

EXECUTIVE**Tuesday, 27 August 2024****6.00 pm****Committee Room 1, City Hall**

Membership: Councillors Naomi Tweddle (Chair), Donald Nannestad (Vice-Chair), Sue Burke, Bob Bushell, Rebecca Longbottom and Joshua Wells

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

A G E N D A

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| 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. | |
| <hr/> | |
| CLIMATE AND CORPORATE STRATEGY | |
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CUSTOMER EXPERIENCE, REVIEW AND RESOURCES

- | | | |
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| 10. | Strategic Risk Register - Quarterly Review <i>Minute Extract: Performance Scrutiny Committee 15 August 2024 'To Follow'</i> | 273 - 276 |
| 11. | Exclusion of the Press and Public | 277 - 278 |

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

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

These items are being considered in private as it is likely that exempt information may be disclosed, as defined in Schedule 12A of the Local Government Act 1972. No representations have been received in relation to the proposal to consider these items in private.

SECTION B

CUSTOMER EXPERIENCE, REVIEW AND RESOURCES

- | | | |
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| 12. | Strategic Risk Register Quarterly Review | 279 - 294 |
| | [Exempt Para 3] | |
| 13. | Write Outs of Irrecoverable Non-Domestic Rates, Sundry Debtors, Council Tax and Overpayment of Housing Benefit | 295 - 306 |
| | [Exempt Para 2] | |

Present: Councillor Naomi Tweddle (*in the Chair*),
Councillor Donald Nannestad, Councillor Bob Bushell,
Councillor Rebecca Longbottom and Councillor
Joshua Wells

Apologies for Absence: Councillor Sue Burke

10. Confirmation of Minutes - 3 June 2024

RESOLVED that the minutes of the meeting held on 3 June 2024 be confirmed and signed by the Chair as a true record.

11. Declarations of Interest

No declarations of interest were received.

12. Local Government Productivity Plans

Purpose of the Report

To seek approval to submit the Council's Productivity Plan to the Government. This had been developed in response to the Productivity in Local Government request from the Department for Levelling Up, Housing and Communities (DLUHC).

Decision

1. That the submission of the Council's Productivity Plan to the Government be approved.
2. That the publication of the Productivity Plan on the Council's website following the submission be approved.

Alternative Options Considered and Rejected

None were considered. Failure to approve and publish the Productivity Plan would contravene the request from the Department for Levelling Up, Housing and Communities.

Reasons for the Decision

Productivity across all public services, including local government was reviewed by the Government. The Local Government Finance Settlement 2024/25 announced that Councils would be asked to produce productivity plans and correspondence was received on 16 April 2024 to formally start the process.

The submission deadline for plans was 19 July 2024. Given the need to rearrange some committee meetings following the announcement of the General Election, the Department for Levelling Up, Housing and Communities had confirmed that submission following July's Executive would be permitted for City of Lincoln Council's Plan.

There was no prescribed format given for the presentation of the Productivity Plan but key areas to consider presented in the request from Government were summarised as

- How services had been designed, delivered or transformed to make better use of resources
- How Councils planned to use technology and make better use of data to improve decision making, service design and use of resources
- Plans to reduce waste, be efficient and spend effectively
- Assurances on governance, financial approach and performance
- Any barriers to productivity that Government could help to reduce or remove.

The draft Productivity Plan at Appendix A provided a narrative of progress already made by the Council. It gave assurance on our approach, outlined next steps and articulated the challenges faced by local government as a sector and the specific impact this had on delivery of services and on our communities. It set out areas that Government could consider to assist local councils to further improve productivity.

13. Lincoln City Profile 2023/24

Purpose of the Report

To present to Executive the Lincoln City Profile 2023/24, attached as '**Appendix A**' to the officer's report, and to request that approval be given to publish and circulate the Profile with partners.

Decision

1. That Executive's review of the 'Lincoln City Profile 2023/24' and associated summary, attached as '**Appendix A**' and '**Appendix B**' to the officer's report be noted.
2. That the 'Lincoln City Profile 2023/24' be approved, published and circulated with partners.

Alternative Options Considered and Rejected

None were considered.

Reasons for the Decision

The annual Lincoln City Profile 2023/24 was a key corporate document that provided vital insight into aspects of the Council's external environment. Each year, the Profile offered up to date information on the key demographic and socioeconomic characteristics of, and the challenges facing, Lincoln's population. The Profile provided an evidence base that informed the continued development and implementation of City of Lincoln Council's Vision 2025 corporate plan, would support development of its next corporate plan 'Vision 2030', and assisted the Council with other evidence-based decision making so that it made the most effective use of its resources.

The Profile also had applications beyond the City of Lincoln Council and was used by external partners to support their decision making.

The document was also used as a source of reliable business intelligence to support funding bids by both the Council and its partner organisations.

(Members commended officers on an excellent piece of work).

14. Acquisitions Policy

Purpose of Report

For Executive to consider the contents of the revised Acquisition Policy for approval before publication.

Decision

That the revised Acquisition Policy be approved for publication.

Alternative Options Considered and Rejected

None. Failure to update the Acquisitions Policy would not be in line with current guidance.

Reasons for the Decision

The key amendments to the Acquisitions Policy were outlined within the officer's report.

The sale of council homes continued to create pressure to replace properties sold via the right to buy (Rtb) and to ensure the RtB retained capital receipts were utilised within the required timescales for the purposes of replacing social housing. There was a continued need for the Council to make best use of funds to replace housing and where possible offer additionality of housing stock due to increasing demand for housing.

Local Authorities had the ability to reinvest Right to Buy (RtB) receipts within Retention Agreements (1-4-1 capital receipt agreements) for a period of 5 years from these sales. RtB receipts could now be used for up to 50% of the capital costs of purchase and repair of a property or new build on the basis that they provided a one for one replacement for social housing (as defined by section 68 (1)(a) of the Housing and Regeneration Act 2008).

On the 28 May 2019 the Acquisition Policy was approved by Executive and became policy in June 2019.

On 23 September 2019 Executive approved an amendment to enable acquisitions of varying property types not just ex council housing via delegated authority.

On 17 March 2021 Executive approved the Housing Delivery report and the Acquisitions Policy was amended to enable external housing providers to apply for funding. The process of purchasing homes from the open market or via direct approaches was continuing to work well.

The Acquisitions Policy also allowed for acquiring properties for other funding streams such as specific need government housing schemes. Examples included

Next Steps Accommodation and the Local Area Housing fund. Once approval had been granted from Executive to deliver these projects, the acquisitions process was followed utilising the delegated authority in place. This ensured a consistent approach across all acquisitions to the housing stock.

15. Exclusion of the Press and Public

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

16. Radon Gas Testing and Remediation - Council Assets

Purpose of Report

As detailed in the exempt report to the Executive.

Decision

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

Alternative Options Considered and Rejected

As detailed in the exempt report to the Executive.

Reasons for the Decision

As detailed in the exempt report to the Executive.

17. Western Growth Corridor Scheme Delivery - Phase 1A & Phase 1B

Purpose of Report

As detailed in the exempt report to the Executive.

An addendum to the exempt report was issued to members giving them the very latest information when considering the recommendations in the report.

Decision

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

Alternative Options Considered and Rejected

As detailed in the exempt report to the Executive.

Reasons for the Decision

As detailed in the exempt report to the Executive.

(Members commended officers on their excellent work on the scheme).

| | |
|-----------------------|---|
| 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 Executive 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, in the Chief Executive's directorate there has been 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 Appendices A and 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 Executive is asked to review and comment on the contents of the Quarter 1 2024/25 Operational Performance Report found at Appendices A and B.
- 8.2 Executive 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

Quarter 1 2024/25 Operational Performance Report - Performance overview



Business Intelligence Officer
Policy and Performance Officer

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


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%) |
| Total | 25 | 35 | 18 | 9 | 87 |

| | 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%) |
| Total | 25 | 35 | 18 | 9 | 87 |

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 |
|-------------------------------|-----------|-----------------------------|-----------|
| Below target | 3 (25.0%) | Deteriorating | 7 (58.3%) |
| Acceptable performance | 3 (25.0%) | No change | 1 (8.3%) |
| Above target | 5 (41.7%) | Improving | 3 (25.0%) |
| Volumetric | 1 (8.3%) | Volumetric | 1 (8.3%) |
| Data not available | 0 (0.0%) | Data not available | 0 (0.0%) |
| TOTAL | 12 | TOTAL | 12 |

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%) |
| TOTAL | 10 | TOTAL | 10 |

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.






SINCIL BANK REVITALISATION PROGRAMME

REDUCING INEQUALITY

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 |
|-------------------------------|-----------|-----------------------------|-----------|
| Below target | 1 (14.3%) | Deteriorating | 1 (14.3%) |
| Acceptable performance | 1 (14.3%) | No change | 1 (14.3%) |
| Above target | 1 (14.3%) | Improving | 1 (14.3%) |
| Volumetric | 4 (57.1%) | Volumetric | 4 (57.1%) |
| Data not available | 0 (0.0%) | Data not available | 0 (0.0%) |
| TOTAL | 7 | TOTAL | 7 |

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 |
|-------------------------------|-----------|-----------------------------|-----------|
| Below target | 1 (6.3%) | Deteriorating | 9 (56.3%) |
| Acceptable performance | 7 (43.8%) | No change | 1 (6.3%) |
| Above target | 3 (18.8%) | Improving | 1 (6.3%) |
| Volumetric | 4 (25.0%) | Volumetric | 4 (25.0%) |
| Data not available | 1 (6.3%) | Data not available | 1 (6.3%) |
| TOTAL | 16 | TOTAL | 16 |

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 |
|-------------------------------|-----------|-----------------------------|-----------|
| Below target | 6 (27.3%) | Deteriorating | 7 (31.8%) |
| Acceptable performance | 2 (9.1%) | No change | 2 (9.1%) |
| Above target | 8 (36.4%) | Improving | 7 (31.8%) |
| Volumetric | 5 (22.7%) | Volumetric | 5 (22.7%) |
| Data not available | 1 (4.5%) | Data not available | 1 (4.5%) |
| TOTAL | 22 | TOTAL | 22 |

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

Quality Housing

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.

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 |
|------------------------|-----------|-----------------------------|-----------|
| Below target | 0 (0.0%) | Deteriorating | 4 (36.4%) |
| Acceptable performance | 4 (36.4%) | No change | 2 (18.2%) |
| Above target | 6 (54.5%) | Improving | 4 (36.4%) |
| Volumetric | 1 (9.1%) | Volumetric | 1 (9.1%) |
| Data not available | 0 (0.0%) | Data not available | 0 (0.0%) |
| TOTAL | 11 | TOTAL | 11 |

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.

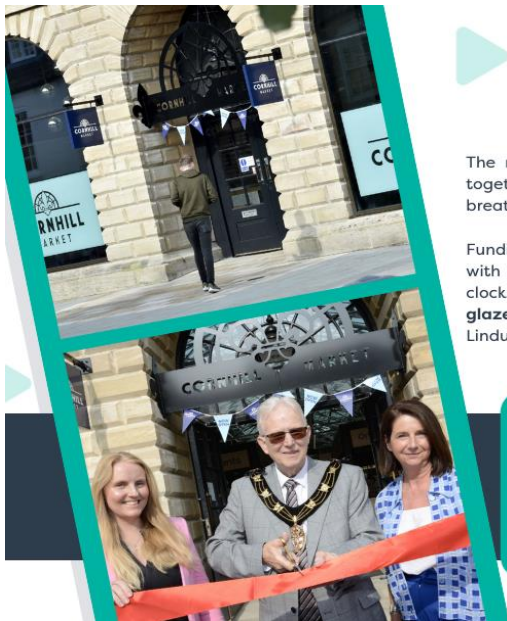
1 measure DM 1 - Number of applications in the quarter reports as a volumetric outturn, with a consistent outturn value again this quarter, attaining a slight decrease in outturn.

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

| | |
|----------|---|
| 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 |

| | |
|----|--|
| 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 |
|----|--|-----------------------------------|----|------------|---|--------|---------------------|------------|-------------|----------------------|----------------|---------------------------|--------|---|--|
| 30 | 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 |
|----|--|--------------------------------|----|------------|--|------|---------------------|------------|-------------|----------------------|----------------|---------------------------|--------|---|---|
| 33 | | 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 |
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| | | | | | | | | | | | | | | | 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 |
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| 37 | | | | | | | | | | | | | | | 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 |

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|--|---|--------------------------------------|----|------------|--|------|---------------------|------------|-------------|----------------------|----------------|---------------------------|--------|---|---|
| | 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 |
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| | | | | | | | | | | | | | | | 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 & 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 & 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 |
|----|--|----|------------|--|------|---------------------|---------------------------|---------------------------|---------------------------|--|---|---|
| 48 | 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 th 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. |
| | 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 th 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. |
| | 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 th July. |
| | 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 th 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>UKSPF Lincoln Training Academy Make an Entrance Creative Rebel Abbey Access centre</p> <p>Growth Hub Oatz & Co (a Cornhill Market trader)</p> <p>Ehioba & 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 & their parents seeking to gain a place at top English public schools & 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

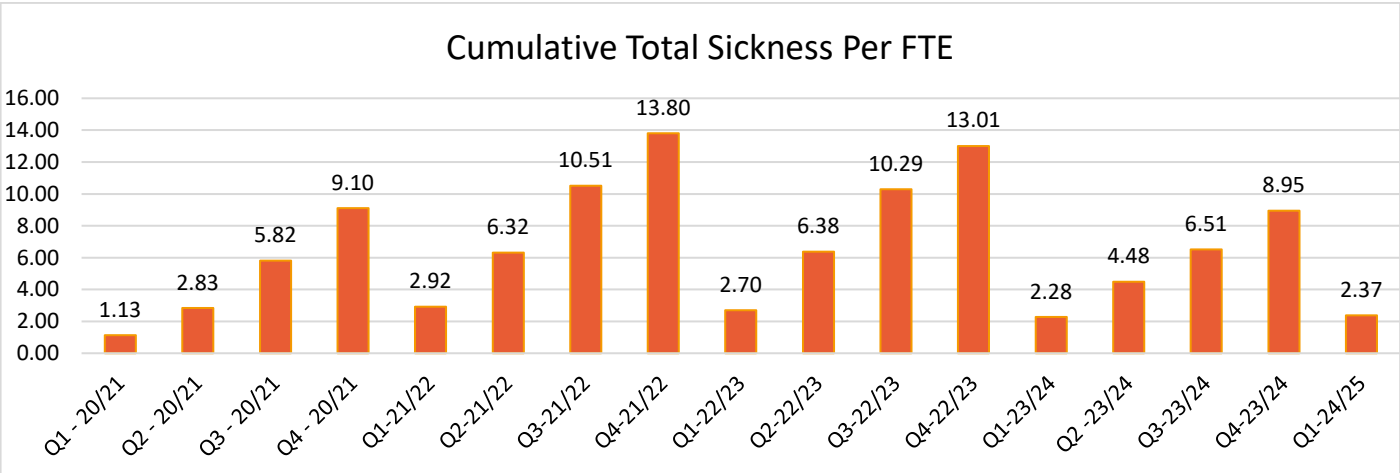
During quarter 1 2024/25 the total sickness levels for the council stood at 2.37 days lost per FTE. When compared to the previous quarter, sickness levels have decreased (quarter 4 2023/24 figure stood at 2.44 days lost per FTE). However, when compared to the same quarter last year sickness levels have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

