisor. Tourists from around the country, and the world, continue to visit Lincoln Guildhall based on these reviews and recommendations.</p> <p>Tours of the Guildhall have continued to be held over the past year on Mondays, Wednesdays, Fridays and Saturdays at 10.30am and 2.00pm for the public. Private tours have also continued to be provided if required. For the winter months during 2023/24, the Civic Team experimented with closing the Guildhall on Mondays and Wednesdays whilst visitor numbers were generally lower, reopening on again on these days in early March.</p> <p>Combined tours of Lincoln Guildhall and Posterngate also continued following a short break over the winter. These tours often have a waiting list and the Civic Team anticipate that these tours will continue to popular moving forwards.</p> <p>Alliances with both Bishop Grosseteste University (BGU) and the University of Lincoln have continue to evolve over the past year. The Lincoln Charters Project has continued with further exciting digital work being undertaken with the collection. This work has resulted in several students volunteering with us working on our deposit in the Lincolnshire Archives.</p>
16.2	<p><b><u>Mayoralty</u></b></p> <p>Last year’s Mayoral Year was extremely busy, with the Mayor and Sheriff attending many events throughout the year including graduations, care home and school visits. Last year’s Mayor also had an extremely successful charity fund-raising year and managed to raise approximately £11,000 for his chosen charities.</p>

	The traditional Mayor Making Ceremony this year took place on 14th May 2024, when the new Civic Party came into office.
16.3	<p><b><u>Civic Events</u></b></p> <p>Civic events organised by the Civic Office have continued to take place over the past year.</p> <p>Recent events have included the Mayor and Mayoress attending the Democracy Weekend in our twin town of Neustadt an der Weinstrasse, the 65th Anniversary of the Freedom of the City of RAF Waddington and beacon lighting for the D-Day commemorations; to name but a few.</p> <p>Future events throughout the year will include the Remembrance Services at the War Memorial and the Cathedral, Battle of Britain Service and the Christmas Lights Switch on.</p> <p>Other events to be organised by the Civic Team are fund-raising events for the Mayor's chosen charity for 2024/25, MacMillan Nurses.</p>
16.4	<p><b><u>International Partnerships</u></b></p> <p>The Oberbürgermeister of Neustadt an der Weinstrasse, Lincoln's twin town in Germany, invited a delegation to visit their town for Democracy Weekend in May. The Mayor and Mayoress attended and it was a successful visit.</p> <p>The Mayor of Port Lincoln, Lincoln's twin town in South Australia, is visiting Lincolnshire on the occasion of the Matthew Flinders ceremony in Donnington. The Mayor of Lincoln will also be in attendance and will be meeting with our friends from Port Lincoln.</p>
<b>17</b>	<b>Legal Services</b>
17.1	The Legal Services Team has continued to support the council's Vision 2025 and its strategic priorities over the past 12 months, with the team providing advice and representation to all service areas as well as members. The team has undergone staff changes and now has a new Service Manager and Litigation Solicitor, but the team is still trying to recruit to other permanent roles.
17.2	The team's role in enforcement is ongoing and has increased this year. Officers regularly have to consider the complex needs of an individual and balance these against the need to provide a service or to take action when required. The team frequently work closely with third parties. Housing are now increasingly enforcement focused and therefore there has been an increase in Housing enforcement action, it is expected that this will continue to increase.
17.3	The team supports the council's regulatory teams such as Licensing, Private Housing and Environmental Health and has seen an increase in this work also. The team also support the Planning Team and advise on the provision of financial benefits, which often involves consideration of Subsidy Control advice.
17.4	The conveyancing work on vital projects has continued and the team is involved in the provision of temporary accommodation and providing private housing advice. The team

	contribute to improvements to housing generally and on homelessness issues. The team has advised on strategic priorities such as Greyfriars and the sale of land at Riseholme Road. Leases and other commercial property work continue to be provided by the team’s Trainee Legal Executive whom it is hoped will qualify in March 2025.																																																																						
17.5	The team continues to provide support for procurement exercises to ensure the council can deliver both services and works / projects. In addition, the team has worked on the regeneration of the city through major projects and planning work, including the Western Growth Corridor and in the city centre. The team now has a Projects Solicitor to assist the Major Development Team in the delivery of Western Growth Corridor, their role is to advise upon and draft all the legals in respect of this project bringing this work back in house.																																																																						
18	Performance Summary																																																																						
18.1	<p><b><u>Sickness Levels</u></b></p> <p>The cumulative sickness per FTE at the end of 2023/24 was a significant improvement in performance, with this being 4.85 days lower than the 2021/22 year end outturn and 4.06 days lower than the 2022/23 year end outturn. The latest quarter 1 2024/25 cumulative sickness per FTE figure of 2.37 days was a small increase of 0.09 days when compared to the quarter 1 2023/24 outturn, however, was 0.55 days lower than the quarter 1 2021/22 outturn and 0.33 days lower than the quarter 1 2022/23 outturn.</p> <p><b>Cumulative sickness per FTE trends (excluding apprentices)</b></p> <table><tr><th></th><th colspan="4">Days</th></tr><tr><th>Year</th><th>Quarter 1</th><th>Quarter 2</th><th>Quarter 3</th><th>Quarter 4</th></tr><tr><td>2013/14</td><td>2.68</td><td>5.18</td><td>7.69</td><td>10.78</td></tr><tr><td>2014/15</td><td>2.99</td><td>6.68</td><td>9.93</td><td>13.43</td></tr><tr><td>2015/16</td><td>3.01</td><td>5.70</td><td>8.60</td><td>11.63</td></tr><tr><td>2016/17</td><td>2.43</td><td>5.1</td><td>8.27</td><td>11.52</td></tr><tr><td>2017/18</td><td>3.11</td><td>6.34</td><td>9.84</td><td>13.62</td></tr><tr><td>2018/19</td><td>2.90</td><td>4.83</td><td>7.28</td><td>10.35</td></tr><tr><td>2019/20</td><td>2.42</td><td>5.07</td><td>7.75</td><td>10.49</td></tr><tr><td>2020/21</td><td>1.13</td><td>2.83</td><td>5.82</td><td>9.10</td></tr><tr><td>2021/22</td><td>2.92</td><td>6.32</td><td>10.51</td><td>13.80</td></tr><tr><td>2022/23</td><td>2.70</td><td>6.38</td><td>10.29</td><td>13.01</td></tr><tr><td>2023/24</td><td>2.28</td><td>4.48</td><td>6.51</td><td>8.95</td></tr><tr><td>2024/25</td><td>2.37</td><td>-</td><td>-</td><td>-</td></tr></table>		Days				Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	2013/14	2.68	5.18	7.69	10.78	2014/15	2.99	6.68	9.93	13.43	2015/16	3.01	5.70	8.60	11.63	2016/17	2.43	5.1	8.27	11.52	2017/18	3.11	6.34	9.84	13.62	2018/19	2.90	4.83	7.28	10.35	2019/20	2.42	5.07	7.75	10.49	2020/21	1.13	2.83	5.82	9.10	2021/22	2.92	6.32	10.51	13.80	2022/23	2.70	6.38	10.29	13.01	2023/24	2.28	4.48	6.51	8.95	2024/25	2.37	-	-	-
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18.2	<p><b><u>Quarterly Performance Measures – Our People and Resources</u></b></p> <p>The table provided at Appendix A shows performance up to the end of Quarter 1 2024/25 for those performance measures under my portfolio.</p> <p>Within the latest data period there were <b>3</b> performance measures showing as below target, <b>5</b> measures showing as above target, <b>3</b> measures falling within their target boundaries showing acceptable performance and <b>1</b> volumetric (untargeted) measure.</p> <p>The latest service area commentary for these performance measures is also provided within the table at Appendix A.</p>																																																																						

<b>19</b>	<b>Looking Forward</b>
19.1	<p>Over the next 12 months I look forward to working with council staff, elected members and our partners to build on the success of this portfolio to date, and continue to make a real difference within our communities through progressing Vision 2025 and developing Vision 2030. These plans are crucial in helping to deliver Lincoln's ambitious future.</p> <p>I would like to thank all council staff, elected members and partners for their ongoing dedication to the council and supporting our communities over the past year.</p> <p>I would also like to thank officers for their assistance in the preparation of this report.</p> <p><b>Councillor Naomi Tweddle</b>  <b>Portfolio Holder for Our People &amp; Resources</b></p>

## APPENDIX A - Our People and Resources – quarterly performance measure outturns as at Quarter 1 2024/25

<b>G</b>	At or above target	<b>A</b>	Acceptable performance - results are within target boundaries	<b>R</b>	Below target	<b>V</b>	Volumetric/contextual measures that support targeted measures
	Performance has improved since last quarter		Performance has stayed the same since last quarter		Performance has deteriorated since last quarter		

Service Area	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous value	Quarter 1 2024/25 outturn	Status		Service area commentary
Procurement	PRO 1	Percentage spend on contracts that have been awarded to "local" contractors (as the primary contractor)	%	High is good	20.00	45.00	-	-	54.05	G		The total contract spend as an authority in quarter 1 was £12,544,200.79. Of that spend, a total of £6,780,241.49 was awarded to "local" contractors. Local is defined as anywhere within Lincolnshire plus a 20 mile radius of the County boundary (as per the Local Agenda Policy).  For comparison and completeness, as this measure is now reported quarterly instead of annually, in 2023-24 the total annual spend awarded to local contractors was £32,127,770.74, representing 55.98% of the total contract spend of £57,390,696.45.
Work Based Learning	WBL 1	Percentage of apprentices completing their qualification on time	%	High is good	95.00	100.00	Q4 - 23/24	67.00	50.00	R		In Q1 24/25, the number of apprentices completing their apprenticeship on time was 50% (1/2). The individual not completing on time for this quarter decided to withdraw. It is important to note that due to the number of apprentices due to complete during the quarter, the impact on performance of 1 apprentice not completing on time was much larger.
Work Based Learning	WBL 2	Percentage of apprentices	%	High is good	90.00	95.00	Q4 - 23/24	100.00	50.00	R		In Q1 24/25 50% (1/2) of apprentices on programme moved into Employment,

Service Area	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous value	Quarter 1 2024/25 outturn	Status		Service area commentary
		moving into Education, Employment or Training										Education or Training. (One was an early leaver). There were 2 new starters on the apprenticeship scheme during Q1 24/25.
Accountancy	ACC 1	Average return on investment portfolio	%	High is good	3.50	4.50	Q4 - 23/24	5.60	5.30	G	▼	With Bank of England base rate expected to reduce gradually over the financial year, markets are adjusting rates accordingly and we are seeing a slight reduction in yield when compared with the back end of the prior year.
Accountancy	ACC 2	Average interest rate on external borrowing	%	Low is good	5.50	3.50	Q4 - 23/24	3.28	3.26	G	▲	Average interest paid on borrowing expected to remain fairly constant throughout the year due to having a number of long term loans at better than market rates which will not need to be replaced for some time.
Debtors & Creditors	DCT 1	Percentage of invoices paid within 30 days	%	High is good	95.00	97.00	Q4 - 23/24	86.86	95.70	A	▲	<p>This measure has seen an improvement in performance since the previous quarter, with the outturn achieving above the low target.</p> <p>It is important to note that figures are calculated on all supplier invoices and credit notes (not refunds or grants) paid 01/10/2023 - 31/12/2023.</p> <p>Figures are adjusted based on certain assumptions: 1) No invoice collected for payment by supplier by direct debit or paid by standing order is assumed to be late. 2) No credit note taken by COLC outside of 30 days classified as late 3) 0.5% of those invoices paid over 30 days assumed to be in dispute at some point and hence paid late after dispute was resolved, therefore not classified as late 4) 1% of those invoices paid after 30 days assumed</p>

Service Area	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous value	Quarter 1 2024/25 outturn	Status		Service area commentary
												were held back from payment because the overall balance with the supplier was in credit.
Debtors & Creditors	DCT 2	Percentage of invoices that have a Purchase Order completed	%	High is good	65.00	75.00	Q4 - 23/24	77.00	75.00	G	▼	Based on supplier expenditure only (none supplier expenditure is excluded) i.e. all invoices and credit notes dated between 01/04/2024 and 30/06/2024. Starting figure: 3,575 invoices and credit notes. Adjustments to starting figure: - Utility bills where purchase orders are not required (510). Supplier invoices where a purchase order would be unsuitable for processing (356). Final number of invoices included - 2,709 of which 2,037 were linked to either an Agresso or Universal Housing order number and 672 were not.
Debtors & Creditors	DCT 3	Average number of days to pay invoices	Days	Low is good	20	15	Q4 - 23/24	22	15	G	▲	This measure has seen a significant improvement in performance since last quarter, with the outturn achieving the high target for the measure of 15 days. Figures calculated on all supplier invoices and credit notes paid between 01/04/2024 - 30/06/2024. Figures adjusted for those invoices and credit notes where the overall supplier account balance has been in credit and therefore invoices cannot be paid until credit balance has been used.
Revenues Administration	REV 1	Council Tax – in year collection rate for Lincoln (cumulative)	%	High is good	25.00	26.00	Q1 - 23/24	26.30	25.64	A	▼	The performance for this outturn remains within the acceptable target range at 25.64%, however council tax collection has decreased by 0.66% when compared to Quarter 1 2023/24. This is attributed to the cessation of discretionary awards for council tax made in



Service Area	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous value	Quarter 1 2024/25 outturn	Status		Service area commentary
												April 2023, totalling £116,667.11.
Revenues Administration	REV 2	Business Rates – in year collection rate for Lincoln (cumulative)	%	High is good	29.00	32.00	Q1 - 23/24	35.61	25.64	R	▼	<p>The outturn for this measure has seen a decrease in performance by 0.60%, reducing from above the high target last quarter, and by 9.97% when compared to quarter 1 2023/24.</p> <p>At the end of June 262 accounts were in arrears. Of the top 20 accounts in arrears - the majority have either been to court in June or are due in court in July.</p> <p>Reminders are issued, and recovery and enforcement action taken where appropriate, where sole traders and companies fail to make and maintain a payment plan.</p>
Revenues Administration	REV 3	Number of outstanding customer changes in the Revenues Team	Number	Low is good	1,800	1,700	Q1 - 23/24	1,114	1,775	A	▼	<p>At the end of quarter 1, there were 1,453 documents outstanding in the Enterprise document management system that relate to changes for City of Lincoln Council customers.</p> <p>Emails received are now indexed before being actioned to make counting more efficient, as well as improving accuracy through inclusion in the Enterprise document system.</p> <p>In addition to the Enterprise system, there are also 332 outstanding documents in the Citizens Access Revenues (self-serve) system, with these being included for the first time this year, which account for more than half of the 600 outstanding documents increase recorded for the measure.</p>

Service Area	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous value	Quarter 1 2024/25 outturn	Status	Service area commentary
											The council tax team continues with staffing problems either vacancies or sickness. Overtime is in place and officers are encouraged to maintain a work life balance, no officers are mandated to do the overtime on offer. Steps are currently being taken to address the backlog of work.
Revenues Administration	REV 4	Number of accounts created for the My Lincoln Accounts system (to date)	Number	N/A	Volumetric	Volumetric	Q4 - 23/24	4,905	5,552	V	The total number of customers who have registered on My Lincoln Accounts system by 30th June 2024 is 5,552.

**SUBJECT: QUARTER 1 2024/25 OPERATIONAL PERFORMANCE REPORT**

**DIRECTORATE: CHIEF EXECUTIVE AND TOWN CLERK**

**REPORT AUTHOR: BUSINESS INTELLIGENCE OFFICER**

## **1. Purpose of Report**

- 1.1 To present to Performance Scrutiny Committee an outturn summary of the council's performance in quarter 1 of 2024/25.

## **2. Executive Summary**

- 2.1 At the end of quarter 1 2024/25 of the **87** performance measures across the Directorates of Chief Executive's, Communities & Environment, Housing & Investment and Major Developments:

- **13** measures (**14.9%**) were Red (below lower target boundary)
- **20** measures (**23.0%**) were Blue (within target boundaries – acceptable)
- **28** measures (**32.2%**) were Green (meeting or exceeding the higher target)
- **24** measures (**27.6%**) were recorded as volumetric
- **2** measures (**2.3%**) were recorded as data not being available for this quarter

Out of the **87** performance measures monitored during the quarter **63** had targets allocated to them. Of these targeted measures **48 (76.2%)** were within or exceeding the targets set.

## **3. Background**

- 3.1 Regular monitoring of the council's performance is a key component of the Local Performance Management Framework. This report covers the key strategic performance measures identified by members and CMT as of strategic importance.

- 3.2 Each targeted measure is monitored against a target boundary range.

If a performance measure outturn status is Blue (acceptable), the measure is seen as performing on track. If a performance measure outturn status is green, the measure is seen to be achieving or exceeding the aspirational target. If a performance measure outturn status is red, the measure is seen to be performing below target and should be an area of focus.

- 3.3 A review of the quarterly performance process was undertaken at the end of 2023/24. This led to the following changes:

- Appendix A now contains a wider range of performance information, including qualitative data in the form of case studies and service highlights. These are grouped into seven themes, namely the five Vision Priorities and the two inward

looking portfolios 'Our People and Resources' and 'Customer Experience and Review'.

- The more detailed performance data tables are now grouped together in Appendix B, including the suite of corporate measures that were previously in Appendix A. Performance data remains grouped by directorate, and a colour coding system has been introduced to make it simpler to identify which portfolio each measure relates to. Appendix B also includes a quarterly Communications update.

3.4 When read together, Appendices A and B aim to enhance the range of performance information presented via the quarterly reporting process and make it easier to assess and scrutinise the performance of each priority/portfolio.

#### 4. Performance Measures Performing Above/Below Target – Quarter 1 2024/25

4.1 As set out in section 3, Appendix A provides an overview of the council's performance by Directorate and Vision 2025 theme. Highlight reports detailing some of the positive work of the council during the quarter, and the impact of this, is also included in Appendix A.

4.2 To support Appendix A, a full list of all performance measure outturns and supporting service area commentary are provided at Appendix B.

4.3 Appendix B details the performance outturns for the suite of corporate performance measures. These measures focus on the areas of resources, health & wellbeing, sickness, complaints (including Ombudsman rulings) and compliments. Appendix B also contains a quarterly update on corporate Communications activity.

4.4 Overall, performance across the council has improved in the last twelve months. This excludes the Directorate of Major Developments, which is reporting quarterly performance for the first time:










		CX		DCE		DHI	
Below target	Q1 24/25	20.0%		11.4%		22.2%	
	Q1 23/24	13.0%		16.0%		44.4%	
Acceptable	Q1 24/25	16.0%		34.3%		5.6%	
	Q1 23/24	26.1%		38.9%			
Above target	Q1 24/25	36.0%		28.6%		38.9%	
	Q1 23/24	34.8%		22.2%		16.7%	
Volumetric		28.0%		22.9%		27.8%	
No data		0.0%		2.8%		5.5%	

Figure 1: Annual comparison of performance – Q1 2024/25 against Q1 2023/24

4.5 The most significant shift in performance is in the Directorate of Housing and Investment, with 22.2% of DHI measures performing below target this quarter compared with 44.4% during Q1 of 2023/24. In addition, 38.9% of DHI measures also performed above their high target in this quarter compared to 16.7% during the same quarter last year. The Directorate of Communities and Environment has also experienced year-on-year reductions in the proportion of measures performing below target (11.4% in 2024/25 against 16.0% in 2023/24), corresponding with equivalent increases in the proportion of measures exceeding target (28.6% versus 22.2% over the same period).

- 4.6 As shown in Figure 1, there has been a reduction in performance in the Chief Executives' Directorate, with an increase in the proportion of measures performing below target and a small increase in the percentage of measures exceeding their high target.

## **5. Strategic Priorities**

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

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

The performance measures under each directorate link across a range of Vision 2025 strategic priorities and portfolios as set out in Appendix B.

## **6. Organisational Impacts**

6.1 Finance

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

6.2 Legal Implications

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

6.3 Equality, Diversity and Human Rights

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

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

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

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

## **7. Risk Implications**

7.1 (i) Options Explored – n/a

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

## 8. Recommendations

- 8.1 Performance Scrutiny Committee is asked to review and comment on the contents of the Quarter 1 2024/25 Operational Performance Report, found at Appendices A and B, ahead of the report being presented to Executive on 27<sup>th</sup> August 2024.
- 8.2 Performance Scrutiny Committee is asked to confirm that the format of the performance report continues to meet their requirements.

**Is this a key decision?**

No

**Do the exempt information categories apply?**

No

**Does Rule 15 of the Scrutiny Procedure Rules (call-in and urgency) apply?**

No

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

Two (A and B)

**List of Background Papers:**

None

**Lead Officers:**

Business Intelligence Officer  
Policy & Performance Officer  
[Policy.Unit@lincoln.gov.uk](mailto:Policy.Unit@lincoln.gov.uk)

## Quarter 1 2024/25 Operational Performance Report - Performance overview



Business Intelligence Officer  
Policy and Performance Officer

Contents

How to read this report .....3

Executive summary .....4

Our People and Resources.....5

Reducing Inequality.....5

Customer Experience and Review.....5

Remarkable Place.....5

Quality Housing .....5

Inclusive Economic Growth .....5

Addressing Climate Change.....5







## How to read this report

This report provides an overview of the council's performance in Quarter 1 of 2024/25 by Directorate and by Vision Priority. This report also contains an overview of the council's performance in relation to its two inward looking portfolios 'Our People and resources' and 'Customer Experience and Review', which sit outside of the Vision Priorities. Also included within this report are highlight reports detailing some of the support provided by the council to Lincoln's communities during the past quarter, service updates and their impact.

Detailed performance measure outturns for quarter 1 2024/25, performance measure commentary provided by service areas and corporate performance measure outturns can be found at Appendix B.

### Performance Key:

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

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



Performance has improved since last quarter / year



Performance has stayed the same since last quarter / year



Performance has deteriorated since last quarter / year

Performance measures outturns by Vision Priority are categorised below and in Appendix B using the following codes:

PR	Our People and Resources
RI	Reducing Inequality
CE	Customer Experience & Review
RP	Remarkable Place
QH	Quality Housing
EG	Inclusive Economic Growth
CC	Addressing the challenge of Climate Change

### Corporate performance measures

Corporate performance measures focus on the council's performance overall and are not specific to service area performance. These corporate performance measures are split into the following categories and are presented at Appendix B:

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

## Executive summary

During quarter 1 2024/25 the council monitored performance against **87** quarterly performance measures. Of these measures **63** had targets allocated to them, of which **48 (55.2%)** were within or exceeding the targets set. The remaining **24** measures were volumetric (untargeted) measures reported for contextual purposes.

The 2024/25 targets for each targeted performance measure were approved by Performance Scrutiny Committee and Executive in March 2024.

Below provides a summary of the quarter 1 2024/25 performance measure outturns by status and by direction of travel. These are displayed by each Directorate and by Portfolio.

### Directorate Summary

	Performance measure outturns by status				
Status	Chief Executives Directorate	Directorate of Communities & Environment	Directorate of Housing Investment	Directorate of Major Developments	Total
Below target	5 (20.0%)	4 (11.4%)	4 (22.2%)	0 (0.0%)	13 (14.9%)
Acceptable	4 (16.0%)	12 (34.3%)	1 (5.6%)	3 (33.3%)	20 (23.0%)
Above target	9 (36.0%)	10 (28.6%)	7 (38.9%)	2 (22.2%)	28 (32.2%)
Volumetric	7 (28.0%)	8 (22.9%)	5 (27.8%)	4 (44.4%)	24 (27.6%)
Data not available	0 (0.0%)	1 (2.9%)	1 (5.6%)	0 (0.0%)	2 (2.3%)
<b>Total</b>	<b>25</b>	<b>35</b>	<b>18</b>	<b>9</b>	<b>87</b>

	Performance measure outturns by direction of travel				
Status	Chief Executives Directorate	Directorate of Communities & Environment	Directorate of Housing Investment	Directorate of Major Developments	Total
Deteriorating	9 (36.0%)	14 (40.0%)	6 (33.3%)	0 (0.0%)	29 (33.3%)
No change	2 (8.0%)	4 (11.4%)	1 (5.6%)	5 (55.6%)	12 (13.8%)
Improving	7 (28.0%)	8 (22.9%)	5 (27.8%)	0 (0.0%)	20 (23.0%)
Volumetric	7 (28.0%)	8 (22.9%)	5 (27.8%)	4 (44.4%)	24 (27.6%)
Data not available	0 (0.0%)	1 (2.9%)	1 (5.6%)	0 (0.0%)	2 (2.3%)
<b>Total</b>	<b>25</b>	<b>35</b>	<b>18</b>	<b>9</b>	<b>87</b>

### Priority Summary

	Performance measure outturns by status						
	Our People and Resources	Reducing Inequality	Customer Experience & Review	Remarkable Place	Quality Housing	Inclusive Economic Growth	Addressing the challenge of Climate Change
Below target	3 (25.0%)	2 (20.0%)	1 (14.3%)	1 (6.3%)	6 (27.3%)	0 (0.0%)	Currently no measures reported through the quarterly performance reporting process.
Acceptable	3 (25.0%)	0 (0.0%)	1 (14.3%)	7 (43.8%)	2 (9.1%)	7 (35.0%)	
Above target	5 (41.7%)	3 (30.0%)	1 (14.3%)	3 (18.8%)	8 (36.4%)	8 (40.0%)	
Volumetric	1 (8.3%)	5 (50.0%)	4 (57.1%)	4 (25.0%)	5 (22.7%)	5 (25.0%)	

Data not available	0 (0.0%)	0 (0.0%)	0 (0.0%)	1 (6.3%)	1 (4.5%)	0 (0.0%)	Progress updates provided
TOTAL	12	10	7	16	22	20	

	Performance measure outturns by direction of travel						
	Our People and Resources	Reducing Inequality	Customer Experience & Review	Remarkable Place	Quality Housing	Inclusive Economic Growth	Addressing the challenge of Climate Change
Deteriorating	7 (58.3%)	1 (10.0%)	1 (14.3%)	9 (56.3%)	7 (31.8%)	4 (20.0%)	Currently no measures reported through the quarterly performance reporting process. Progress updates provided
No change	1 (8.3%)	0 (0.0%)	1 (14.3%)	1 (6.3%)	2 (9.1%)	7 (35.0%)	
Improving	3 (25.0%)	4 (40.0%)	1 (14.3%)	1 (6.3%)	7 (31.8%)	4 (20.0%)	
Volumetric	1 (8.3%)	5 (50.0%)	4 (57.1%)	4 (25.0%)	5 (22.7%)	5 (25.0%)	
Data not available	0 (0.0%)	0 (0.0%)	0 (0.0%)	1 (6.3%)	1 (4.5%)	0 (0.0%)	
TOTAL	12	10	7	16	22	20	

Factors such as resource pressures, recruitment challenges and the ongoing cost of living challenges have continued to have an impact on performance in quarter 1 2024/25.

The following pages provide an overview of council performance by Vision Priority during quarter 1 2024/25. Also provided are highlight reports for quarter 1 2024/25.

## Our People and Resources

### Quarter 1 2024/25 performance measure outturns by status and direction of travel

Measure status	Total	Measure direction of travel	Total
<b>Below target</b>	3 (25.0%)	<b>Deteriorating</b>	7 (58.3%)
<b>Acceptable performance</b>	3 (25.0%)	<b>No change</b>	1 (8.3%)
<b>Above target</b>	5 (41.7%)	<b>Improving</b>	3 (25.0%)
<b>Volumetric</b>	1 (8.3%)	<b>Volumetric</b>	1 (8.3%)
<b>Data not available</b>	0 (0.0%)	<b>Data not available</b>	0 (0.0%)
<b>TOTAL</b>	<b>12</b>	<b>TOTAL</b>	<b>12</b>

### Performance measure overview

During quarter 1 2024/25, within the Our People and Resources theme there were 5 performance outturns that have delivered at or above their targets, these include PRO 1 - Percentage spend on contracts that have been awarded to "local" contractors (as the primary contractor), 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, and DCT 3 - Average number of days to pay invoices.

Of these 5 above target outturns, 2 have improved since last quarter, 1 has maintained consistent performance, and 2 have shown a deterioration in direction of travel compared to the previous quarter.