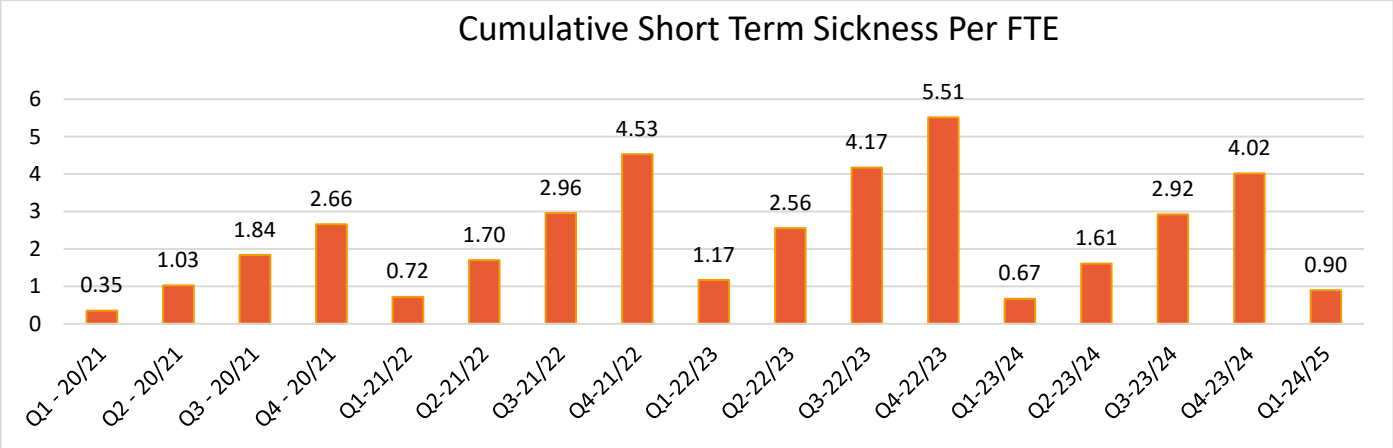
Quarter 1 2024/25 ONLY

| | 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 |

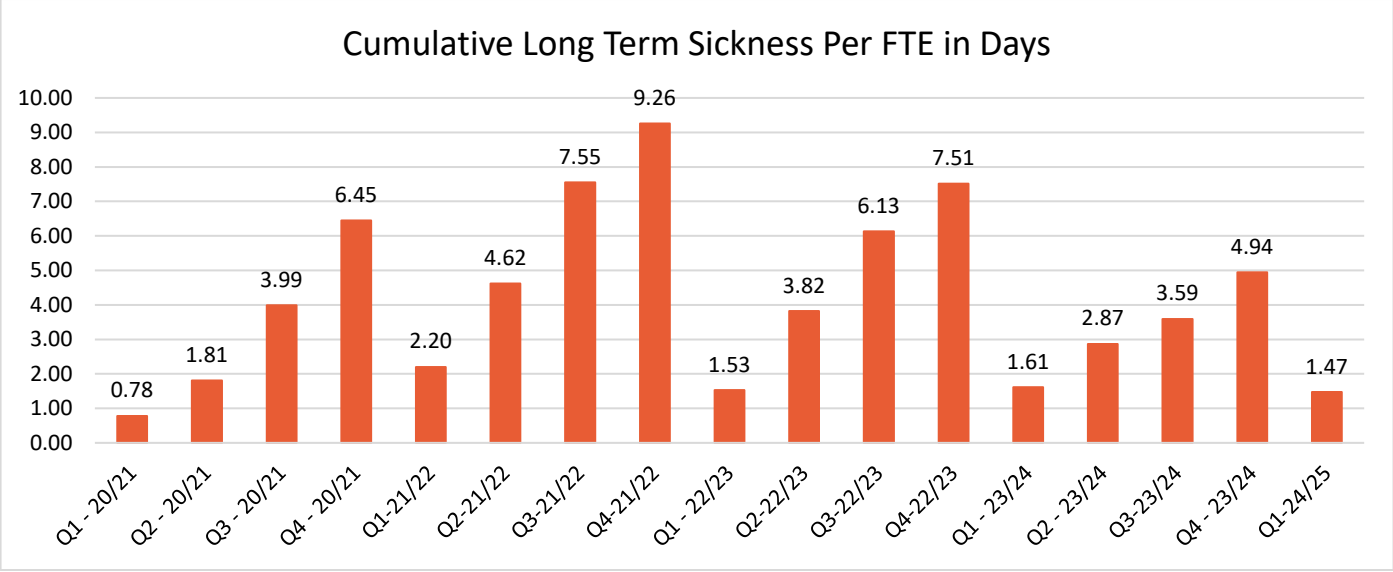
Cumulative total sickness per FTE in days (excluding apprentices)



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

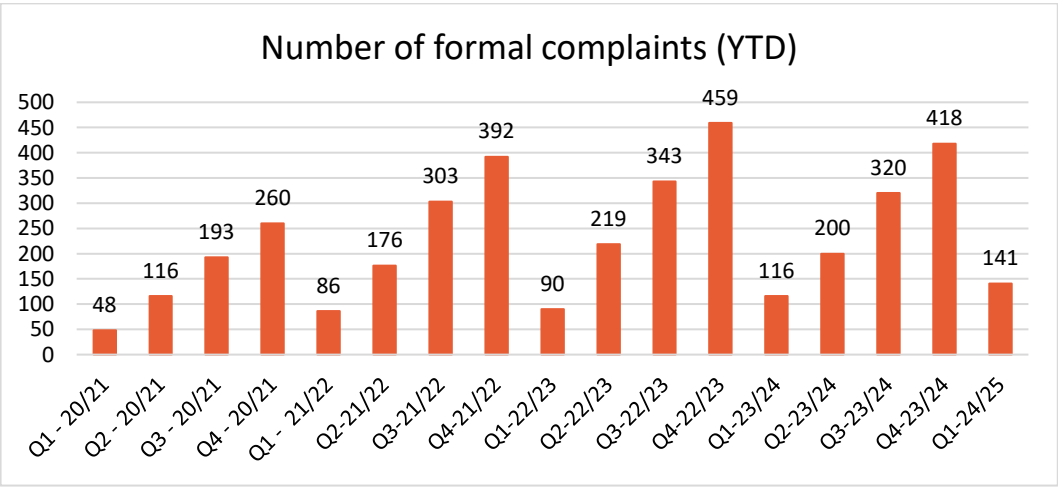
| | CX | DCE | DHI | DMD | TOTAL |
|--|----------|----------|-----------|----------|-----------|
| Number of formal complaints dealt with this quarter (Q1) | 5 | 12 | 123 | 1 | 141 |
| Number of formal complaints upheld this quarter (Q1) | 1 (20%) | 1 (8%) | 84 (69%) | 0 | 86 (61%) |
| YTD total number 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.

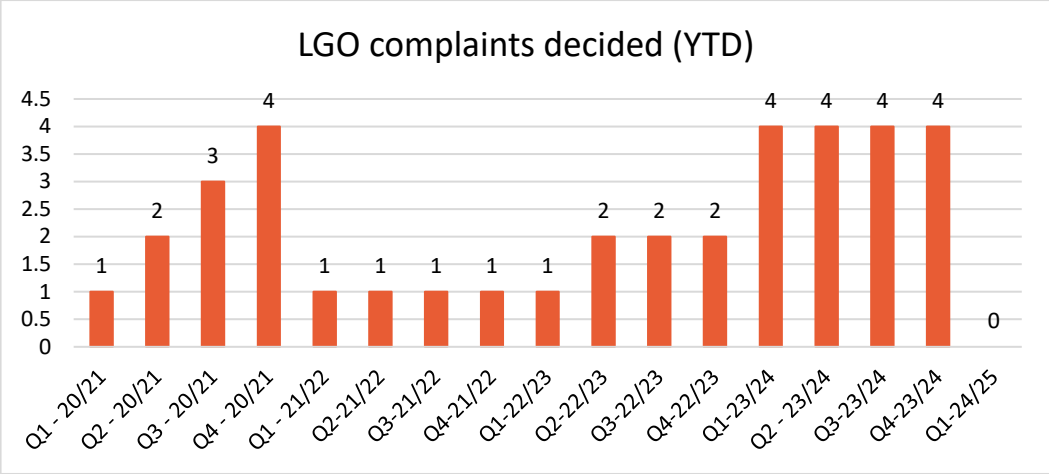
In April 2024 the Housing Ombudsman Complaint Handling Code became statutory and we have changed the way we deal with complaints to ensure that we are complying with the requirements of the code. We cannot deal with expressions of dissatisfaction informally without giving residents the opportunity to 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 1st April to 30th 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.

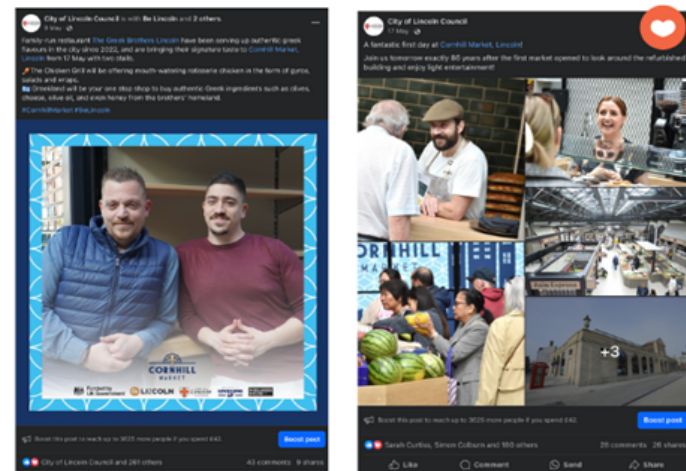
As a result on our BeLincoln social media page, just 6 posts were shared as reminders of our recently opened Cornhill Market. However, there were posts to the City of Lincoln Council page, which covered the Cornhill too.

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
- 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
- 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

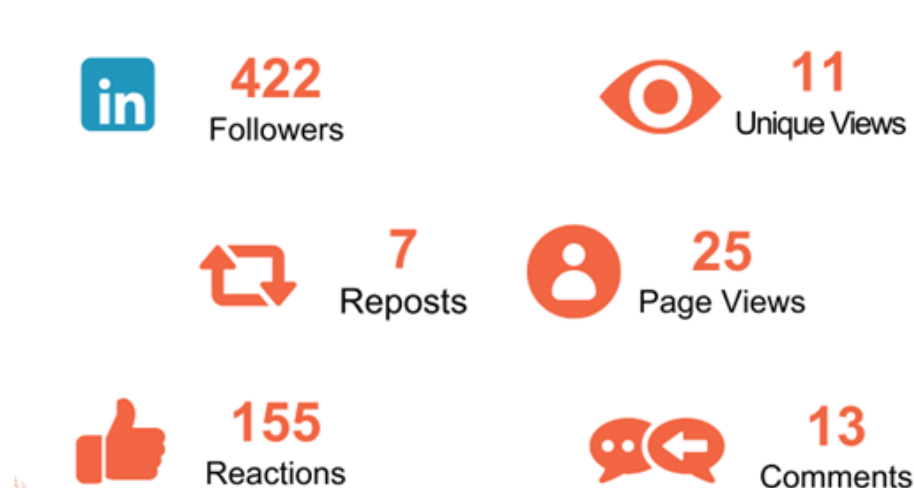
Be Lincoln

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.

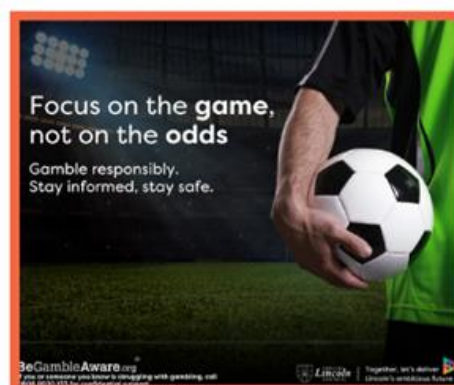
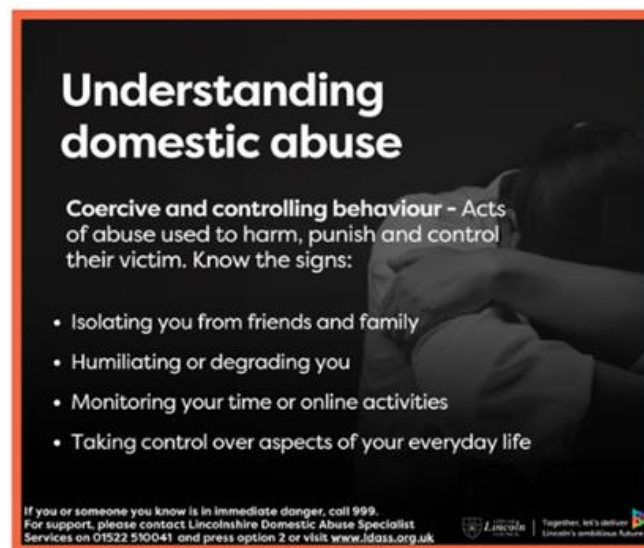
This campaign explains what domestic abuse is, the types of domestic abuse and the links when England play football.

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
watches, and e

The market was
the Mayor of Li
Tweddle on 17

**Newsletter
2024**

Internal Communications

Intranet Articles



Most viewed Hub pages

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

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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SUBJECT: PARKING STRATEGY REVIEW

DIRECTORATE: COMMUNITIES AND ENVIRONMENT

REPORT AUTHOR: SIMON WALTERS, STRATEGIC DIRECTOR FOR COMMUNITIES AND ENVIRONMENT

1. Purpose of Report

- 1.1 To provide a summary of the Parking Strategy and Delivery Plan and recommend approval from Executive.

2. Executive Summary

- 2.1 The provision of adequate and efficient off street and residents parking in the City is crucial in helping ensure Lincoln successfully continues in its role as the key urban centre for Lincolnshire and the wider area. The last Parking Strategy was produced in 2015 and the city has changed significantly since that time, so a new strategy is required that meets the needs of residents and businesses now and into the future.
- 2.2 Officers have been working on a review of the Parking Strategy and production of a Parking Delivery Plan and these two pieces of work have now been completed. The delivery plan effectively sets parking service priorities and policies to be delivered by the Council over the next 5 years. It should be noted that the strategy predominantly focuses around off-street parking provision in our car parks, but also covers the City Council's role in connection with on-street residents parking too. It does not cover the majority of other on-street parking provisions /restrictions -these being within the remit of Lincolnshire County Council.

3. Background

- 3.1 The management and operation of Car Parking is a challenging and is a high-profile area for the Council particularly given that the Council has two roles; one as a car park operator and one as a strategic policy maker. It is a difficult task to strike a balance between ensuring the Council's revenue stream from car parking income is maintained and at the same time providing and encouraging people toward a using a more sustainable modes of transport.
- 3.2 The Council operates 22 car parks which provide a total of 3,563 spaces within its boundary. The last Parking Strategy produced in 2015 through the use of external consultants and obviously, since that time significant changes have taken place in terms of development within the City and transport and planning policy at both national and local levels. Such changes warrant the need for the production of an updated Parking Strategy which the Council can take forward with confidence.

4. Previous Parking Strategy

- 4.1 The last Parking Strategy and accompanying Parking Delivery Plan was adopted by Executive in March 2015. The Delivery Plan set out 3 Priorities for Car Parking via 3 Action Plans:

Action Plan 1: **Improve Parking Supply**

Action Plan 2: **Improve Efficient Access, Use & Visitor Experience of Parking**

Action Plan 3: **Develop Proposals for Encouraging Measurable Modal Shift**

- 4.2 The previous Parking Strategy also set the following vision:

“The City of Lincoln Council will deliver a truly inclusive and sustainable parking strategy which delivers reduction in carbon emissions whilst supporting the growth ambitions of the City”.

5. Parking Strategy Review Process

- 5.1 An internal Parking Strategy officer steering group was established to oversee and steer the work, chaired by the Director for Communities & Environment. A scoping paper setting out the brief for the review and the key issues to be covered was agreed in October 2022.

- 5.2 The first phase of work involved undertaking a review of progress made in delivering the measures set out in the 2015 Parking Strategy Delivery Plan. Significant progress has been made in delivering a number of measures set out in the delivery plan. The most obvious and high profile of which was the development and delivery of the new Lincoln Central car park which opened in November 2017. Other measures delivered include:

- Expansion of residents parking zones **-completed and further zones now being assessed**
- Investment in ticketing machines and electronic payment methods **-completed**
- Roll-out of electrical charge points in City Council owned car parks – **completed but with further opportunities being assessed**
- Discounted parking fees for low emission vehicles **–in place**
- Park & Ride scheme at Waitrose – **continue to fund and officers sit on steering group for this scheme**
- Improved signage-**completed**
- Investment in staff training-**completed**
- Investment in improved security features-**completed with significant re-investment in CCTV and physical security on site**

5.3 Factors for Change Since 2015

The factors which set the parameters for the review of the Parking Strategy included the following:

- Climate Change and Sustainability

- Contribution of Parking Income on Medium Term Financial Strategy
- Impact of Covid
- Technological advancements in Parking
- Parking Pricing
- Innovation and Future Proofing
- Rationalisation of car park assets

5.4 These factors helped in turn to set the overall scope of the review of the Parking Strategy. The agreed key issues to be covered were as follows:

- Particular focus on the next 5 years to protect income streams, maximise contributions from those not already directly contributing income to the city's infrastructure and/or adding pollution, and to start the transition (whatever form that ultimately takes) to 'greener' forms of transport measures.
- Links to relevant updated strategies e.g. Local Plan, Lincs Transport Plan, Bus Improvement plan, Lincoln transport strategy, Rail strategies etc. Navigate the tension between city centre parking and modal shift towards Park and Ride/Mobility hubs
- Understand how city centres are going to change and how the council should respond to that through exploration of the future function of the city centre (building on the work of the High Street Taskforce) and the role parking will play in that.
- Further invest in existing stock in accordance with its life cycle
- Exploration of new parking opportunities across the city, working with key partners
- Explore charging tariffs to achieve a balance between maximising income whilst encouraging modal shift
- Create a long-term vision taking us to 2035 – embracing all the changes above and how they will impact on the council's vision for the services and providing that long term direction of travel
- Production of a 5-year action plan
- Introduction of an annual review in such a dynamically changing environment

6. Future Mobility Workshop

- 6.1 As part of the review, it was important to understanding the major shifts which have taken place in national, regional and local transport policy planning. Consideration of future approaches to transport, movement and the integration of parking within wider transport initiatives is crucial going forwards. External advice therefore was sought from consultants -WSP's Future Mobility team and a workshop was held in April 2023 with the officers from the Parking Strategy Steering Group and two members of the WSP team.
- 6.2 The workshop was designed to consider the drivers of change within the wider policy context and identify how space could be repurposed or optimised to cater to changing user needs and respond to the pressures brought on by the climate emergency.
- 6.3 As an overall summary, there is potential for the council operated car parks to be used for more than simply spaces for car parking e.g. space for mobility hubs, EV charging hubs. However, these will need to be introduced in the appropriate way

and very carefully to ensure the vitality of the city centre would not be adversely affected either during or after transition.

7. Stakeholder Engagement

- 7.1 In order to inform the update of the Parking Strategy, 4 workshop sessions were held in June 2023 with key stakeholders from across the City. The sessions involved officers from the City Council's internal Parking Strategy Steering Group and representatives from organisations including Lincolnshire County Council Highways, Public Transport, Further & Higher Education and Business & Tourism.
- 7.2 The full write-up from the workshops is contained within Section 5 of the Parking Strategy report but it was clear that the various stakeholders found the workshops useful and during all the sessions participants provided constructive comments and input.

8. Public Consultation

- 8.1 Between July-August 2023, a parking survey was undertaken with the survey being accessible via a QR code which was located on all City Council car park ticket machines. The survey was publicised on the Council's website and via social media. The response rate for the survey was good with a high of 520 respondents per-question.
- 8.2 The full write-up from the survey is contained within Section 6 of the Parking Strategy report but in summary, overall, the results from the survey reflect positively on the quality of council operated car parks. The quality of the car parks, prices charged generally, and sense of safety felt by users were clearly reflected in the survey results.

9. Member Engagement

- 9.1 Members were invited to a workshop to consider this strategy and action plan on 24 July 2024 and the report was considered by Policy Scrutiny Committee on 29 July.(See Appendix 3) Key themes emerging from these sessions have been incorporated into the final resulting strategy and delivery plan where appropriate.

10. Key Implications on the Parking Strategy Moving Forward

- 10.1 The Parking Strategy needs to reflect and respond to the speed and nature of change that has happened and is happening in the city since the last parking strategy was completed. It is also clear from evidence based on current car parking performance and from stakeholders, that the demand for parking remains and is substantial. The strategy is therefore based on the fact that the car parking service is of good quality and is in demand, and this will likely remain the case over the initial 5-year duration of this plan.
- 10.2 With the pace of change, it makes sense for the strategy to focus on the next 5 years but also be cognisant of the longer-term horizon with reference to future changes on the horizon, for example any proposals to make changes to the highway network in the city centre, which would have a significant impact on council car parking operations.

- 10.3 The strategy needs to acknowledge that there is a delicate and sensitive balance in the City to provide sufficient parking to maintain and support residents and businesses in Lincoln whilst at the same time encouraging modal shift from a carbon reduction perspective. Getting this right represents the single biggest challenge over the duration of this strategy. This balance is achieved to an extent in this first plan period by continuing to encourage the move to electric vehicles to cut emissions, and then seek over the full term of the strategy to reduce overall car volumes entering the city centre, and hence influencing other wider strategy documents such as the City Centre masterplan review and Lincoln Transport strategy.

11. Aim & Strategic Objectives of the Strategy

- 11.1 The Parking Strategy (**Appendix 1**) has the following revised aim:

The City of Lincoln Council Parking Strategy aims to deliver high quality, good value parking which meets the needs of residents, businesses and visitors alike that will help support the sustainable growth of the City and surrounding area.

- 11.2 The following strategic objectives have also been developed:

1. Continue to provide and maintain a wide choice of high-quality parking provision for residents and visitors in the city supporting Lincoln's business and visitor economies.
2. Support existing residents parking schemes and explore the expansion of residents parking where required to improve the quality of life for residents living near the city centre.
3. Only where opportunities exist, and a reducing level of demand for parking allows, carefully rationalise car parking provision and where possible reinvest any associated capital receipts back into parking services.
4. Maintain and enhance income streams from parking through diversification of services offered.
5. Support the further rollout of EV charging infrastructure in the Council's car parks

- 11.3 The Parking Strategy then sets out 6 priorities for action over the next 5 years which are set out in a delivery plan (with timescales) starting on page 24 of the Parking Strategy Report. For ease of reference the priorities are:

- **Priority 1:Re-distribute demand**
- **Priority 2:Maintain and diversify income streams**
- **Priority 3:Car park improvements including preparing for shift to electric vehicles**
- **Priority 4:Residents Parking**
- **Priority 5:Events, marketing and branding**
- **Priority 6:Asset maximisation**

- 11.4 As this is such a changing operating environment, it is proposed to review the action plan annually together with a light touch review of the overall strategy every three years.

12. Strategic Priorities

12.1 Let's drive inclusive economic growth

The Parking Strategy will help ensure the Council can provide sufficient parking to maintain and support residents and businesses in Lincoln. It is therefore a key element of maintaining the economic vitality of the city centre.

12.2 Let's reduce all kinds of inequality

The Parking Strategy will help ensure parking remains good value for money and supports an inclusive approach to non-car modes of transport for those people who cannot afford to, may not have access to, or consciously decide not to have a car.

12.3 Let's enhance our remarkable place

The Parking Strategy will help ensure the City remains an attractive destination for visitors as well as residents through the provision of accessible parking.

12.4 Let's address the challenge of climate change

The Parking Strategy seeks a sensitive balance in the City to provide sufficient parking to maintain and support residents and businesses in Lincoln whilst at the same time encouraging modal shift from a carbon reduction/climate change perspective. This can only be balanced over the full timeframe of the strategy.

13. Organisational Impacts

13.1 Finance (including whole life costs where applicable)

There are no direct costs associated with this report. Any measures contained within the Car Parking Strategy which could have a future financial impact for the Council will be reported further at that time and factored into the MTFS.

13.2 Legal Implications including Procurement Rules

There are considered to be no legal or procurement impacts directly relating to this covering strategy. Any measures contained within the Car Parking Strategy which could have a future impact for the Council will be reported further at that time.

13.3 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

Existing and new measures contained within the Car Parking Strategy and Delivery Plan are intended to make parking provision as accessible and equitable as possible for all. The public consultation captured a number of comments in connection with disabled drivers/passengers and where possible these have been reflected in the strategy. The Full Equality Impact Assessment is attached as **Appendix 2** and provides further details.

14. Risk Implications

14.1 (i) Options Explored

Not updating the Council's Parking strategy would mean that the Council does not have a strategy which reflects current and future car parking demands as well as addressing environmental matters around climate change which could have a negative impact on the City and its residents and visitors alike.

14.2 (ii) Key Risks Associated with the Preferred Approach

The key risk is that whilst simultaneously seeking to achieve a range of perhaps competing objectives, the strategy instead unintendedly undermines the economic vitality of the city centre. It is considered that the strategy does mitigate this risk by taking a pragmatic and balanced approach with opportunities to review its impact at regular intervals throughout the plan period.

15. Recommendation

- 15.1 That the Parking Strategy and Delivery Plan be recommended by Executive.

| | |
|--|-----|
| Is this a key decision? | Yes |
| 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? | 3 |
| List of Background Papers: | 0 |

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Appendix 1

City of Lincoln Council Parking Strategy

August 2024

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Parking Strategy Review

1 Introduction

- 1.1 In 2013 the City Council jointly commissioned (with LCC) Mouchel consultants (who were at the time the County's transport consultants) to produce a Parking Strategy Evidence base report¹. Following on from this work, in 2014 Mouchel produced a Parking Strategy Report that was completed in August 2014².
- 1.2 The current Parking Strategy Delivery Plan was adopted by the Council in March 2015³ based on evidence and recommendations from the 2013/14 reports. The Delivery Plan is framed by the following vision for the Council's approach to parking in the City as being *"a truly inclusive and sustainable parking strategy which delivers reduction in carbon emissions whilst supporting the growth ambitions of the City"*.
- 1.3 The Delivery Plan set out the Council's priorities for Parking over the 5 years (2014-2019) and identified the policies and actions to be delivered, how they were to be delivered and key persons/teams/partners involved.
- 1.4 The Delivery Plan set out the following 3 key parking priorities to be delivered:
- Improve Parking Supply
 - Secure better use of existing and potential parking provision and resources
 - Develop proposals for encouraging measurable modal shift
- 1.5 A range of measures were then set out in the delivery plan to help deliver the 3 priorities identifying the actions needed, resources and likely timescales.

Progress made since 2015

- 1.6 Significant progress has been made in delivering a number of measures set out in the delivery plan. The most significant of which is of course the delivery of the Lincoln Central MSCP which opened in November 2017. Other measures delivered include:
- Expansion of residents parking zones -**completed and further zones now being assessed**
 - Investment in ticketing machines and electronic payment methods - **completed**
 - Roll-out of electrical charge points in City Council owned car parks – **completed but with further opportunities being assessed**
 - Discounted parking fees for low emission vehicles -**completed**
 - Park & Ride scheme at Waitrose – **continue to fund and sit on steering group for this**
 - Improved signage – **completed**
 - Investment in staff training – **completed**
 - Improvements to look and feel of some car parks -**completed but more to do**

¹ Lincoln Parking Strategy Final Report September 2013

² City of Lincoln Parking Strategy August 2014

³ City of Lincoln Council Parking Strategy Delivery Plan March 2015

- Investment in improved security features **-completed-significant re-investment in CCTV and physical security on site including a dedicated security patrol**

1.7 Due to limitations on resources, from both a financial and staffing perspective, and interruptions due to the pandemic, some actions have not yet been delivered. These include:

- Rationalisation of existing parking stock. Early work was explored at the time, but demand pre pandemic was high across our parking stock at peak times making rationalisation difficult. Property services felt no alternative uses could provide such a high yield compared to parking so any future development would need to be undertaken in a way that retained parking provision as part of the design.
- Further consideration of Pay-on-Exit. The then new Central car park is 'pay on exit' and a period of learning from that operation was appropriate prior to assessing the implications of rolling out further. Whilst there remains a public desire to have Pay-on-Exit, it is not currently financially viable and it requires a barrier system and hence 24/7 staffing to assist any customers unable to exit. The learning so far strongly indicates that to effectively roll out pay on exit further requires ANPR technology that negates the need for a barrier system. Whilst private operators can utilise this technology, local authorities cannot and so this requires a change to national legislation.
- Sections 2-9 of the report set the context for the review of the parking strategy with a final section consisting of a delivery plan setting out key measures to be implemented where possible over the next 5 years.

2. Changes Since 2019

2.1 In the intervening period since 2019 when the current Parking Delivery Plan ended, there has been a substantial amount of growth and development in Lincoln which has resulted in changes to the physical landscape in the city. In addition, there has been changes to national and local transport planning policy reflecting current transport priorities. The Covid Pandemic has fundamentally changed people's travel and work patterns and the acknowledged Climate Emergency means that sustainable modes of transport are a much higher priority. As a consequence of these changes, the Parking Strategy now needs to be reviewed and updated to reflect these current circumstances.

Lincoln's Growth and Development

2.2 Over the last 10 years, Lincoln has continued to see significant levels of growth occur consolidating its position as the largest urban centre in Greater Lincolnshire with the city being a focus for innovation and development within the sub region⁴. More

⁴ Lincoln Investment Plan October 2020

recently, since 2019 there has been a number of significant developments in the city which have contributed towards delivering growth and regeneration of Lincoln.

- 2.3 Lincoln sits within the wider Lincoln Strategy Area which is an area identified in the Central Lincolnshire Local Plan where significant levels of growth are planned. This includes four Sustainable Urban Extensions in and on the edge of Lincoln totalling up to 12,600 new homes. These schemes will therefore deliver substantial increased demands on the City including parking provision for those new residents who do not embrace more sustainable travel options to access the city centre.
- 2.4 Within Lincoln itself, on the residential side, the St.Marks area has seen the development of a student accommodation scheme consisting of 6 buildings with a total of 815 bedspaces being delivered. Elsewhere within the City, since 2018/19 on average a total of 164 new homes have been completed⁵. Work on the Western Growth Corridor Sustainable Urban Extension began in August 2023 and Phase 1 of the North East Quadrant continues to progress.
- 2.5 A number of commercial schemes have been successfully delivered including Phase 1 of the Lincoln Science & Innovation Park, the University of Lincoln's new medical school and a wide range of retail schemes. The regeneration of the Cornhill area incorporates restoration of historic buildings such as the Cornhill itself together with shop fronts renovation and street scape improvements and opening of a number of high quality, retail, restaurant outlets and the Everyman cinema.

Planning and Transport Policy Context

- 2.6 There are a number of pertinent national and local policy documents that have an influence on the provision and management of parking in Lincoln. The National Planning Policy Framework (NPPF)⁶ sets out planning policies for England and how the Government expects these to be applied. With regard to parking, if setting local parking standards for residential and non-residential development, policies should take into account:
- the accessibility of the development;
 - the type, mix and use of development;
 - the availability of and opportunities for public transport;
 - local car ownership levels; and
 - the need to ensure an adequate provision of spaces for charging plug-in and other ultra-low emission vehicles.
- 2.7 In addition, the NPPF states "*In town centres, local authorities should seek to improve the quality of parking so that it is convenient, safe and secure, alongside measures to promote accessibility for pedestrians and cyclists*".
- 2.8 Local Transport Policy is provided by the County-wide Local Transport Plan 5⁷ (LTP5) and the Lincoln Transport Plan⁸ (LTP) both of which are developed by

⁵ Central Lincolnshire 5 year Housing Land Supply Report October 2023

⁶ National Planning Policy Framework September 2023

⁷ Local Transport Plan 5 [Lincolnshire Local Transport Plan 5](#)

⁸ Lincoln Transport Strategy [Lincoln Transport Strategy 2020 to 2036 - the future of transport across the Lincoln area \(lincolnshire.gov.uk\)](#)

Lincolnshire County Council. LTP5 is designed to cover the short-medium and longer term horizons for transport and highways for the whole county.