During the quarter there were 3 measures that delivered below target, each with a deteriorating direction of travel for performance outturn, which include WBL 1 - Percentage of apprentices completing their qualification on time, WBL 2 - Percentage of apprentices moving into Education, Employment or Training and REV 2 - Business Rates – in year collection rate for Lincoln.

1 measure, REV 4 - Number of accounts created for the My Lincoln Accounts system reports as a volumetric outturn, with a continued steady increase in registrations.

Performance measure outturns and supporting commentary can be found at Appendix B.

## Highlight Report

Within Our People and Resources theme, the Work Based Learning team received the 'Greater Lincolnshire Apprenticeship Employer Champion 2024' award, celebrating the teams' continued efforts and achievements in successfully delivering high-quality information, advice and guidance services that enable people to reach their full potential. Additionally, the Civic team have been celebrating the success of The Lincoln Guildhall being named number one 'thing to do' in Lincoln on TripAdvisor, a reflection of the teams' dedication to showcasing our iconic building, with an array of treasures, artifacts and regalia available to view.

### OUR PEOPLE AND RESOURCES

## GREATER LINCOLNSHIRE APPRENTICESHIP EMPLOYER CHAMPION 2024 AWARD

The Work Based Learning Team continues to deliver a successful apprenticeship scheme supporting both new employees joining and existing employees undertaking an apprenticeship to develop their skills further. The apprenticeships provided by the team include:

- Customer service practitioner Level 2
- Business Administrator Level 3
- Team Leader/Supervisor Level 3
- Operational Department Management Level 5

### Our People and Resources

#### The council was recognised for

integrating structured learning with hands-on training and real-world responsibilities, their apprentices consistently demonstrate high levels of confidence, professionalism, and integrity

Our ethos, as it has done for the past 29 years, remains 'grow our own', with many of our apprentices secure permanent positions at the council.



### OUR PEOPLE AND RESOURCES

## Lincoln Guildhall named No.1 'Thing to do' in Lincoln

A Grade-1 listed building, Lincoln Guildhall occupies the building above the Stonebow on Lincoln High Street, and is the 'official home' of the mayor. There has been a Guildhall in this location since 1237, although the building you see today dates back to 1520.

For the past two years Lincoln Guildhall has been recognised as the number one "Thing to Do" in Lincoln based on Travellers' Reviews on TripAdvisor. Tourists from around the country, and indeed the world, continue to visit the Guildhall based on these reviews and recommendations.

### Our People and Resources

Tours of Lincoln's historic Guildhall have continued to be held on **Mondays, Wednesdays, Fridays and Saturdays at 10.30am and 2.00pm** for the public. The public can view an array of treasures, artefacts and regalia, including **the sword of Richard II**.

Combined tours of the Guildhall and Posterngate also continued in the quarter.

**These tours often have a waiting list** and the Civic Team anticipate that these tours will remain popular moving forwards.







## Vision Priority – Reducing Inequality

### Quarter 1 2024/25 performance measure outturns by status and direction of travel

Measure status	Total	Measure direction of travel	Total
Below target	2 (20.0%)	Deteriorating	1 (10.0%)
Acceptable performance	0 (0.0%)	No change	0 (0.0%)
Above target	3 (30.0%)	Improving	4 (40.0%)
Volumetric	5 (50.0%)	Volumetric	5 (50.0%)
Data not available	0 (0.0%)	Data not available	0 (0.0%)
<b>TOTAL</b>	<b>10</b>	<b>TOTAL</b>	<b>10</b>

### Performance measure overview

During quarter 1 2024/25, within the Reducing Inequality Vision Priority there were 3 performance outturns that have delivered at or above their targets, these include BE 1 - Average days to process new housing benefit claims from date received, BE 2 - Average days to process housing benefit claim changes of circumstances from date received, and BE 4 - Percentage of risk-based quality checks made where benefit entitlement is correct.

Each of these 3 above target outturns have further improved on their consistent performance when compared to the previous quarter, in respect to their improving direction of travel, with all 3 measures performing significantly above target boundaries for quarter 1 outturns.

During the quarter there were 2 measures that delivered below target, BE 3 - Number of Housing Benefits / Council Tax support customers awaiting assessment, which is consistently affected each year during quarter 1, due to timescales of annual uprating's increasing the levels of outstanding work, and measure PPASB 3 - Number of live cases open at the end of the quarter (across full PPASB service) which is an expected increase in outturn within the service area, due to the additional staff joining to take on cases, which is also reflective of the improving direction of travel reported for the measure.

5 measures within this Vision Priority report as a volumetric outturn, all of which have seen significant increases in the values reported, which is reflective of recently increased team capacity, as well as the continued awareness and proactive approach adopted by the service areas. The volumetric measures include CPT 1 - Number of internal safeguarding referrals received, BE 5 - Number of new benefit claims year to date (Housing Benefits/Council Tax Support), PPASB 1 - Number of cases received in the quarter (ASB cases only), PPASB 2 - Number of cases closed in the quarter (across full PPASB service) and CCTV 1 - Total number of incidents handled by CCTV operators.

Performance measure outturns and supporting commentary can be found at Appendix B.

## Highlight Report

Within the Reducing Inequality Vision Priority, the neighbourhood team has engaged in the 'Sincil Bank Revitalisation Programme' building trusted relationships within the community and engaging residents with various activities, support and events focused on the culturally diverse groups that the Council serve. Additionally, the Council, with the support of external partners, have continued to offer Cost of Living Support, delivering vital funds for residents struggling with the ongoing cost of living pressures, together with projects such as the UK Shared Prosperity Fund, and Lincolnshire Financial Inclusion Partnership.






# REDUCING INEQUALITY

## SINCIL BANK REVITALISATION PROGRAMME

The Neighbourhood Team has continued to support a range of projects agreed under the Sincil Bank Revitalisation Programme throughout the quarter. Included under the programme are projects to:

- improve the highways infrastructure within the area
- develop family homes on **Hermit Street**, which are on target to be completed by the end of September 2024
- support the cleaner safe streets programme of work, which includes working to reduce the incidents of fly tipping in the Sincil Bank area.

**Reducing Inequality**

Alongside these physical interventions the Neighbourhood Team has continued to work hard to engage with the community and build trusted relationships. Some of the ongoing community engagement activity includes:

- continuing to provide the **Sincil Bank Community Hub**, which is established as a well-known location to seek advice on benefits, housing and report various issues that might be occurring in the area.
- continuing to assist partners and local organisations providing support for our culturally diverse communities through facilitating events, activities and services for the benefit of our residents.
- supporting a number of events in the area focused on **bringing the community together**, such as Sincil Bank Community World Cup.

## COST OF LIVING SUPPORT TEAM

With the residents still struggling to navigate the on going cost of living pressures, our team has continued to offer support:

- administering a significant number of **Housing Benefit and Council Tax Support claims**.
- continuing to deliver vital funding to residents including the **Household Support fund**.
- processing **Discretionary Housing Payment** applications
- Funding projects through the **UK Shared Prosperity Fund**.
- continuing to work with the Greater Lincolnshire Food Partnership about how to support the aspiration of 'Food as a public good'



**Reducing Inequality**

In addition to the support provided by the team the Assistant Director of Shared Revenues and Benefits for City of Lincoln Council and North Kesteven District Council has continued to chair the Lincolnshire Financial Inclusion Partnership. The partnership brings together organisations and partners to promote and raise the profile of financial inclusion across the county.




## Quarter 1 2024/25 performance measure outturns by status and direction of travel

Measure status	Total	Measure direction of travel	Total
<b>Below target</b>	1 (14.3%)	<b>Deteriorating</b>	1 (14.3%)
<b>Acceptable performance</b>	1 (14.3%)	<b>No change</b>	1 (14.3%)
<b>Above target</b>	1 (14.3%)	<b>Improving</b>	1 (14.3%)
<b>Volumetric</b>	4 (57.1%)	<b>Volumetric</b>	4 (57.1%)
<b>Data not available</b>	0 (0.0%)	<b>Data not available</b>	0 (0.0%)
<b>TOTAL</b>	<b>7</b>	<b>TOTAL</b>	<b>7</b>

## Performance measure overview

During quarter 1 2024/25, within Customer Experience and Review, the performance measure for AUD 1 - Completion of the Internal Audit annual plan, which is a new performance measure reporting for the first time this quarter, achieved the high target resulting in a green status. The positive performance for this outturn is attributed to the completion of the Housing Subsidy audit earlier than in previous years and concludes the quarter with 15% of the Internal Audit plan completed.

1 measure delivered below target during the reporting period, CS 3 - Average time taken to answer a call to customer services, which additionally carried a deteriorating direction of travel for performance. However, it is important to note that the number of calls answered by the customer service team has significantly increased when compared to quarter 1 2023/24, increasing from 27,860 calls to 43,759 calls, a rise of 57%.

4 measures within the portfolio report as a volumetric outturn, CS 2 - Number of telephone enquiries answered in Customer Services, CS 5 - Footfall into City Hall reception desk, ICT 1 - Number of calls logged to IT helpdesk, and ICT 2 - Percentage of first time fixes, all 4 measures have seen increases in outturn, when compared to the previous quarter.

Performance measure outturns and supporting commentary can be found at Appendix B.



## Highlight Report

Within Customer Experience and Review, this year's Annual Governance Statement was well received by the Audit Committee, with committee members and our Independent Member praising the improved format and impact. The Annual Governance Statement looks at how effective our governance has been and sets out ways we can further improve. The AGS statement of opinion concludes that arrangements in 2023/24 were sound and provided an effective means of achieving our priorities.

In May, the Elections Team and other staff held Lincoln Local elections, and in July, the UK Parliamentary General Election for the Lincoln borough constituency. Running the elections involves real collaborative working to ensure all those wishing to vote are able to do so, this involved a significant intense piece of work to ensure all those who wished to be registered to vote were signed up, and that timely and relevant communications were issued to the public to remind them to register, remind them of the postal votes new requirements and to have voter ID on the day, this approach proved to be very successful.

## Elections


For the Local election turnout was **28.94%** and for the PCC **28.78%** with a total electorate of **63,272** which was an increase from 2023 of over 600 electors. This was the second year running elections with the need to show photo ID when voting at a polling station. In total only 34 electors were not issued with a ballot paper for not providing sufficient photo ID, with 21 of these returning with the correct ID to cast their vote.

For the UK Parliamentary General Election for the Lincoln borough constituency the turnout was **58.53%** with a total electorate of **72,315**. This was the first UK Parliamentary General Election in which voters needed to provide photo ID when voting at a polling station. In total only 38 electors were not issued with a ballot paper for not providing sufficient photo ID, with 22 returning with the correct ID to cast their vote.

Overall, with the added pressure of an UK Parliamentary General Election being called so close to the last election ending, and the very recent introduction of the Elections Act 2022 which saw a major overhaul in election law the last few elections, this year were run very smoothly with all staff involved working very well as a team to make sure the elections were successful.

Customer Experience and Review

Running elections, especially the general election, requires extensive collaboration to ensure all eligible voters can participate. This involved significant efforts to register voters, provide timely communications about registration deadlines, inform about new postal voting requirements and ensure voter ID on election day. This approach was highly successful.




## Annual Governance Statement

The Annual Governance Statement (AGS) is a legal requirement, and is included in our Statement of Accounts. We have enhanced our approach to our AGS this year following updated guidance from CIPFA, making it easier to read and more accessible and engaging. Key changes include:

- Introducing a traffic light RAG rating system to make our self-assessment of our compliance with our **Code of Corporate Governance easier to understand**;
- Introducing a **clear action plan**, which puts all actions arising from the AGS in one place; and
- Presenting the document in **Vision 2025 corporate style**

Customer Experience and Review

This year's AGS was well received by the Audit Committee, with committee members and our Independent Member praising the improved format and the impact of these changes.



## Quarter 1 2024/25 performance measure outturns by status and direction of travel

Measure status	Total	Measure direction of travel	Total
<b>Below target</b>	1 (6.3%)	<b>Deteriorating</b>	9 (56.3%)
<b>Acceptable performance</b>	7 (43.8%)	<b>No change</b>	1 (6.3%)
<b>Above target</b>	3 (18.8%)	<b>Improving</b>	1 (6.3%)
<b>Volumetric</b>	4 (25.0%)	<b>Volumetric</b>	4 (25.0%)
<b>Data not available</b>	1 (6.3%)	<b>Data not available</b>	1 (6.3%)
<b>TOTAL</b>	<b>16</b>	<b>TOTAL</b>	<b>16</b>

## Performance measure overview

During quarter 1 2024/25, within the Remarkable Place Vision Priority there were 3 performance outturns that have delivered at or above their targets, these include FHS 2 - Average time from actual date of inspection to achieving compliance, whilst deteriorating when compared to the previous quarter the measure continues to perform well below the low target, SP 3a - Birchwood Leisure Centre - Number of net promoter score points above or below the average Net Promoter Score for England, also deteriorating when compared to the previous quarter but continuing to perform well above the high target, and SC 1 - Contractor points recorded against target standards specified in contract - Street Cleansing, which has reported further improving performance when compared to the previous quarter.

1 measure delivered below target during the reporting period SP 3b - Yarborough Leisure Centre - Number of net promoter score points above or below the average Net Promoter Score for England, which reported a value significantly below the previous quarter, as well as deteriorating by direction of travel. Negative feedback focused on delays to equipment repairs and unscheduled maintenance. These repairs have now been completed, therefore the measure is expected to return to previous outturn levels in the coming quarter 2.

4 measures within the Vision Priority report as a volumetric outturn, LIC 2 - Total number of active premises licences, LIC 3 - Total number of active private hire / hackney carriage licences (operators, vehicles and drivers), SP 1a - Quarterly visitor numbers to Birchwood Leisure Centre, which reported an 8.62% increase in visitor numbers compared to the same period in the previous year, and SP 1b - Quarterly visitor numbers to Yarborough Leisure Centre, which also reported an increase of 14.23% visitors when compared to quarter 1 2023/24.

For measure SP 2 - Artificial Grass Pitch usage at Yarborough Leisure Centre & Birchwood Leisure Centre, this information is provided by Active Nation, who are yet to respond to the data request. Therefore, as no data is available for the measure no outturn can be calculated. An update for quarter 1 will be provided alongside quarter 2 performance reporting.

Performance measure outturns and supporting commentary can be found at Appendix B.



## Highlight Report

Within the Remarkable Place Vision Priority, the Council and partners delivered an exciting 'Festival of History' event across the city over the May bank holiday weekend, celebrating the rich history of Lincoln. Local businesses were given the opportunity to 'Get Involved' with the event, which was promoted both on social media and during the festival by 'Events in Lincoln'. Encouraging feedback during the 3 days included "Wonderful, people of Lincoln enjoy your amazing historical city!" and "Vikings in Lincoln! Loving the Festival of History so far, great to see activity in town!"

The benefits of investment in high tech AI equipment have been clearly demonstrated by the latest E-GYM figures supplied by Yarborough Leisure Centre, where users' health stats report a 29.3% increase in strength, and a 15.7 year reduction in bio age, both within the first 3 months of using the new equipment.



**Viking Mint Zone**



**Colosseum Quarter**



**Realm of Relics**

REMARKABLE PLACE

## Festival of History

The **Viking Mint Zone** in Cornhill Square exhibited a Viking encampment with 4 tents of reenactors displaying Viking history and have-a-go activities such as minting your own coin, a shield making workshop, and a large arena space for Viking battles and fashion shows throughout each day.

The **Colosseum Quarter** was held in 2 locations; Castle Square exhibited a Roman Market of reenactors including a blacksmith, and more.

In St Paul in the Bail, there was an arena for Gladiator battles which took place 4 times a day and lasted 30 minutes each.

The **Realm of Relics** was in City Square, where Up An At Em History provided 3 archaeological dig pits for children to interact with, and The Snake Room brought a cage for axe-throwing activities.

St Mary Le Wigford Church housed the Travelling Historical Market and Castle Hill Car Park hosted a joint Makers Market and Antiques Market.



Remarkable Place

City of Lincoln Council also delivered further content at the **Lincoln Guildhall** which, working with the University of Lincoln, housed Professor Stephen Church for a lecture and provided 2 tours of the building and Postern Gate.

The Museum of Lincolnshire Life held a Victorian reenactment, Lincolnshire Coop had the De Lorean car on display in The Waterside, Medieval Bishop's Palace was open for tours, and there were Roman reenactors in The Lincoln Museum, which also displayed the Roman Dodecahedron for the first time.

REMARKABLE PLACE

## EGYM AT YARBOROUGH LEISURE CENTRE

Yarborough Leisure Centre is the only leisure facility in the City providing the state of the art, high tech AI equipment 'EGYM', replacing and improving existing equipment, following a £100k investment.

It uses AI technology to provide a **bespoke exercise plan** that guides users training, particularly, what they need to do to get **fitter, what/when to train and how to train and stay on track**.

It records improvements, constantly feeding back guidance on lifting/training techniques.

Can be used for body toning, rehab fitness, muscle building, weight loss, general fitness, metabolic fitness, immunity boost.

Remarkable Place

Users who visited on average 4.7 times per month after 3 months have continued to visit 4.6 times a month after a full year, clearly demonstrating the success of implementing the upgrades and EGYMs consistent popularity amongst users.





## Vision Priority – Quality Housing

### Quarter 1 2024/25 performance measure outturns by status and direction of travel

Measure status	Total	Measure direction of travel	Total
<b>Below target</b>	6 (27.3%)	<b>Deteriorating</b>	7 (31.8%)
<b>Acceptable performance</b>	2 (9.1%)	<b>No change</b>	2 (9.1%)
<b>Above target</b>	8 (36.4%)	<b>Improving</b>	7 (31.8%)
<b>Volumetric</b>	5 (22.7%)	<b>Volumetric</b>	5 (22.7%)
<b>Data not available</b>	1 (4.5%)	<b>Data not available</b>	1 (4.5%)
<b>TOTAL</b>	<b>22</b>	<b>TOTAL</b>	<b>22</b>

### Performance measure overview

During quarter 1 2024/25, within the Quality Housing Vision Priority there were 8 performance outturns that have delivered at or above their targets, these include PH 3 - Number of empty homes brought back into use, HI 1 - Percentage of council properties that are not at the 'Decent Homes' standard, HM 1a - Percentage of reactive repairs completed within target time, HM 1b - Percentage of reactive repairs completed within target time, HM 2 - Percentage of repairs fixed first time, HM 4 - Appointments kept as a percentage of appointments made, CC 2 - Percentage of Lincare Housing Assistance calls answered within 60 seconds, and RC 2 - Current tenant arrears as a percentage of the annual rent debit.

Of these 8 above target outturns, 5 have improved since last quarter, 1 has maintained consistent performance, and 2 have shown a deterioration in direction of travel compared to the previous quarter.

During the quarter there were 6 measures that delivered below target, 5 of these reported outturns with a deteriorating direction of travel, AH 1 - Number of affordable homes delivered, RC 1 - Rent collected as a proportion of rent owed, HV 3 Average re-let time calendar days for all dwellings, HV 1 Percentage of rent lost through dwelling being vacant, and HS 3 Successful preventions and relief of homelessness against total number of homelessness approaches. PH 1 - Average time in weeks from occupational therapy notification to completion of works on site for a Disabled Facilities Grant (DFG) delivered an outturn below target, but with an improving direction of travel.

5 measures within the portfolio report as a volumetric outturn, these include HI 2 - Number of properties 'not decent' as a result of tenants refusal to allow work, HM 5 - Satisfaction with Repairs, HS 1 - The number of people currently on the Housing Register, HS 2 - The number of people approaching the council as homeless and HS 4 - Number of rough sleepers.

It is important to note that for performance measure CC 1 - Percentage of customers satisfied with their new Lincare Housing Assistance service connection to the control centre, due to the 2 pre-election periods falling within the quarter, no satisfaction surveys were sent to customers of the Lincare Housing Assistance Service, as advised by the legal services team, therefore no data is recorded for the outturn for this quarter.

Performance measure outturns and supporting commentary can be found at Appendix B.

## Highlight Report

Within the Quality Housing Vision Priority, the team have been pleased by the latest released figures following 'Tenant Satisfaction Measures' launched by the Regulator of Social Housing. Residents are randomly selected to take part in completing satisfaction surveys aiming to make it clearer how social housing landlords are performing, with the results showcasing the Councils satisfaction levels for tenant perception, which are among the top 25% nationally for social landlords within the Housemark membership.

This further reflects the Council's commitment to continuous improvement and investment in the homes we offer, which can additionally be seen in the number of properties meeting the 'Decent Homes Standard' across the City, reporting at 99.76%, this is a significant achievement compared to other stock holding authorities, and particularly when considering the age and construction of many of our properties.

Key findings from the TSM results are driving our aims for the year ahead, to engage with tenants more, to understand the issues that are most important to them, and to ensure that we respond to any complaints in accordance with the newly released Housing Ombudsman Complaint Handling Code, closely monitoring the time taken to respond to complaints, the quality of the response, and any learning points that can prompt further improvements.

QUALITY HOUSING

### Decent Homes Key Stats



**99.76%**  
of homes meet the  
Decent Home Standard



**Top 25%**  
of social housing  
providers

Given the age of some of our properties and the proportion that are of non-traditional construction, this is a significant achievement and reflects our commitment to investing in our homes

Relatively few stock holding authorities are in such a strong position and this, coupled with **robust financial management** of our HRA, places us in an excellent position to continue to deliver high quality homes for our tenants now and in the future.

**Quality Housing**

### Tenant Satisfaction Measures

In April 2023 the Regulator of Social Housing launched a set of Tenant Satisfaction Measures (TSMs). TSMs aim to make it clearer how well social housing landlords are performing so tenants can hold them to account.

Tenants are being randomly selected to take part in satisfaction surveys, and of the TSM's that have so far been released for social landlords within the Housemark membership, we are delighted that **our satisfaction levels for tenant perception are within the top 25% nationally.**

Whilst we are pleased our tenants rated us so well, we know there is more we can do. This year we aim to:

- Further improve how we respond to complaints;
- Work with tenants to better understand their concerns about antisocial behaviour and how it affects them; and
- Make it easier for our tenants to engage with us and keep them informed.







## Vision Priority – Inclusive Economic Growth

### Quarter 1 2024/25 performance measure outturns by status and direction of travel

Measure status	Total	Measure direction of travel	Total
<b>Below target</b>	0 (0.0%)	<b>Deteriorating</b>	4 (36.4%)
<b>Acceptable performance</b>	4 (36.4%)	<b>No change</b>	2 (18.2%)
<b>Above target</b>	6 (54.5%)	<b>Improving</b>	4 (36.4%)
<b>Volumetric</b>	1 (9.1%)	<b>Volumetric</b>	1 (9.1%)
<b>Data not available</b>	0 (0.0%)	<b>Data not available</b>	0 (0.0%)
<b>TOTAL</b>	<b>11</b>	<b>TOTAL</b>	<b>11</b>

### Performance measure overview

During quarter 1 2024/25, within the Inclusive Economic Growth Vision Priority there were 6 performance outturns that have delivered at or above their targets, these include DM 2 - End to end time to determine a planning application (Days), DM 3 - Number of live planning applications open, DM 4 - Percentage of applications approved, DM 5 - Percentage of total decisions made in the quarter that have subsequently been overturned at appeal, DM 5b - Number of appealed decisions in the quarter overturned by the inspectorate and PS 2 - Sessional car parking income as a percentage of budget requirement.

2 of the above target measures, DM 5 and PS 2, reported a deteriorating direction of travel compared to the previous quarter, however it should be noted that both are continuing to perform significantly above their target boundaries. The remaining 4 above target measures report a further improving direction of travel when compared to the previous quarter outturns.

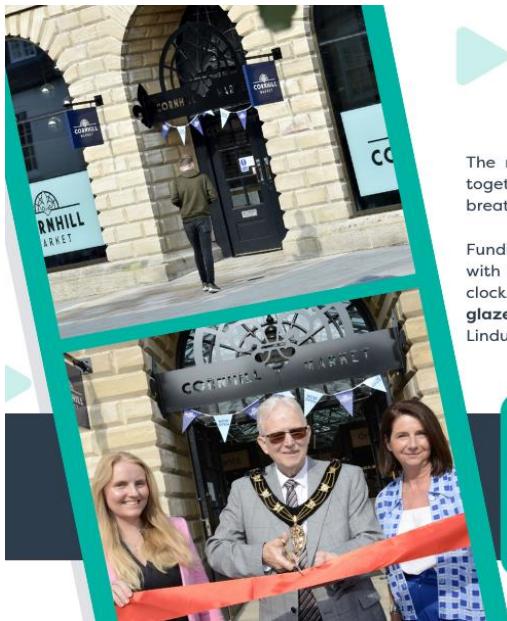
1 measure DM 1 - Number of applications in the quarter reports as a volumetric outturn, with a consistent outturn value again this quarter, attaining a slight decrease in outturn.

Performance measure outturns and supporting commentary can be found at Appendix B.

## Highlight Report

Within the Inclusive Economic Growth Vision Priority, the newly refurbished grade II listed Cornhill Market reopened in May, combining a traditional city marketplace and high-quality food hall, breathing new life into this cherished landmark. Boasting 40 bespoke timber stalls, the market is home to a diverse range of traders, selling produce from fresh fruit and vegetables, watch repairs, embroidery, plants, jewellery, hot food stalls, sweet treats and more.

The Major Developments team are pleased to report the encouraging progress achieved on the Western Growth Corridor, the largest project undertaken in the city for decades, bringing more than £500 million worth of investment into Lincoln over its lifetime and providing hundreds of jobs locally, to supply the city with 3,200 new homes, a neighbourhood centre, business park and significant transport infrastructure.



INCLUSIVE ECONOMIC GROWTH

### Cornhill Market

The newly refurbished grade II listed Cornhill Market hall reopened in May, bringing together a perfect blend of a traditional city marketplace and high-quality food hall, breathing new life into this cherished landmark, whilst still preserving its authentic charm.

Funding from the Be Lincoln Town Deal, City of Lincoln Council, and Historic England, along with Lindum's construction work, has preserved the original market façade, signs and clock. The project also added a mezzanine, a two-storey extension, a new roof with a glazed lantern replica and updated amenities, including 40 custom timber stalls from Lindum Joinery.

#### Inclusive Economic Growth

The revamped market features a diverse range of stalls, making it a go-to destination for both locals and tourists, **selling fresh fruit and vegetables, watch repairs, bespoke embroidery, plants, handmade jewellery, hot food stalls, sweet treats, bubble tea, Stokes Coffee** and more.



Together, let's deliver  
Lincoln's ambitious future

INCLUSIVE ECONOMIC GROWTH

### Western Growth Corridor

Western Growth Corridor, which will be jointly delivered with Lindum Western Growth Community Ltd, is the largest project undertaken in the city for decades, bringing more than £500 million worth of investment into Lincoln over its lifetime and providing hundreds of jobs locally.

The team are pleased to report the encouraging progress achieved on the project, with Phase 1a - Southern Access Skellingthorpe Road at 95% complete, with practical completion due in August 2024. For Phase 1a - homes, the first 52 homes development of designs to technical detail have been submitted, aiming for a start on site in late 2024.

Eastern Access road bridge detailed designs for Phase 1b of the project have been completed and submitted to LCC for technical approval, with early enabling works already underway aiming for an early September 2024 start, followed by commencement of bridge works in 2025.

#### Inclusive Economic Growth

The development, which was approved in January 2022, will supply the city with **3,200 much needed new homes, a neighbourhood centre, a business park and transport infrastructure** that will help alleviate some of Lincoln's worst traffic problems.



Together, let's deliver  
Lincoln's ambitious future

Within the Addressing Climate Change Vision Priority, there are currently no strategic measures monitored through quarterly performance reporting. A range of climate change performance measures are being considered for future reporting.

### Highlight Report

Within the Addressing Climate Change Vision Priority, the council has supported households across the city through the 'Lincs for Warmer Homes' programme, advising on energy efficiencies and government grants available for various schemes and measures to make homes warmer, and to reduce energy bills. The climate change team, working with external partners in the Lincoln Climate Commission, including Local Motion and the University of Lincoln, were pleased to support the Great Big Green Week, exploring the 2024 theme 'Nature Connection' which celebrates nature as our leader for climate action.