- 2.9 The short term covers the period from 2022-2026 and focuses on what is needed to continue to support the sustainable growth agenda of delivering new houses and jobs, whilst reducing carbon emissions and supporting the recovery from the COVID-19 pandemic.
- 2.10 The medium-term this plan is designed to support the Local Plans all with time lines running until 2034. Whilst there is less detail for this time frame, the plan looks at infrastructure requirements for all modes but notably for rail where planning horizons are often extended due to the complexity of the rail industry.
- 2.11 Finally, the plan has a short section on the longer-term future and what issues, trends and opportunities await the county up until 2050.
- 2.12 The Lincoln Transport Plan focusses on transport and movement in and around the Lincoln area and is based around sustainable transport and aims to encourage people to use non-motorised forms of transport where possible.
- 2.13 The LTP covers the period 2020-2026 and its overall purpose is to “*provide future-ready travel options that improve access and supports people, businesses and organisations to meet their daily needs*”⁹. In relation to the Parking Strategy, the LTP states that the strategy should deliver better parking that supports the wider LTP and that:

“The parking strategy will help to better manage parking within Lincoln. It will also help to rebalance movement towards walking, cycling and shared mobility - aiming to promote and provide benefits for using the Mobility Hubs and electric vehicles as well as reducing traffic in the urban area.”
- 2.14 It is clear in both LTP5 and the LTP that there is a distinctive local policy shift toward the active promotion and support for non-car based modes of transport (where possible) and that a car parking strategy has a part to play in that approach, which is acknowledged by the city council.

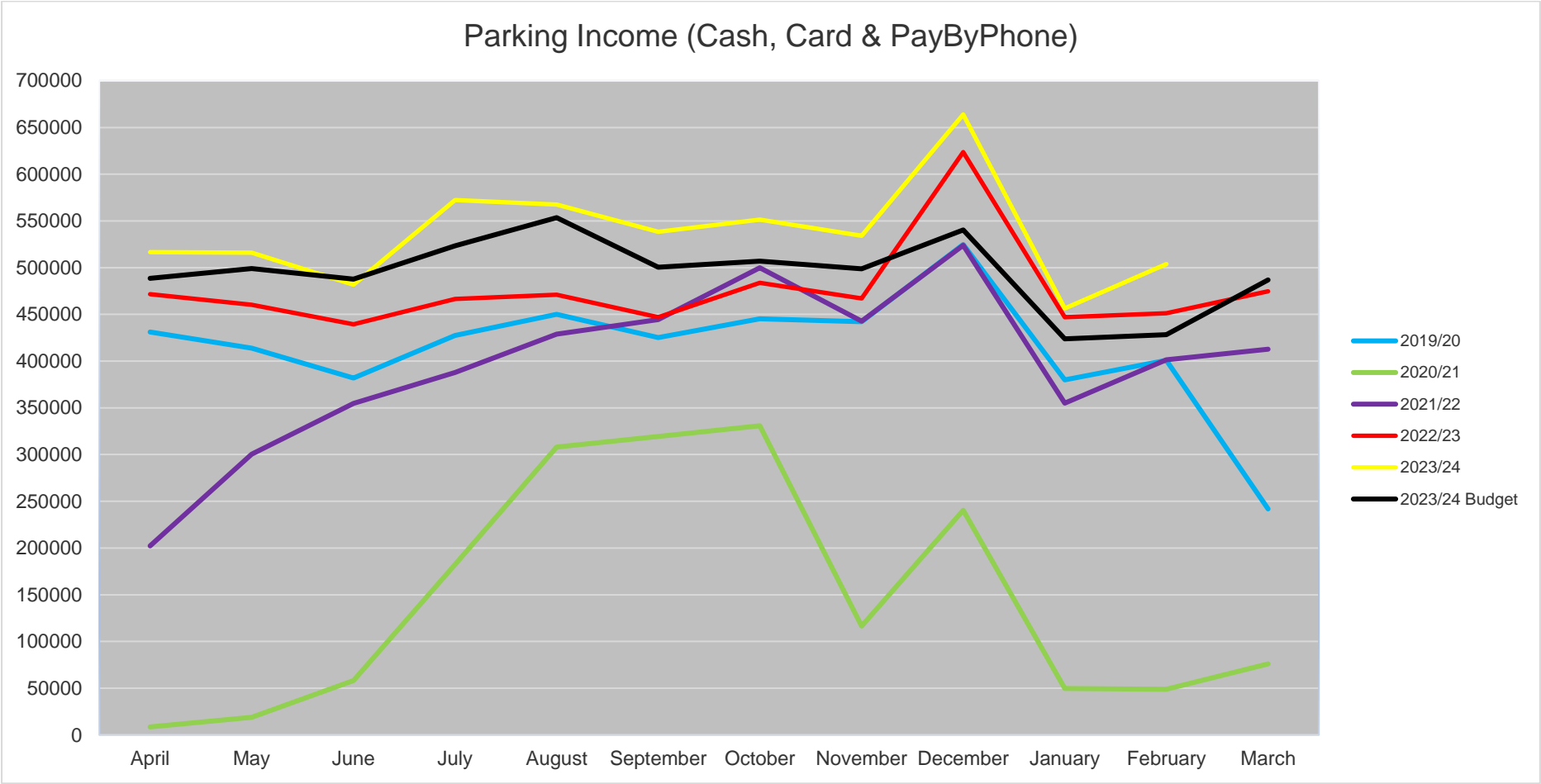
Covid Pandemic

- 2.15 The immediate impact of Covid on parking, transport, and movement patterns was very significant. Huge drops in passenger demand for all forms of transport were seen and this is detailed in the LTP5 which outlines further details on the impacts of COVID-19 on Lincolnshire's transport network (page 33 of the document).
- 2.16 From a City Council car parking operator perspective, the latest data on car parking shows that despite the enormous drop in demand in the depth of the pandemic, recovery has been strong and sustained, demonstrating a continuing return of commuter parking (season tickets) and shopping/leisure use (sessional parking).

⁹ Lincoln Transport Strategy 2020-2026 [Lincoln Transport Strategy 2020 to 2036 - the future of transport across the Lincoln area \(lincolnshire.gov.uk\)](https://lincolnshire.gov.uk/lincoln-transport-strategy-2020-to-2036-the-future-of-transport-across-the-lincoln-area)

Figure 1 Parking Income (sessional parking)

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- 2.17 The reasons for this could be many, including significant investment in the city centre, associated infrastructure, large number of boutique independent retailers, and the growth in staycations driving tourism growth in historic cities. From June 2021 onwards, income was above pre pandemic levels. The delivery of this strategy was intentionally delayed at that point to enable further work to ascertain if this was a “bubble effect” i.e. a unique combination of people returning after covid, coupled with a temporary (?) increase in staycations (extending the tourist season). In reality this has proved not to be the case with continued strong growth in parking demand since the pandemic across each month of each year.
- 2.18 Home working and work patterns underwent a dramatic transformation as a result of the Covid pandemic and whilst employers look to maintain hybrid working patterns in future, there is more of a move back to the workplace than anticipated. The medium and longer-term impact on car parking patterns therefore has been shown as an initial drop in demand for commuter season pass parking – but demand is returning. The dynamic therefore is the extent to which any long-term drop-in commuter parking is replaced and balanced by those parking to experience the city’s leisure and culture offer or as part of a predicted surge in city living (where its anticipated that some residents will seek to retain a car for trips out of the city).
- 2.19 Arguably, it is difficult to predict the eventual levels of car parking demand in the city, with the long-term impacts of covid still to completely settle. However, at the time of drafting, recovery of the economy has been stronger than expected, suggesting that there will remain a significant demand for parking space in the city moving forward. It may however transition in terms of parking patterns, reducing business use and increasing retail/leisure use. So demand across our car park locations will be expected to move and shift further. For this reason, it’s important to evaluate these changing patterns over time, to increase the reliability of future forecasting of demand.

Climate Change and Sustainability

- 2.20 Climate Change is the most important issue facing the planet and at COP28 an agreement was reached by nearly 200 countries to transition away from fossil fuels in order to try to prevent global temperature rise going above 1.5 degrees. Nationally, the UK Government has set legally binding carbon reduction targets via the Climate Act which commits the country to achieving net zero emissions by 2050. The City Council declared a Climate Emergency in July 2019, mindful of transport being one of the largest (alongside domestic heating systems) emitting sector of greenhouse gas emissions producing 27% of UK’s total in 2019.
- 2.21 The Council added Climate Change as a fifth strategic priority to its core visioning document, Vision 2025, and consideration of climate change is now embedded in all the work the Council does. The role the Council plays in key services related to transport, such as parking strategy, and demonstrating how it intends to increase the priority of measures which promote modal shift and carbon reductions, has become significantly more important since the last Parking Strategy.

3 Context

Car Park Operators

- 3.1 For clarity, this Parking Strategy Review covers off-street car parks which are owned and operated by the City Council. Clearly there are a number of other car parks in the City which are operated by other providers e.g. NCP. The relationship between the different car park operators and the impact and role they play in overall parking provision within the City will need careful consideration if changes are proposed to City Council parking services.

City Council Car Parks

- 3.2 The City of Lincoln Council currently operates 22 car parks within the City which provide a total of 3,563 number of car parking spaces.

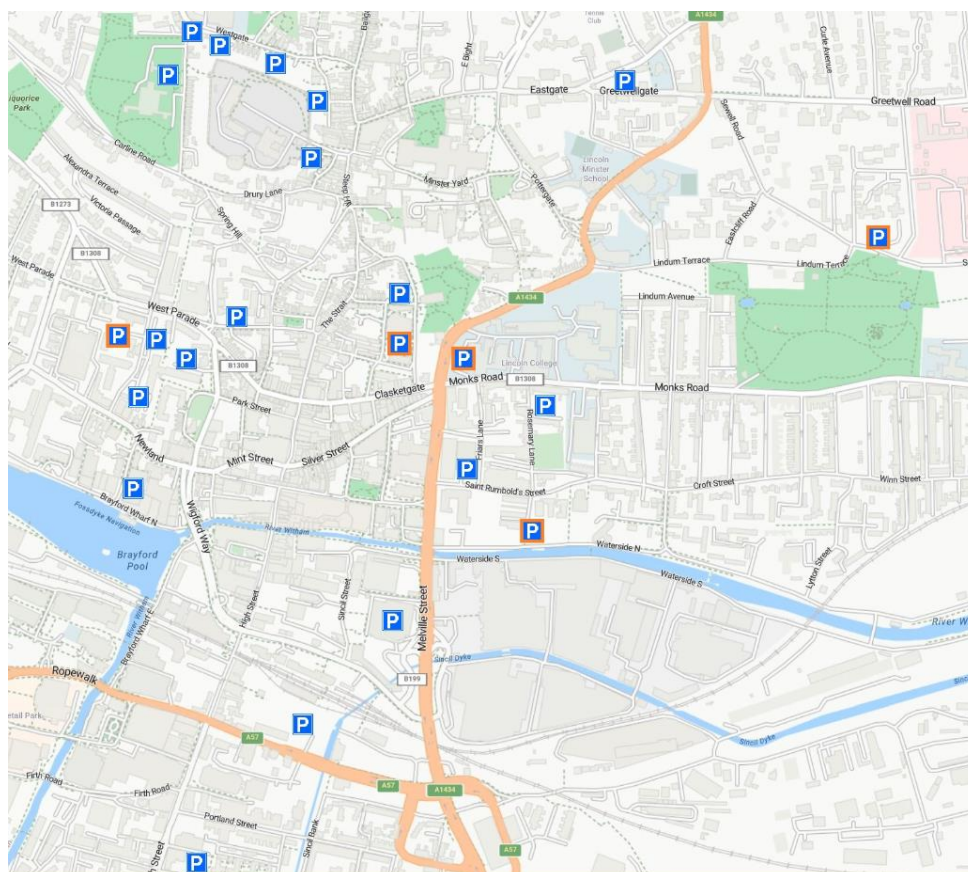
Table 1 City Council Operated Car Parks

| Name of Car Park | Number of Spaces | Number of Disabled Spaces |
|---------------------------------|-------------------------|----------------------------------|
| Beaumont Fee | 73 | 1 |
| Orchard Street | 114 | 8 |
| Lucy Tower | 410 | 11 |
| Tentercroft Street | 298 | 6 |
| Chaplin Street | 102 | 2 |
| Broadgate | 412 | 6 |
| Lincoln Central | 1001 | 39 |
| Rosemary Lane | 48 | 1 |
| Motherby Lane | 36 | 1 |
| Flaxengate 4 | 27 | 2 |
| The Lawn | 193 | 8 |
| Westgate 1 | 105 | 2 |
| Westgate 2 | 31 | 0 |
| Westgate 3 | 14 | 1 |
| St Pauls Lane (Max 3 hour stay) | 36 | 1 |
| Castle Hill | 26 | 1 |

| | | |
|---------------------------------|-----|---|
| Langworthgate | 56 | 1 |
| County Offices (Weekends only) | 159 | 0 |
| Sessions House (Weekends only) | 57 | 0 |
| Waterside North (Weekends only) | 195 | 0 |
| Sewell Road (Weekends only) | 143 | 0 |
| Flaxengate 2 (Weekends only) | 27 | 0 |

- 3.3 The City Council also operates a blue badge parking scheme whereby the customer pays for 1 hour's parking but then gets double the time for free up to a maximum of 4 hours for example paying for 1 hour = 2 hours, 2 hours = 4 hours, 3 hours = 6 hours and 4 hours = 8 hours.

Figure 2: Location Map of City Council Operated Car Parks



The Role of Parking in Lincoln

- 3.3 The City of Lincoln has a population of approximately 103,900 in 2021¹⁰ but acts as a wide service centre including a number of predominantly rural towns and villages in Lincolnshire and beyond. These settlements look to Lincoln for most of their service and employment needs which effectively extends the population served by the City to around 165,000.¹¹ Other transport options beyond the car are more sporadic in these satellite villages and towns, making the car still the preferred mode of transport for ease and flexibility of travel.
- 3.4 There is significant demand therefore for a wide range of parking provision in the City of Lincoln and the demand for provision comes from a large majority of users from outside the city. This is evidenced by the fact that approximately 80% of users of car parks in the City come from people who live outside Lincoln.
- 3.5 In the immediate future there is likely to be a continued high demand for parking provision in the City and the parking strategy needs to acknowledge this. However, in recognition of the need to encourage people to move towards more sustainable modes of transport, the parking strategy needs to include measures which support reducing the reliance on the private car, or at the very least those powered by the internal combustion engine.
- 3.6 In addition, as the City Council is not the only provider of parking in the City e.g. NCP, and other private operators, careful consideration needs to be given in regard to any changes in City Council parking supply. Any attempts by the city council to drive modal shift by taking away parking provision, increasing prices, or moving provision to less convenient locations will result in a gap in the provision of affordable convenient parking. This will be taken up by private operators who will exploit that gap and hence undermine any such policy aims. A balance therefore needs to be struck between parking supply and the impact any changes may have on city centre vibrancy for residents and visitors alike.
- 3.7 Therefore any move to rationalise car park provision needs to be accompanied by a significant investment in modal shift alternatives such as more dedicated bus lanes and increased frequency of service and a more comprehensive cycleway network. This therefore focuses on removing demand for parking and is more effective than trying to force modal shift through restricting parking provision – which is far more difficult to achieve in a competitive market.

4 Parking Income Data

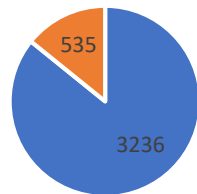
- 4.1 The data from parking services shows that unsurprisingly, the Covid pandemic had a huge impact on parking income with income levels dropping down to £8,593 in April 2020 during the first lockdown compared to £431,271 in April 2019. Income has continued to rise steadily since then, and up to the end of March 2024 parking income for the year 2023/24 was £6,916,704.

¹⁰ [Lincoln population change, Census 2021 – ONS](#)

¹¹ [Local Plan for adoption Approved by Committee.pdf \(n-kesteven.gov.uk\)](#)

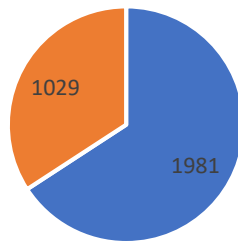
Below is a selection of usage data from surveys carried out on a typical weekday and weekend day during November 2022 and 2023.