ADDRESSING THE CHALLENGE OF CLIMATE CHANGE

## Lincs4Warmer Homes

### Climate Change

Home Energy Advisors have visited locations around the city, **advising householders on energy efficiency to help make their homes warmer in winter and reduce energy bills**, using thermal imaging cameras to identify sources of heat loss and help reduce draughts and cold spots. They are available to support residents living in homes that are harder to modify, such as older properties as well as vulnerable households to help them access Government funded grants to upgrade their homes.

The City Council have supported households to access a range of Government Funded 'Sustainable Warmth' Grants available for energy efficiency measures such as new low carbon heating, solar panels, loft, cavity and internal/external wall insulation.

From April - June contractors installed energy upgrades worth over £100,000 for 7 households in Lincoln as part of the Home Upgrade Fund, available for homes without gas central heating. 32 households have been approved for support from the ECO scheme available to households with an **income below £31k per year**, or with a health condition.



ADDRESSING THE CHALLENGE OF CLIMATE CHANGE

## The Great Big Green Week

Lincoln's Great Big Green Week (GBGW) was a community festival that took place during the 8-16 June 2024 to unite local voices in celebration of Nature as our leader for climate action. GBGW takes place every year across the United Kingdom and in 2024 the theme was 'Nature Connection.'

Throughout the week a range of activities explored pathways to Nature Connection and how Nature can teach, inspire and be supported within the hustle and bustle of our daily lives in our busy city.

### Climate Change

Green Synergy hosted a pop up plant sale, plants were grown by volunteers and local residents at their Hill side site in Abbey Ward in peat free soil. Lincoln Sustainable Fashion Forum hosted a Clothes Swap at Lincoln Central Library, where people could bring up to 5 preloved items of clothing, shoes or accessories and swap them for new-to-you pieces to extend the life of garments and reduce textile waste. The community came together to organised group walks in Lincoln's parks and held a family friendly silent disco on the West common.

**THE GREAT  
BIG GREEN  
WEEK** 



Together, let's deliver  
Lincoln's ambitious future



Quarter 1 2024/25 Operational Performance Report

- Performance Tables



Business Intelligence Officer

Policy and Performance Officer

# Performance measure status key

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

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

PR	Our People and Resources
RI	Reducing Inequality
CE	Customer Experience & Review
RP	Remarkable Place
QH	Quality Housing
EG	Inclusive Economic Growth
CC	Addressing the challenge of Climate Change

**Table 1 - Quarterly Measures by directorate (Chief Executive - CX Communities & Environment - DCE, Housing & Investment - DHI) – The performance status of each targeted measure in Table 1 is determined by comparing the latest outturn against a high and low target.**

	Assistant Director	Service area	PH	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous value	Quarter 1 2024/25 outturn	Status		Service area commentary
54	Carolyn Wheater – City Solicitor	Procurement Services	PR	PRO 1	Percentage spend on contracts that have been awarded to "local" contractors (as the primary contractor)	%	High is good	20.00	45.00			54.05	G	—	The total contract spend as an authority in quarter 1 was £12,544,200.79. Of that spend, a total of £6,780,241.49 was awarded to "local" contractors. Local is defined as anywhere within Lincolnshire plus a 20 mile radius of the County boundary (as per the Local Agenda Policy).  For comparison and completeness, as this measure is now reported quarterly instead of annually, in 2023-24 the total annual spend awarded to local contractors was £32,127,770.74, representing 55.98% of the total contract spend of £57,390,696.45.
		Work Based Learning	PR	WBL 1	Percentage of apprentices completing their qualification on time	%	High is good	95	100	Q4 - 23/24	67	50	R	▼	In Q1 24/25, the number of apprentices completing their apprenticeship on time was 50% (1/2). The individual not completing on time for this quarter decided to withdraw. It is important to note that due to the number of apprentices due to complete during the quarter, the impact on performance of 1 apprentice not completing on time was much larger.
		Work Based Learning	PR	WBL 2	Percentage of apprentices moving into Education, Employment or Training	%	High is good	90	95	Q4 - 23/24	100	50	R	▼	In Q1 24/25 50% (1/2) of apprentices on programme moved into Employment, Education or Training. (One was an early leaver). There were 2 new starters on the apprenticeship scheme during Q1 24/25.
	Emily Holmes - Assistant Director Transformation & Strategic Development	Corporate Policy & Transformation	RI	CPT 1	Number of internal safeguarding referrals received	Number	N/A	Volumetric	Volumetric			75	V		The number of safeguarding referrals received has seen a significant increase in quarter 1 compared to the same quarter in 23/24, increasing by 56.25%, from 48 to 75 in total.  Of the 75 referrals made during the quarter, 12 were relating to children.  Safeguarding continues to be embedded throughout the authority and the increase in referrals shows officers are more

	Assistant Director	Service area	PH	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous value	Quarter 1 2024/25 outturn	Status		Service area commentary
															<p>aware of requirements and responsibilities within individual and authority wide roles.</p> <p>Referrals are received across the authority.</p>
		Customer Services	CE	CS 2	Number of telephone enquiries answered in Customer Services	Number	N/A	Volumetric	Volumetric	Q4 - 23/24	25,838	43,759	V		<p>Customer services received a total of 43,759 telephone enquiries during quarter 1.</p> <p>Of those, 10,234 were for housing queries, 6,540 were council/benefit, 3,400 for refuse/environmental, and 1,460 related to elections or garden waste.</p> <p>An additional 18,649 calls were answered at switchboard, with an average wait time of 51 seconds.</p>
		Customer Services	CE	CS 3	Average time taken to answer a call to customer services	Seconds	Low is good	600	300	Q4 - 23/24	607	817	R	▼	<p>The average time to answer a call to customer services has increased since the last quarter for contact centre calls, excluding switchboard. If switchboard is included the average wait was 491 seconds.</p> <p>The longest a customer waited before being answered in the quarter was 6,077 seconds, and the longest wait before a customer hung up without being answered was 3,979 seconds.</p> <p>Customers have the option to hold or to request a call back. If a call back is requested, the wait recorded on the system would be from the start of the call until the centre staff were connected to the call. For example, a customer made a call to customer services at 10:39, they requested a call back within 60 seconds, the call back was made 30 minutes later and answered by the customer within 7 seconds, this wait time is recorded on the system as 30 minutes, from start of initial call until the call back is answered by the customer.</p>
		Customer Services	CE	CS 4	Average customer feedback score (telephone, face to face and e-mail enquiries)	%	High is good	75.00	90.00	Q4 - 23/24	83.28	86.50	A	▲	<p>We received 76 responses from customers, mainly via email. The comments ranged from</p> <p>"Excellent. I had forgotten to ask about a replacement sticker for my new green bin but this was covered in your response."</p> <p>"The lady I dealt with was excellent, professional, friendly and got the job done."</p> <p>"One aspect of my enquiry remains unanswered. Otherwise, all satisfactory."</p>

	Assistant Director	Service area	PH	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous value	Quarter 1 2024/25 outturn	Status		Service area commentary
															<p>"I'm still awaiting on news on rat issue and complaint about a neighbour feeding birds from his flat window which I've reported several times and heard NOTHING back "</p> <p>"Excellent communication every time something is reported, and I always receive updates."</p> <p>"Quick, efficient polite service. Thank you"</p>
		Customer Services	CE	CS 5	Footfall into City Hall reception desk	Number	N/A	Volumetric	Volumetric			8,868	V		<p>In Quarter 1 the Customer Services team had 8,869 interactions at the main reception desk.</p> <p>In this period, 459 customers were reporting themselves as homeless (some could be repeat customers), 234 customers were attending pre-booked appointments, and 469 were seen by officers in other sections without an appointment. 685 customers were re-directed to the Job Centre.</p>
		IT	CE	ICT 1	Number of calls logged to IT helpdesk	Number	N/A	Volumetric	Volumetric	Q4 - 23/24	1,230	1,004	V		<p>The I.T helpdesk received a 15% increase in the number of calls logged in Q1 compared to the same quarter in 2023/24, from 869 to 1,104 calls.</p> <p>A new Citrix platform was introduced to support a mandatory change in the Teams application. Many of the calls were low level issues regarding individual preference and requirements.</p>
		IT	CE	ICT 2	Percentage of first time fixes	%	N/A	Volumetric	Volumetric	Q4 - 23/24	63.20	70.00	V		<p>Linked to the trends in ICT 1 regarding the nature of calls, the first time fix rate increased in the quarter through the successful assistance provided to users for relatively minor issues, as part of a migration to a new Citrix platform.</p>
	Jaclyn Gibson - Chief Finance Officer	Accountancy	PR	ACC 1	Average return on investment portfolio	%	High is good	3.50	4.50	Q4 - 23/24	5.60	5.30	G	▼	<p>With Bank of England base rate expected to reduce gradually over the financial year, markets are adjusting rates accordingly and we are seeing a slight reduction in yield when compared with the back end of the prior year.</p>
		Accountancy	PR	ACC 2	Average interest rate on external borrowing	%	Low is good	5.50	3.50	Q4 - 23/24	3.28	3.26	G	▲	<p>Average interest paid on borrowing expected to remain fairly constant throughout the year due to having a number of long term loans at better than market rates which will not need to be replaced for some time.</p>
		Internal Audit	CE	AUD 1	Completion of the Internal Audit annual plan	%	High is good	5	15			15	G	—	<p>15% of the Internal Audit plan has been completed up to the end of June. Completion of the Housing Subsidy audit earlier than in previous years has enabled the service area to meet the higher target this quarter.</p>

	Assistant Director	Service area	PH	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous value	Quarter 1 2024/25 outturn	Status		Service area commentary
		Debtors & Creditors	PR	DCT 1	Percentage of invoices paid within 30 days	%	High is good	95.00	97.00	Q4 - 23/24	86.86	95.70	A	▲	<p>This measure has seen an improvement in performance since the previous quarter, with the outturn achieving above the low target.</p> <p>It is important to note that figures are calculated on all supplier invoices and credit notes (not refunds or grants) paid 01/10/2023 - 31/12/2023.</p> <p>Figures are adjusted based on certain assumptions: 1) No invoice collected for payment by supplier by direct debit or paid by standing order is assumed to be late. 2) No credit note taken by COLC outside of 30 days classified as late 3) 0.5% of those invoices paid over 30 days assumed to be in dispute at some point and hence paid late after dispute was resolved, therefore not classified as late 4) 1% of those invoices paid after 30 days assumed were held back from payment because the overall balance with the supplier was in credit.</p>
		Debtors & Creditors	PR	DCT 2	Percentage of invoices that have a Purchase Order completed	%	High is good	65	75	Q4 - 23/24	77	75	G	▼	Based on supplier expenditure only (none supplier expenditure is excluded) i.e. all invoices and credit notes dated between 01/04/2024 and 30/06/2024. Starting figure: 3,575 invoices and credit notes. Adjustments to starting figure: - Utility bills where purchase orders are not required (510) Supplier invoices where a purchase order would be unsuitable for processing (356) Final number of invoices included - 2,709 of which 2,037 were linked to either an Agresso or Universal Housing order number and 672 were not.
		Debtors & Creditors	PR	DCT 3	Average number of days to pay invoices	Days	Low is good	20	15	Q4 - 23/24	22	15	G	▲	<p>This measure has seen a significant improvement in performance since last quarter, with the outturn achieving the high target for the measure of 15 days.</p> <p>Figures calculated on all supplier invoices and credit notes paid between 01/04/2024 - 30/06/2024. Figures adjusted for those invoices and credit notes where the overall supplier account balance has been in credit and therefore invoices cannot be paid until credit balance has been used.</p>
	Martin Walmsley - Assistant Director of Shared	Housing Benefit Administration	RI	BE 1	Average days to process new housing benefit claims from date received (cumulative)	Days	Low is good	21.00	19.00	Q1 - 23/24	16.55	14.20	G	▲	<p>The service area reports a further decrease in the number of days to process new housing benefit claims from date received during quarter 1, exceeding the high target for the measure by 4.80 days.</p> <p>The team continue to prioritise Housing Benefit claims to ensure people receive help with their rent, and despite high levels of</p>

	Assistant Director	Service area	PH	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous value	Quarter 1 2024/25 outturn	Status		Service area commentary
	Revenues and Benefits														outstanding work, the outturn has seen an improvement when compared to quarter 1 2023/24, by 2.35 days.
		Housing Benefit Administration	RI	BE 2	Average days to process housing benefit claim changes of circumstances from date received (cumulative)	Days	Low is good	10.50	8.00	Q1 - 23/24	5.97	4.54	G	▲	<p>In quarter 1 the outturn for the measure performed well, exceeding the high target by 3.46 days.</p> <p>The service area reports that the annual uprating of income and rent resulted in a higher level of outstanding work within the quarter, which contributed to longer processing times than the previous quarter. However, when compared to quarter 1 2023/4, this latest outturn is an improvement in processing by 1.43 days.</p>
		Housing Benefit Administration	RI	BE 3	Number of Housing Benefits / Council Tax support customers awaiting assessment	Number	Low is good	2,500	2,000	Q1 - 23/24	2,622	2,997	R	▼	<p>At the end of quarter 1, there were 2,997 customers awaiting assessment. Of these customers 2,671 were awaiting a first contact from the council.</p> <p>Annual uprating of income and rent contributed to increased levels of outstanding work during the quarter, which can be seen in the first quarter of each year.</p>
		Housing Benefit Administration	RI	BE 4	Percentage of risk-based quality checks made where benefit entitlement is correct (cumulative)	%	High is good	88.00	91.00	Q1 - 23/24	87.85	95.68	G	▲	<p>Throughout quarter 1 the Benefit and Subsidy team completed 482 checks on Benefits Assessments, with 466 of the checks correctly assessed, increasing the performance outturn to 95.68%.</p> <p>This is an increase in performance compared to quarter 1 2023/24, with 21 more checks completed and an improvement in performance of 7.83%.</p> <p>The service area reports they have carried out a lot of checks for less experienced officers and have found minimal errors.</p>
		Housing Benefit Administration	RI	BE 5	The number of new benefit claims year to date (Housing Benefits/Council Tax Support)	Number	N/A	Volumetric	Volumetric	Q4 - 23/24	4,189	1,073	V		So far this year, the team have processed 277 new claims for Housing Benefit and 797 new claims for Council Tax reduction.
		Revenues Administration	PR	REV 1	Council Tax – in year collection rate for Lincoln (cumulative)	%	High is good	25.00	26.00	Q1 - 23/24	26.30	25.64	A	▼	The performance for this outturn remains within the acceptable target range at 25.64%, however council tax collection has decreased by 0.66% when compared to Quarter 1 2023/24. This is attributed to the cessation of discretionary awards for council tax made in April 2023, totalling £116,667.11.



	Assistant Director	Service area	PH	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous value	Quarter 1 2024/25 outturn	Status		Service area commentary
		Revenues Administration	PR	REV 2	Business Rates – in year collection rate for Lincoln (cumulative)	%	High is good	29.00	32.00	Q1 - 23/24	35.61	25.64	R	▼	<p>The outturn for this measure has seen a decrease in performance by 0.60%, reducing from above the high target last quarter, and by 9.97% when compared to quarter 1 2023/24.</p> <p>At the end of June 262 accounts were in arrears. Of the top 20 accounts in arrears - the majority have either been to court in June or are due in court in July.</p> <p>Reminders are issued, and recovery and enforcement action taken where appropriate, where sole traders and companies fail to make and maintain a payment plan.</p>
		Revenues Administration	PR	REV 3	Number of outstanding customer changes in the Revenues Team	Number	Low is good	1,800	1,700	Q1 - 23/24	1,114	1,775	A	▼	<p>At the end of quarter 1, there were 1,453 documents outstanding in the Enterprise document management system that relate to changes for City of Lincoln Council customers.</p> <p>Emails received are now indexed before being actioned to make counting more efficient, as well as improving accuracy through inclusion in the Enterprise document system.</p> <p>In addition to the Enterprise system, there are also 332 outstanding documents in the Citizens Access Revenues (self-serve) system, with these being included for the first time this year, which account for more than half of the 600 outstanding documents increase recorded for the measure.</p> <p>The council tax team continues with staffing problems either vacancies or sickness Overtime is in place and officers are encouraged to maintain a work life balance, no officers are mandated to do the overtime on offer. Steps are currently being taken to address the backlog of work.</p>
		Revenues Administration	PR	REV 4	Number of accounts created for the My Lincoln Accounts system (to date)	Number	N/A	Volumetric	Volumetric	Q4 - 23/24	4,905	5,552	V		The total number of customers who have registered on My Lincoln Accounts system by 30th June 2024 is 5,552.
DCE	Kieron Manning - Assistant Director Development Management	Affordable Housing	QH	AH 1	Number of affordable homes delivered (cumulative)	Number	High is good	5	25	Q1 - 23/24	13	0	R	▼	<p>Due to the continuing slowdown in the number of homes being built and planning applications being submitted, there have been 0 affordable properties completed during this quarter.</p> <p>The team continue to work with colleagues across the Council to identify and bring forward development sites that contain affordable housing within them.</p>

	Assistant Director	Service area	PH	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous value	Quarter 1 2024/25 outturn	Status		Service area commentary
															The Hermit Street development will be 100% affordable and is due to be delivered in Q2 with a total of 11 affordable homes.
		Development Management (Planning)	EG	DM 1	Number of applications in the quarter	Number	N/A	Volumetric	Volumetric	Q4 - 23/24	199	169	V		There has been a small decrease in the number of applications in the quarter. This is not indicative of any particular change in the market.
		Development Management (Planning)	EG	DM 2	End to end time to determine a planning application (Days)	Days	Low is good	85.00	65.00	Q4 - 23/24	67.70	62.70	G	▲	The outturn delivers a reduction in timescale to determine a planning application for the third consecutive quarter, which further demonstrates how the resource in the team is aligning with workloads. It is anticipated this will continue to improve incrementally each quarter over the next 6 months or so.
		Development Management (Planning)	EG	DM 3	Number of live planning applications open	Number	Low is good	180	120	Q4 - 23/24	115	95	G	▲	This figure has reduced from the previous quarter and is reflective of DM 1.
		Development Management (Planning)	EG	DM 4	Percentage of applications approved	%	High is good	85	97	Q4 - 23/24	95	97	G	▲	This outturn reports consistently above 90% on an ongoing basis, due to the work of officers in negotiating good outcomes, either prior to, or during the application process.
		Development Management (Planning)	EG	DM 5	Percentage of total decisions made in the quarter that have subsequently been overturned at appeal	%	Low is good	10.00	5.00	Q4 - 23/24	0.69	0.70	G	▼	This outturn has been reassuringly low for some time and is connected to the high percentage of applications approved. The increase from the previous quarter is statistically insignificant due to the total number of applications received in each year.
		Development Management (Planning)	EG	DM 5a	Number of decisions appealed in the quarter	Number	Low is good	5	1	Q4 - 23/24	5	2	A	▲	In the overall context this figure is very low and therefore not of any real concern, the reduction is not an anomaly or indicative of any new trend. The process can see variances of this type and is a normal feature of the planning system and democratic decision making.  The low numbers of decisions appealed demonstrates both the quality of decisions made and is indicative of the proactive and positive approach of the team in negotiating acceptable outcomes during the process.
		Development Management (Planning)	EG	DM 5b	Number of appealed decisions in the quarter overturned by the inspectorate	Number	Low is good	5	1	Q4 - 23/24	1	1	G	—	The outturn figure for the measure is very low and of no significant concern.  The appealed decision relates to an application to change timber sash windows to UPVC, which was refused by the case officers as it was considered an inappropriate material having a negative impact on the character and appearance of the conservation



	Assistant Director	Service area	PH	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous value	Quarter 1 2024/25 outturn	Status		Service area commentary
61															area. The Inspector considered that as they were first floor windows it didn't have a significant detrimental impact on the character and appearance of the conservation area.
		Development Management (Planning)	EG	DM 6	Percentage of Non-Major Planning Applications determined within the government target (70% in 8 weeks) measured on a 2 year rolling basis (including extensions of time)	%	High is good	70.00	90.00	Q4 - 23/24	87.00	78.44	A	▼	<p>A performance for this measure has seen a decrease during the quarter due to the complexity of some applications requiring additional time to resolve before determination.</p> <p>The figure is still comfortably above the 2 year rolling national target of 70% and such a variance is to be expected based on the variety of applications submitted.</p>
		Development Management (Planning)	EG	DM 7	Percentage of Major Planning Applications determined within the government target (60% in 13 weeks) measured on a 2 year rolling basis (including extensions of time)	%	High is good	60.00	90.00	Q4 - 23/24	100.00	72.41	A	▼	<p>The outturn for this measure continues to perform well within target boundaries, however, reports a significant decrease this quarter.</p> <p>This is reflective of the reduced volumes of major applications received in the last year or so, this figure can change with a higher margin each quarter due to the complexity of some major applications and reliance on statutory consultees timescales.</p> <p>The figure remains comfortably above the national target of 60%, officers secure extensions of time agreed by the applicant where applications are likely to run over the prescribed timescale.</p>
		Parking Services	EG	PS 1	Overall percentage utilisation of all car parks	%	High is good	50	60	Q4 - 23/24	54	54	A	—	The performance for this measure has remained consistent, achieving within acceptable target boundaries, and an increase in performance of 6% when compared to quarter 1 2023/24.
		Parking Services	EG	PS 2	Sessional car parking income as a percentage of budget requirement	%	High is good	91.00	96.00	Q4 - 23/24	112.04	103.42	G	▼	<p>The service area reports a significant increase in performance for the measure, with income achieved of £1,606,034.90, £53,149.90 above the budget of £1,552,885.00, exceeding the high target for the quarter by 7.42%.</p> <p>The service area reports that whilst exceeding budget for the quarter, the margin is not as large as the last few quarters, reflective of the challenging circumstances faced, but still currently on track to meet the yearly budget.</p>
	Simon Colburn - Assistant	Food and Health &	RP	FHS 1	Percentage of premises fully or	%	High is good	95.00	99.00	Q4 - 23/24	99.99	98.63	A	▼	The percentage of businesses that are Broadly or Fully Compliant with food safety requirements has decreased slightly

	Assistant Director	Service area	PH	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous value	Quarter 1 2024/25 outturn	Status		Service area commentary
	Director of Health & Environmental Services	Safety Enforcement			broadly compliant with Food Health & Safety inspection										<p>during the quarter, but the outturn is still well above the low target for the measure.</p> <p>There are currently 1,092 registered food businesses, although this figure can fluctuate daily.</p> <p>There has been a slight decrease in the number of non-compliant businesses, currently 15. The ratings of those business will only change at the next inspection, in the meantime we work with the business and on occasions take enforcement action to get them to a stage where they are at least broadly compliant.</p> <p>Recently, officers required a business to close and another business was found to be badly managed with large accumulations of waste as well as selling unsafe food. Other businesses were found with poor hygiene practices. Working with these businesses is prioritised to protect our residents and visitors.</p>
		Food and Health & Safety Enforcement	RP	FHS 2	Average time from actual date of inspection to achieving compliance	Days	Low is good	15.00	10.00	Q4 - 23/24	4.60	5.28	G	▼	<p>The service area reports that the time taken for businesses to comply with food safety requirements from the date of inspection has increased slightly in this quarter, however, is still within accepted levels.</p> <p>174 businesses were inspected during quarter 1, which is an increase on the previous reporting period, and is likely to have affected the outturn.</p> <p>An agency worker was employed during this quarter to cover a current vacancy, which will be retained until Autumn, when recruitment is set to commence.</p>
		Food and Health & Safety Enforcement	RP	FHS 3	Percentage of food inspections that should have been completed and have been in that time period	%	High is good	90.00	97.00	Q4 - 23/24	99.52	91.58	A	▼	<p>There has been a slight decrease in the percentage of inspections undertaken during this quarter, however the outturn remains within acceptable levels.</p> <p>During the quarter there were a total of 91 new businesses registered, which created a significant increase in required inspections. This was an expected increase due to the opening of the Cornhill market and Stack Lincoln, both of which opened in May.</p> <p>Of the 16 businesses not inspected during the quarter, 4 were</p>

	Assistant Director	Service area	PH	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous value	Quarter 1 2024/25 outturn	Status		Service area commentary
															new businesses, 5 evening economy businesses, 6 low risk businesses and 1 other that is not open all day.
		Licensing	RP	LIC 1	Percentage of premises licences issued within 28 days of grant	%	High is good	80.00	100.00	Q4 - 23/24	100.00	98.25	A	▼	1 licence was issued outside the selected timeframe during this quarter. The reason for this was due to the licence being subject to a licensing review hearing, resulting in a suspension and additional conditions. This then took time to produce the decision notice and consequent amendments to the licence, prior to issuing the updated licence.
		Licensing	RP	LIC 2	Total number of active premises licences	Number	N/A	Volumetric	Volumetric	Q4 - 23/24	404	410	V		The total number of 'active' premises licences at end of quarter 1 was 410. This was a slight increase from previous quarter outturn of 404, due to a number of new licences being granted.
		Licensing	RP	LIC 3	Total number of active private hire / hackney carriage licences (operators, vehicles and drivers)	Number	N/A	Volumetric	Volumetric	Q4 - 23/24	837	878	V		<p>The total number of active private hire/hackney carriage licences at the end of the quarter was 878. The breakdown was as follows: Private Hire Drivers - 467 Private Hire Vehicles - 327 Private Hire Operators - 18 Hackney Carriage Drivers - 35 Hackney Carriage Vehicles - 31.</p> <p>The service area has reported the increase in licences is due to recent increase of new driver and vehicle applications.</p>
		Private Housing	QH	PH 1	Average time in weeks from occupational therapy notification to completion of works on site for a DFG grant (all DFG's exc. extensions)	Weeks	Low is good	26.00	19.00	Q4 - 23/24	31.00	30.90	R	▲	<p>During quarter 1 there were 22 grant adaptations completed.</p> <p>The team are still carrying a Technical Officer and Technical Assistant vacancy, which has continued to have an impact on the performance of this measure, however, a Technical Assistant is due to start shortly and recruitment for an officer is in progress and both posts are due to be filled in quarter 2.</p> <p>In order to improve the end to end time, the service area has employed a Technical Support officer to assist in processing and managing the DFG applications, this additional resource is expected to lead to improvements in timeframes by quarter 4.</p>
		Private Housing	QH	PH 2	Average time from date of inspection of accommodation to removing a severe hazard to an acceptable level	Weeks	Low is good	20.00	12.00	Q4 - 23/24	20.50	19.00	A	▲	<p>Performance for the measure has improved since the previous quarter and is now within acceptable target boundaries.</p> <p>32 cases were closed during the quarter. However, there are 44 open cases of which 23 are awaiting to be allocated. Park ward continues to have the highest number of properties that report complaints of disrepair. The number of new cases received during the quarter was low, which contributed to the positive performance of this measure.</p>

	Assistant Director	Service area	PH	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous value	Quarter 1 2024/25 outturn	Status		Service area commentary
		Private Housing	QH	PH 3	Number of empty homes brought back into use (cumulative)	Number	High is good	1	8	Q1 - 23/24	8	8	G	—	<p>8 owners have been assisted with returning their empty properties to use during quarter 1.</p> <p>The Empty Property Officer has focused on the long term problematic empty properties that have been unoccupied for 2+ years throughout the quarter, therefore all 8 properties were longer term cases requiring more work to turn around.</p> <p>The team are attempting to introduce some new techniques and commence enforced sales this year, and so anticipate that consequently, the number of empty properties to be turned around should be higher than in previous quarters.</p>
		Public Protection and Anti-Social Behaviour Team	RI	PPASB 1	Number of cases received in the quarter (ASB cases only)	Number	N/A	Volumetric	Volumetric	Q4 - 23/24	131	234	V		<p>This is a 103% increase when compared with quarter 1 of 23/24.</p> <p>There have been two new PPASB Officers in post for this quarter, which are funded by Safer Streets funding. These Officers take a proactive approach in the City Centre, and as such their presence and work within the city will have contributed to the rise in ASB cases that are raised.</p>
		Public Protection and Anti-Social Behaviour Team	RI	PPASB 2	Number of cases closed in the quarter (across full PPASB service)	Number	N/A	Volumetric	Volumetric	Q4 - 23/24	1,014	1,279	V		<p>This is a 28% increase when compared with quarter 1 of 23/24.</p> <p>The increase in number of cases closed is a positive outturn, demonstrating that the team are actively managing and closing cases down effectively.</p>
		Public Protection and Anti-Social Behaviour Team	RI	PPASB 3	Number of live cases open at the end of the quarter (across full PPASB service)	Number	Low is good	240	200	Q4 - 23/24	279	278	R	▲	<p>This outturn for this measure is stable when compared with quarter 4 of 23/24.</p> <p>A higher number of cases open is expected, due to the two additional Officer's within the team. The two additional Officers are carrying a case load and the work they deal with involves complex cases within the city centre.</p>
		Sport & Leisure	RP	SP 1a	Quarterly visitor numbers to Birchwood Leisure Centre	Number	N/A	Volumetric	Volumetric	Q4 - 23/24	44,443	41,503	V		<p>During quarter 1 there were 41,503 visits to Birchwood Leisure Centre. This is an 8.62% increase in visitor numbers when compared to quarter 1 2023/24 which saw 38,209 visitors.</p>
		Sport & Leisure	RP	SP 1b	Quarterly visitor numbers to Yarborough Leisure Centre	Number	N/A	Volumetric	Volumetric	Q4 - 23/24	115,974	113,680	V		<p>During quarter 1 there were 113,680 visits to Yarborough Leisure Centre. This is an 14.23% increase in visitor numbers when compared to quarter 1 2023/24 which saw 99,520 visitors.</p>