Saturday 11/11/2023



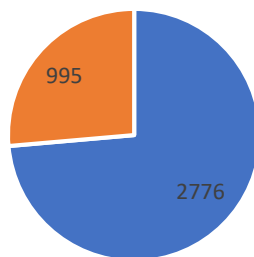
■ In Use ■ Available

Tuesday 07/11/2023

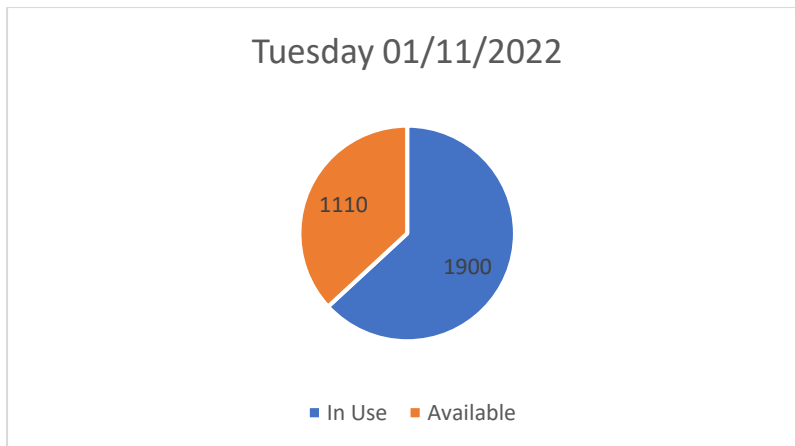


■ In Use ■ Available

Saturday 05/11/2022



■ In Use ■ Available



5 Stakeholder Consultation

5.1 In order to inform the update of the Parking Strategy, 4 workshop sessions were held in June with key stakeholders from across the City. The sessions involved officers from the City Council internal Parking Strategy Steering Group and representatives from organisations from the following categories:

- Highways
- Public Transport
- Further and Higher Education
- Business and Tourism

Highways Workshop Summary

5.2 This workshop involved officers from Lincolnshire County Council's Transport Planning and Growth Team and focussed on discussions around current and future thinking around initiatives and links with the Lincoln Transport Plan. Key issues to emerge from a County Council perspective were of a clear steer to deliver modal shift (public transport, cycling, walking) and support for further rollout of EV infrastructure including funding applications for additional EV charging points in the City.

5.3 Feasibility and deliverability of Mobility Hubs was discussed, and reference was made to a mobility hub study based around County Hospital being undertaken with study results expected by September 2023. City Council officers have not been updated yet on the progress with this work. Reference was also made to work being undertaken on options on the Broadgate corridor with 3 options being examined with County members with a preference to deliver a long-term strategy and reductions in traffic volumes. Clearly this work needs to be carefully considered when further information is made available to the City Council given the potential impact on Lincoln Central and Broadgate car parks.

Public Transport Workshop Summary

- 5.4 This workshop involved representatives from public transport operators including Stagecoach who are the largest bus operator in the City. Feedback from Stagecoach was that bus patronage numbers have recovered post Covid and that they are now at 75% usage compared to pre-Covid numbers. The Park and Ride facility operated from Waitrose supermarket has recovered at a lower rate at around 50-60% usage numbers compared to pre-Covid levels.
- 5.5 A key issue reported by Stagecoach was the implications of increased traffic levels in the City on the impact on bus services. Essentially services that were running every 20 minutes are now running at every 30 minutes as a result of traffic levels impacting on bus journey times. On general matters, staff recruitment has been an issue (bus drivers retrained as lorry drivers) but this has now improved.
- 5.6 In terms of recommendations going forward to promote and improve public transport in the City, support for a mobility hub was identified with potential for a site on the A46 Doddington Road roundabout which could be used for EV charging and parking during the day.
- 5.7 It was reported that evening city centre services are difficult to provide viably- numbers were down prior to Covid and have further declined post-Covid with services as a result being reduced.

Further and Higher Education Workshop Summary

- 5.8 Representatives from the University of Lincoln (UOL), Bishop Grosseteste University (BGU) and Lincoln College (LC) attended this workshop. Representatives from each organisation took it in turns to highlight the key parking related points from their organisation's perspective.
- 5.9 The representative from BGU noted that demand for spaces for their onsite parking is high and that approximately one-third of students currently commute to campus. The ambition is to grow the University and this will have a knock-on impact on parking on the campus. There is occasional use of the campus parking for other purposes e.g. Steam Punk which generated revenue funds for the Student Union. Potential opportunities to work with the City Council could ease the pressure on uphill parking particularly during peak events and hence worth exploring.
- 5.10 The UOL was looking to grow by approximately 5,000 students. The University currently provides car parking for staff but not students and strongly discourages students from bringing a car on that basis. Exceptions are made for students who do need to travel to placements across the County. The purchase of Lawress Hall with staff parking may help reduce the demand for staff city centre campus parking through use of a shuttle bus provision.
- 5.11 Current issues highlighted by the UOL rep included pressure on car parking spaces during open days and discussion over some form of parking app to help direct people to where spaces are available. UOL do have EV charge points however demand for them is outstripping supply.
- 5.12 LC is looking to expand student numbers by 5%-6% per year. The representative from LC stated that students attending Lincoln College are mostly aged 16-18 with the majority unable to drive or don't have the opportunity to buy/run a car due to economic constraints. In addition, a large number of students attending LC choose

the college as its easy accessible and within walking distance so parking for students is not a major issue.

- 5.13 The primary issue is generated by the need for staff parking as there are far fewer parking spaces available compared to staff numbers needing parking spaces (600 members of staff with 200 spaces available). This has meant that staff park down side streets in the Monks Road area which can generate issues with residents seeking parking.
- 5.14 Support for a mobility hub facility was endorsed by representatives in this workshop.

Business and Tourism Workshop Summary

- 5.15 This workshop contained representatives from a number of stakeholders including Lincolnshire Co-Op, Lincoln BIG, Bailgate Guild and Destination Lincolnshire. Discussion began with the general observation that demand for services in the city especially visitors seeking leisure and hospitality has recovered post Covid and that demand for parking remains high. During peak times such as weekends and during big events there are parking supply capacity issues particularly in uphill Lincoln but also in the city centre generally.
- 5.16 New development within the city centre, whilst being welcomed could have knock-on implications for parking provision and supply and needs consideration. Implications on parking provision on specific development schemes such as St. Marks and any changes to the University of Lincoln city centre campus need to be considered. Encouraging new residential living within the city was supported with a particular focus on supporting graduates to remain in the city but without dedicated parking spaces and instead using existing car parks such as Lincoln Central through linked parking schemes.
- 5.17 Coach provision was raised as a concern with a point being made that one specific event attracted up to 40 coaches that had to park up when waiting at Great Northern Terrace which was far from ideal. There is a Visit England report which sets out best practice for coaches which would be useful guidance.
- 5.18 The use of Automatic Number Plate Recognition technology was raised as something which could improve parking provision and improve the visitor experience of parking in the City. Unfortunately off site enforcement of ANPR is not possible for City Council car parks due to legislative constraints. Positive feedback was made on the quality of parking provision at Lincoln Central car park including the lighting and spacing. This did however make the other Council owned car parks feel somewhat lower quality in comparison.

6 Car Parking Survey

- 6.1 Between July-August 2023, a parking survey was undertaken with the survey being accessible via a QR code which was located on all City Council car park ticket machines. The survey was publicised on the Council's website and via social media. The response rate for the survey was good with a high of 520 respondents per question.

Headline Summary of Responses

- 6.2 Unsurprisingly, the most popular reasons why respondents were using Council car parks were for shopping (43%) and leisure (33%) purposes. An overwhelming proportion of people (81%) travelled into Lincoln by car with a small percentage (10.2%) walking into the City.
- 6.3 50% of respondents used City Council operated car parks (as opposed to private operators etc) which is a positive endorsement of the car parking service. When asked why people don't use council operated car parks, the majority of respondents selected cost as their main reason with a figure of 51.1% (225 respondents), followed by 17.7% (78 respondents) who selected 'Location'. 62% of respondents said they did not have difficulty in finding a parking space, with 38% saying they did.
- 6.4 85% of respondents said they felt safe using council operated car parks with lighting being the main issue affecting people's sense of security (26%). The most popular method of payment for parking was credit/debit card with 47% followed by Pay-by-phone at 28%. When asked about how people rate the cost of parking in council operated car parks in Lincoln compared with other cities, the majority of respondents rated this a poor value at 39%. In terms of the cleanliness of council operated car parks, the majority of respondents selected either 'Very clean' or 'Satisfactorily clean' with a figure of 68.7% (334 respondents).
- 6.5 In relation to the provision of disabled parking, there were 17 specific comments on the subject with comments on the need for more disabled parking spaces being made available, making them free and closer to the city centre.
- 6.6 Looking ahead to the future, when asked 'how do you expect to travel into Lincoln over the next 5 years', the majority of respondents selected 'By petrol/diesel vehicle' with a figure of 56.2% (373 respondents). Asked about using EV charge points in council owned car parks, the majority of respondents selected 'No' with a figure of 42.0% (205 respondents) with 37% saying 'Maybe'.
- 6.7 The final question asked respondents for any further comments or suggestions on improvements to council car parks and the most common response was 'cost' with a figure of 49% with a number of other comments being provided.

Conclusions from Survey

- 6.7 Overall, the results from the survey reflect positively on the quality of council operated car parks. The quality of the car parks, prices charged generally, and sense of safety felt by users were clearly reflected in the survey results. These comments provide an opportunity to reflect on and consider further including careful oversight on pricing, parking incentives, payment methods, disabled parking and the appearance of car parks.

7 Looking ahead to the Future

Future Mobility Workshop

- 7.1 As referred to in section 2, since the existing parking strategy for the City was adopted in 2014, there has been significant changes in national policy and the

importance of decarbonisation to help combat climate change. Future transport planning and approaches to movement and mobility and the integration of parking within wider transport initiatives is crucial going forwards. External advice therefore was sought from consultants from WSP's Future Mobility team and a workshop was held on 17th April 2023 with the officers from the Parking Strategy Steering Group and two members of the WSP team.

- 7.2 The workshop was designed to consider the drivers of change within the wider policy context and identify how space could be repurposed or optimised to cater to changing user needs and respond to the pressures brought on by the climate emergency.
- 7.3 The key discussion points at the workshop were:
- **Drivers for Change**-what are the wider environmental, social and economic drivers of change that may affect parking supply and demand
 - **Local Authority Policy**-what are the local authority policies that may affect those drivers of change?
 - **Net Zero and future role of parking**-how can the 'avoid, shift, improve' approach to net zero influence the role of car parks in the vision for the city centre?
 - **Mobility hubs and car parks**-what role can mobility hubs play in both the vision for the city centre and the future of car parks?
- 7.4 As an overall summary, there is potential for the council operated car parks to be used for more than simply spaces for car parking e.g. space for mobility hubs, EV charging hubs. It was acknowledged that before any reallocation of parking provision or significant pricing changes could be implemented, alternative provision would need to be in place to ensure the vitality of the city centre was not affected.

Key Implications on the City Council's Parking Strategy Moving Forward

- 7.5 The Parking Strategy needs to reflect and respond to the speed and nature of change that has happened and is happening in the City since the last parking strategy was completed. It is also clear from evidence based on current car parking performance and from stakeholders, that the strategy needs to be based on the fact that the car parking service is operating from a good quality service and that any measures introduced into the strategy need to ensure the service is maintained at that level.
- 7.6 With the pace of change, it makes sense for the strategy to focus on the next 5 years but also be cognisant of the longer-term horizon with reference to future changes on the horizon for example proposals to make changes to the highway network e.g. Wigford Way/Broadgate which would have a significant impact on council car parking operations.
- 7.7 The strategy needs to acknowledge that there is a delicate and sensitive balance in the City to provide sufficient parking to maintain and support residents and businesses in Lincoln whilst at the same time encouraging modal shift from a carbon reduction perspective. Getting this right represents the single biggest challenge over the duration of this strategy.

8 Bringing it all Together: The Strategy

Scope of the Strategy

8.1 The purpose of this strategy is to create a long-term vision taking us to 2035, which will set the overall direction for the service. However, the marketplace is dynamic and potential changes being driven through pressures such as climate change, are less predictable at present. Therefore, a particular focus of this work is on the next 5 years and centres on:

- Recognising the vital role the provision of parking has on:
 - Tourism
 - Economic vitality of the city centre as a hub for business, leisure and shopping and hence combat the competition from out-of-town shopping areas and on-line shopping.
 - Supporting the Education sector
 - Responding to the emerging trend for city living -bringing a new category of customer to the city centre.
- Protecting income streams, maximising contributions from customers who are not already directly contributing income to the city's infrastructure and/or adding pollution,
- Protecting the assets used to generate that income
- Tackling air quality and congestion so arterial routes into the city centre do not reach saturation point for vehicle movements
- Starting the transition (whatever that ultimately looks like) to 'greener' forms of transport measures with a particular focus on encouraging electric vehicles until such time as a redesigned wider road network facilitates effective modal shift.
- Driving other policy objectives too, such as the health agenda through encouraging Active Lifestyles & travel options.

Aim of the Strategy

'The City of Lincoln Council Parking Strategy aims to deliver high quality, good value parking which meets the needs of residents, businesses and visitors alike that will help support the sustainable growth of the City and surrounding area.'

Strategic Objectives

1. Continue to provide and maintain a wide choice of high-quality parking provision for residents and visitors in the city supporting Lincoln's business and visitor economies
 2. Support existing residents parking schemes and explore the expansion of residents parking where required to improve the quality of life for residents living near the city centre
 3. Only where opportunities exist, and a reducing level of demand for parking allows, carefully rationalise car parking provision and where possible reinvest any associated capital receipts back into parking services
 4. Maintain and enhance income streams from parking through diversification of services offered
 5. Support the further rollout of EV charging infrastructure in the Council's car parks
- 8.2 The strategy identifies six priorities for action over the next 5 years. Overall this service is experiencing a very dynamic and constantly changing environment through government intervention/legislation and a market that over time is moving to greener alternatives. The key overriding action over the next 5 years will be to monitor closely how trends are developing and the speed of such trends. Particularly how other agencies involved in the Lincoln Transport Strategy invest in the infrastructure necessary for modal shift. This ever-present change represents the biggest challenge to and potential for the parking strategy.

i. Priority 1: Re distribute Demand

- Move excess demand being experienced at Central Car Park at peak times to Lucy Tower Street and Broadgate car parks. Commence that work with the physical enhancement to lighting and space width remarking at Broadgate car park, supported by a proactive communication campaign
- Develop a differential pricing regime that increases the attractiveness of the council's other two MSCPs, especially at peak times.
- Review approach to signage and branding of car parks to make them more accessible and to alleviate traffic management issues on the highway network
- Develop further links with other council policies such as taxi licensing to increase the availability and convenience of taxis as an alternative to bringing a car into the city.
- Continue to support the temporary Waitrose Park and Ride site into the medium term until a longer term sustainable solution comes forward for a mobility hub (and noting the considerable cost that is associated with out of town mobility hubs – cost of physically operating the hub and the subsidised bus service itself) .
- Support any national lobbying to extend the £2 bus fare as a means of encouraging modal shift
- Engage with the University of Lincoln on open/induction days to encourage students & families to not drive into the city centre

ii. Priority 2: Maintain & diversify income streams

- Continue the current pricing strategy (Shopper/commuter/visitor tariffs) to maximise income over the life of the strategy but retain flexibility to amend parking fees to keep them competitive and hence respond to the market as required.
- Undertake a review and assessment of the increased use of the Lawn car park by campervans and adjust pricing and approach to campervan parking if the evidence such an adjustment
- Explore a potential new tariff (city living) for those customers wishing to live in the city, still need of car but have no parking at their residence.
- Maintain current methods of payment for parking including cash and card payments but review this in 5 years' time (noting Secretary of State has made it clear that local authorities should continue to offer cash payment options in public car parks).
- Keep under review the emergence of new technologies such as the emerging national payment platform for car parking and assess against our current provider.
- Maintain current parking pricing offers to safeguard & support local businesses. Work with Healthy High Street Group to identify new offers to respond to changing work, shopping and leisure habits.
- Explore feasibility of other services we could offer e.g. car washing, electric bike or EV car hire, as additional income generation ideas as part of a mini hub concept
- Continue to engage the Further Education (FE) and Higher Education (HE) sectors to assess opportunities for additional parking provision – both for students/teachers in the week but also to maximise for public access the FE onsite parking provision at times of peak demand for parking in the city especially in the Uphill area of the city. Engage with large employers in the City to seek any opportunities for additional parking provision across the City Centre.
- Engage (at the pre-application planning stage) with developers building city centre living accommodation, the potential for their new residents to use city council car parks as opposed to designing in purpose-built parking spaces.
- Engage the County Council through the forum of the Lincoln Transport Strategy to understand and influence more fully the long-term plans for the highway network in connection with modal shift and traffic reduction in the city centre. Revisit the parking strategy once this direction is clearly mapped out and funded
- Review again any opportunities to either embrace camper van parking at The Lawn or re-direct to more suitable parking within the city to free up capacity in a key tourist location. Explore overnight stays only, when spaces are in less demand?