	Assistant Director	Service area	PH	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous value	Quarter 1 2024/25 outturn	Status		Service area commentary
		Sport & Leisure	RP	SP 2	Artificial Grass Pitch usage at Yarborough Leisure Centre & Birchwood Leisure Centre	Hours	High is good	520	700	Q4 - 23/24	825		NO DATA	—	This information is provided by Active Nation, who are yet to respond to the request. Therefore, as no data is available for the measure no outturn can be calculated. An update for quarter 1 will be provided alongside quarter 2 performance reporting.
		Sport & Leisure	RP	SP 3a	Birchwood Leisure Centre - Number of net promoter score points above or below the average Net Promoter Score for England	Number	High is good	0	2	Q4 - 23/24	11	7	G	▼	In quarter 1 Birchwood Leisure Centre had an average net promoter score of 54 per month, which was above the national average benchmarking score of 47. Positive feedback received during this quarter from users was in relation to classes.
		Sport & Leisure	RP	SP 3b	Yarborough Leisure Centre - Number of net promoter score points above or below the average Net Promoter Score for England	Number	High is good	0	2	Q4 - 23/24	16	(30)	R	▼	<p>In quarter 1 Yarborough Leisure Centre's average net promoter score was 17 per month. This was below the national average benchmarking score of 47 per month.</p> <p>Positive feedback received during the quarter from users was in relation to the new class timetable, and the refurbishment of some fitness equipment.</p> <p>Negative feedback received was in relation to repairs in progress.</p> <p>There were several issues regarding existing equipment that required repairs and unscheduled maintenance during quarter 1, this meant that some pieces of equipment were not available for use whilst these repairs were booked and took place, including some delays.</p> <p>The team are pleased to report that these repairs have now been completed, the equipment is once again available for use, and so it is expected that this figure will return to its previous positive outturn value for quarter 2.</p>
	Steve Bird - Assistant Director of Communities and Street Scene	Allotments	RP	AM 1	Percentage occupancy of allotment plots	%	High is good	90	95	Q4 - 23/24	94	93	A	▼	<p>As at the end of June 2024, 1,046 plots of a total 1,178 plots were let, an outturn of 93%, with the remaining plots being under offer to new customers at the time of the review. Of the 1,178 total plots, 1,123 are currently lettable.</p> <p>There continues to be a good take up of plots with Melbourne Rd having the largest waiting list. Of the 19 sites, 9 sites do not</p>

	Assistant Director	Service area	PH	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous value	Quarter 1 2024/25 outturn	Status		Service area commentary
															<p>currently have waiting lists and plots on those sites are available to any resident in Lincoln who wishes to have one without the need for waiting. The other 10 sites do have waiting lists - the site with the largest waiting list is Melbourne Road (with 24 people waiting for a plot).</p> <p>In April 2024, 26 tenants had their tenancy terminated due to non-payment of the annual allotment invoice. As the allotment year is now in the official 'growing' season, enforcement of unused plots is currently being undertaken, with 11 tenants having been issued a Notice to Quit for non-use of plots.</p>
		CCTV	RI	CCTV 1	Total number of incidents handled by CCTV operators	Number	N/A	Volumetric	Volumetric	Q4 - 23/24	2,852	3,183	V		<p>Incident numbers have risen by 11.5% from the previous quarter, of these there is a proactive incident increase of 9%.</p> <p>Drug incidents and begging see the highest increases, 21% and 53% respectively. Shoplifting and public order have also increased by approximately 10%, whilst other levels remain relatively stable.</p> <p>The number of pro-active arrests have dropped by 24% since the last quarter, however this figure is up 39% in comparison to quarter 1 of 2023.</p> <p>Reviews conducted for the police have increased by 25% and internal reviews by 26%. The amount of evidence discs produced has increased by 16%.</p> <p>The new team members that joined during the first quarter of 2024 are now becoming experienced, capable operators, this can be seen in the number of incidents monitored increasing and the additional reviews and discs being carried out.</p>
		Grounds Maintenance	RP	GM 1	Contractor points recorded against target standards specified in contract - Grounds Maintenance	Number	Low is good	200	75	Q4 - 23/24	20	185	A	▼	<p>The collective points for the quarter totalled 185. This has been broken down into 20 in April 2024, 45 in May 2024 and 120 in June 2024. The majority of points in the quarter were recorded against the tree team.</p> <p>The service area reports that points increased greatly in the last quarter due to the increased monitoring of the contract by staff, having noted that the level of work had dropped. This has also resulted in a new rectification process being created, which will be a benefit for future data gathering to ensure the city is being maintained correctly, as per the specification.</p>



	Assistant Director	Service area	PH	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous value	Quarter 1 2024/25 outturn	Status		Service area commentary
		Street Cleansing	RP	SC 1	Contractor points recorded against target standards specified in contract - Street Cleansing	Number	Low is good	150	50	Q4 - 23/24	55	35	G	▲	35 points were awarded against the contractor in quarter 1. Of these points, 10 were given in April, 20 were given in May and 5 were given in June. The majority of points in the quarter were recorded for full dog/litter bins.
		Waste & Recycling	RP	WM 1	Percentage of waste recycled or composted (seasonal)	%	High is good	26.00	30.00	Q1 - 23/24	28.00	26.30	A	▼	<p>This figure relates to quarter 4 (January 2024 - March 2024) as data received from Lincolnshire County Council is lagged.</p> <p>17.17% has been recorded as waste being recycled, whereas 9.13% was recorded as waste being composted, equating to 26.3% being composted or recycled.</p> <p>In response to requests from LCC we have tightened up enforcement/rejection of contaminated bins, which means that we are forecasting a small reduction in reported contamination for the next quarter. No rejected contamination is delivered to landfill. The materials not recycled or composted are pelletised and made into alternative fuel.</p>
		Waste & Recycling	RP	WM 2	Contractor points recorded against target standards specified in contract - Waste Management	Number	Low is good	150	50	Q4 - 23/24	100	100	A	—	<p>100 points were recorded against the contractor during the quarter. Of these points, 15 were recorded in April 2024, 35 were recorded in May 2024 and 50 were recorded in June 2024. The majority of points in the quarter were recorded for missed refuse collections.</p> <p>A new rectification and default process is being trialled in September to make it easier to issue notices, and monitor responses, both by officers and by the contractor.</p>
DHI	Matt Hillman - Assistant Director Assets	Housing Investment	QH	HI 1	Percentage of council properties that are not at the 'Decent Homes' standard (excluding refusals)	%	Low is good	1.20	1.00	Q4 - 23/24	0.24	0.36	G	▼	<p>The service continues to address the condition of properties not meeting the Decent Homes standard and, whilst the proportion not meeting the standard has increased very slightly, performance remains significantly above the high target. There are now 28 properties that do not meet the standard, with improvements identified including 7 properties requiring new windows, 11 requiring new doors ,11 requiring electrical repairs and upgrades (with 1 property failing on two different components)</p> <p>Works are in progress to resolve these.</p>
		Housing Investment	QH	HI 2	Number of properties 'not decent' as a result of tenants	Number	N/A	Volumetric	Volumetric	Q4 - 23/24	221	225	V		There has been a small increase in the number of refusals compared to the previous quarter. Efforts continue to be made to work with tenants to address their reasons for refusing

	Assistant Director	Service area	PH	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous value	Quarter 1 2024/25 outturn	Status		Service area commentary
					refusal to allow work (excluding referrals)										improvement works, with a view to ensuring these properties meet the Decent Homes Standard over time.
		Housing Investment	QH	HI 3	Percentage of dwellings with a valid gas safety certificate	%	High is good	98.60	99.00	Q4 - 23/24	98.66	98.68	A	▲	Performance against this measure has improved compared to the previous quarter, and is now within target. The service continues to work with its gas servicing contractor, and with tenants, to minimise the likelihood of appointments being missed or access refused.
		Housing Maintenance	QH	HM 1a	Percentage of reactive repairs completed within target time (priority 1 day only)	%	High is good	98.50	99.50	Q4 - 23/24	99.84	99.89	G	▲	Recent service improvements to the management of priority repairs are now being seen in the form of improved performance. These service improvements included process changes and a reshuffling of maintenance team leaders to improve efficiency and address current demands on the HRS. This measure is now exceeding the high target, with only one priority repair in Q1 being completed beyond the one working day deadline.
		Housing Maintenance	QH	HM 1b	Percentage of reactive repairs completed within target time (urgent 3 day repairs only)	%	High is good	95.00	97.50	Q4 - 23/24	88.76	99.32	G	▲	As with measure HM1a, performance on urgent repairs is above target due to recent changes to how priority and urgent repairs are managed. This has resulted in a substantial improvement in performance since the previous quarter, with performance against this measure now exceeding the high target.
		Housing Maintenance	QH	HM 2	Percentage of repairs fixed first time (priority and urgent repairs) - HRS only	%	High is good	90.00	92.00	Q4 - 23/24	92.29	98.00	G	▲	This area has again seen improvement over recent months, achieved by working with our supplier to identify supply issues and source alternative materials and supplies when needed. This approach ensures continuity of service for tenants, and safeguards our ability to complete repairs first time where possible. We have also started to roll out our 'Avail' app, which our operatives use to order materials for delivery and collection and replace imprest stock items easily. We anticipate that, as operatives become familiar with the Avail app and the service adjust to its use, it will support sustained performance improvement.
		Housing Maintenance	QH	HM 4	Appointments kept as a percentage of appointments made (priority and urgent repairs) - HRS only	%	High is good	96.00	98.00	Q4 - 23/24	97.71	98.76	G	▲	The service is continuing to perform well against this measure, with the proportion of priority and urgent repair appointments kept now exceeding the high target. Resources are being closely managed to sustain a dedicated team that will continue to work on priority and urgent repairs. This means our priority and urgent appointments, which tend to be those our tenants value the most due to the impact these repair types have on their enjoyment of their home, can continue to be protected.



	Assistant Director	Service area	PH	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous value	Quarter 1 2024/25 outturn	Status		Service area commentary
		Housing Maintenance	QH	HM 5	Satisfaction with Repairs (Regulator of Social Housing Tenant Satisfaction Measure – TP02)	%	N/A	Volumetric	Volumetric	Q4 - 23/24		73	V		<p>Performance data for this measure is derived from 'Tenant Satisfaction Measures' data, and is a reliable indicator of true tenant satisfaction with the repairs service. In addition to the 73% of tenants who told us they were 'satisfied' or 'very satisfied', 7% told us they were neither satisfied nor dissatisfied, and 19% indicated some level of dissatisfaction with the service.</p> <p>This performance is based on a survey size of 150 tenants. We intend to use feedback from these ongoing quarterly surveys to continue to improve tenant satisfaction with the repairs service.</p>
	Paula Burton - Assistant Director of Housing Management	Control Centre	QH	CC 1	Percentage of customers satisfied with their new Lincare Housing Assistance service connection to the control centre	%	High is good	90.00	95.00	Q4 - 23/24	96.30		NO DATA	—	Due to the 2 pre-election periods falling within the quarter, no satisfaction surveys were sent to customers of the Lincare Housing Assistance Service, as advised by the legal services team. This will recommence for quarter 2.
		Control Centre	QH	CC 2	Percentage of Lincare Housing Assistance calls answered within 60 seconds	%	High is good	97.50	98.00	Q4 - 23/24	98.32	98.97	G	▲	<p>The service area reports continued improvement in performance for quarter 1, with 98.97% of calls answered within 60 seconds against a target of 97.5%, and 99.97% of calls answered within 180 seconds against a target of 99%.</p> <p>The joint working with CareLink is continuing to reap rewards and benefits for both organisations. Staff communicate better with each other letting the other control room know if they are going to be away from their operating station. This allows CareLink to assist if it gets busy. This is a reciprocal arrangement which is working well for both partners and reflects in our call handling statistics.</p>
		Housing Solutions	QH	HS 1	The number of people currently on the Housing Register	Number	N/A	Volumetric	Volumetric	Q4 - 23/24	2,036	2,029	V		Numbers on the housing register are continuing to increase slowly. Our Housing Solutions IT provider has advised it is likely be mid-August before it can address an issue arising from a recent renewal upgrade. This issue has further delayed the team from completing annually reviewing who is currently on the Register. The number will likely fall when this issue has been resolved and those not actively looking for accommodation are removed from the register.
		Housing Solutions	QH	HS 2	The number of people approaching the	Number	N/A	Volumetric	Volumetric	Q4 - 23/24	332	330	V		The number of approaches is consistent with the previous two quarters and there continues to be a high demand for the

	Assistant Director	Service area	PH	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous value	Quarter 1 2024/25 outturn	Status		Service area commentary
					council as homeless										service, with no indication that the number of approaches is going to subside in the short term.
		Housing Solutions	QH	HS 3	Successful preventions and relief of homelessness against total number of homelessness approaches	%	High is good	45.00	50.00	Q4 - 23/24	52.22	37.87	R	▼	<p>This measure is currently shown, and has been for a significant period of time, as a percentage. It is suggested by the service that presenting the data this way does not show the effectiveness of the prevention work that takes place, nor whether the preventions achieved have been sustained over the longer term.</p> <p>It is therefore recommended that, for future quarterly reporting, the data for this measure would be more useful if presented as a number, be volumetric rather than a targeted measure, and be presented by comparing it to the number of approaches recorded for accompanying measure HS 2.</p>
		Housing Solutions	QH	HS 4	Number of rough sleepers	Number	N/A	Volumetric	Volumetric			11	V		<p>The outturn of 11 reports the number of rough sleepers identified on the date the statutory count was completed.</p> <p>There were 78 different rough sleepers found between April and June (not including those that were unidentifiable). Rough sleeper numbers have consistently increased in each month since January 2024, and it is expected that this trend will continue in the short term.</p>
		Housing Voids	QH	HV 1	Percentage of rent lost through dwelling being vacant	%	Low is good	1.10	1.00	Q4 - 23/24	1.14	1.27	R	▼	<p>Performance against this measure has reduced on the previous quarter, due in part to some of the service challenges experienced in the re-letting process. This is explained in the commentary accompanying measure HV3 below and relates to a combination of factors that have impacted re-letting times including the condition of properties entering the voids process and a small number of sensitive decisions made by the service to hold specific properties empty beyond the voids process.</p>
		Housing Voids	QH	HV 3	Average re-let time calendar days for all dwellings (including major works)	Days	Low is good	45.00	42.00	Q4 - 23/24	43.46	48.79	R	▼	<p>Whilst the recent improvements to the voids process have continued, there has still been a reduction in performance in re-let times in Q1. Voids performance is very dependent on the condition of individual properties as they are vacated, and in Q1 the drop in performance is due to a combination of factors specific to the properties that have gone through the re-letting process.</p> <p>There was a significant increase in the number of voids requiring major works, and more properties vacated following service of 'notices to quit'. Some NTQs, due to the reasons why that</p>

	Assistant Director	Service area	PH	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous value	Quarter 1 2024/25 outturn	Status		Service area commentary
															<p>process occurred, will result in a property being returned to the council in poorer condition.</p> <p>There have also been multiple properties in Q1 with longer re-let times due to issues outside of the council's direct control. This includes two properties found to have structural issues, one property requiring work by National Grid, and one property held for an extended period following a serious crime that had been committed within it and the impact this incident had on surrounding tenants.</p> <p>If these delays were removed prior to calculating the outturn for this measure, the average re-let time in Q1 would have been 45.17 days which is just outside the low target.</p> <p>There has been a substantial increase in the number of NTQs in recent weeks, and the impact of this is expected to be seen in re-let times over the next few months.</p> <p>Performance against HV3 is therefore not forecast to improve by Q2.</p>
		Rent Collection	QH	RC 1	Rent collected as a proportion of rent owed	%	High is good	96.50	97.50	Q4 - 23/24	97.50	96.48	R	▼	<p>The service area reports performance of the measure being slightly below target is consistent with collection levels being generally of a lower rate until the end of Q3, as each year a technical debt is carried due to having a 50 or 51 week payment schedule. This means regular payments are adjusted and do not equalise until the non-payment weeks at Christmas. In addition to this, the pressures of cost of living make it more difficult to adjust after rent increases.</p> <p>Additionally, the Tenancy Services Team have started the Tenant Census visit programme, to update details held about our properties &amp; the people living in them. This programme is an intensive drain on staff time and reduces capacity for other aspects of the teams' roles.</p> <p>The programme has been targeted first to update the details of tenants whom the Tenancy Team have not visited in over 5 years. In Q1, 755 visits have been completed, improving data about tenants and properties.</p>
		Rent Collection	QH	RC 2	Current tenant arrears as a percentage of the annual rent debit	%	Low is good	4.15	4.00	Q4 - 23/24	2.88	3.50	G	▼	<p>As of the end of quarter one, the measure continues to perform well below the low target, and positively when compared to the quarter 1 2023/24 outturn of 3.83%.</p> <p>This positive performance is still, as above, affected by the technical debt &amp; adjusting to the rent increase.</p>

**Table 2 - Directorate for Major Developments – Performance Measure Outturns – Quarter 1 2024/25**

The performance statuses of measures DMD 1–5 are determined by an external partner working alongside the Major Developments Team, rather than by comparing performance measure outturns against set high and low targets as per the measures included in Table 1.

When determining the performance measure statuses, a range of factors impacting on programme delivery are taken into consideration such as milestone performance, financial performance and associated risks, amongst other factors.

Measures DMD 6-9 are volumetric measures provided for contextual purposes.

	Assistant Director	PH	Measure ID	Measure	Unit	High or low is good	Previous data period	Previous outturn	Quarter 1 2024/25 outturn	Status (determined by external partner and DMD where not volumetric measure)	Trend (Improving, No change, Deteriorating)	Outturn commentary
DMD	Assistant Director – Growth & Development – Simon Kirk	EG	DMD 1	Percentage spend on Town Deal programme	%	High is good	New measure from Q1 24/25	New measure from Q1 24/25	54%	G	New measure from Q1 24/25	Reported figures are up to March 2024 – Quarter 2 claims not due until 12 <sup>th</sup> July.  12 Projects in programme (1 recently dropped out, so need to reallocate) 4 are financially complete. 5 are on target. 3 have slipped but within programme. (Greyfriars, Lincoln Connected & Sincil Bank) – measures are taking place to bring back on track.
DMD	Assistant Director – Growth & Development – Simon Kirk	EG	DMD 2	Percentage of Town Deal projects on target	%	High is good	New measure from Q1 24/25	New measure from Q1 24/25	75%	G	New measure from Q1 24/25	Reported figures are up to March 2024 – Quarter 2 claims not due until 12 <sup>th</sup> July.  12 Projects in programme (1 recently dropped out, so need to reallocate) 4 are financially complete. 5 are on target. 3 have slipped but within programme. (Greyfriars, Lincoln Connected & Sincil Bank) – measures are taking place to bring back on track.
DMD	Assistant Director – Growth & Development – Simon Kirk	EG	DMD 3	Percentage spend on UKSPF programme	%	High is good	New measure from Q1 24/25	New measure from Q1 24/25	24%	A	New measure from Q1 24/25	Up to March 2024 there have been 16 Projects allocated, 3 of which are behind schedule as claims aren't due until 19 <sup>th</sup> July.
DMD	Assistant Director – Growth & Development – Simon Kirk	EG	DMD 4	Percentage of UKSPF projects on target	%	High is good	New measure from Q1 24/25	New measure from Q1 24/25	38%	A	New measure from Q1 24/25	16 projects have been allocated, of which 10 are on track.  The remaining 6 projects are just starting, and as such have not yet been monitored. Quarter 1 claims are due 19 <sup>th</sup> July.

	Assistant Director	PH	Measure ID	Measure	Unit	High or low is good	Previous data period	Previous outturn	Quarter 1 2024/25 outturn	Status (determined by external partner and DMD where not volumetric measure)	Trend (Improving, No change, Deteriorating)	Outturn commentary
DMD	Assistant Director – Growth & Development – Simon Kirk	EG	DMD 5	Number of businesses receiving business support utilising the UKSPF fund	Number	High is good	New measure from Q1 24/25	New measure from Q1 24/25	69	A	New measure from Q1 24/25	<p>The service area reports a total of 69 businesses have been supported during the quarter, 53 through Growth Hub and 16 through UKSPF Direct., including:</p> <p><b>UKSPF</b> Lincoln Training Academy Make an Entrance Creative Rebel Abbey Access centre</p> <p><b>Growth Hub</b> Oatz &amp; Co (a Cornhill Market trader)</p> <p>Ehioba &amp; Co Ltd (a start up ESG consultancy business – who is seeking pre-seed funding with support from BL's investor readiness programme)</p> <p>Wenke Geddert (a sole trader, providing translation services)</p> <p>Curiosity Global Education Ltd (provider of consultancy services to Chinese students &amp; their parents seeking to gain a place at top English public schools &amp; universities)</p> <p>Battleriggs Media Ltd (a social media content creator)</p> <p>Complete Careers LLP (career guidance training and accreditation provider)</p>
DMD	Assistant Director – Growth & Development – Simon Kirk	EG	DMD 6	Percentage occupancy of Greetwell Place	%	Volumetric	New measure from Q1 24/25	New measure from Q1 24/25	98%	Volumetric	Volumetric	Office vacancies are due to a tenant leaving due to businesses expanding. Pipeline strong and healthy made from prospective tenants to fill vacant space.
DMD	Assistant Director – Growth & Development – Simon Kirk	EG	DMD 7	Percentage occupancy of The Terrace	%	Volumetric	New measure from Q1 24/25	New measure from Q1 24/25	99%	Volumetric	Volumetric	Office vacancies are due to a tenants leaving due to businesses expanding. Pipeline strong and healthy and discussions taking place to fill vacant space.
DMD	Assistant Director – Growth & Development – Simon Kirk	EG	DMD 8	Unemployment rate within Lincoln	%	Volumetric	New measure from Q1 24/25	New measure from Q1 24/25	3.9% (2,785 people)	Volumetric	Volumetric	<p>This figure is from the ONS figures for April 2024.</p> <p>Due to the General Election no figures were produced in May 2024 and June 2024.</p>
DMD	Assistant Director – Growth & Development – Simon Kirk	EG	DMD 9	Average wage in Lincoln	£	Volumetric	New measure from Q1 24/25	New measure from Q1 24/25	£32,402 per annum	Volumetric	Volumetric	<p>This figure is from the ONS figures for December 2023.</p> <p>The figure is the average gross weekly wage of £623.10 for a full-time worker.</p>





## Corporate Performance Measures

Outturns for the corporate performance measures focus on the council's performance overall rather than individual service areas. The corporate performance measures are split into the following categories:

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

### Resource Information

During quarter 1 2024/25 there were 9 leavers, which equated to a turnover figure of 1.4% (based upon employee headcount at the end of June 2024 excluding apprentices). This figure is lower when compared to the previous quarter 4 2023/24 of 2.3%.

The vacancy figure as at the end of Quarter 1 stood at 62 FTE. Please note that any posts with less than 37 hours per week vacant have been removed when calculating this figure. As at the end of June 2024, the council were recruiting to 24.65 FTE vacancies (Please note these are at all different stages of the recruitment process).

Directorate	CX	DCE	DMD	DHI	Total (Excluding Apprentices)
Average number of FTE employees	183.64	131.05	19.50	219.46	553.65
Average number of apprentices (as at quarter end)	Authority Wide				8.65
Percentage of staff turnover	Authority Wide				1.4%
Active vacancies which are being recruited (FTE)	Authority Wide				24.65

### Appraisals completed up to the end of quarter 1 2024/25 as recorded in ITrent

Directorate	Appraisals due in quarter 1 2024/25	Appraisals completed in quarter 1 2024/25	Percentage of appraisals completed (quarter 1)	Appraisals completed over the last 12 months *
CX	51	5	9.8%	67
DCE	40	18	45.0%	80
DMD	4	0	0.0%	1
DHI	61	6	9.8%	75
Authority Wide	156	29	18.6%	223

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

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

During quarter 1 2024/25, 156 appraisals were due for completion. Of these, 29 appraisals were recorded as being completed within the ITrent system (18.6%).

It should also be noted that the outturn above is based on those appraisals that have been completed and formally recorded within the ITrent system. It is likely that additional appraisals were completed in the quarter and had not yet been uploaded to the ITrent system at the time of writing this report. The outturn for this measure does not take account of appraisals that have been arranged and are awaiting completion, as is the case with DMD.

### Health & Wellbeing

During quarter 1 2024/25, an updated COLC Health and Wellbeing Commitment and Action Plan for 2024 – 2028 has been published on the Hub and Net Consent.

Two different types of Suicide Awareness training have taken place for staff:

- SafeTALK - which has a focus on being suicide alert and is being rolled out to designated frontline roles. The focus is on TALK steps -Talk, Ask, Listen, Keep Safe to engage with persons with thoughts of suicide and help to connect them with life-affirming resources.
- ASIST - where participation is voluntary and the course aims to enable helpers to become more willing, ready, and able to recognise and intervene to help someone at risk of suicide and provide safety from suicide for now.

Health Awareness initiatives promoted included Stress Awareness Month (April) and Mental Health Awareness Week (May) – the theme of which was ‘Moving for Mental Health’. To complement this theme during National Bike week and National Walking Month we promoted our Cycle Benefits scheme for employees, local cycle routes and local walking routes.

Sickness Performance

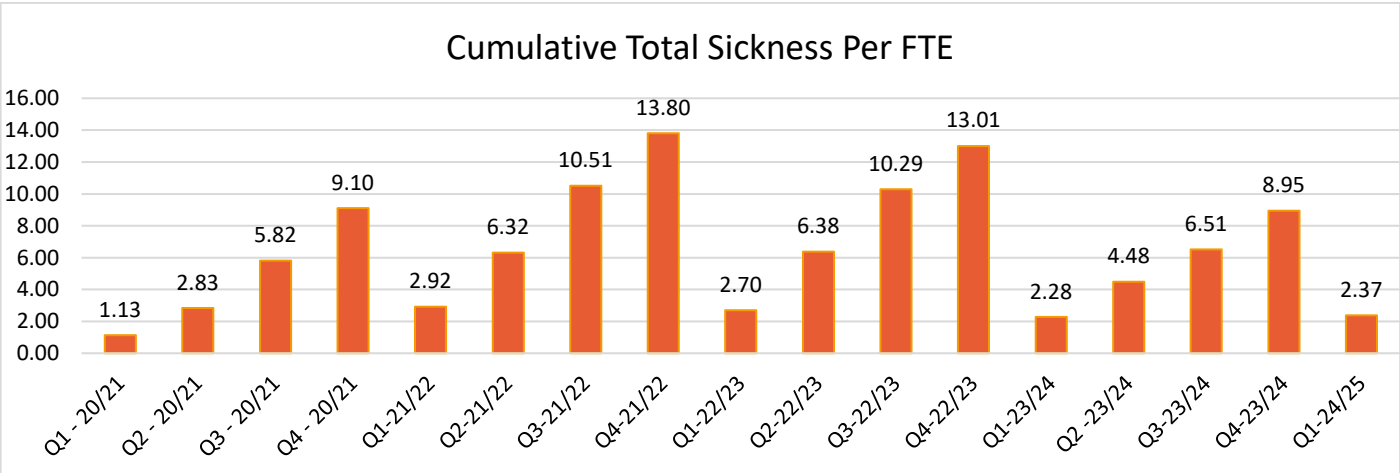
During quarter 1 2024/25 the total sickness levels for the council stood at 2.37 days lost per FTE. When compared to the previous quarter, sickness levels have decreased (quarter 4 2023/24 figure stood at 2.44 days lost per FTE). However, when compared to the same quarter last year sickness levels have increased (the quarter 1 2023/24 figure was 2.28 days lost per FTE).

During quarter 1 2024/25, the highest number of days lost due to short term absence was as a result of stress and depression and the highest number of days lost due to long term absence was as a result of Musculo Skeletal problems.

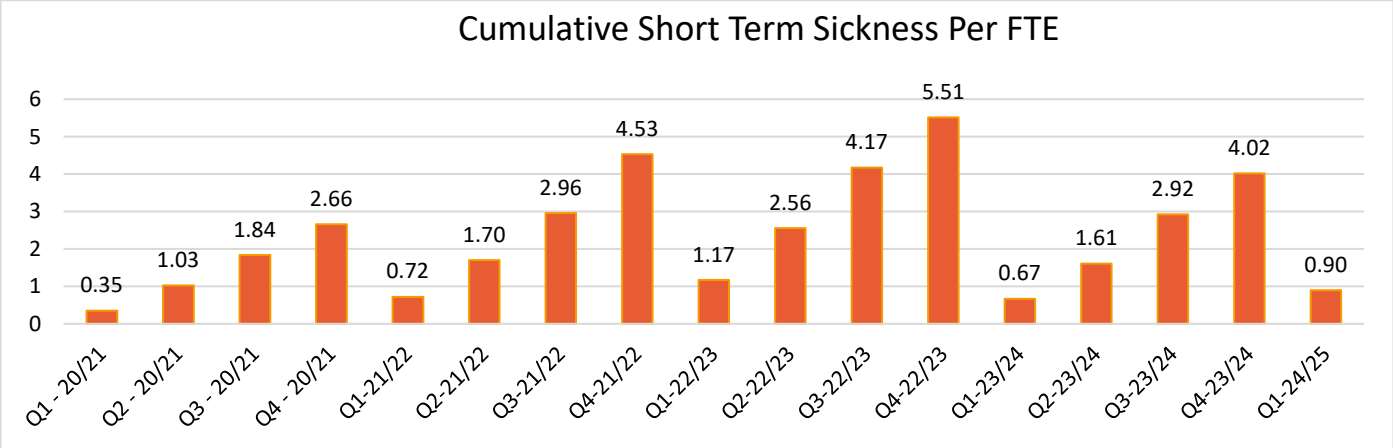
Quarter 1 2024/25 ONLY

	Short Term Days Lost	Long Term Days Lost	Total days lost	Number of FTE	Short Term Days lost per FTE	Long Term Days lost per FTE	Total Days lost per FTE
CX Excluding Apprentices	176.5	251	427.5	183.64	0.96	1.37	2.33
Apprentices	12	44	56	8.65	1.39	5.09	6.47
DCE	94	216	310	131.05	0.72	1.65	2.37
DMD	11	0	11	19.50	0.56	0.00	0.56
DHI	218.5	347	565.5	219.46	1.00	1.58	2.58
Total	512	858	1370	562.3	0.91	1.53	2.44
Less Apprentices	500	814	1314	553.65	0.90	1.47	2.37

Cumulative total sickness per FTE in days (excluding apprentices)

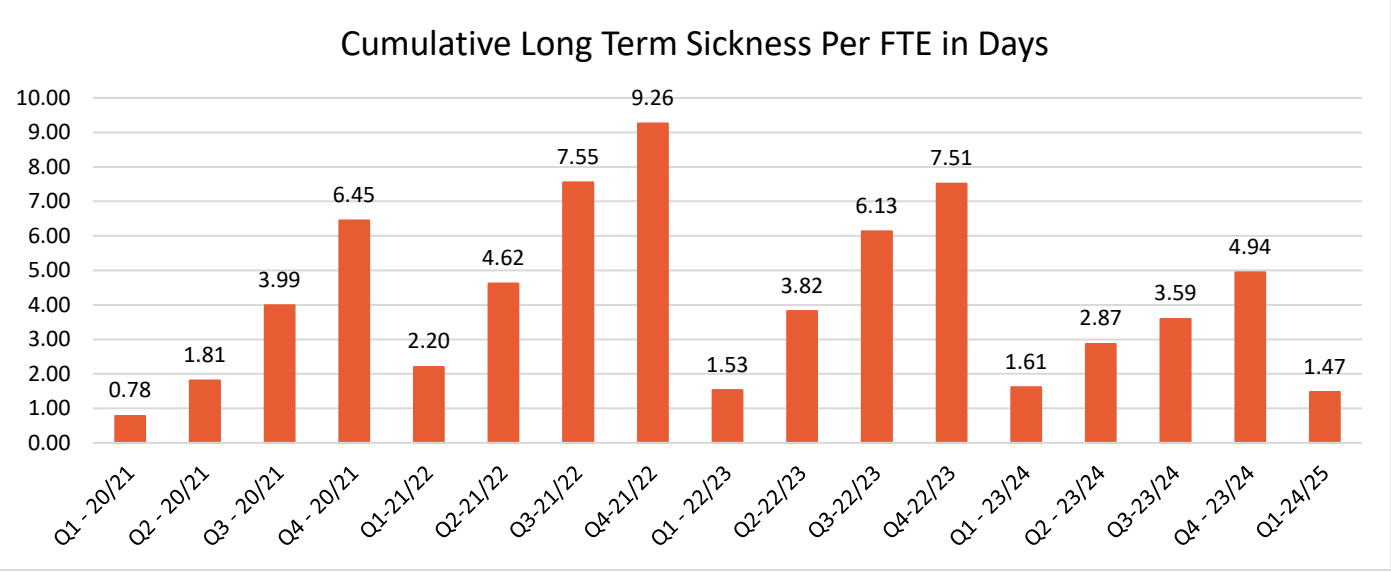


Cumulative short-term sickness per FTE in days (excluding apprentices)



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





Complaints Performance

In quarter 1 2024/25 there were **141** complaints dealt with across the council.

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

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

At the end of the quarter the percentage of formal complaints, which were responded to within their target time across all directorates year to date, was 96% (135). In quarter 1 2024/25, there were 0 Local Government Ombudsman (LGO) complaints decided and 1 Local Housing Ombudsman (LHO) complaints decided.

Quarter 1 2024/25

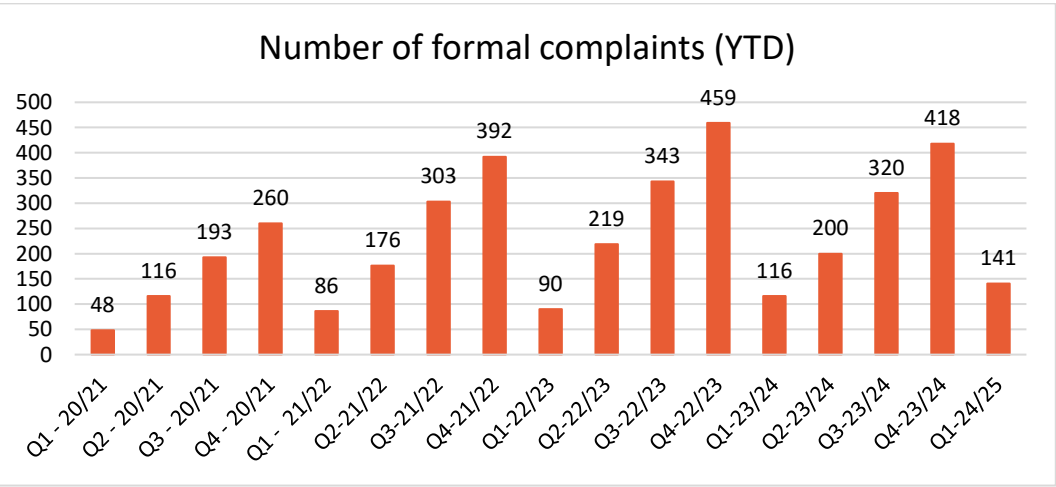
	CX	DCE	DHI	DMD	TOTAL
Number of formal complaints dealt with this quarter (Q1)	5	12	123	1	141
Number of formal complaints upheld this quarter (Q1)	1 (20%)	1 (8%)	84 (69%)	0	86 (61%)
YTD total number of complaints investigated	5	12	123	1	141
YTD number of formal complaints Upheld	1 (20%)	1 (8%)	84 (69%)	0	86 (61%)
No / % of responses within target time this quarter (Q1)	5 (100%)	10 (83%)	119 (97%)	1 (100%)	135 (96%)
No / % of responses within target time YTD	5 (100%)	10 (83%)	119 (97%)	1 (100%)	135 (96%)
LGO complaints decided (Q1)	0	0	0	0	0
LHO complaints decided (Q1)	0	0	1	0	1

There has been a 21.55% increase in complaints closed in quarter 1 this year, when compared to quarter 1 2023/24, increasing from 116 complaints across all directorates, to 141.

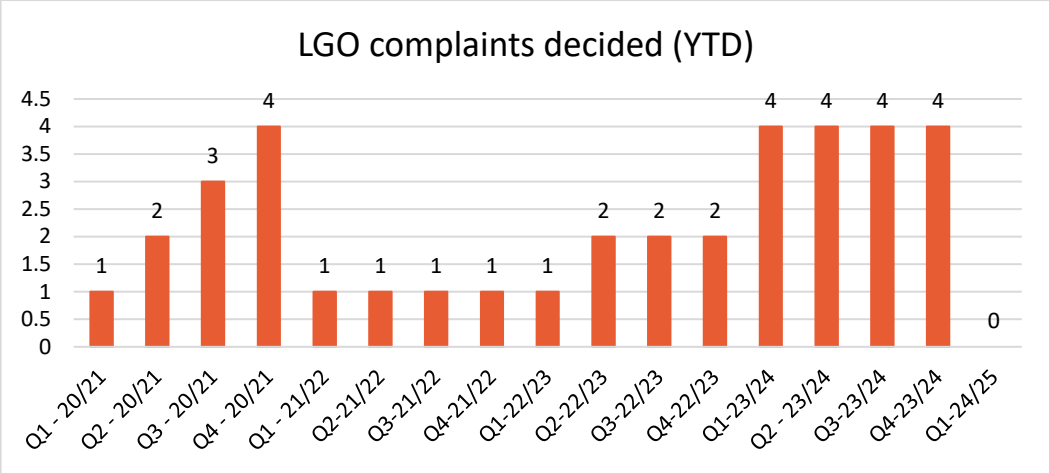
In April 2024 the Housing Ombudsman Complaint Handling Code became statutory and we have changed the way we deal with complaints to ensure that we are complying with the requirements of the code. We cannot deal with expressions of dissatisfaction informally without giving residents the opportunity to make a complaint which receives a formal response. We closely monitor the time taken to respond to complaints, the quality of the response and the learning points where a complaint is upheld.

Despite the increased numbers of complaints dealt with, the response time has improved markedly, with an average of 96% of complaint responses within target time this quarter across all directorates, in comparison to the same quarter 2023/24 where 62% were responded to on time.

Number of formal complaints decided (YTD)



Local Government Ombudsman complaints decided (YTD)



Compliments Performance

In quarter 1 2024/25 there were **44** compliments recorded across the council through the formal compliment recording process.

	CX	DCE	DHI	DMD	TOTAL
Number of compliments received	8	6	22	8	44

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

CX	Support from Customer Services on Housing Repairs, support with an external audit, support from Revenues and Benefits on pensions.
DCE	Support with events from CCTV staff, support with refunding a parking fine, support with a planning decision, health and safety assistance at RAF Waddington Freedom Parade.
DMD	Support from Business Advisers
DHI	Support with housing applications, helpfulness of Housing Repairs operatives, high standard of repairs completed.

For each compliment received a letter is sent to the individual to thank them for taking the time to make the compliment. Some examples of the compliments received in each directorate during the quarter are provided below:

CX

Support with an external audit

“The external auditor has asked that I pass on her thanks and appreciation for the information passed onto her during the audit. She found it easy to follow and it contained everything she needed which made audit much easier and quicker to complete. It is not very often I hear positive feedback from auditors so I wanted to pass on my appreciation as well”.

Support from Customer Services on Housing Repairs

“I would like to thank a member of the Customer Services team who answered the phone on the repairs. She was efficient I rang round about midday and Aaron service was out. The boiler was sorted, and the hot water was back again all done before 1.30pm. Thank very much”.

DCE

CCTV staff support with events

“The Police were very complimentary of the CCTV staff in relation to the support for events and particularly the 10k last Sunday (providing remote live links, moving cameras etc). I’m also very grateful as being able to sit in the CCTV control and have support from your team to get an overview at events really does reduce the risk and help us respond promptly if there’s an issue”.

Support with refunding a parking fine

“Thank you very much for your quick response to my email. I’m grateful for your help and refunding my parking fee. I would like to take this opportunity to say what a lovely place lawn carpark is for welcoming motorhomes. Because we’ve been able to park here for a couple of days, we have spent a lot of money in the town and attractions. We wish other councils would take a leaf from Lincoln council and follow suit. It’s a shame we’re not welcome near towns and cities with a lot of height barriers and other restrictions, though fully understand some abuse the system. Keep up the good work Lincoln and thank you”.

DMD

Support from Business Adviser

"Thank you very much for your email, and support. It is greatly appreciated."

Support from Business Adviser

*"Thanks for your time last week, it was very much appreciated and has helped me focus my efforts."*

**DHI**

**Housing application**

*"Mr X called to thank all housing staff for his new property, he says its lovely and he's grateful for everything we have done for him".*

**Housing application**

*"I am so pleased to advise that the Protection Officer on this case, has now confirmed that the client has signed their tenancy on 15 April 2024. I would like to say an extremely big THANK YOU - to you and your team for the professional, discreet and efficient way in which you dealt with this case. The Protection Officers especially would also like to extend their sincere thanks for your time, patience and support in processing this case. They advised that the property was just right for the client and a decoration allowance was given".*

**Communications Performance**

For 1<sup>st</sup> April to 30<sup>th</sup> June 2024 the following information is presented.

# Social media highlights

During this past quarter, City of Lincoln Council has shared over 100 posts onto social media. This includes promotion and build up of the local election, build up to the general election, a Euro 2024 campaign based around domestic abuse and much more.

Due to back-to-back pre-election periods, this has been an unprecedented period for the Comms Team and has meant the content we would usually create and share was largely restricted. Whilst pre-election periods take place on a yearly basis and are a regular challenge we have to face, the calling of a snap general election so close to a the local election meant that for a large proportion of the quarter we were restricted to what we could post.

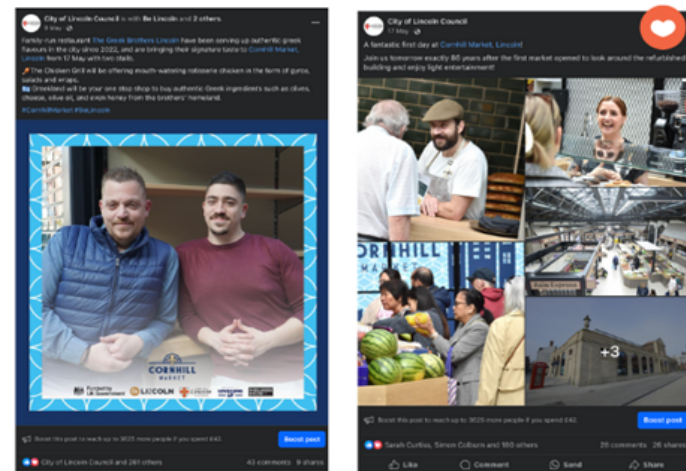
As a result on our BeLincoln social media page, just 6 posts were shared as reminders of our recently opened Cornhill Market. However, there were posts to the City of Lincoln Council page, which covered the Cornhill too.

## Most liked and shared posts

Despite the pre-election restrictions that were in place for a large part of this quarter, we still had lots of posts with plenty of shareability.

The top two posts on the City of Lincoln Council social media pages were trader announcements for the Cornhill Market which showed the excitement and hype around the opening. All of the top 3 most liked posts were about the Cornhill Market during this quarter.

The most liked post has 219 likes.



Outside of Cornhill Market announcements both of our most interacted posts were to do with diversity days. A celebratory post for St George's Day and Eid both did well on our social media channels, gaining 89 and 72 likes respectively.

## \*Our Press Releases

- [www.lincoln.gov.uk/news/article/323/newland-and-traffic-signal-junction-improvements-access-to-lucy-tower-car-park](http://www.lincoln.gov.uk/news/article/323/newland-and-traffic-signal-junction-improvements-access-to-lucy-tower-car-park)
- [www.lincoln.gov.uk/news/article/324/everything-you-need-to-know-ahead-of-elections-taking-place-on-2-may-2024](http://www.lincoln.gov.uk/news/article/324/everything-you-need-to-know-ahead-of-elections-taking-place-on-2-may-2024)
- [www.lincoln.gov.uk/news/article/325/new-leader-appointed-for-city-of-lincoln-council](http://www.lincoln.gov.uk/news/article/325/new-leader-appointed-for-city-of-lincoln-council)
- [www.lincoln.gov.uk/news/article/327/lincoln-community-world-cup-2024](http://www.lincoln.gov.uk/news/article/327/lincoln-community-world-cup-2024)
- <https://www.lincoln.gov.uk/news/article/328/raf-waddington-freedom-parade-and-beacon-lighting-to-commemorate-d-day>

\*Please note this number has been significantly impacted by the pre-election periods.



02

## City of Lincoln Council

An overview of the stats of the City of Lincoln Council social media account over the last quarter. (1 April to 30 June 2024)

### Facebook



### Twitter



03

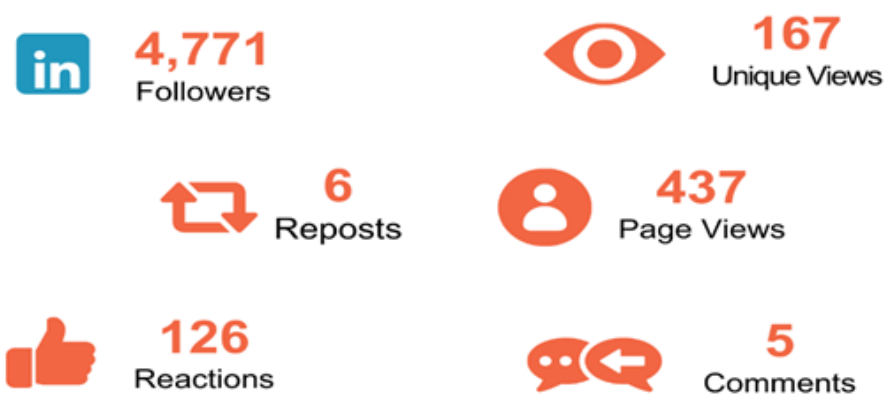
## City of Lincoln Council

An overview of the stats of the City of Lincoln Council social media account over the last quarter. (1 April to 30 June 2024)

### Instagram



### LinkedIn



04

## Be Lincoln

An overview of the stats of the BeLincolnUK social media accounts over the last quarter.

### Facebook



### Twitter



05

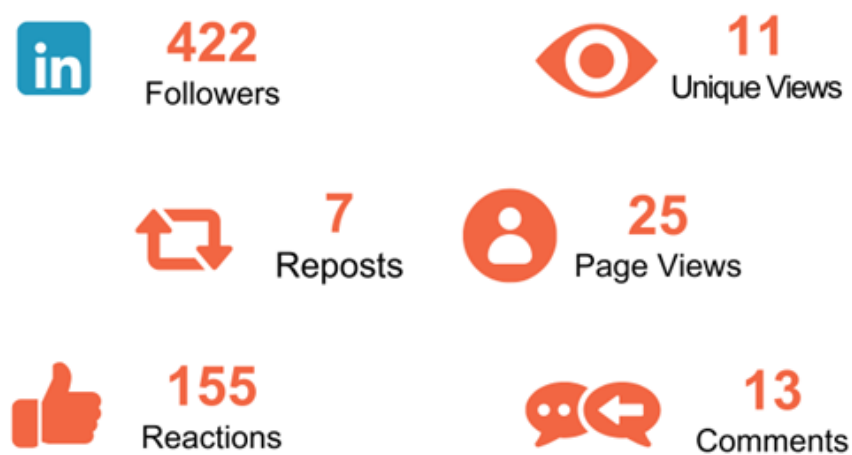
## Be Lincoln

An overview of the stats of the BeLincoln UK social media accounts over the last quarter.

### Instagram



### LinkedIn





## Interviews



## Key events and campaigns

### Festival of History

The Festival of History was the first event of the 2024 events calendar and took place on 4-6 May 2024. This was a great success in the city with lots of positive comments on both the Events In Lincoln pages as well as the City of Lincoln Council page.

The festival was split into the three zones over the weekend offering a host of different types of historical theme entertainment.

These were:

- The Colosseum Quarter, Castle Square and St Paul in the Bail
- The Viking Mint, Cornhill Square
- The Realm of Relics, City Square and St Mary Le Wigford Church

This event was a key focus on the Events in Lincoln social media channels and due to pre-election this was the main social media promotion.



Over the weekend of the festival of history our social media campaign was able to gain over **330,000 impressions** accumulating over **1000 likes** too just on facebook.

The best performing post gained over **45,000 impressions, with 60 likes**. This post was a 'One day to go' reminder following the end of the pre-election period.



## Cornhill Market Opening



On Facebook during the opening month of May on the Cornhill Market page, we achieved **141.6k impressions**, and a **new gain of 258 followers**, bringing the follower count to **1.1k**.

Similar to Facebook, on Cornhill Market's Instagram we reached 6.8k accounts, but massively increased our follower count from just a few hundred in April, to 1,393 by the end of June.

Through May we announced more traders individually, following up from stallholders we had announced in March before the pre-election period. Content in the lead up to the official opening also included sneak

peaks of stall set-ups and the building and a countdown to the 17 May opening.

We focused our content to be very on the ground with lots of material showcasing products, stallholders, and videos highlighting the atmosphere and buzz with visitors.

Some of the media coverage across May included local press such as Lincolnshire Echo and the Lincolnite, and regional news such as BBC, and many features on BBC Radio Lincolnshire.



## Local Elections



The local elections were a major focus of our content throughout April and into May. We produced content in the lead-up to the elections, on the night of the elections, and post-election as well. Our pre-election content aimed to inform our audience about important key dates and provide reminders to ensure they were prepared to vote and knew exactly what to do on election day.

On the day of the election we had constant reminders for residents to go out and vote. However, as we moved into the evening we also provided updates of proceedings to do with the count so that if people wanted to stay up to date with what's going on, the option was there for them.

This included images of the ballot boxes arriving and the count taking place as well graphics confirming who our new councillors were for each ward.

The post that did the best from the local elections one of announcement graphics we shared during the night of the election. **This gained over 44,000 impressions on Twitter.**

The most popular post on Facebook was the result of the Lincolnshire Police and Crime Commissioner vote. **This had over 19,000 impressions on Facebook.**

✓ VOTE





## General Election

At the back end of May, a general election was called by the Conservative government. As we had just had the local elections we set about finding ways of changing the content up so that our content wasn't repetitive. This was especially important due to how close it was to the local elections.

In addition to the infographics that had been created for the local election we set about offering extra, more engaging content for promoting the election.

This included:

- **New voter ID imagery** - This involved using accepted forms of voter ID and showing them up in front of iconic areas of Lincoln such as the cathedral, university of Lincoln and the Cornhill.
- **Animated announcement of the elected member of parliament** - instead of the static graphics
- **Use of 'stories' on Facebook and instagram** - These are only available for 24 hours, perfect for information that was needed for a specific time period.



## Euro 2024 and Domestic Abuse Campaign

Throughout the Euro 2024 championship, the team created a series of 25 graphics showing the relationship between domestic abuse and football.

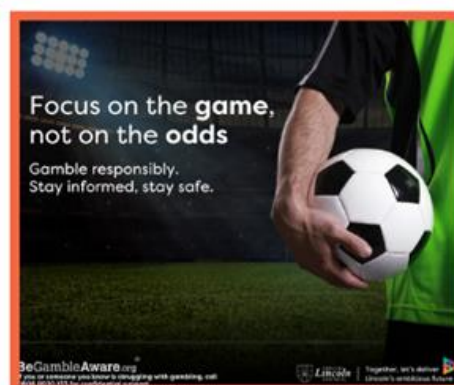
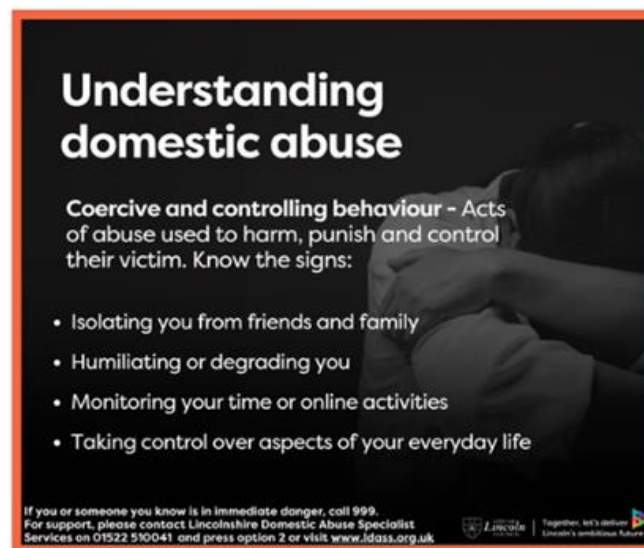
This campaign explains what domestic abuse is, the types of domestic abuse and the links when England play football.

In addition to this, responding to feedback on the campaign we adapted the posts to contain information about drink driving, gambling, and managing emotions.

These were distributed countywide shared by all other local authorities and partners in the region.

The campaign took place across the whole of Euro 2024, with different posts dependent on whether England were playing or not.

On our City of Lincoln Council accounts this gained over **20,000 impressions** across all platforms which helped to share the word of this important campaign.







**Cllr Alan  
Briggs**

## Mayor Making and New Leadership

On 14 May 2024, City of Lincoln Council welcomed both a new Mayor of Lincoln, Cllr Alan Briggs and a new leader of the Council, Cllr Naomi Tweddle.

The Mayor making ceremony marked the first opportunity for both the new Mayor and new leader to speak to the press in their roles.

From this we created a short video to highlight to the public what happened in the ceremony as well as updating the mayoral social media account. This video gained 1.2k views on Facebook alone.

For the new leader, an alternative approach was taken, whilst the public facing video focussed on the Mayor, we created internal videos in a 'Get to Know the Leader' style video for our new leader.

These were widely well received by staff with lots remarking about the Leader's love for Taylor Swift!

The video for staff getting to know has gained 206 views internally during this time.

## Newsletters

Since implementing GovDelivery in early 2023, we have created 5 main newsletters that act as a way to promote topics within the Council to members of the public.

People can subscribe to one or more topics of their choice including:

- Lincoln Parks
- Events
- Western Growth Corridor
- Be Lincoln Town Deal
- COLC Tenants



This also includes a news bulletin that alerts subscribers via email when a news article is published on our website, with **260 subscribers** gained since launching in July 2023.

We have found success in this being a form of communication for important projects such as Western Growth Corridor, mostly compiled of local residents that want to be informed of the development's progress.

This topic has a total of **546 subscribers** (as of July 2024).

**Be LINCOLN**

24th May, 2024

**Cornhill Market is Officially Open**



Today marks Cornhill Market's one week anniversary.

[Visit the market's website](#)

**A new destination for food, drink and shopping**

Since 17 May, Cornhill Market saw hundreds of visitors through the doors, enjoying the newly renovated space.

More than 20 stalls sell a range of fresh produce, watches, and more.