iii. Priority 3: Car park improvements including preparing for shift to electric vehicles (EV)

- Review the effectiveness and value for money from the cleansing regime for all multi-storey car parks in response to user survey.
- Review staffing levels and further car park improvements (e.g. lighting both within and approaching car parks) to enable more effective tackling of key issues such as anti-social behaviour, feeling of safety and simply having a reassuring visible staff presence.
- Continue to roll out combined EV/mixed use parking spaces-in line with national shift towards EV as funding becomes available. A particular focus of any new investment in our car parks mostly likely to experience the higher demand (tourist car parks and those car parks increasingly accommodating city living). Whilst many industry experts predict that EV will become the predominant technology, at present EV ownership/usage is still emerging and is not the principal model for car ownership. For this reason, combined with the lack of significant excess parking capacity, it is important that most of the new EV spaces are mixed use. Over time we will assess the growth of EV ownership and look to a model which converts more of these to EV only with a focus for this being visitor/tourist car parks as this is the market most likely to require on site charging
- Undertake fire risk assessments in relation to EV's within our Multi Storey Car Parks (MSCPs) to ensure all necessary precautions remain in place.
- Explore how we can embrace new technology such as ANPR that is more convenient for the customer, within the legal framework. A particular focus on exploring its suitability for Central Car Park. Through national forums, lobby government to allow local authorities the opportunity to enforce off street parking via ANPR and hence place local government on an equal footing with private sector providers.
- Explore further and respond to how customers are navigating to city council car parks -be that via on street signage, satellite navigation, App or a combination of these.
- Explore the potential for more dynamic signage (using Central car park as the pilot) further away from the car park to give customers entering the city the earliest opportunity to select a car park of choice and reduce congestion caused by cars travelling between sites looking for parking.
- Assess if there are any further opportunities to operate our car parks in a more environmentally compatible way – additional solar panelling or carbon offsetting schemes etc to be explored
- Assess if there is potential to embrace introducing more greenery into the city centre within our surface car parks and enhance the overall appeal

iv. Priority 4: Residents parking scheme (RPS)

- Continue to support the sustainability of the existing residents parking schemes in the city

- Support an evidence-based approach to further expansion of RPS in line with a new RPS protocol
- Continue to review the performance of each RPS scheme to ensure it continues to cover its costs and meet its objectives.

v. Priority 5: Events, marketing and branding

- Improve promotion and marketing of events in the City and encouraging use of council car park's particularly uphill
- Review how we market weekend car parks such as County Hall and Waterside North as they provide much needed capacity at peak times. Review will explore consumer awareness of these car parks and how we can increase their accessibility.
- Provide an entirely new web presence for our car parks – one that meets and exceeds the standards of our competitors in terms of functionality, clarity and ease of use.
- Work with the new local platform – Lincoln Connected – operated by Destination Lincolnshire (launch in 2024) to ensure the city council's parking offer has a significant presence
- Improve links between partners in the City hosting major events e.g. University open days, graduation to offer parking incentives on council operated car parks

vi. Priority 6: Asset maximisation

- There are currently no plans to remove parking capacity from the city over the next 5 years beyond any remarking work in Broadgate and possibly Lucy Tower Street car parks to make the bays larger. Any new proposed development involving city council car parking land will seek to replace any equivalent number of lost spaces on site, or in the vicinity to protect the economic vitality of that area, maintain parking provision supply and income generation. This 'space for space' replacement will maintain existing capacity and prevent competition from other providers entering the marketplace.
- Due to the limited existing capacity in the Uphill area of the city, seek to work with land owners adjacent to this area to explore potential for public parking provision during peak times.
- Working with Destination Lincolnshire, undertake a light touch review to see if any new opportunities have developed since the last strategy to promote Lincoln as a destination for coach travel companies. Particular focus on coach parking and the facilities available as part of a comprehensive marketing package for the city.

- 8.3 Clearly not all of the priorities above can be developed further in a single year, so there is a need to focus first on those actions that have maximum impact and are comparatively less resource intensive. This will enable visible early progress to be made. The Action plan that supports this strategy therefore prioritises all of the above actions and schedules capacity to address them across each year of the strategy (this action plan has been developed following a meeting with the Portfolio holder early in the New Year. A first draft is below)
- 8.4 As this is such a changing operating environment, is proposed to review the action plan annually together with a light touch review of the overall strategy every three years.

Parking Strategy Delivery Plan 2024-2028

Key: Text highlighted in green indicates action completed

| <u>Priority 1: Re-distribute Demand</u> | |
|--|--|
| Key Action | Timescale |
| Re-marking Broadgate | Feb 24 |
| Review signage, branding and comms, and entry controls on Central to retain as our premier car park | Dec 2024 |
| Promotion of weekend car parks and encouraging use of less well used car parks | April 2024 |
| Continue to review pricing tariffs in order to look at designations of car parks to maximise income, respond to business community requirements and consumer expectations. | Ongoing |
| Explore how technology can support people to get to available spaces | Ongoing |
| Engage with various carriage operators in the City through Licensing, look at options for involving taxis in providing solutions and facilities available to them. | 2026 |
| Commit to temporary Waitrose park and ride site for the duration of the parking strategy (5 years) at current costs, pending development of a permanent site | Ongoing |
| Lobby MP to extend the £2 bus fare permanent | December 2024 (dependent on when £2 fare ends) |
| Review how we engage with the wider strategic discussions around transport strategy from a parking provision point of view | Ongoing |
| Review usage and adequacy of current disabled provision as well as consideration of parent/child spaces at all locations | November 2024 |

| Priority 2: Maintain and diversify income streams | |
|---|--|
| Key Action | Timescale |
| Review pricing strategy in light of changing demand across our car parks | Annual review for each year |
| Continue to engage with developers for residential development opportunities within the City to assess demand for parking spaces amongst residents and develop tariffs for that emerging market | Ongoing dependent on pre-planning applications and applications for development coming forward |
| Keep an overview of emerging national parking platforms especially in light of needing to re-procure Pay-by-Phone contract within lifetime of the strategy | End 2025 (dependent on when current Pay-by-Phone contract ends) |
| Work with healthy high street group to tailor our parking offers to maximise impact | Ongoing |
| If the spreading demand works and space is released, consideration of a car washing plant etc. to become more commercial in our approach. Look at options available to co-locate other services e.g. mechanic/ fast fit centre etc | 2026/27 |
| Continue to assess opportunities to provide parking for other organisations e.g. further education and higher education, major employers in the City, NHS etc. Bespoke approach to each organisation, regular 6 monthly touch base to see how we can help and advise i.e University of Lincoln Open days etc. | Ongoing |
| Review demand, capacity and pricing at the Lawn re campervan parking. Could Westgate 2 better house the campervan community, book through Hartsholme and re-open toilet block? Explore options of expanding the Lawn, dual use, what would an appropriate charging schedule look like? | September 2024 |
| Procurement of new cleansing regime for MSCPs including bus station | July 2025 |
| Complete full staffing review | October 2024 |

| Priority 3: Car park improvements including preparing for shift to electric vehicles (EV) | |
|---|--------------------------------------|
| Key Action | Timescale |
| Develop a strategic approach to EV roll out, first procuring a specialist contractor to provide us with advice and then engaging the market for a long term partner for further roll out. This includes a gradual move towards EV only parking for allocated spaces based on trend data and usage | Strategy in place by April 2025 |
| Implement outcomes of recent Fire Risk Assessments | April 2024 |
| Explore use of ANPR at Central to replace tokens. Are we under contract with S&B and would this effect it. Lobby BPA to remove the restrictions to ANPR use by local authorities. Time sensitive politically. | July 2025(NC check contract details) |
| Explore potential for solar panelling and possible other carbon offsetting options in/on car parks (without removing bays) | March 2026 |
| Explore opportunities to introduce green spaces, more greenery options etc towards end of strategy on our surface car parks especially | End of 2027 |
| Assessment and analysis of the provision and need for wider parking pays designated for Parents with Young Children | April 2025 |

| Priority 4: Residents parking scheme (RPS) | |
|--|----------------------------------|
| Key Action | Timescale |
| Review extensions of RPS using the new protocol | Strategy in place by end of 2024 |
| Review financial sustainability of RPS over the MTFS period | July 2024 |
| Monitor impact of Sincil Bank RPS consider pursuit of second phase to alleviate impacts of this scheme on adjacent areas | September 2024 |

| Priority 5: Events, Marketing and Branding | |
|---|------------------|
| Key Action | Timescale |
| Design a new website presence that mirrors our competitor's webpages, have a branding and everything we need presenting for members of the public. Do we need a separate, dedicated site. | April 2026 |
| Make sure reflected on destination Lincolnshire launch site too | July 2025 |
| Building on that, make sure we are tapping into other major events happening across other organisations too. Make sure we have messages about our car parks attached to these events. | July 2025 |

| <u>Priority 6: Asset maximisation</u> | |
|--|------------------|
| Key Action | Timescale |
| Review usage and hence adequacy of current disabled provision at all locations including assessment of EV charge point provision in disabled bays | December 2024 |
| Review parking provision uphill and any solution that will increase capacity in the key tourist area | September 2024 |
| Seek opportunities to identify additional parking space uphill and space for coach parking. Hold a workshop to illustrate that desired coach parking space doesn't currently exist bringing key stakeholders together to discuss the issue | October 2025 |

Equality with Human Rights Analysis Toolkit



Appendix 2

The Equality Act 2010 and Human Rights Act 1998 require us to consider the impact of our policies and practices in respect of equality and human rights.

We should consider potential impact before any decisions are made or policies or practices are implemented. This analysis toolkit provides the template to ensure you consider all aspects and have a written record that you have done this.

If you need any guidance or assistance completing your Equality and Human Rights Analysis contact:

Corporate Policy Team - Email: policy@lincoln.gov.uk

Legal Services – Email: louise.simpson@lincoln.gov.uk

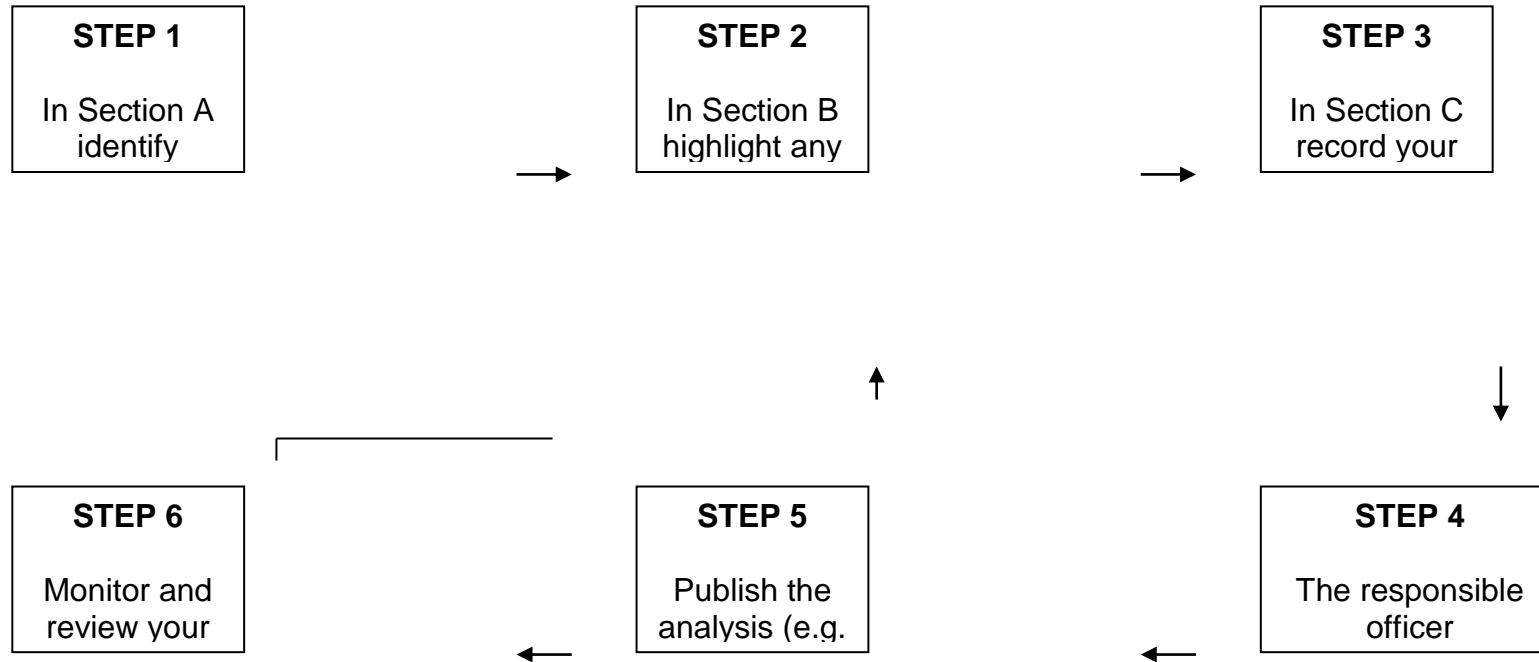
A diagram of the process you should follow is on page 2, and glossary and guidance to help you complete the toolkit can be found on pages 6-9.

103 Even after your policy, project or service has been implemented; it is recommended that analysis is undertaken every three years, and that this analysis is updated at any significant points in between. The purpose of any update is that the actual effects will only be known after the implementation of your policy, project or service. Additionally, area demographics could change, leading to different needs, alternative provision can become available, or new options to reduce an adverse effect could become apparent.

Useful questions to consider when completing this toolkit

1. What is the current situation?
2. What are the drivers for change?
3. What difference will the proposal make?
4. What are the assumptions about the benefits?
5. How are you testing your assumptions about the benefits?
6. What are the assumptions about any adverse impacts?
7. How are you testing your assumptions about adverse impacts?
8. Who are the stakeholders and how will they be affected?
9. How are you assessing the risks and minimising the adverse impacts?
10. What changes will the Council need to make as a result of introducing this policy / project / service / change?
11. How will you undertake evaluation once the changes have been implemented?

STEP BY STEP GUIDE TO EQUALITY ANALYSIS



* Evidence could include information from consultations.

SECTION A

| Name of policy / project / service | Parking Strategy |
|---|--|
| Background and aims of policy / project / service at outset | <p>In 2013 the City Council jointly commissioned (with LCC) Mouchel consultants (who were at the time the County's transport consultants) to produce a Parking Strategy Evidence base report¹. Following on from this work, in 2014 Mouchel produced a Parking Strategy Report that was completed in August 2014².</p> <p>The current Parking Strategy Delivery Plan was adopted by the Council in March 2015³ based on evidence and recommendations from the 2013/14 reports. The Delivery Plan is framed by the following vision for the Council's approach to parking in the City as being <i>"a truly inclusive and sustainable parking strategy which delivers reduction in carbon emissions whilst supporting the growth ambitions of the City"</i>.</p> <p>The Delivery Plan set out the Council's priorities for Parking over the 5 years (2014-2019) and identified the policies and actions to be delivered, how they were to be delivered and key persons/teams/partners involved.</p> <p>The Delivery Plan set out the following 3 key parking priorities to be delivered:</p> <ul style="list-style-type: none"> • Improve Parking Supply • Secure better use of existing and potential parking provision and resources • Develop proposals for encouraging measurable modal shift <p>A range of measures were then set out in the delivery plan to help deliver the 3 priorities identifying the actions needed, resources and likely timescales.</p> <p>In the intervening period since 2019 when the current Parking Delivery Plan ended, there has been a substantial amount of growth and development in Lincoln which has resulted in changes to the physical landscape in the city. In addition, there has been changes to national and local transport planning policy reflecting current transport priorities. The Covid Pandemic has fundamentally changed people's travel and work patterns and the acknowledged Climate Emergency means that sustainable modes of transport are a much higher priority. As a consequence of these changes, the Parking Strategy now needs to be reviewed and updated to reflect these</p> |

¹ Lincoln Parking Strategy Final Report September 2013

² City of Lincoln Parking Strategy August 2014

³ City of Lincoln Council Parking Strategy Delivery Plan March 2015

current circumstances and a new strategy is required that meets the needs of residents and business now and into the future. This has now been completed and a new Parking Delivery Plan has been created which sets parking service priorities and policies to be delivered by the Council over the next 5 years.