The market was opened by the Mayor of Lincoln, Cllr Alan Briggs, and the new Council Leader, Cllr Naomi Tweddle, on 17 May.

**Newsletter  
2024**



## Internal Communications

### Intranet Articles



### Most viewed Hub pages

- |   |                  |
|---|------------------|
| <b>1.</b> Pre-Election Period 2024                            | <b>584 Views</b> |
| <b>2.</b> Newland and Traffic Signal Junction Improvements    | <b>302 Views</b> |
| <b>3.</b> 50% Discount on Pickleball and Badminton            | <b>212 Views</b> |
| <b>4.</b> Get to know our new Leader: Councillor Naomi Twedde | <b>205 Views</b> |
| <b>5.</b> Committee Room Booking Reminder                     | <b>154 Views</b> |

### Videos posted on Vimeo



**11**

Videos posted



**733**

Total Staff Views



**112**

Most views



**36 hours, 22 minutes and 26 seconds.**

Total time watched

## Website stats



**110,646**  
active users



## Most visited webpages

Page name:	Views:	Users:
1. Bins and Recycling - Find your bin day collection	17,275	9,429
2. My Accounts	13,091	6,254
3. Parking Permits	9,612	2,932
4. Opportunities	8,599	5,266
5. Council Tax - Pay your Council Tax Bill	8,372	4,775
6. Lincoln Crematorium	8,368	2,185
7. Bins, Recycling and Waste	8,345	4,009

These stats exclude the landing page due to the fact this page will always be the most popular. In total, the landing page acquired **34,943 views** from **19,265 different users**.



# CAMPAIGNS AND EVENTS

coming up in the next quarter

**July 2024** - End of the Euro 2024/Domestic Abuse campaign

**4 July** - General Election, pre-election period ends

**14 July** - Euro 2024 campaign ends

**August 2024** - Build up to Lincoln Live

**1 August** - Promotion of Lincoln Live starts

**17 August** - Lincoln Pride

**22 August** - 30-Year Housing Podcast Filming

**31 August** - Lincoln Live

**September 2024** - Promotion of Tenant Satisfaction Survey to commence

**5 September** - International Day of Charity

**10 September** - World Suicide Prevention Day



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**PERFORMANCE SCRUTINY COMMITTEE****15 AUGUST 2024**

**SUBJECT: FINANCIAL PERFORMANCE – QUARTERLY MONITORING**

**REPORT BY: CHIEF EXECUTIVE & TOWN CLERK**

**LEAD OFFICER: LAURA SHIPLEY, FINANCIAL SERVICES MANAGER**

**1. Purpose of Report**

1.1. To present to PSC the first quarter's performance (up to 30th June), on the Council's:

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

And to seek approval for changes to the capital programmes.

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

**2. Executive Summary**

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

2.2. While there are still a number of variables, which are subject to a level of uncertainty, based on the latest set of assumptions as at the end of the first quarter (up to 30 June) the forecast financial position of the Council for 2024/25 is:

Revenue Accounts	2024/25		
	Budget	Forecast @	Variance @
	£'000	Q1 £'000	Q1 £'000
General Fund – Contribution (to)/from balances	(147)	(151)	(4)
Housing Revenue Account – Contribution (to)/from balances	101	(506)	(608)
Housing Repairs Service – (surplus)/deficit	0	355	355*

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



<b>Capital Programmes</b>	<b>2024/25</b>		
	<b>Opening Budget £'000</b>	<b>Revised Budget @ Q1 £'000</b>	<b>Movement @ Q1 £'000</b>
General Investment Programme	23,151	23,455	304
Housing Investment Programme	22,763	17,650	(5,112)

<b>Balances</b>	<b>2024/25</b>		
	<b>Budgeted Balance @ 31/03/25 £'000</b>	<b>Forecast Balance @ 31/03/25 £'000</b>	<b>Forecast Movement £'000</b>
General Fund Balances	(2,392)	(2,396)	(4)
Housing Revenue Account Balances	(1,030)	(1,638)	(608)

<b>Reserves</b>	<b>2024/25</b>		
	<b>Opening Balance @ 01/04/24 £'000</b>	<b>Forecast Balance @ 31/03/25 £'000</b>	<b>Forecast Movement £'000</b>
General Fund Earmarked Reserves	(8,234)	(7,085)	1,149
HRA Earmarked Reserves	(4,507)	(4,289)	218

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

### **3. General Fund Revenue Account**

- 3.1. For 2024/25 the Council's net General Fund revenue budget was set at £15,427,670 including a planned contribution to balances of £146,820 resulting in an estimated level of general balances at the year-end of £2,391,979 (after allowing for the 2023/24 outturn position).
- 3.2. The General Fund Summary is currently projecting a forecast underspend of £3,530 (Appendix A provides a forecast General Fund Summary), resulting in general balance at the year-end of £2,395,509. This position maintains balances above the prudent minimum of c.£1.5-£2m.
- 3.3. There are a number of forecast year-end variations in income and expenditure against the approved budget, full details of the main variances are provided in Appendix B while the table below sets out the key variances:

<b>General Fund</b>	<b>Forecast</b>
<b>Forecast year-end key variances:</b>	<b>£'000</b>
National proposed pay award settlement	184
Increased non recoverable supported accommodation and other housing benefit costs, reduction in DWP grant funding and unbudgeted Discretionary Housing Payment	292
Trend in reducing crematorium income shortfall plus additional interim management & administration costs	250
Less:	
Release of Inflation Volatility reserve	(184)
Reduced Borrowing Costs	(310)
Increased Investment Interest	(97)
Net other variances	(139)
<b>Overall forecast budget deficit/(surplus)</b>	<b>(4)</b>

3.4. A number of the key forecast variances have arisen as a result of external variables e.g. economic factors, service demands etc, which differ from the budgeted assumptions. These main variances, both positive and negative cover:

- Proposed pay award inflation pressure - the impact of the proposed national pay award is in excess of the assumptions included within the MTFS. The 2024/25 pay offer, made by the National Employers for Local Government Services earlier this year, is yet to be accepted by the Trade Unions. The current pay deal offers either a flat rate increase of £1,290 (prorate) or a 2.5% increase to all staff dependant on pay spinal point, equivalent to a 5.7% increase for the lowest paid members of staff. Until an agreement with the National Unions is reached, the Q1 forecast has been based on the current offer, and as such is subject to change. In order to mitigate this cost pressure, an equivalent drawdown from the inflation volatility reserve will be released.
- Unrecoverable Housing Benefit – the number of housing benefit claims in relation to supported accommodation, which does not attract 100% subsidy, continues to be at elevated levels, in addition other areas of housing benefit expenditure which do not attract 100% subsidy are also above budgeted levels. Grant funding from the Department of Works and Pensions is also lower than previous years and budgeted for.
- Borrowing costs – as a result of a delay in the anticipated reduction of the Bank of England Base Rate, which was maintained at 5.25% during quarter one (but has now subsequently reduced to 5%), the Council have benefitted from reduced borrowing costs due to the continued strategy to review the reprofiling of loans and maintain adequate resource to reduce the level of budgeted borrowing while interest rates are still high.
- Investment income – in addition to savings on interest payable, the ongoing high base rate has increased the level of interest earned on the Council's cash balances over and above the levels anticipated within the MTFS.

- 3.5. Alongside the above variances, a significant variance against the Council's crematorium budget is also forecasted, resulting from a continuation of the reduction in income from cremations seen last financial year, driven by increasing competition from neighbouring Crematoriums. This position is being carefully monitored and an action plan developed.
- 3.6. In addition, the service is currently being supported by external industry professionals, increasing the management and administration costs, this is being carefully monitored and will only remain in place for as long as required.
- 3.7. In response to the key cost pressures anticipated in 2024/25; the additional staff costs arising as a result of the proposed pay award are unavoidable and will require the resetting of budgets for 2025/26 onwards within the upcoming MTFS. However, in relation to the increasing cost of housing benefits, a range of mitigating actions are being taken, e.g. lobbying against current subsidy rules and Local Housing Allowance rates, focusing on actions to manage the supply of and demand for affordable/social housing and temporary accommodation, review of all supported accommodation claims is in place to ensure the appropriate levels of housing benefit are awarded, supporting housing providers to attain social registered landlord status etc. These actions are not likely to reduce costs in the short term, but are part of a longer term solution.
- 3.8. While the forecast outturn for the General Fund is a small budget underspend, there still remains uncertainty in terms of service demands and income forecasts. As such the final outturn position for the year is still subject to further change and will continue to be carefully monitored. While mitigating actions are underway as set out above, strong budgetary control should continue to be a focus to ensure expenditure and income remain balanced within the budget, resulting in a positive contribution to reserves at outturn.

**3.9. Earmarked Reserves**

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

**3.10. Towards Financial Sustainability Programme**

The savings target included in the MTFS for 2024/25 was £125,000.

Progress against this target, based on quarter one performance, shows identified savings totalling £128,460 for the General Fund, resulting in a forecast over-achievement of £3,460 in year.

**4. Housing Revenue Account**

- 4.1. For 2024/25 the Council's Housing Revenue Account (HRA) net revenue budget was set with a planned contribution from balances of £101,220, resulting in an estimated level of general balances at the year-end of £1,030,024, after allowing for the 2023/24 outturn position.

- 4.2. The HRA is currently projecting a forecast underspend of £607,544 (Appendix C provides a forecast HRA Summary), which would result in HRA balances of £1,637,568 as at the end of 2024/25. This position maintains balances above the prudent minimum of c.£1m.
- 4.3. Although the forecast position is an underspend there are a number of significant variations in income and expenditure. Full details of the main variances are provided in the Appendix D, while the table below sets out the key variances:

<b>Housing Revenue Account Forecast year-end key variances:</b>	<b>Forecast £'000</b>
National proposed pay award settlement	119
Less:	
Increased Investment Interest	(227)
Reduced Borrowing Costs	(68)
Additional Rental Income	(188)
<b>HRS Recharges:</b>	
Housing Repairs Service Overall Deficit Repatriation	355
HRS Repairs – increased Responsive jobs	498
HRS Repairs – reduced level of Voids, Aids & Adaptations and Cleansing jobs (see Appendix D for breakdown)	(1,096)
Net Other Variances	(1)
<b>Overall forecast deficit/(surplus)</b>	<b>(608)</b>

- 4.4. In line with the General Fund, some of the key variances have arisen as a result of external variables e.g. economic factors, service demands etc, which differ from the budgeted assumptions. However, in addition, the HRA and Housing Revenue Services (HRS) continue to experience a number of other variances due to demand pressures and the ongoing recruitment and retention challenges. These main variances, both positive and negative, cover:

- Proposed pay award inflation pressure – as per the General Fund the proposed the national pay award is in excess of the assumptions included within the MTFS.
- Investment income – as per the General Fund as a result interest rates and the Council's borrowing strategy, the level of borrowing and reprofiling of loans is being carefully managed, reducing overall borrowing costs.
- Rental income – income levels are higher than anticipated due to a higher than budgeted opening Housing stock at the start of the financial year.

- 4.5. Alongside these variances the Housing Repairs Services (HRS) is currently reporting a forecast deficit, which is consequentially repatriated to the HRA, as a result of the issues set out in Section 5 below. This is however subsequently offset by a net reduction in repairs recharges from the HRS to the HRA, resulting from a switch in the nature of HRS rechargeable works anticipated this year with a significant

increase in demand for responsive repairs, wholly offset by a reduction in the level of voids repairs, aids and adapts and cleansing works.

- 4.6. In response to the key cost pressures forecast in 2024/25; the additional staff costs arising as a result of the proposed pay award are unavoidable and will require the resetting of budgets for 2025/26 within the upcoming MTFS. In relation to the additional costs transferred from the HRS, the Housing Directorate Management Team continue work on the individual repairs service areas, i.e. Aids & Adaptations, Voids, Responsive Repairs etc, in order to review and manage demand and cost drivers. Work also continues within the HRS to address the recruitment and retention challenges, (this also forms part of a wider scope of work developing the Council's Workforce Development Strategy), which is already seeing some success with a reduction in level of vacancies at the end of the last financial year.
- 4.7. As outlined throughout this report, there still remains a number of variables in the forecast assumptions, and as such the final outturn position for the year is still subject to further change. At this stage no additional mitigations, other than those currently being implemented in response to the issues faced by the HRS are recommended. Strong budgetary control should continue to be a focus to ensure expenditure and income remain balanced within budget.

#### 4.8. **HRA Earmarked Reserves**

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

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

- 5.1. For 2024/25 the Council's Housing Repairs Service net revenue budget was set at zero, reflecting its full cost recovery nature.
- 5.2. At Quarter 1 the HRS are forecasting a deficit of £355,311 in 2024/25, which has been repatriated to the HRA, Appendix E provides a forecast HRS Summary. Full details of the main variances are provided within Appendix F of this report, while the key variances are summarised below:

<b>Housing Repairs Service Forecast year-end key variances:</b>	<b>Forecast £'000</b>
Increase in sub-contractors' usage and prices	342
Income shortfall as a result of a lower level of voids, aids & adapts and cleansing jobs	1,016
Increase in materials usage and prices	105
National proposed pay award settlement	47
Less:	
Staff vacancies due to recruitment and retention challenges	(485)
Income surplus as a result of increase in responsive repairs, quoted jobs & other works	(735)
Net other variances	65
<b>Overall forecast deficit/(surplus)</b>	<b>355</b>

- 5.3. The main contributory factor to the forecast deficit is the ongoing recruitment and retention challenges, which are being felt not just by the council but across the construction industry as a whole. This inability to attract and retain staff results in a greater reliance on the use of sub-contractors to ensure that service demands are met. The cost of using subcontractors is however more expensive than the HRS's own workforce, due to the ongoing impact of inflationary factors.
- 5.4. Additionally, the HRS are seeing increased levels of work in relation to regulatory compliance, such as damp and mould remediation and installation of fire doors, this is increasingly affecting the capacity to carry out routine works, further compounding the reliance on sub-contractors.
- 5.5. As the increased subcontractor costs are not reflected in the service hourly rate and overhead recovery is not recouped on sub-contractors this results in an under recovery of full costs from the HRA.
- 5.6. The ongoing impact of higher than anticipated material prices, coupled with a forecast increase in repairs jobs has resulted in an overspend on materials further compounding the HRS forecast position.
- 5.7. The forecast deficit also includes the impact of the proposed national pay award, which is in excess of the assumptions included within the MTFS as outlined in both the General Fund and HRA variances.
- 5.8. It should be noted that due to the interconnection of the HRS and HRA the consequential costs in the HRA have reduced, and therefore offset the repatriated deficit. Whilst this was not the case last year due to increasing costs of sub-contractors and materials, measures were taken at budget setting to reflect the anticipated impact of this. It is essential however, that the tight controls implemented to monitor premium sub-contractor spend are maintained to minimise the projected deficit and mitigate against the potential for the current net underspend in the HRA, as outlined in section 4 above, to deteriorate.

## **6. Earmarked Reserves**

- 6.1. The Council holds a number of earmarked revenue reserves over both the General Fund and HRA. These reserves are sums set aside for specific purposes and to mitigate against potential future known or predicted liabilities. Key reserves include income volatility, business rates volatility, IT investment fund, asset sinking funds for future refurbishment, etc. A number of these reserves are budgeted for use over the period of the MTFS.
- 6.2. The details of all the earmarked reserves and their forecast balance as at 31<sup>st</sup> March 2025 are attached in Appendix G, with further details in the MTFS 2024-2029. In summary:

<b>Earmarked Reserves</b>	<b>Opening Balance 01/04/24 £'000</b>	<b>Increase £'000</b>	<b>Decrease £'000</b>	<b>Closing Balance 31/03/25 £'000</b>
General Fund	8,234	684	(1,833)	7,085
Housing Revenue Account	4,507	363	(581)	4,289

## 7. Capital Programme

### 7.1. General Investment Programme

- 7.2. The original General Investment Programme for 2024/25 in the MTFS 2024-29 amounted to £17.5m which increased to £23.2m following the quarter 4 approvals and year end re-profiles from 2023/24. At quarter 1 the programme has been increased by £0.3m to £23.5m, as shown below:

<b>General Investment Programme</b>	<b>2024/25 £'000</b>	<b>2025/26 £'000</b>	<b>2026/27 £'000</b>	<b>2027/28 £'000</b>	<b>2028/29 £'000</b>
Revised Budget at 2023/24 Outturn	23,151	7,563	1,052	1,052	1,052
Budget changes for approval – Quarter 1	304	0	0	0	0
<b>Revised Budget</b>	<b>23,455</b>	<b>7,563</b>	<b>1,052</b>	<b>1,052</b>	<b>1,052</b>

- 7.3. All changes over delegated limits require approval by the Executive. The following scheme has been changed and requires approval by the Executive.

<b>Changes requiring approval by the Executive</b>	<b>2024/25 £'000</b>	<b>2025/26 £'000</b>	<b>2026/27 £'000</b>	<b>2027/28 £'000</b>	<b>2028/29 £'000</b>
Re-Imagining Greyfriars - Additional grant funding received from NHLF to fund increased build costs.	127	0	0	0	0

- 7.4. New schemes over an approved limit, are subject to Executive approval. There have been no new schemes in quarter 1 requiring Executive approval.

- 7.5. The Chief Finance Officer has delegated authority to approve financial changes up to an approved limit, or to reprofile the budget, as set out under Financial Procedure Rules. The following changes and reprofiles were approved during Quarter 1:



<b>GIP Movements Approved by the Chief Finance Officer:</b>	<b>2024/25 £'000</b>	<b>2025/26 £'000</b>	<b>2026/27 £'000</b>	<b>2027/28 £'000</b>	<b>2028/29 £'000</b>
<b>Transfers between schemes</b>					
WGC Phase 1a Shared Infrastructure - budget movement to WGC Wider 1b Site Costs	(21)	0	0	0	0
WGC Wider 1b Site Costs - budget movement from WGC Phase 1a Shared Infrastructure	21	0	0	0	0
Shared Prosperity Fund (UKSPF) funds allocated to agreed schemes	(423)	0	0	0	0
UKSPF Moorland Community Hub	70	0	0	0	0
UKSPF Sudbrooke Drive Hub	223	0	0	0	0
UKSPF Our Community Bakery	130	0	0	0	0
Towns Deal Tentercroft Street – reallocated to Store of Stories	(28)	0	0	0	0
Towns Deal Store of Stories – reallocated from Tentercroft Street	28	0	0	0	0
<b>Increased budget allocations</b>					
DFG's – additional Better Care Fund grant received	77	0	0	0	0
Yarborough Leisure Centre Energy Efficiency scheme – budget increase to cover project management costs, funded by a revenue contribution from reserves	20	0	0	0	0
Yarborough Leisure Centre Equipment – acquisition of fitness equipment, funded by a revenue contribution from reserves	80	0	0	0	0
<b>Total GIP Movements Approved by the CFO</b>	<b>177</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total GIP Delegated Approvals and Approvals by/for Executive</b>	<b>304</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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

General Investment Programme - Projected Outturn	2024/25			
	Budget – Reported at Outturn May 2024	Revised Budget Q1	Forecast Outturn	Variance
	£'000	£'000	£'000	£'000
<b>Active Programme</b>				
Housing and Investment	298	298	298	0
Communities and Environment	2,734	2,911	2,911	0
Chief Executive	3,290	3,417	3,417	0
Major Developments	10,964	10,936	10,936	0
<b>Total Active Schemes</b>	<b>17,286</b>	<b>17,562</b>	<b>17,562</b>	<b>0</b>
Schemes on Hold/ Contingencies	308	308	308	0
Externally Delivered Town Deal Schemes	5,557	5,585	5,585	0
<b>Total Capital Programme</b>	<b>23,151</b>	<b>23,455</b>	<b>23,455</b>	<b>0</b>

7.7. The overall spending on the General Investment Programme active schemes (excluding externally delivered schemes), for the first quarter of 24/25 is £1.9m, which is 10.58% of the budget. This is detailed further at Appendix I.

#### 7.8. Housing Investment Programme

7.9. The revised Housing Investment Programme for 2024/25 amounted to £22.763m following the 2023/24 Outturn position. At quarter 1 the programme has been decreased by £5.112m to £17.650m, as shown below:

Housing Investment Programme	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000
Revised Budget at 2023/24 Outturn	<b>22,763</b>	<b>16,478</b>	<b>14,718</b>	<b>14,734</b>	<b>13,324</b>
Budget changes for approval – Quarter 1	(5,112)	1,305	1,249	424	0
<b>Revised Budget</b>	<b>17,650</b>	<b>17,783</b>	<b>15,968</b>	<b>15,159</b>	<b>13,324</b>

7.10. All changes over the approved limit require approval by the Executive. The following changes require Executive approval for Quarter 1:

<b>Changes requiring Executive Approval:</b>	<b>2024/25 £'000</b>	<b>2025/26 £'000</b>	<b>2026/27 £'000</b>	<b>2027/28 £'000</b>	<b>2028/29 £'000</b>
<b>Budget Under/Overspends returned to available resources (MRR - Major Repairs Reserve)</b>					
Kitchen Improvements	(1,000)	0	0	0	0
Rewiring	(588)	0	0	0	0
Over bath showers	(250)	0	0	0	0
Landscaping & Boundaries	(1,153)	0	0	0	0
<b>Increased budget allocations</b>					
Communal Electrics (funded from MRR)	150	0	0	0	0
Property Acquisitions – this includes individual purchase and repair acquisitions approved under officer delegations (funded from 1-4-1 receipts with borrowing as match element).	300	0	0	0	0
<b>Total changes requiring Executive Approval</b>	<b>(2,541)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

- 7.11. The following schemes have also been added to the HIP, having been approved at Executive during Quarter 1, (or in previous quarters):

<b>Approved by the Executive:</b>	<b>2024/25 £'000</b>	<b>2025/26 £'000</b>	<b>2026/27 £'000</b>	<b>2027/28 £'000</b>	<b>2028/29 £'000</b>
<b>Increased budget allocations</b>					
WGC Wider 1b Site Costs (18/03/24).	79	0	0	0	0
<b>Total changes approved by Executive</b>	<b>79</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

- 7.12. The Chief Finance Officer has delegated authority to approve financial changes up to an approved limit as set out under Financial Procedure Rules. The following changes were approved during Quarter 1:

<b>Changes approved by the Chief Finance Officer:</b>	<b>2024/25 £'000</b>	<b>2025/26 £'000</b>	<b>2026/27 £'000</b>	<b>2027/28 £'000</b>	<b>2028/29 £'000</b>
<b>Reprofiled Expenditure</b>					
Thermal Comfort Works	(120)	120	0	0	0
Re-roofing	(829)	0	424	424	0
Lifts	(1,050)	525	525	0	0
Fire Compartment works	(160)	160	0	0	0
Environmental Works	(500)	500	0	0	0
<b>Increased budget allocations</b>					
Hiab and Mule (Funded though DRF)	8	0	0	0	0

<b>Total Changes Approved by the Chief Finance Officer</b>	<b>(2,651)</b>	<b>1,305</b>	<b>949</b>	<b>424</b>	<b>0</b>
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<b>Total HIP Delegated Approvals and Approvals by/for Executive</b>	<b>(5,112)</b>	<b>1,305</b>	<b>949</b>	<b>424</b>	<b>0</b>
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- 7.13. The £5.112m reduction in forecast expenditure is primarily due to the capital programme budgets initially being driven by stock condition surveys and not current available labour resource. Amounts in the programme have been reprofiled to future years or removed to better reflect availability of Council operatives and sub-contractors.
- 7.14. The table below provides a summary of the projected outturn position for the Housing Investment Programme:

<b>Housing Investment Programme - Projected Outturn</b>	<b>2024/25</b>			
	<b>Budget following 2023/24 Outturn £'000</b>	<b>Revised Budget Q1 £'000</b>	<b>Forecast Outturn £'000</b>	<b>Variance £'000</b>
Decent Homes / Lincoln Standard	13,638	9,642	9,642	0
Health and Safety	646	646	646	0
Contingent Major Repairs / Works	0	0	0	0
New Build Programme	5,414	5,793	5,793	0
Other Schemes	2,752	1,257	1,257	0
Computer Fund / IT Schemes	312	312	312	0
<b>Total Capital Programme</b>	<b>22,763</b>	<b>17,650</b>	<b>17,650</b>	<b>0</b>

- 7.15. The overall expenditure on the Housing Investment Programme at the end of Q1 was £2.517m, which is 14.26% of the 2024/25 revised programme. This excludes expenditure relating to Western Growth Corridor, which is currently shown on the GIP, to be apportioned at year end (current forecast outturn £0.984m). This is detailed further at Appendix J.
- 7.16. A further £1.082m has been spent as at the end of July 2024, although this is still a low percentage of expenditure at this stage of the financial year, works have been constrained by the availability of contractors and materials however new contracts are in place and spend is expected to increase in by the end of the financial year.

## **8. Strategic Priorities**

- 8.1. The MTFS underpins this policy and financial planning framework and set out the overall framework on which the Council plans and manages its financial resources to ensure that they fit with, and support, the direction of the Council's vision and strategic priorities. Vision 2025 identifies the Council's strategic priorities, setting the vision and direction for the council and the city for the next five years. The proposals in this report allow the Council to maintain a balanced budget position in 2024/25 in order that it can continue to deliver services in support of Vision 2025.

## **9. Resource Implications**

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

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

General Balances, on both the General Fund and HRA, are the only resource not earmarked to a particular future need. The prudent minimum level of balance that should be maintained on the General Fund is between £1.5m-£2m and £1m-£1.5m on the HRA. Based on the latest forecasts of income and expenditure the level of balances in 2024/25 are estimated to be maintained above these ranges. The close monitoring of the Council's overall financial position will remain critical over the course of this financial year, and as ever strong budgetary control will be required.

Although the primary focus of this report has been to set out the financial variances being faced in the current financial year, beyond 2024/25 the Council continues to face ongoing pressures as a result of increasing baseline costs due to inflationary impacts, escalating service demands and income pressures. The Council will continue to face further financial challenges as it responds to the impact of these issues and an increased need to deliver ongoing reductions in the net cost base, as set out in the MTFS 2024-2029.

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

There are no legal implications arising from this report.

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

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

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

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

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

## 10. Risk Implications

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

## 11. Recommendations

Performance Scrutiny Committee is recommended to:

- 11.1. Note the financial performance for the period 1<sup>st</sup> April to 30<sup>th</sup> June 2024.
- 11.2. Assess the underlying impact of the pressures and underspends identified in paragraphs 3.3 (and Appendix B), 4.3 (and Appendix D), and 5.2 (and Appendix F).
- 11.3. Note the changes to the General Investment Programme and Housing Investment Programme as approved by the Chief Finance Officer as detailed in paragraphs 7.5 and 7.12.
- 11.4. Note the changes to the General Investment programme and the Housing Investment programme approved, or to be approved, by the Executive as detailed in paragraphs 7.3, 7.10 and 7.11.
- 11.5. Consider any specific recommendations to be referred to Executive relating to the contents of this report.