The Parking Strategy has drafted the following revised aim: *The City of Lincoln Council Parking Strategy aims to deliver high quality, good value parking which meets the needs of residents, businesses and visitors alike that will help support the sustainable growth of the City and surrounding area.*

The following strategic objectives have also been developed:

1. Continue to provide and maintain a wide choice of high-quality parking provision for residents and visitors in the city supporting Lincoln's business and visitor economies
2. Support existing residents parking schemes and explore the expansion of residents parking where required to improve the quality of life for residents living near the city centre
3. Only where opportunities exist, and a reducing level of demand for parking allows, carefully rationalise car parking provision and where possible reinvest any associated capital receipts back into parking services
4. Maintain and enhance income streams from parking through diversification of services offered
5. Support the further rollout of EV charging infrastructure in the Council's car parks

The Parking Strategy then sets out 6 priorities for action over the next 5 years which are set out in a delivery plan (with timescales) starting on page 24 of the Parking Strategy Report. For ease of reference the priorities are:

| | |
|---|---|
| | <p>Priority 1:Re-distribute demand</p> <p>Priority 2:Maintain and diversify income streams</p> <p>Priority 3:Car park improvements including preparing for shift to electric vehicles</p> <p>Priority 4:Residents Parking</p> <p>Priority 5:Events, marketing and branding</p> <p>Priority 6:Asset maximisation</p> <p>As this is such a changing operating environment, is proposed to review the action plan annually together with a light touch review of the overall strategy every three years.</p> |
| Person(s) responsible for policy or decision, or advising on decision, and also responsible for equality analysis | Simon Walters |
| Key people involved <i>i.e. decision-makers, staff implementing it</i> | Member approval required. Staff implementing; Directorate of Communities and Environment. |

SECTION B

This is to be completed and reviewed as policy / project / service development progresses

| | Is the likely effect positive or negative? (please tick all that apply) | | | Please describe the effect and evidence that supports this and if appropriate who you have consulted with* | Is action possible to mitigate adverse impacts? | Details of action planned including dates, or why action is not possible |
|--|---|----------|------|---|---|--|
| | Positive | Negative | None | | | |
| Age | X | | | Broadgate spaces have been widened, cleaning and tackling pigeons has reduced slip hazards and overall this has improved accessibility. | NA | |
| Disability including carers (see Glossary) | | | X | Neutral maintaining status quo. We will be exploring usage in further detail to determine whether more is required. | NA | Will carry out an assessment following further surveys and look at whether the City Council need to do more. |
| Gender re-assignment | | | X | I do not believe that the policy affects gender reassignment and so its implementation does not have an impact in that regard. | NA | |

| | | | | | | |
|----------------------------|---|--|---|---|----|---|
| Pregnancy and maternity | X | | | Broadgate spaces have been widened, cleaning and tackling pigeons has reduced slip hazards and overall this has improved accessibility. | NA | Will be looking at Lucy Tower and considering other car parks for space widening. |
| Race | | | X | I do not believe that the policy affects race and so its implementation does not have an impact in that regard. | NA | |
| Religion or belief | | | X | I do not believe that the policy affects religion or beliefs and so its implementation does not have an impact in that regard. | NA | |
| Sex | | | X | I do not believe that the policy affects sex and so its implementation does not have an impact in that regard. | NA | |
| Sexual orientation | | | X | I do not believe that the policy affects sexual orientation and so its implementation does not have an impact in that regard. | NA | |
| Marriage/civil partnership | | | X | I do not believe that the policy affects marriage/civil partnership and so its implementation does not have an impact in that regard. | NA | |
| Human Rights (see page 8) | | | X | I do not believe that the policy affects human rights and so its implementation does not have an impact in that regard. | NA | |

**Evidence could include information from consultations; voluntary group feedback; satisfaction and usage data (i.e. complaints, surveys, and service data); and reviews of previous strategies*

| Did any information gaps exist? | Y/N/NA | If so what were they and what will you do to fill these? |
|---------------------------------|--------|--|
| No | NA | NA |

SECTION C



Decision Point - Outcome of Assessment so far:

Based on the information in section B, what is the decision of the responsible officer (please select one option below):

- | | |
|---|------------------|
| | Tick here |
| • No equality or human right Impact (your analysis shows there is no impact) - sign assessment below | [X] |
| • No major change required (your analysis shows no potential for unlawful discrimination, harassment)- sign assessment below | [X] |
| • Adverse Impact but continue (record objective justification for continuing despite the impact)-complete sections below | [] |
| • Adjust the policy (Change the proposal to mitigate potential effect) -progress below only AFTER changes made | [] |
| • Put Policy on hold (seek advice from the Policy Unit as adverse effects can't be justified or mitigated) -STOP progress | [] |

| | |
|---|--|
| 109 Conclusion of Equality Analysis (describe objective justification for continuing) | The policy is a review and action plan for ongoing work to improve the parking for the users of the City Council car parks. The strategy sets out the 5 year delivery plan. The actions proposed are deliberately chosen to have positive impacts on all users. This EIA will be a working document and re-visited regularly throughout the 5 year lifespan of the strategy. In conclusion, it is considered that the strategy should be adopted as the benefits outweigh any negatives. |
|---|--|

| | |
|--|---|
| When and how will you review and measure the impact after implementation?* | Each key action will be reviewed following implementation along the 5 year lifespan of the strategy. Once assessment of disabled spaces is carried out, we will review and revisit actions we need to take and review the EIA. Impacts will be measured using feedback from all interested parties. We will capture lessons learnt and review this strategy before capturing everything to move forward to a new strategy after 2028. |
|--|---|

| | | | |
|---|---|------|----------|
| Checked and approved by responsible officer(s) (Sign and Print Name) | Nicola Collins  | Date | 08/03/24 |
| Checked and approved by Assistant Director (Sign and Print Name) | Kieron Manning  | Date | 08/03/24 |

When completed, please send to policy@lincoln.gov.uk and include in Committee Reports which are to be sent to the relevant officer in Democratic Services

The Equality and Human Rights Commission guidance to the Public Sector Equality Duty is available via: www.equalityhumanrights.com/new-public-sector-equality-duty-guidance/

City of Lincoln Council Equality and Human Rights Analysis Toolkit: Glossary of Terms

Adult at Risk - an adult at risk is a person aged 18 years or over who is or may be in need of community care services by reason of mental health, age or illness, and who is or may be unable to take care of themselves, or protect themselves against significant harm or exploitation.

Adverse Impact. Identified where the Council's operations has a less favourable effect on one or more groups covered by the Equality Act 2010 than it has on other groups (or a section of a group)

Carer - see also disability by association. A carer is a person who is unpaid and looks after or supports someone else who needs help with their day-to-day life, because of their age, long-term illness, disability, mental health problems, substance misuse

Disability by association. Non disabled people are also protected from discrimination by association to a disabled person. This might be a friend, partner, colleague or relative. This applies to carers who have a caring responsibility to a disabled person.

Differential Impact. Identified where a policy or practice affects a given group or groups in a different way to other groups. Unlike adverse impact, differential impact can be positive or negative.

Disability. It is defined under the Equality Act 2010 as 'having a physical or mental impairment which has a substantial and adverse long term effect on a person's ability to carry out normal day to day activities'.

Physical impairment is a condition affecting the body, perhaps through sight or hearing loss, a mobility difficulty or a health condition.

Mental impairment is a condition affecting 'mental functioning', for example a learning disability or mental health condition such as manic depression

Diversity. Diversity is about respecting and valuing the differences between people. It is also recognising and understanding the mix of people and communities who use services and their different needs.

Discrimination. Discrimination has been defined as 'the unequal treatment of individuals or groups based on less because of a protected characteristic – see protected characteristic. This includes discrimination by association, perception, direct and indirect discrimination.

Example of discrimination: An employer does not offer a training opportunity to an older member of staff because they assume that they would not be interested, and the opportunity is given to a younger worker

Equality. The right of different groups of people to have a similar social position and receive the same treatment:

Equality Analysis. This is a detailed and systematic analysis of how a policy, practice, procedure or service potentially or actually has differential impact on people of different Protected Characteristics

Equality Objectives. There are specific strategic objectives in the area of equalities and should set out what services are seeking to achieve in each area of service in terms of Equality.

Equality of Opportunity. Equality of opportunity or equality opportunities may be defined as ensuring that everyone is entitled to freedom from discrimination. There are two main types of equality encompassed in equal opportunities:

1. Equality of treatment is concerned with treating everyone the same. Thus, in an organisational context it recognises that institutional discrimination may exist in the form of unfair procedures and practices that favour those with some personal attributes, over others without them. The task of equal opportunities is therefore concerned with the elimination of these barriers.

2. Equality of outcome focuses on policies that either have an equal impact on different groups or intend the same outcomes for different groups.

Evidence. Information or data that shows proof of the impact or non impact - evidence may include consultations, documented discussions, complaints, surveys, usage data, and customer and employee feedback.

Foster good relations. This is explicitly linked to tackling prejudice and promoting understanding.

General Equality Duty. The public sector equality duty on a public authority when carrying out its functions to have 'due regard' to the need to eliminate unlawful discrimination and harassment, foster good relations and advance equality of opportunity.

Gender reassignment. The process of changing or transitioning from one gender to another – for example male to trans-female or female.

Harassment. This is unwanted behaviour that has the purpose or effect of violating a person's dignity or creates a degrading, humiliating, hostile, intimidating or offensive environment.

Human Rights – Human rights are the basic rights and freedoms that belong to every person in the world - **see below**

Marriage and Civil Partnership. Marriage is defined as a 'union between a man and a woman'. Same-sex couples can have their relationships legally recognised as 'civil partnerships'. Civil partners must be treated the same as married couples on a wide range of legal matters. Single people are not protected. Discrimination on grounds of marriage or civil partnership is prohibited under the Act. The prohibition applies only in relation to employment and not the provision of goods and services.

Pregnancy and Maternity. Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth, and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.

Protected Characteristics. These are the grounds upon which discrimination is unlawful. The characteristics are:

- | | | |
|-----------------------|--|----------------------------------|
| • Age | • Race | • Marriage and civil partnership |
| • Disability | • Religion and belief (including lack of belief) | • Pregnancy and maternity |
| • Gender reassignment | • Sex/gender | • Sexual orientation |

Public functions. These are any act or activity undertaken by a public authority in relation to delivery of a public service or carrying out duties or functions of a public nature e.g. the provision of policing and prison services, healthcare, including residential care of the elderly, government policy making or local authority services.

Race. This refers to the protected characteristic of race. It refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins.

Religion or belief. Religion has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (e.g. atheism). Generally, a belief should affect your life choices or the way you live for it to be included in the definition.

Section 11 of the Children Act. This duty is a duty under the Children Act 2004 that requires all agencies with responsibilities towards children to discharge their functions with regard to the need to safeguard and promote the welfare of children. They must also ensure that any body providing services on their behalf must do the same. The purpose of this duty is that agencies give appropriate priority to safeguarding children and share concerns at an early stage to encourage preventative action.

Sex. It refers to whether a person is a man or a woman (of any age).

Sexual Orientation. A person's sexual attraction is towards their own sex; the opposite sex; or to both sexes: *Lesbian, Gay or Bisexual*

Victimisation. Victimisation takes place where one person treats another less favourably because he or she has exercised their legal rights in line with the Equality Act 2010 or helped someone else to do so.

Vulnerable Adult. A Vulnerable Adult is defined as someone over 16 who is or may be in need of community care services by reason of mental or other disability, age or illness and who is or may be unable to take care of him/herself or unable to protect him/herself against significant harm or exploitation'

Human Rights

Human rights are the basic rights and freedoms that belong to every person in the world. They help you to flourish and fulfill your potential through:

- being safe and protected from harm
- being treated fairly and with dignity
- living the life you choose
- taking an active part in your community and wider society.

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The Human Rights Act 1998 (also known as the Act or the HRA) came into force in the United Kingdom in October 2000. It is composed of a series of sections that have the effect of codifying the protections in the European Convention on Human Rights into UK law.

The Act sets out the fundamental rights and freedoms that individuals in the UK have access to. They include:

- Right to life
- Freedom from torture and inhuman or degrading treatment
- Right to liberty and security
- Freedom from slavery and forced labour
- Right to a fair trial
- No punishment without law
- Respect for your private and family life, home and correspondence
- Freedom of thought, belief and religion
- Freedom of expression
- Freedom of assembly and association
- Right to marry and start a family
- Protection from discrimination in respect of these these rights and freedoms
- Right to peaceful enjoyment of your property

- Right to education
- Right to participate in free elections

Many every day decisions taken in the workplace have no human rights implications. However, by understanding human rights properly you are more likely to know when human rights are relevant and when they are not. This should help you make decisions more confidently, and ensure that your decisions are sound and fair.

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4. Parking Strategy Review

Simon Walters, Director for Communities and Environment provided a brief introduction to the Parking Strategy and Delivery Plan and circulated a set of notes from the recent all member workshop for information.

Toby Forbes-Turner, Planning Policy Manager:

- a. presented a summary of the Parking Strategy and Delivery Plan to seek views from Policy Scrutiny Committee prior to consideration by Executive
- b. advised that the delivery plan set out parking service priorities and policies to be delivered by the Council over the next 5 years
- c. explained that the Strategy focussed on off-street parking provision in the Council car parks, but also covered the City Council's role with on-street residents parking
- d. gave an overview of the parking strategy review process which included the measures delivered from the previous car parking strategy agreed in 2015, factors that had changed since 2015 and how these factors had helped to scope the review of the Strategy. The agreed key issues were set out at paragraph 5.4 of the report
- e. referred to paragraph 6 of the report and advised on the future mobility work shop that had taken place, which had helped to identify how space could be repurposed or optimised to cater to changing use needs and respond to pressures brought on by the climate emergency
- f. summarised the stakeholders' engagement, public consultation and member engagement that had been undertaken during development of the strategy and delivery plan
- g. outlined the key implications on the parking strategy moving forward as detailed at paragraph 10 of the report
- h. highlighted the aims and strategic objectives of the strategy as detailed at paragraph 11 of the report
- i. explained that it was proposed to review the action plan annually together with a light touch review of the overall strategy every three years
- j. invited members questions and comments.

The Chair requested that the work shop notes that had been circulated to members be included with the agenda on the website.

Question: Had any progress been made to address the difficulties with the payment machine at Tentercroft Street car park?

Response: This would be addressed by the relevant Officer in due course. The issue was that the Wi-Fi for the payment machine was sometimes intermittent during busy periods.

Question: Would automated number plate recognition be introduced at car parks with the ability to pre-book parking spaces?

Response: This was an aspiration that would be looked at as part of the strategy over the next 5 years. The technology at the car parks would need updating. The first step would be to move to an automated number plate recognition system at the Central Car Park which would photograph number plates on entry and then once the parking had been paid a barrier would be used to exit the car park.

Question: Would signage to advise when the Central Car Park was full be installed?

Response: Talks were ongoing with Lincolnshire County Council Highways to establish where signs could be installed.

Question: Had consideration been given to install electric vehicle charging points in disability bays? Perhaps they could be lower for wheelchair users.

Response: A strategic approach had been taken to installing electric vehicle charging points across the City over the last few years. Consideration would be given to installing electric vehicle charging points in disabled bays.

Question: Would the number of disabled bays in car parks be reviewed? Some car parks did not have any disabled bays.

Response: Yes, Officers continually monitored and reviewed how disabled bays were being used across the car parks. Where there were not any disabled bays provided at car parks there was provision of disabled on-street parking nearby.

Question: What percentage of car park users used the pay by phone app?

Response: The figure for the percentage of people using the pay by phone app would be circulated following the meeting. The Council did encourage people to use the app, however, the option to pay by cash would always be available.

Question: Could clarification be provided as to which authority was responsible for residents parking?