<b>Key Decision</b>	No
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<b>Key Decision Reference No.</b>	N/A
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<b>Do the exempt information categories apply?</b>	No
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<b>Call in and Urgency:</b> Is the decision one to which Rule 15 of the Scrutiny Procedure Rules apply?	No
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<b>Does the report contain appendices?</b>	Yes
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<b>List of Background Papers:</b>	Medium Term Financial Strategy 2024-2029
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<b>Lead Officer:</b>	Laura Shipley, Financial Services Manager <a href="mailto:Laura.shipley@lincoln.gov.uk">Laura.shipley@lincoln.gov.uk</a>
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**GENERAL FUND SUMMARY – AS AT 30 JUNE 2024**

<b>Service Area</b>	<b>Ref</b>	<b>Revised Budget £'000</b>	<b>Projected Outturn £'000</b>	<b>Variance £'000</b>
Strategic Development	A	2,228	2,220	(8)
Chief Finance Officer (S151)	B	(128)	(173)	(46)
City Solicitor	C	1,978	1,965	(12)
Revenues & Benefits	D	830	1,140	310
Housing	E	325	289	(36)
Director of Major Developments	F	(3,106)	(3,106)	0
Communities and Street Scene	G	8,879	8,831	(48)
Health and Environmental Services	H	350	558	208
Planning	I	(2,947)	(3,046)	(99)
		<b>8,409</b>	<b>8,678</b>	<b>270</b>
Corporate Expenditure	J	1,441	1,464	22
<b>TOTAL SERVICE EXPENDITURE</b>		<b>9,850</b>	<b>10,142</b>	<b>292</b>
Capital Accounting Adjustment	K	2,127	1,817	(310)
Specific Grants	L	4,452	4,452	0
Contingencies	M	(81)	121	202
Savings Targets	N	(125)	(128)	(3)
Earmarked Reserves	O	(965)	(1,149)	(184)
Insurance Reserve	P	23	23	0
<b>TOTAL EXPENDITURE</b>		<b>15,281</b>	<b>15,277</b>	<b>(4)</b>
<b>CONTRIBUTION FROM BALANCES</b>		<b>147</b>	<b>151</b>	<b>4</b>
<b>NET REQUIREMENT</b>		<b>15,428</b>	<b>15,428</b>	<b>0</b>
Retained Business Rates Income	Q	6,972	6,972	0
Collection Fund Surplus/(Deficit)	R	364	364	0
Revenue Support Grant	S	187	187	0
Council Tax	T	7,906	7,906	0
<b>TOTAL RESOURCES</b>		<b>15,428</b>	<b>15,428</b>	<b>0</b>



### **General Fund Forecast Variances – Quarter 1**

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

Ref		£	
	<b><u>Increased Expenditure</u></b>		
E	Housing Needs	39,610	Staffing costs increased due to additional Fixed Term Contracts covering temporary absences.
H	Crematorium	105,020	External industry professional support to the management and administration of the Crematorium.
H	Yarborough Leisure Centre	50,000	Anticipated contribution under profit/loss agreement.
I	Car Parks	66,410	Additional charges due to increased pay by phone transactions (cost & volume) (£26k) and forecast maintenance works (£40k), wholly offset by increased income below (net car parking surplus £60k).
M	National Proposed Pay Award	183,870	Impact of the proposed National Employers pay offer, in excess of budget assumptions.
M	Annual Vacancy Savings Target	58,900	YTD vacancy savings target, offset by savings in service areas.
	<b><u>Reduced Income</u></b>		
B	Internal Audit	38,430	Forecast underachievement of income due to reduction in externally contracted services.
D	Housing Benefits	292,190	Increased non recoverable supported accommodation and other housing benefit costs, reduction in DWP grant funding and unbudgeted Discretionary Housing Payment.
G	Garden Waste	36,830	Forecast shortfall in Green Waste income based on demand levels.
H	Crematorium	200,000	Forecast reduction in income as a result of YTD, and anticipated, cremation levels, partially offset by vacancy and utilities savings, (net pressure £145.5k).
H	Cemeteries	19,650	Forecast reduction in income as a result of YTD, and anticipated, burials.
I	Building Regulations	50,000	Anticipated reduction in income as a result of current economic conditions, wholly offset by

Ref		£	
			vacancy savings below above (net saving £59,380).
I	Land Charges	42,540	Anticipated reduction in income as a result of current economic conditions.
	<b><u>Reduced Expenditure</u></b>		
B	CX Business Management	(27,570)	Vacancy savings pending recruitment, offset against Corporate vacancy savings target.
C	CoLC Apprentices	(41,230)	Residual vacancy savings after TFS savings target met.
G	Street Cleansing	(54,750)	Reduction in contracted charges and underspend on amenity cleaning.
H	Housing Regeneration	(54,750)	Vacancy savings pending recruitment, offset against Corporate vacancy savings target.
H	Crematorium	(51,410)	Forecast underspend, predominantly utilities and vacancy savings, offset by reduced income above (net pressure £145.5k).
I	Building Regulations	(109,380)	Vacancy savings offset against anticipated reduction in income above (net saving £59,380).
I	Heritage	(29,650)	Vacancy savings offset against corporate vacancy savings target.
O	Earmarked Reserves	(183,870)	Release of Inflation Volatility reserve to offset increased expenditure as a result of proposed pay award.
	<b><u>Increased Income</u></b>		
B	Lincoln Properties & Industrial Estates	(40,400)	Increased income as a result of backdated rent reviews & lower level of void properties.
B	Other Interest	(97,040)	Increased investment income as a result of higher interest rates (£93k) and additional dividend income (£4k).
F	Major Developments Team	(51,640)	New Burdens grant funding for administration of UKSPF project.
H	Community Centres	(81,420)	Increased income levels, predominantly driven by ongoing contract at the Grandstand.
I	Car Parks	(137,170)	Increase in season ticket income & forecast increase in pay and display income (net car parking surplus £60k).

J	Capital Accounting Adjustment- Interest Payable	(310,000)	Reduction in interest payable as a result of reduced borrowing levels.
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**HOUSING REVENUE ACCOUNT FUND SUMMARY – AS AT 30 JUNE 2024**

	Ref	Revised Budget £'000	Projected Outturn £'000	Variance £'000
Gross Rental Income	A	(35,213)	(35,401)	(188)
Charges for Services & Facilities	B	(665)	(666)	(1)
Contribution towards Expenditure	C	(50)	(10)	40
Repairs Account – Income	D1	(68)	(68)	0
Supervision & Management – General	D2	(808)	(868)	(60)
Supervision & Management – Special	D3	(75)	(188)	(112)
Repairs & Maintenance	E	11,729	11,177	(552)
Supervision & Management – General	F1	7,425	7,975	551
Supervision & Management – Special	F2	2,119	2,328	209
Rents, Rates and Other Premises	G	861	826	(35)
Increase in Bad Debt Provisions	H	251	251	0
Insurance Claims Contingency	I	439	439	0
Contingencies	J	312	353	41
Depreciation	K	8,198	8,198	0
Impairments	L	0	0	0
Debt Management Expenses	M	16	16	0
HRS Trading (Surplus) / Deficit	N	0	355	355
<b>Net Cost of Service</b>	<b>O</b>	<b>(5,530)</b>	<b>(5,282)</b>	<b>248</b>
Loan Charges Interest	P	2,331	2,264	(68)
Investment/Mortgage Interest	Q	(428)	(654)	(226)
<b>Net Operating Inc/Exp</b>	<b>R</b>	<b>(3,626)</b>	<b>(3,672)</b>	<b>(46)</b>
Major Repairs Reserve Adjustment	T	3,423	3,423	(0)
Transfers to/from reserves	U	304	(257)	(561)
<b>(Surplus)/Deficit in Year</b>	<b>V</b>	<b>101</b>	<b>(506)</b>	<b>(608)</b>

### **Housing Revenue Account Variances – Quarter 1**

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

<b>Ref</b>		<b>£</b>	<b>Reason for variance</b>
	<b><u>Reduced Income</u></b>		
C	Court Costs	40,000	Reduction in recovered income from court costs as less cases in year than anticipated.
	<b><u>Increased Income</u></b>		
U	Transfers to/(from) Reserves	(561,320)	Contributions from reserves to offset expenditure as outlined below (further detail in appendix G).
Q	Investment Interest	(226,290)	Increased investment income as a result of higher interest rates.
A	Gross Rental Income	(187,720)	Additional rental income as a result of higher than budgeted opening housing stock levels.
	<b><u>Reduced Expenditure</u></b>		
E	Repairs & Maintenance - HRS	(1,096,140)	Reduced HRS expenditure on Voids (£950k), Aids and Adapts (£129k) and Cleansing (£17k), wholly offsetting the increase on Responsive Repairs costs below (net underspend £598k).
F	Supervision & Management	(141,700)	Reduced expenditure on Employee Costs due to staff vacancies, offset by agency costs below.
P	Loan Charges Interest	(67,560)	Reprofiling of loans & adequate resources resulting in reduction in planned borrowing costs.
	<b><u>Increased Expenditure</u></b>		
F1	Supervision & Management – General	500,000	High rise review and remediation (£300k), Carbon reduction and home safety works (£100k) and Inspection costs (£100k) entirely funded from reserves as outlined above.
E	Repairs & Maintenance - HRS	498,070	Increased HRS expenditure on Responsive Repairs (£498k), offset by underspend above (net underspend £598k).
N	HRS Surplus/Deficit	355,310	Estimated HRS deficit position (refer to further detail in Section 5 and Appendix F).

Ref		£	Reason for variance
F1	Supervision & Management – General	137,480	Increased expenditure primarily due to additional Housing IT costs (partially offset by contribution from reserves above).
F1	Supervision & Management – General	101,450	Cost of agency staff to cover staff vacancies within Supervision & Management, offset by Vacancy savings above.
J	Contingencies	119,390	Impact of proposed National Employers pay award offer in excess of budgeted assumptions.

**HOUSING REPAIRS SERVICE SUMMARY – AS AT 30 JUNE 2024**

	<b>Revised Budget</b>	<b>Forecast Outturn</b>	<b>Variance</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Employees	4,107	3,669	(438)
Premises	193	160	(33)
Transport	440	444	4
Materials	1,561	1,666	105
Sub-Contractors	2,635	2,977	342
Supplies & Services	323	417	94
Central Support Charges	707	707	0
Capital Charges	0	0	0
<b>Total Expenditure</b>	<b>9,965</b>	<b>10,039</b>	<b>75</b>
Income	(9,965)	(9,684)	281
<b>(Surplus)/Deficit</b>	<b>0</b>	<b>355</b>	<b>355</b>



### **Housing Repairs Service Variances – Quarter 1**

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

	<b>£</b>	<b>Reason for Variance</b>
<b><u>Reduced Expenditure</u></b>		
Employee Costs	(437,792)	Vacancies within the Operative staff.
Premises	(33,226)	Reduction in utility forecasts due to delay in depot being in use.
<b><u>Increased Expenditure</u></b>		
Sub-Contractors	342,393	Increased use of sub-contractors to meet void turnaround targets and cover vacancies within the operative team.
Direct Materials	104,778	Increased usage and rising material prices.
Skip Hire	67,048	Increased usage of skips due to delay to the use of Hiab.
Proposed Pay Award	46,570	Impact of proposed National Employers pay award offer in excess of budgeted assumptions.
<b><u>Increased Income</u></b>		
Response Repairs, Quoted Jobs & Other Income	(815,368)	Higher level of responsive work carried out by HRS Operatives as a result of a switch in the nature of HRS works between voids and responsive repairs.
<b><u>Reduced Income</u></b>		
Voids, Aids & Adapts and Cleansing Works Income	1,096,144	Reduced income as a result of a reduction in number of jobs, the impact of sub-contractor costs on overhead recovery and old SOR rates used for billing (pending update). Predominantly voids works at £950k, Aids & Adapts £129k and Cleansing works (£17k).

**EARMARKED RESERVES – Q1 MONITORING 2024/25**

	Revised Opening Balance	In Year Increase	In Year Decrease	Forecast Closing Balance
	01/04/2024 £'000	£'000	£'000	31/03/2025 £'000
<b>General Fund</b>				
Budget Carry Forwards	569	-	(167)	402
Grants & Contributions	1,504	93	(434)	1,164
Active Nation Bond	180	-	(80)	100
AGP Sinking Fund	102	50	-	152
Air Quality Initiatives	22	-	-	22
Birchwood Leisure Centre	106	20	-	126
Business Rates Volatility	916	53	-	969
Christmas Decorations	14	-	-	14
City Centre Masterplan	75	-	-	75
City Hall Improvement Works	50	-	-	50
City Hall Sinking Fund	60	-	-	60
Commons Parking	28	15	-	43
Corporate Maintenance	100	-	-	100
Corporate Training	71	-	-	71
Council Tax Hardship Fund	-	-	-	-
Covid19 Recovery	1,047	-	(200)	847
Covid19 Response	354	-	-	354
CX Capacity	56	-	(56)	-
Electric Van replacement	31	4	-	35
HiMO CPN Appeals	110	1	-	111
Income Volatility Reserve	520	-	(170)	350
Inflation Volatility Reserve	466	-	(184)	282
Invest to Save (GF)	350	-	-	350
IT Reserve	393	65	-	458
Lincoln Lottery	9	-	-	9
Mayoral Car	7	-	-	7
MSCP & Bus Station Sinking Fund	195	47	-	242
Private Sector Stock Condition Survey	51	12	(51)	12
Professional Trainee Scheme	90	-	-	90
Residents Parking Scheme	-	5	-	5
Revenue & Benefits Community Fund	54	-	-	54
Section 106 Interest	32	-	-	32
Staff Wellbeing	28	-	-	28
Tank Memorial	10	-	-	10
Tree Risk Assessment	86	-	25	61
Unused DRF	161	100	(261)	-
Vision 2025/Vision 2030	386	319	(304)	400
	<b>8,234</b>	<b>684</b>	<b>(1,833)</b>	<b>7,085</b>

**HRA**

Capital Fees Equalisation	110	-	-	110
De Wint Court	73	-	-	73
De Wint Court Sinking Fund	113	19	-	132
Disrepairs Management	287	-	(31)	256
Housing Business Plan	842	-	(400)	442
Housing Repairs Service	76	-	-	76
HRA IT	170	335	-	505
HRA Repairs Account	1,351	-	-	1,351
Housing Strategic Priority	764	-	-	764
HRS Social Value	111	-	-	111
Invest to Save (HRA)	375	-	(40)	335
NSAP/RSAP Sinking Fund	18	9	-	27
Regulator of Social Housing	180	-	(100)	80
Strategic Growth Reserve	5	-	-	5
Tenant Satisfaction Survey	31	-	(10)	21
	<b>4,507</b>	<b>363</b>	<b>(581)</b>	<b>4,289</b>
<b>Total Earmarked Reserves</b>	<b>12,741</b>	<b>1,047</b>	<b>(2,414)</b>	<b>11,374</b>

**CAPITAL RESOURCES – Q1 MONITORING 2024/25**

	<b>Opening balance 01/04/24</b>	<b>Contributions</b>	<b>Used in financing</b>	<b>Forecast balance 31/03/25</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Capital Grants/Contributions General Fund	0	3,712	(3,712)	0
Capital Grants/Contributions HRA	275	0	0	275
Capital receipts General Fund	1,663	1,112	(1,133)	1,642
Capital receipts HRA	2,560	1,059	(126)	3,493
Capital receipts 1-4-1	3,780	1,422	(2,141)	3,060
Major Repairs Reserve	23,735	11,622	(14,057)	21,300
GENF DRF	141	8,636	(8,777)	0
<b>Total Capital Resources</b>	<b>32,154</b>	<b>27,563</b>	<b>(29,946)</b>	<b>2,970</b>

Currently the HIP has schemes planned to facilitate use of all 1:4:1 receipts with no repayment required in 24/25.

### **General Investment Programme – Summary of Expenditure as at 30<sup>th</sup> June 2024**

<b><u>GENERAL INVESTMENT PROGRAMME</u></b>	<b>Budget 2024/25 - Reported at 2023/24 Outturn</b>	<b>Q1 Budget Increase / Decrease</b>	<b>2024/25 Revised Budget</b>	<b>Actual Expenditure 30/06/24</b>	<b>2024/25 % Spend to Revised Budget</b>
<b><u>Housing and Investment</u></b>					
Housing Renewal Area Unallocated	298,152		298,152	0	0.00%
<b>Housing and Investment Total</b>	<b>298,152</b>		<b>298,152</b>	<b>0</b>	<b>0.00%</b>
<b><u>DCE - Health and Environmental Services</u></b>					
Better Care Fund (was Disabled Facilities Grant)	2,082,073	77,318	2,159,391	196,906	9.12%
Yarborough Leisure Centre - Energy Efficiency	614,350	20,000	634,350	0	0.00%
Yarborough Leisure Centre - Equipment	0	80,000	80,000	0	0.00%
<b>DCE - Health and Environmental Services Total</b>	<b>2,696,423</b>	<b>177,318</b>	<b>2,873,741</b>	<b>196,906</b>	<b>6.85%</b>
<b><u>DCE - Community Services</u></b>					
Traveller deterrent	6,200		6,200	0	0.00%
<b>DCE - Community Services Total</b>	<b>6,200</b>		<b>6,200</b>	<b>0</b>	<b>0.00%</b>
<b><u>DCE - Planning &amp; City services</u></b>					
St Mary le Wigford (HAZ)	0		0	(45)	0.00%
St Mary's Guildhall (HAZ)	0		0	(90)	0.00%
Windmill View	16,475		16,475	(6,196)	-37.61%
Car Parking Software	14,337		14,337	8,663	60.42%
<b>DCE - Planning &amp; City services Total</b>	<b>30,812</b>		<b>30,812</b>	<b>2,331</b>	<b>7.56%</b>
<b><u>CX - Strategic Development &amp; Transformation</u></b>					
New Telephony System	5,558		5,558	(400)	-7.20%
<b>CX Strategic Development &amp; Transformation Total</b>	<b>5,558</b>		<b>5,558</b>	<b>(400)</b>	<b>-7.20%</b>
<b><u>CX - Chief Finance Officer</u></b>					
Allotments Asbestos Sheds	33,795		33,795	0	0.00%
Greyfriars - Phase 2 Delivery	2,535,800	126,987	2,662,787	15,277	0.57%

<b><u>GENERAL INVESTMENT PROGRAMME</u></b>	<b>Budget 2024/25 - Reported at 2023/24 Outturn</b>	<b>Q1Budget Increase / Decrease</b>	<b>2024/25 Revised Budget</b>	<b>Actual Expenditure 30/06/24</b>	<b>2024/25 % Spend to Revised Budget</b>
Lincoln Central Lifts	150,000		150,000	0	0.00%
Planned Capitalised Works	489,955		489,955	0	0.00%
Michaelgate	75,000		75,000	49,052	65.40%
<b>CX - Chief Finance Officer Total</b>	<b>3,284,550</b>	<b>126,987</b>	<b>3,411,537</b>	<b>64,329</b>	<b>1.89%</b>
<b><u>Major Developments</u></b>					
Central Markets	2,000		2,000	0	0.00%
Central Markets (All Funding Streams)	283,583		283,583	(98,400)	-34.70%
Lincoln Transport HUB	0		0	(56,196)	0.00%
TD Sincil Bank Gateway & Greening Project	555,028		555,028	7,609	1.37%
TD Tentercroft Street	340,000	(28,000)	312,000	0	0.00%
The Terrace Heat Mitigation Works	246,547		246,547	0	0.00%
Towns Deal Programme Management	75,970		75,970	3,610	4.75%
UKSPF (Shared Prosperity Fund)	430,288	(422,801)	7,487	0	0.00%
UKSPF Belmont Street Our Community Bakery	0	130,000	130,000	0	0.00%
UKSPF Moorland Community Hub	0	70,000	70,000	0	0.00%
UKSPF Sudbrooke Drive Hub	0	222,801	222,801	0	0.00%
WGC Housing Delivery	5,622,755		5,622,755	0	0.00%
WGC Phase 1b Bridges	2,355,359		2,355,359	236,729	10.05%
WGC Shared Infrastructure	1,032,645	(21,000)	1,011,645	1,478,747	146.17%
WGC Site Wide Costs	19,487		19,487	23,103	118.55%
WGC Wider 1b Site Costs	0	21,000	21,000	0	0.00%
<b>Major Developments Total</b>	<b>10,963,662</b>	<b>(28,000)</b>	<b>10,935,662</b>	<b>1,595,202</b>	<b>14.59%</b>
<b>TOTAL ACTIVE SCHEMES</b>	<b>17,285,357</b>	<b>276,305</b>	<b>17,561,662</b>	<b>1,858,367</b>	<b>10.58%</b>
<b><u>Schemes Currently Under Review</u></b>					
Compulsory Purchase Orders	233,481		233,481	0	0.00%
IT Reserve	74,334		74,334	0	0.00%
<b>Schemes Currently Under Review Total</b>	<b>307,815</b>		<b>307,815</b>	<b>0</b>	<b>0.00%</b>

<b><u>GENERAL INVESTMENT PROGRAMME</u></b>	<b>Budget 2024/25 - Reported at 2023/24 Outturn</b>	<b>Q1Budget Increase / Decrease</b>	<b>2024/25 Revised Budget</b>	<b>Actual Expenditure 30/06/24</b>	<b>2024/25 % Spend to Revised Budget</b>
<b>TOTAL CAPITAL PROGRAMME EXCLUDING EXTERNALLY DELIVERED SCHEMES</b>	<b>17,593,172</b>	<b>276,305</b>	<b>17,869,477</b>	<b>1,858,367</b>	<b>10.40%</b>
<b><u>Externally Delivered Town's Deal Schemes</u></b>					
Store of Stories	0	28,000	28,000	0	0.00%
TD Barbican Production & Maker Hub	1,700,000		1,700,000	183,503	10.79%
TD Lincoln Connected	577,968		577,968	65,427	11.32%
TD LSIP	800,000		800,000	0	0.00%
TD Sincil Bank	2,234,696		2,234,696	0	0.00%
TD Wigford Way	244,708		244,708	0	0.00%
<b>Externally Delivered Town's Deal Schemes Total</b>	<b>5,557,372</b>	<b>28,000</b>	<b>5,585,372</b>	<b>248,930</b>	<b>4.46%</b>
<b>Grand Total</b>	<b>23,150,544</b>	<b>304,305</b>	<b>23,454,849</b>	<b>2,107,297</b>	<b>8.98%</b>

**Housing Investment Programme – Summary of Expenditure as at 30<sup>th</sup> June 2024**

<b><u>HOUSING INVESTMENT PROGRAMME</u></b>	<b>Budget 2024/25 - Reported at 2023/24 Outturn</b>	<b>Q1 Budget Increase / Decrease</b>	<b>2024/25 Revised Budget</b>	<b>Actual Expenditure 30/06/24</b>	<b>2024/25 % Spend to Revised Budget</b>
<b><u>Contingency Schemes</u></b>					
Contingency Reserve	0	0	0	0	0
<b>Contingency Schemes Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Decent Homes</u></b>					
Bathrooms & WC's	734,550	0	734,550	104,185	14.18%
DH Central Heating Upgrades	2,016,960	0	2,016,960	457,437	22.68%
Door Replacement	1,634,266	0	1,634,266	276,416	16.91%
Fire Compartment works	210,000	(160,000)	50,000	2,675	5.35%
Fire Doors	500,000	0	500,000	28,600	5.72%
Kitchen Improvements	2,190,000	(1,000,000)	1,190,000	138,176	11.61%
Lincoln Standard Windows Replacement	907,672	0	907,672	239,416	26.38%
New services	50,000	0	50,000	0	0.00%
Re-roofing	1,328,800	(828,000)	500,000	0	0.00%
Rewiring	738,000	(588,000)	150,000	0	0.00%
Structural Defects	100,000	0	100,000	0	0.00%
Thermal Comfort Works	169,858	(119,858)	50,000	0	0.00%
Lifts	1,050,000	(1,050,000)	0	0	0.00%
Void Capitalised Works	1,721,860	0	1,721,860	0	0.00%
<b>Decent Homes Total</b>	<b>13,351,966</b>	<b>(3,746,658)</b>	<b>9,605,307</b>	<b>1,246,906</b>	<b>12.98%</b>
<b><u>Health and Safety</u></b>					
Asbestos Removal	198,702	0	198,702	12,051	6.06%
Asbestos Surveys	133,763	0	133,763	0	0.00%
Fire Alarms	0	0	0	0	0.00%



<b><u>HOUSING INVESTMENT PROGRAMME</u></b>	<b>Budget 2024/25 - Reported at 2023/24 Outturn</b>	<b>Q1 Budget Increase / Decrease</b>	<b>2024/25 Revised Budget</b>	<b>Actual Expenditure 30/06/24</b>	<b>2024/25 % Spend to Revised Budget</b>
Renew stair structure	25,000	0	25,000	0	0.00%
Replacement Door Entry Systems	288,846	0	288,846	0	0.00%
<b>Health and Safety Total</b>	<b>646,311</b>	<b>0</b>	<b>646,311</b>	<b>12,051</b>	<b>1.86%</b>
<b><u>IT/Infrastructure</u></b>					
Housing Support Services Computer Fund	306,441	0	306,441	21,050	6.87%
Telephony	5,558	0	5,558	0	0.00%
<b>IT/Infrastructure Total</b>	<b>311,999</b>	<b>0</b>	<b>311,999</b>	<b>21,050</b>	<b>6.75%</b>
<b><u>Lincoln Standard</u></b>					
Over bath showers (10 year programme)	286,450	(250,000)	36,450	0	0.00%
<b>Lincoln Standard Total</b>	<b>286,450</b>	<b>(250,000)</b>	<b>36,450</b>	<b>0</b>	<b>0.00%</b>
<b><u>Other Current Developments</u></b>					
CCTV	20,000	0	20,000	0	0.00%
Communal Electrics	10,000	150,000	160,000	54,999	34.37%
Communal TV Aerials	5,000	0	5,000	4,069	81.38%
Environmental works	1,000,000	(500,000)	500,000	50,242	10.05%
Garages	60,000	0	60,000	0	0.00%
Hiab and Mule	122,330	8,359	130,689	130,689	100.00%
HRA Buildings	81,639	0	81,639	0	0.00%
Landscaping & Boundaries	1,452,938	(1,152,938)	300,000	0	0.00%
<b>Other Current Developments Total</b>	<b>2,751,907</b>	<b>(1,494,579)</b>	<b>1,257,327</b>	<b>239,999</b>	<b>19.09%</b>
<b>HOUSING INVESTMENT TOTAL</b>	<b>17,348,633</b>	<b>(5,491,238)</b>	<b>11,857,395</b>	<b>1,520,006</b>	<b>12.82%</b>

<b><u>HOUSING INVESTMENT PROGRAMME</u></b>	<b>Budget 2024/25 - Reported at 2023/24 Outturn</b>	<b>Q1 Budget Increase / Decrease</b>	<b>2024/25 Revised Budget</b>	<b>Actual Expenditure 30/06/24</b>	<b>2024/25 % Spend to Revised Budget</b>
<b><u>HOUSING STRATEGY AND INVESTMENT</u></b>					
<b><u>New Build Programme</u></b>					
Property Acquisitions	2,091,534	300,000	2,391,534	436,025	18.23%
New Build Capital Salaries	46,953	0	46,953	0	0.00%
New Build- De Wint Court	0	0	0	0	0.00%
New Build Site – Hermit Street	1,891,443	0	1,891,443	560,618	29.64%
Jasmin Green	50,000	0	50,000	0	0.00%
Ermine Church Land	349,893	0	349,893	0	0.00%
Western Growth Corridor	984,281	79,000	1,063,281	0	0.00%
<b>New Build Programme Total</b>	<b>5,414,104</b>	<b>379,000</b>	<b>5,793,104</b>	<b>996,643</b>	<b>17.20%</b>
<b>HOUSING STRATEGY AND INVESTMENT TOTAL</b>	<b>5,414,104</b>	<b>379,000</b>	<b>5,793,104</b>	<b>996,643</b>	<b>17.20%</b>
<b>TOTAL HOUSING INVESTMENT PROGRAMME</b>	<b>22,762,736</b>	<b>(5,112,238)</b>	<b>17,650,499</b>	<b>2,516,649</b>	<b>14.26%</b>



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**SUBJECT: TREASURY MANAGEMENT AND PRUDENTIAL CODE – QUARTERLY UPDATE**

**DIRECTORATE: CHIEF EXECUTIVE & TOWN CLERK**

**REPORT AUTHOR: LAURA SHIPLEY, FINANCIAL SERVICES MANAGER**

## **1. Purpose of Report**

- 1.1 The purpose of this report is to summarise and review the Council's treasury management activity and the prudential indicators at 30<sup>th</sup> June 2024.
- 1.2 CIPFA's Code of Practice for Treasury Management (2021) recommends that Elected Members should be informed of the Council's Treasury Management activities on a quarterly basis. This report, therefore, ensures this Council is embracing best practice for the scrutiny of capital and investment activity in accordance with the Code of Practice (CIPFA).

## **2. Executive Summary**

- 2.1 The Treasury Management position and performance results for the 3 months ended 30 June 2024 are set out in the body of the report & Appendix A (prudential Indicators).
- 2.2 Officers can confirm that the approved limits within the Annual Treasury Management Strategy were not breached during the quarter ended 30 June 2024.

## **3. Background**

- 3.1 The prudential system for capital expenditure is well established. One of the requirements of the Prudential Code is to ensure adequate monitoring of the capital expenditure plans, prudential indicators (PIs) and treasury management response to these plans. This report fulfils that requirement and includes a review of compliance with Treasury and Prudential Limits and the Prudential Indicators at 30<sup>th</sup> June 2024. The current Treasury Management Strategy and Prudential Indicators were approved by Council on 27<sup>th</sup> February 2024.
- 3.2 The Council has adopted the CIPFA Code of Practice for Treasury Management in the Public Sector and operates its treasury management service in compliance with this Code and the above requirements. These require that the prime objective of treasury management activity is the effective management of risk, and that its borrowing activities are undertaken in a prudent, affordable and sustainable basis.
- 3.3 This report highlights the changes to the key prudential indicators, to enable an overview of the current status of the capital expenditure plans. It incorporates any new or revised schemes previously reported to Members. Changes required to the residual prudential indicators and other related treasury management issues are also included.

## 4. Treasury Management Update

### 4.1 Investment Portfolio

- 4.1.1 The Council held £18.760m of investments as at 30 June 2024 achieving an average interest rate of 5.30% (5.11% 23/24). Actual interest earned in the 3 months period to 30 June 2024 totalled £302k.
- 4.1.2 Forecast interest income for the year is £0.891m (£0.356m General Fund & £0.565m HRA), an overachievement of income of £0.230m against the £0.661m budget.
- 4.1.3 As at 30 June 2024, 84% of the Council's investment portfolio was held in low risk specified investments, the requirement for the year being a minimum of 25% of the portfolio to be specified investments. The remaining 16% of the portfolio was held in non-specified investments (with other local authorities).
- 4.1.4 Where possible the Council seeks sustainable investments and are working with our advisors on the best way to score banks and funds ESG ratings, whilst balancing this against generating returns that are in the best interest of the tax payer.
- 4.1.5 Liquidity – The Council seeks to maintain liquid short-term deposits of at least £5m available with a week's notice, and has maintained a balance above this throughout the quarter. At 30<sup>th</sup> June 2024 the Council held liquid short term deposits of £9.760m
- 4.1.6 Security - The Council's maximum security risk benchmark for the portfolio as at 30 June 2024 was 0.005%, based on the historic risk of default of the counterparties and types of accounts in which the Council's funds are place – this equates to a potential loss of £0.001m on an investment portfolio of £18.760m. This represents a very low risk investment portfolio.
- 4.1.7 Yield – The Council achieved an average return of 5.30% on its investment portfolio for the 3 months ended 30 June 2024. This is comparable to the average SONIA rate for the quarter, of 5.20%.
- 4.1.8 The table below highlights the level of investment activity and the rates obtained as at 30 June 2024. Investments were made in line with Link's approved counterparty list.

INVESTMENTS	PRINCIPAL £	RATE %	PERIOD DAYS
Babergh District Council	3,000,000	5.75	364
Goldman Sachs	2,000,000	5.34	91
SMBC Bank International Plc	2,000,000	5.33	92
SMBC Bank International Plc	2,000,000	5.30	92
<b>Total Fixed Short term Investments</b>	<b>9,000,000</b>		
Aberdeen Standard Liquidity Fund	1,156,000	5.23	Call
BNP Paribas Insticash Sterling	7,000,000	5.26	Call
Federated Short-Term Sterling Prime Fund	1,604,000	5.23	Call
<b>Total Money Market Fund Investments</b>	<b>9,760,000</b>		
<b>Total Investments / Average Rate</b>	<b>18,760,000</b>	5.35	

## 4.2 Borrowing

- 4.2.1 In accordance with the Local Government Act 2003, the Council has a statutory duty to determine and keep under review how much it can afford to borrow. Therefore, the Council establishes 'Affordable Borrowing Limits' (or Authorised Limit) as part of the Prudential Indicators within the approved treasury management strategy.
- 4.2.2 The 'authorised limit' and 'operational boundary' indicators govern the maximum level of external borrowing to fund the capital programme and short-term cash flow. See Appendix A.
- 4.2.3 At 30 June 2024 the Council held £107.406 million of external borrowing, of which 100% were fixed rate loans (See table below).

Borrowing Type	Lender	Outstanding Loans (£)	No Of Loans	Ave Rate %
PWLB	PWLB	95,405,738	32	3.55
LA Borrowing	North Kesteven District Council	2,000,000	1	2.05
Market Loans	Barclays	10,000,000	4	4.24
<b>Total/ Ave Rate</b>		<b>107,405,738</b>	<b>37</b>	<b>3.59</b>

## 4.3 Treasury Indicators

4.3.1

Maturity structure of fixed rate borrowing	Upper Limit %	Lower Limit %	Actual %	Estimated position 31/03/25 £'000
Under 12 months	40%	0%	1%	1,578
12 months to 2 years	40%	0%	0%	0
2 years to 5 years	60%	0%	9%	9,552
5 years to 10 years	80%	0%	11%	11,952
10 years and above	100%	10%	79%	85,486
<b>Total</b>				<b>108,568</b>

Limits for long-term treasury management investments

£7m

- 4.3.2 As at 30 June 2024, the average rate of interest paid during the first quarter of the year on external borrowing was 3.26%.
- 4.3.3 As part of the Treasury Management Strategy, the Council established a range of Prudential Indicators (in accordance with professional practice) to monitor both Treasury and Capital as the two are intrinsically linked. Details of the performance against the Prudential Indicators can be found at Appendix A. See comments below.
- Capital Expenditure – Appendix A shows the revised estimates for capital expenditure that have been approved by or are subject to approval since the Council approved the original budget in February 2024.
  - The Capital Financing Requirement (CFR) – Appendix A shows the Capital Financing Requirement, which is the Council's underlying need to borrow for a

capital purpose. It also shows the expected debt position over the period (Operational Boundary).

- iii. Financing costs to net revenue stream – improved position anticipated due to reprofiling and deferring forecast borrowing, utilising internal funds.
- iv. Actual External Debt – Currently forecasting actual external debt at year end to be in line with the original budget, albeit additional borrowing pushed to the end of the financial year. The need for borrowing will be continuously monitored in line with the councils cashflow and spending requirements.

4.3.4 The Council is currently under-borrowed against the CFR, and whilst the Council has adequate cash balances it employs internal resources until cash flow forecasts indicate the need for additional borrowing or rates are available that reduce the cost of carrying debt. PWLB borrowing offers preferential rates when compared with market loans, with higher discounts for those with a Housing Revenue Account. Bank of England base rates have increased during the last couple of years and forecasts show that they will remain elevated in comparison with what we have seen over the last decade or so with slight reductions forecast towards the back end of the year.

4.3.5 Following a demand for an increased rate, a LOBO loan of £1.5m was repaid during Q4 of 2023/24. Due to the current high cost of borrowing this loan has not yet been replaced. Available resources and interest rates will continue to be monitored to assess the need for further borrowing / reborrowing.

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

#### **4.4 Economic Update**

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

### **5. Strategic Priorities**

#### **5.1 One Council**

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

### **6. Organisational Impacts**

#### **6.1 Finance**

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

#### **6.2 Legal Implications including Procurement Rules**

The powers for a local authority to borrow and invest are governed by the Local Government Act 2003 (LGA 2003) and associated Regulations. A local authority may



borrow or invest for any purpose relevant to its functions, under any enactment, or for the purpose of the prudent management of its financial affairs. The Regulations also specify that authorities should have regard to the CIPFA Treasury Management Code and the DLUCH Investment Guidance when carrying out their treasury management functions.

### 6.3 Equality, Diversity and Human Rights

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

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

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

Due to the nature of the report,

there are no direct equality, diversity, or human rights implications.

## 7. Risk Implications

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

## 8. Recommendation

- 8.1 Members are asked to:
- a) note the Prudential and Treasury Indicators and the actual performance against the Treasury Management Strategy 2024/25 for the quarter ended 30<sup>th</sup> June 2024, and;
  - b) consider any specific recommendations to be referred to the Executive relating to the contents of this report.

<b>Is this a key decision?</b>	No
<b>Do the exempt information categories apply?</b>	No
<b>Does Rule 15 of the Scrutiny Procedure Rules (call-in and urgency) apply?</b>	No
<b>How many appendices does the report contain?</b>	Two
<b>List of Background Papers:</b>	Treasury Management Strategy 2024/25 (Approved by Council February 2024)
<b>Lead Officer:</b>	Laura Shipley, Financial Services Manager, <a href="mailto:laura.shipley@lincoln.gov.uk">laura.shipley@lincoln.gov.uk</a>

**PRUDENTIAL INDICATORS**

Indicator No.	Indicator	2024/25 Original Estimate (OE) £'000	2024/25 OE inc. Year End Adj 's £'000	2024/25 Q1 Revised Estimate £'000
1 & 2	Capital Expenditure - General Fund	17,527	23,151	23,455
1 & 2	Capital Expenditure - HRA	21,043	22,763	17,650
	<b>Capital Expenditure Total</b>	<b>38,570</b>	<b>45,914</b>	<b>41,105</b>
3 & 4	Capital Financing Requirement (CFR) - General Fund	76,810	76,701	76,701
3 & 4	Capital Financing Requirement (CFR) - HRA	79,913	80,278	80,261
	<b>Capital Financing Requirement Total</b>	<b>156,723</b>	<b>156,979</b>	<b>156,962</b>
5	Estimated Actual External Debt (As at 31st March 2025)	113,017	113,017	108,568
6	Gross Debt and the CFR – Under Borrowing	(43,706)	(43,962)	(43,945)
7	Authorised Limit for External Debt	130,165	130,773	128,593
8	Operational Boundary for External Debt	124,217	124,217	124,217
9 & 10	Financing Costs to Net Revenue Stream - General Fund	15.39%		13.59%
9 & 10	Financing Costs to Net Revenue Stream - HRA	28.79%		28.41%
Local 5	Net Income from Commercial and Service Investments to Net Revenue Stream	10.45%		10.53%

**Glossary Of Terms**

**The Authorised Limit** – This represents the limit beyond which borrowing is prohibited and needs to be set and revised by members. It reflects the level of borrowing which, while not desired, could be afforded in the short term, but is not sustainable in the longer term. It is the expected maximum borrowing need with some headroom for unexpected movements. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003.

**The Operational Boundary** – This indicator is based on the probable external debt during the course of the year; it is not a limit and actual borrowing could vary around this boundary for short times during the year. CIPFA anticipate that this should act as an indicator to ensure the authorised limit is not breached.

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

- The first quarter of 2024/25 saw:
  - GDP growth flatlining in April following positive Q4 2023/24 growth figures of 0.7% q/q.
  - A stalling in the downward trend in wage growth, with the headline 3myy rate staying at 5.9% in April.
  - CPI inflation falling from 2.3% in April to 2.0% in May.
  - Core CPI inflation decreasing from 3.9% in April to 3.5% in May.
  - The Bank of England holding rates at 5.25% in May and June.
  - 10-year gilt yields climbing to 4.35% in April, before closing out at 4.32% in May.
- The news that the economy grew by 0.7% q/q in Q4 2023/24 confirmed that it moved out of its very mild technical recession that prevailed at the back end of 2023. However, data released for April and May so far shows a slight stalling in the recovery, with GDP data for April coming out at 0.0% m/m, as inclement weather weighed on activity. Moreover, the fall in the composite Purchasing Manager Index output balance from 53.0 in May to 51.7 in June confirms tepid growth.
- On a more positive note, the 2.9% m/m increase in retail sales volumes in May more than reversed the 1.8% m/m drop in April as rainfall returned to seasonal norms. The strength was broad-based across the retail sector, including online, (+5.9% m/m) suggesting an underlying strengthening in sales beyond weather effects. With inflation falling back to target, Bank Rate likely to be reduced soon and with consumer confidence improving, retail sales may well continue to strengthen.
- Stronger consumer spending, as low inflation allows households' real incomes to strengthen and the drag from higher interest costs fades, suggests that real consumption will strengthen substantially over the next two years. However, investment will only make a modest contribution to GDP growth. With the industrial sector still 12% smaller than in 2019, excess capacity will continue to cap the need for industrial firms to invest. But improving business sentiment should raise investment by services' firms. Further, a fall in mortgage rates should trigger a recovery in residential investment. Overall, strong consumer spending is likely to be the backbone of GDP growth, along with government consumption. Our colleagues at Capital Economics forecast that following GDP growth of 1.0% in 2024, activity will continue to surprise to the upside with GDP growth of 1.5% for both 2025 and 2026 (consensus forecasts are 1.2% and 1.4% respectively).
- Nonetheless, the on-going stickiness of wage growth in April will be a lingering concern for the Bank of England. The 3myy rate of average earnings growth stayed at 5.9% in April (consensus 5.7%), whilst the more timely 3m annualised rate rebounded from 5.9% to 9.3%. This stickiness partly reflected April's 9.8% increase in the minimum wage. This leaves the Bank of England's forecast for a fall back in regular private sector pay growth from 5.8% in April to 5.1% in June looking a challenge.
- Despite the stickiness of wage growth in April, sharp falls in employment and a move up in unemployment suggests that wage growth will soon be back on a downward path. The 139,000 fall in employment in the three months to April was accompanied by a rise in the unemployment rate from 4.3% to 4.4%. This was the fourth increase in a row and took it

to its highest level since September 2021. The rise would have been larger were it not for the 132,000 increase in inactivity in the three months to April as the UK's disappointing labour market participation performance since the pandemic continued. The vacancies data also paint a picture of a slowly cooling labour market. The number of job vacancies fell from an upwardly revised 908,000 to 904,000, leaving vacancies 31% below the peak in May 2022, but 11% above the pre-pandemic level.

- The fall in CPI inflation in May back to the Bank's 2% target for the first time since July 2021 will have come as welcome news to the Bank. Furthermore, with CPI inflation of 3.3% in the US and 2.6% in the Euro-zone in May, the UK appears to have won the race to get CPI inflation back to 2.0%. A further easing in food inflation from 2.8% in April to 1.6% in May played a part in the fall in overall CPI inflation and with food producer price inflation at just 0.2% in May, food price inflation will probably soon fall to zero.
- The core rate also fell back from 3.9% to 3.5%. Within that, core goods CPI inflation slipped below zero for the first time since October 2016. As expected, clothing/footwear, recreation/culture and restaurants/hotels categories inflation declined, reflecting base effects from big increases last May. While services inflation fell from 5.9% to 5.7%, this decline was smaller than the Bank of England expected (forecast 5.3%). And the timelier three-month annualised rate of services prices has rebounded from 8.5% to 9.2%. This suggests that the persistence in domestic inflation that the Bank is worried about is fading more slowly than it thought. Even so, there is scope for inflation to fall further.
- There was little chance that the Bank would cut rates at its June meeting, given upside surprises on services CPI inflation and wage growth. But several developments implied a rate cut is getting closer (August?). First, two members of the MPC, Ramsden and Dhingra voted again to reduce rates immediately to 5.00%. Second, despite the recent run of stronger inflation and activity, the minutes noted "indicators of inflation persistence had continued to moderate" and that a range of indicators suggest pay growth had continued to ease. And there was new wording that members of the MPC will consider all the information available and how this affects the assessment that the risks from inflation persistence are receding "as part of the August forecast round".
- Throughout the quarter there was a degree of volatility in the gilt market and, by way of example, the 10-year gilt yield rose from 4.05% on 2<sup>nd</sup> April to finish at 4.15% on 28<sup>th</sup> June but it has exceeded 4.30% on several occasions. Overall, investors judged that interest rates will need to remain high for longer to keep inflation around the 2.0% target.
- Meanwhile, the FTSE 100 broke through the 8,000 mark in April for the first time since its brief three-day flutter in February last year and reached a record closing high of 8,446 on 15<sup>th</sup> May. However, by the end of the quarter, despite AI-fuelled rises in the US S&P500, it finished rather tamely and had fallen back to 8,164. Arguably, significant interest rate cuts and an on-going UK economic recovery will be required for a further resurgence to take hold.

### **MPC meetings 9<sup>th</sup> May and 20<sup>th</sup> June 2024**

- On 9<sup>th</sup> May, the Bank of England's Monetary Policy Committee (MPC) voted 7-2 to keep Bank Rate at 5.25%. This outcome was repeated on 20<sup>th</sup> June.
- Nonetheless, with UK CPI inflation now back at 2% and set to fall further over the coming months, Ramsden and Dhingra – who voted again to reduce rates immediately to 5.00% in June – may shortly be joined by some members in the no-change camp, for whom the June decision was "finely balanced" as the upside news on services price inflation was

more likely to be a reflection of one-off effects and volatile components rather than factors that would push up “medium-term inflation”.

## **Interest rate forecasts**

The Council has appointed Link Group as its treasury advisors and part of their service is to assist the Council to formulate a view on interest rates. The PWLB rate forecasts below are based on the Certainty Rate (the standard rate minus 20 bps) which has been accessible to most authorities since 1<sup>st</sup> November 2012. For Housing Revenue Account authorities, the lower Housing Revenue Account (HRA) PWLB rate has also been available since 15 June 2023 (standard rate minus 60 bps) but is available for HRA borrowing only.

The latest forecast, updated on 28<sup>th</sup> May, sets out a view that both short and long-dated interest rates will start to fall once it is evident that the Bank of England has been successful in squeezing excess inflation out of the economy, despite a backdrop of a stubbornly robust economy and a tight labour market.

Moreover, whatever the shape of domestic data, recent gilt market movements have been heavily influenced by the sentiment pertaining to US monetary policy. Again, inflation and labour data has proven sticky and the market’s expectation for rate cuts has gradually reduced throughout the course of the year, so that possibly rates may not be cut more than once, or possibly twice, before the end of 2024. In any event, even if the Bank of England starts to cut rates first, it may mean that the medium and longer parts of the curve take longer to fully reflect any such action until the US yield curve shifts lower too. Given the potential inflationary upside risk to US treasuries if Trump wins the presidential election in November (increased tariffs on imports from China for example), therein lies a further risk to yields remaining elevated for longer.

Closer to home, the General Election is not expected to have a significant impact on UK monetary policy. There is minimal leeway for further tax cuts or added spending without negatively impacting market sentiment. It may even be the case that the Bank of England will steer clear of an August rate cut – should that be supported by the inflation data – in favour of weighing up fiscal policy implications and market sentiment in the aftermath of the election.

Accordingly, Link’s central case is still for a rate cut before the end of September, but we are not committed to whether it will be in August or September. Thereafter, the path and speed of rate cuts is similar to that which we previously forecast, with Bank Rate eventually falling to a low of 3% by H2 2026.

However, given the increased uncertainty surrounding Link’s central gilt market forecasts, and the significant issuance that will be on-going from several of the major central banks, it has marginally increased its PWLB forecasts by c20 to 30 basis points across the whole curve since the previous quarter.

In summary, regarding PWLB rates, movement in the short-end of the curve is expected to reflect Link’s Bank Rate expectations to a large degree, whilst medium to longer-dated PWLB rates will remain influenced not only by the outlook for inflation, domestically and globally, but also by the market’s appetite for significant gilt issuance (£200bn+ for each of the next few years). As noted at the Link March Strategic Issues webinars, there is upside risk to that part



of our forecast despite the Debt Management Office skewing its issuance to the shorter part of the curve.

Link Group Interest Rate View 28.05.24												
	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27
BANK RATE	5.25	5.00	4.50	4.00	3.50	3.25	3.25	3.25	3.25	3.00	3.00	3.00
3 month ave earnings	5.30	5.00	4.50	4.00	3.50	3.30	3.30	3.30	3.30	3.00	3.00	3.00
6 month ave earnings	5.30	4.90	4.40	3.90	3.50	3.30	3.30	3.30	3.30	3.10	3.10	3.20
12 month ave earnings	5.10	4.80	4.30	3.80	3.50	3.40	3.40	3.40	3.40	3.20	3.30	3.40
5 yr PWLB	4.90	4.70	4.50	4.30	4.10	4.00	3.90	3.90	3.90	3.90	3.90	3.80
10 yr PWLB	5.00	4.80	4.60	4.40	4.30	4.10	4.10	4.10	4.00	4.00	4.00	3.90
25 yr PWLB	5.30	5.20	5.00	4.80	4.70	4.50	4.50	4.40	4.40	4.40	4.30	4.30
50 yr PWLB	5.10	5.00	4.80	4.60	4.50	4.30	4.30	4.20	4.20	4.20	4.10	4.10

- Money market yield forecasts are based on expected average earnings by local authorities for 3 to 12 months.

The Link forecast for average earnings are averages i.e., rates offered by individual banks may differ significantly from these averages, reflecting their different needs for borrowing short-term cash at any one point in time.

## **NOTE**

The economic update above was provided by the council's advisors early July, prior to the reduction in the Bank of England Base rate reduction on 1st August 2024 (from 5.25% to 5%).

Rate reductions were expected due to inflation dropping down to more manageable levels. The council's investment income forecast has prudently accounted for reductions in the base rate.

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**PERFORMANCE SCRUTINY COMMITTEE****15 AUGUST 2024**

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

**DIRECTORATE:   CHIEF EXECUTIVE AND TOWN CLERK**

**LEAD OFFICER:   JESSICA CULLEN, 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:** Jessica Cullen, Democratic Services  
Officer  
Email: [jessica.cullen@lincoln.gov.uk](mailto:jessica.cullen@lincoln.gov.uk)

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**23 May 2024**

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
<b>Standard Items</b>		
Financial Performance (Detailed): Outturn 2023/24 Quarter 4	Laura Shipley	Quarterly Report Professional High Performing Services
Treasury Management Stewardship and Actual Prudential Indicators Report 2023/24 (Outturn)	Laura Shipley	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	Quarterly Report Professional High Performing Services

20 June 2024 CANCELLED

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
<b>Standard Items</b>		
Confirmation of Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Let's Deliver Quality Housing
Work Programme for 2024-25 - Update	Democratic Services	Regular Report



**25 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 Let's Deliver Quality Housing
Work Programme for 2024-25 - Update	Democratic Services	Regular Report
Portfolio Under Scrutiny Session – Reducing Inequality DEFERRED	Portfolio Holder	Annual Session Reducing Inequality
<b>Monitoring Items</b>		
Central Lincolnshire Local Plan Annual Report 2023/24 including Financial Update	Toby Forbes-Turner	Annual Report Let's Drive Economic Growth
Income/Arrears Monitoring report	Martin Walmsley	Annual Report <i>Professional High Performing Services</i>

## 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
Portfolio Under Scrutiny Session – Our People and Resources (now includes Climate Change w.e.f 2025 report)	Portfolio Holder	Annual Session Professional High Performing Services
<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

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 Reducing Inequality	Portfolio Holder	Annual Session
Portfolio Under Scrutiny Remarkable Place	Portfolio Holder	Annual Session
Portfolio Under Scrutiny- Climate Change	Kate Bell	Annual Session
Annual Report for Remarkable Place V2025 Theme	Simon Walters	Annual Report

14 November 2024

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
<b>Standard Items</b>		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Let's Deliver Quality Housing
Work Programme for 2024-25 - Update	Democratic Services	Regular Report
Portfolio Under Scrutiny - Customer Experience and Review	Portfolio Holder	Annual Session
<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
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
Scrutiny Annual Report	Democratic Services	Annual Report 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 Let's Deliver Quality Housing
OD Group and Workforce Strategy to Performance	Carolyn Wheater/Ali Thacker	Professional High Performing Services
Work Programme for 2024-25 - Update	Democratic Services	Regular Report
Portfolio Under Scrutiny Session – Quality Housing	Portfolio Holder	Annual Session Let's Deliver Quality Housing
<b>Monitoring Item(s)</b>		
Fire Safety Update	Matt Hillman	Annual Report

23 January 2025

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Let's Deliver Quality Housing
Work Programme for 2024-25 - Update	Democratic Services	Regular Report
Portfolio Under Scrutiny – Economic Growth	Portfolio Holder	Annual Session Let's Drive Economic Growth



20 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

13 March 2025

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
<b>Standard Items</b>		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Let's 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
25 July 2024	Reducing Inequality
15 August 2024	Our People and Resources
26 September 2024	Remarkable Place
14 November 2024	Customer Experience and Review
5 December 2024	Quality Housing
23 January 2025	Economic Growth

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

**DIRECTORATE: CHIEF EXECUTIVE AND TOWN CLERK**

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

## **1. Purpose of Report**

- 1.1 To provide Members with a status report of the revised Strategic Risk Register as at the end of the first quarter 2024/25.

## **2. Background**

- 2.1 An update of the Strategic Risk Register, developed under the risk management approach of 'risk appetite,' was last presented Members in June 2024 and contained fourteen strategic risks.
- 2.2 Since reporting to Members in June, the Strategic Risk Register has been refreshed and updated by the Risk Owners and Corporate Management Team for the financial year 2024/25. This assessment has reviewed each risk in terms of the level of assessed risk (likelihood and impact), target risk scores, control measures in place and mitigating actions required in order to; avoid, seek, modify, transfer or retain the risks. It has also considered whether each of the risks remains relevant or needs refocusing and whether there are new risks that need to be assessed.
- 2.3 The outcome of this work has resulted in a refreshed Strategic Risk Register for 2024/25, which reflects the changing circumstances in which the Council is operating and the different challenges and opportunities it faces. This refreshed register, contained in Part B of the agenda, will be performance monitored on a quarterly basis, reported to both the Performance Scrutiny Committee and the Executive.

## **3. Strategic Risks**

- 3.1 The Strategic Risk Register contains fifteen risks, as follows:
- 1) Failure to engage & influence effectively the Council's strategic partners, council staff and all stakeholders to deliver against the Council's new Vision 2030.
  - 2) Failure to deliver a sustainable Medium-Term Financial Strategy that supports delivery of the Council's Vision (specifically in relation to the General Fund).
  - 3) Failure to deliver the Towards Financial Sustainability Programme.
  - 4) Failure to ensure compliance with existing and new statutory duties/functions.

- 5) Failure to protect the local authority's long term vision due to changing structures and relationships in local government and impact on size, scale and scope of the Council.
- 6) Unable to meet the emerging changes required in the Council's culture, behaviour and skills to support the delivery of the council's vision, transformational journey to one Council approach and service delivery.
- 7) Insufficient levels of resilience, capability and capacity exist in order to deliver key strategic projects & services within the Council.
- 8) Decline in the economic prosperity within the City Centre.
- 9) Failure to deliver key strategic projects.
- 10) Failure of the Council's key contractors and partners to remain sustainable and continue to deliver value for money to the Council.
- 11) Failure to protect the vulnerable in relation to the Council's PREVENT and compliance with safeguarding and domestic abuse duties.
- 12) Failure to mitigate against the risk of a successful cyber-attack against the council
- 13) Impacts of the uncertainty of Government's policies on migration policy, asylum dispersal, early prison release etc on the Council's service delivery, capacity and MTFs as well as the impacts on housing, communities and the economic vitality of the City Centre.
- 14) Failure to deliver critical services in an emergency situation.
- 15) Failure of service delivery leading to reputational impacts on the Council and adverse financial implications.

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

3.3 Each risk is evaluated in terms of the level of assessed risk (likelihood and impact), taking into consideration any changes in control measures and the wider environment in which the Council operates. The assessed level of each of these fourteen risks is as follows:

<b>Risk No.</b>	<b>Risk Rating</b>	<b>Likelihood</b>	<b>Impact</b>
1.	Medium	Probable	Major
2.	High	Almost Certain	Critical
3.	Medium	Probable	Major
4.	Medium	Probable	Major
5.	Medium	Probable	Major

6.	Medium	Possible	Major
7.	High	Almost Certain	Critical
8.	High	Almost Certain	Critical
9.	Medium	Probable	Major
10.	High	Almost Certain	Major
11.	Medium	Possible	Critical
12.	High	Probable	Critical
13.	High	Almost Certain	Critical
14.	Medium	Probable	Major
15.	High	Almost Certain	Critical

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

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

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

#### **5. Organisational Impacts**

##### **5.1 Finance**

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

##### **5.2 Legal Implications including Procurement Rules**

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

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

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

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

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

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

## **6. Risk Implications**

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

## **7. Recommendation**

- 7.1 Members are asked to note and comment on the Council's strategic risks as at the end quarter 1 2024/25.

**Is this a key decision?** No

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

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

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

**List of Background Papers:** None

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

**1. Purpose of Report**

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

**2. Recommendation**

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



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