Response: Lincolnshire County Council was responsible for authorising applications for residents parking. The running of the scheme was delegated to City of Lincoln Council. However, it was Lincolnshire County Councils responsibility to enforce the scheme.

RESOLVED that the Parking Strategy and Delivery Plan be supported.

| | |
|-----------------------|---|
| SUBJECT: | CITY OF LINCOLN HOMELESSNESS STRATEGY |
| DIRECTORATE: | HOUSING AND INVESTMENT |
| REPORT AUTHOR: | ALISON TIMMINS, HOUSING SOLUTIONS AND SUPPORT MANAGER (PROJECTS) |

1. Purpose of Report

- 1.1 To present the Lincoln Homelessness Strategy and supporting action plan to Executive for approval.
- 1.2 The Lincoln Homelessness Strategy was considered by Policy Scrutiny Committee on 29 July 2024 (See minute extract at Appendix C).

2. Executive Summary

- 2.1 The Lincoln Homelessness Strategy 2024-2029 sits within a framework of documents which aim to improve the housing situation in the city including the Lincoln Housing Strategy 2020-2025 and the Lincolnshire Homelessness and Rough Sleeping Strategy 2022-2027. The Lincoln Homelessness Strategy and its action plan are structured around the three themes of making homelessness 'Rare, Brief and Non-Recurring.' The strategy is produced in partnership with a number of organisations across the city and therefore is the strategy for the city rather than for the Council alone.
- 2.2 The strategy includes the Homelessness Review which sets out the evidence base behind the strategy. The strategy and the review document meet the Council's requirement as set out in the Homelessness Act 2002.

3. Background

- 3.1 The Lincoln Homelessness Review and Strategy have been carried out in response to the requirement set out within the Homelessness Act 2002 for all Local Authorities to carry out a review of homelessness in their areas, formulate and publish a strategy based on the findings of the review, keep this strategy under review and consult with other local or public authorities and voluntary organisations before modifying or adopting a strategy. The Homelessness Act 2002 Section 2(1) sets out that a homelessness review means a review by the local housing authority of:
 - (a) The levels, and likely future levels, of homelessness in their district;
 - (b) The activities which are carried out for any of the following purposes (or which contribute to achieving any of them):
 - (i) preventing homelessness in the housing authority's district;
 - (ii) securing accommodation that is or will be available for people in the district who are or may become homeless; and

- (iii) providing support for people in the district: - who are or may become homeless; or – who have been homeless and need support to prevent them becoming homeless again.
- (c) The resources available to the housing authority, the social services authority for the district, other public authorities, voluntary organisations and other persons for the activities outlined in (b) above.

4. The Lincoln Homelessness Strategy

- 4.1 The strategy has been developed drawing on expertise from the University of Warwick. During the development process a number of staff were consulted from within the Council and from agencies who work with households who are homeless or threatened with homelessness. Although the responsibility for producing the strategy is with the Council it is produced in partnership with various other agencies within the city and the strategy is the city's strategy for homelessness rather than the Council's strategy for homelessness.
- 4.2 The strategy and its action plan are structured into the three themes of making homelessness;
 - Rare
 - Brief
 - Non-Recurring

These themes reflect those within the National Homelessness and Rough Sleeping Strategy and also the Lincolnshire Homelessness and Rough Sleeping Strategy which was developed and adopted by all seven Lincolnshire District Councils and Lincolnshire County Council in 2023.

- 4.3 A challenging action plan has been developed which, in some instances, proposes changes to the way we work, the way we use our resources, and how we work with our partners. Some of the actions will be completed within the five-year life of this strategy, others it should be noted, may only be in the early planning and implementation stages in recognition that tackling homelessness is a complex and long term issue for the Council.

5. Strategic Priorities

5.1 Let's reduce all kinds of inequality

One of the key themes is the prevention of homelessness and this incorporates measures around financial capability and ensuring people are aware of their rights with regard to tenancies as well as ensuring people are claiming the benefits they are entitled to.

5.2 Let's deliver quality housing

The strategy highlights the need for more affordable housing and a great need for move on accommodation for those households who are living within supported accommodation. The action plan includes actions which involve proactively looking for funding and potential partnerships to enable the further delivery of more

affordable housing as well as looking at the good practice examples out there which could be replicated in Lincoln.

6. Organisational Impacts

6.1 Finance (including whole life costs where applicable)

There are no direct financial implications as a result of the strategy. Where there are actions within the action plan which require financial resources these will be taken through the relevant approval processes when they are required.

6.2 Legal Implications Including Procurement Rules

There are no direct legal implications of the strategy itself. Where individual actions require approval they will be taken through the relevant processes when required.

The strategy itself meets the legal duty set out within the Homelessness Act 2002 Section 2(1) to formulate and produce a strategy based on the findings of the homelessness review.

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

7. Recommendation

7.1 That approval be given to the Homelessness Strategy by Executive.

Is this a key decision? Yes

Do the exempt information categories apply? No

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

How many appendices does the report contain? Three

List of Background Papers: None

Lead Officer: Alison Timmins
Housing Solutions and Support Manager (Projects)
Email address: alison.timmins@lincoln.gov.uk

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FOREWORD

A home is one of our most fundamental needs. Without it, we find it difficult to secure work, our children can't attend school, gain access to health services and social support, we can't create that wider family of friends, neighbours and community so vital to our health and happiness. Homelessness lays waste to much of what we consider essential to a full and happy life. We recognise this and in this City of Lincoln Homelessness Strategy, we set out a bold vision to end homelessness altogether.

I know some people will feel it too ambitious given the challenges we continue to face in terms of lack of housing, high rents and the damage caused by years of austerity. But given how important a home is to all of us, aiming for anything less than ending homelessness seems much too cautious. We have faced down many problems over the last decade and made great progress in helping the most vulnerable of our city find a way into secure and settled housing. And this progress, with this Strategy will continue. We present a range of practical and realistic measures which, over the next five years, will move us closer to ending homelessness in our city.

I know this vision is challenging and ambitious. It is a challenge to my colleagues, your political leaders, to take a long-term view of the problems of homelessness facing our city. It is a challenge to Officers to find creative solutions to the day-to-day problems they face. To our partners, we need you to work closely to achieve this ambitious goal. But together, I believe we can do this. We can end homelessness. We will.

Councillor Donald Nannestad
Executive Member for Housing
City of Lincoln Council

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INTRODUCTION

Dominating the skyline, Lincoln's cathedral is a powerful reminder of the city's extraordinary history as a religious and administrative centre of great power and influence. It is now a modern, developing, and forward-looking city. It is an international centre for education with two universities, and over 18,000 home and international students arriving for study each year. Lincoln is a small city with a global reach.

For permanent residents this status brings both benefits and challenges. Its vibrancy is apparent in a young and active population, relatively high levels of economic activity in the city, and lower levels of involuntary worklessness than most English urban areas. The City of Lincoln wishes to build on its successes economically and continue to attract and sustain its youthful and ambitious population. In terms of homelessness, however, economic success and cultural vibrancy create a demand for housing that exceeds supply and drives house prices and rents to levels unaffordable for many local people. Problems of housing insecurity and homelessness are exacerbated by a mismatch between income and housing costs caused at least in part by Lincoln's economic success and academic reach.

The wider Housing Strategy now in preparation will take a broad view of what measures are needed to deliver enough good quality housing at all levels of affordability to meet the needs of future generations of Lincoln residents. It will recognise the economic prosperity and quality of life of all Lincoln citizens depends on the good quality housing to be available at all levels of affordability. This Homelessness Strategy focuses on the particular problems related to housing insecurity and homelessness, delving deeper into the level and causes of homelessness in the City. It provides a contextual and comparative analysis of Lincoln's housing market and characteristic, making connections between the wider demographic, economic and social factors framing homelessness in the city, and uses this analysis to locate possible solutions to the increasing problems faced by a substantial proportion of Lincoln residents in finding safe, secure, and pleasant homes. Perhaps most importantly, this analysis provides a solid, evidence-based foundation for an ambitious long-term vision to rid Lincoln of homelessness altogether.

The City of Lincoln

The City of Lincoln is one of seven district councils operating within a two-tier local authority area, delivering services alongside Lincolnshire County Council. Lincolnshire County Council maintains responsibility for strategic services such as public health, adult and children's services, and some aspects of planning and transportation. Responsibility for housing strategy and delivery lies solely with the City of Lincoln.

Within this two-tier administrative structure, partnerships are vital to

- Deliver seamless services to residents,
- Achieve economies of scale and
- Work across administrative boundaries in recognition of the geographical closeness and connectedness between the City of Lincoln and the rest of the county.

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There are a number of excellent examples of such partnerships in the delivery of waste and recycling through the Lincolnshire Waste Partnership, and the recent adoption of a local plan covering the City of Lincoln and adjoining areas of North Kesteven and West Lindsey.

In homelessness too, partnership is vital to the success of our strategies. We know homelessness is often a symptom of other problems, vulnerabilities, and disadvantages. For example, the City of Lincoln will provide accommodation for care leavers when they are ready for independent living after being in County Council care. When we provide housing to vulnerable adults, we will also work hand in hand with the County Council to provide seamless and holistic services in support of these vulnerable residents. Working closely with Lincolnshire County Council is vital to achieving our objectives, and through this strategy, we hope to cement our already excellent working relationships in strong joint commitments for the next five years.

A VISION FOR LINCOLN

Lincoln's Housing Strategy 2020-2025 identifies the prevention of homelessness and provision of sufficient suitable accommodation as its first objective. This Homelessness Strategy interrogates the background to homelessness in Lincoln and identifies the measures necessary to tackle the scourge of housing insecurity in the city. It goes further, however, in stating a bold vision:

To make homelessness a thing of the past in the City of Lincoln.

We know we will face enormous challenges along the way. There is a wider crisis of affordability across the UK driving increasing rates of homelessness in every urban location. Over the last ten years, national austerity measures have disproportionately affected the most vulnerable and least powerful residents in their struggle to find housing on reduced real incomes and benefit levels. In Lincoln, homeless people must compete with a large younger, student population for private sector housing. All of these difficult contextual factors have driven increases in homelessness in Lincoln, particularly amongst single applicants, who now have greater rights to assistance following implementation of the Homeless Reduction Act in 2018.

Our Objectives

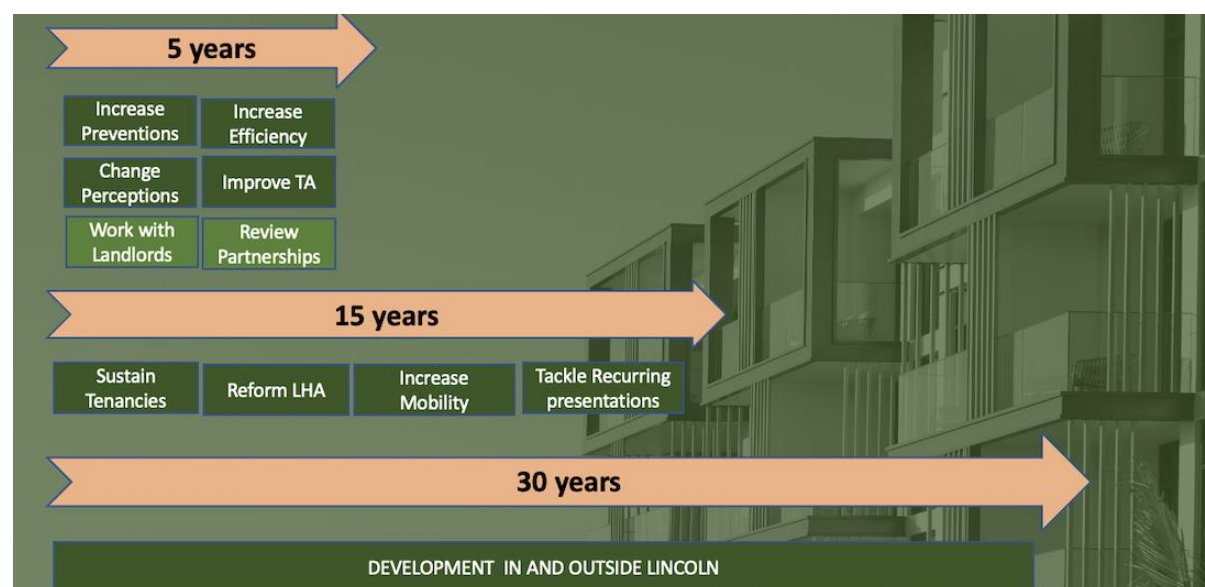
We are determined to use our powers as a Housing Authority to face these challenges directly and with resolve. Over the course of this Strategy period, we aim to make homelessness a rare, brief, and non-recurring life event. **We aim to:**

1. **Make homeless a *rare occurrence* by early intervention and timely homeless prevention.**
2. **Make homelessness *as brief* as possible by providing high quality temporary and supported accommodation at points of crisis.**

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3. Make the experience of homelessness a *one-off* occurrence by increasing access to secure and settled homes in Lincoln.

This strategy runs for five years to 2029, but our vision will take longer to achieve; eliminating homelessness will require actions in the short, medium, and long term. We will prioritise actions likely to deliver quick wins on supply and demand, and work with our partners to build a strong consensus for medium term actions, and with local politicians to encourage radical thinking and a long-term view.



Our Values

We understand homelessness as both a distressing state and, too often, as a symptom of other problems and vulnerabilities. Our values are firmly rooted in a belief that we can help those experiencing homelessness to move forward positively with their lives. We believe:

- **Everyone can find a way through homelessness to a settled and secure home.** This belief informs every interaction we have with our residents, we will always be committed to finding solutions to housing problems and offering chances to those who feel they have run out of options.
- **Everyone is entitled to fair and equal access to good housing.** We believe strongly in making sure every resident receives fair and equal treatment in the allocation of help and support, and temporary and permanent accommodation. This means recognising that each applicant has a unique history that must be recognised and accounted for when we provide advice and services.
- **Everyone should be treated with the same courtesy and respect we would expect to be shown to our families and ourselves.** Many people only approach homeless services in moments of crisis and distress. We will not add to this distress by offering anything less than the same treatment and compassion we would wish for ourselves and our families in our darker moments.

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Our Legal Duties

We believe we have a human and moral duty to eliminate homelessness in Lincoln, but we recognise our legal duties to address homelessness must frame all our activities.

Homelessness has a particular legal meaning now defined in the **Homelessness Reduction Act 2018**. The Act represents the most fundamental revision of homelessness legislation since the 1977 Homeless Persons Act first placed local authorities under a duty to provide both temporary and permanent accommodation to those found to be (legally) homeless. It introduced:

- *A duty to assess* all applicants regardless of their priority need and to agree a housing plan.
- *A new prevention duty*, which requires local authorities to actively support applicants for 56 days to prevent their homelessness and in some circumstances to provide temporary accommodation whilst in the process.
- *A new relief duty*, which requires local authorities to take actions to relieve homelessness where the applicant falls into this category.
- *A duty to refer* – placed on all agencies working with potential housing applicants, it requires the housing authority to receive and respond to those referrals constructively.

The Act widens the duties of local authorities to assist anybody whose housing is under threat, including large groups of single applicants who would not have received any assistance under the old legal regime. This facet of the legislation has accelerated demand for smaller units of accommodation and hostels nationally, and in Lincoln, might account for the rise in single applicants, in TA provision and in needs for housing support. The Homeless Reduction Act 2018 frames delivery of all homeless and temporary accommodation services in Lincoln.

The **Housing Act 1996**, as amended by the Localism Act 2011, requires each local authority to operate an Allocations Scheme that gives reasonable preference to certain categories of applicant, homeless people being one category. Explicitly, now, local authorities are empowered to offer private sector accommodation in discharge of their duties to homeless people. In practise, the availability of affordable private sector accommodation in many areas has led to the continued prioritisation of homeless people in social housing allocations.

The **Local Housing Allowance (LHA)** was introduced in 2008 to introduce some parity between private and social housing rent levels through introducing a benefit calculation linked to the cheapest 50% of rents in any administrative area. In 2011, austerity measures further restricted the housing benefit levels restricted by changing the method of calculation to use only the cheapest 30% of rents in any administrative area to calculate the LHA, with a four-year freeze on LHA introduced in April 2016. Pressures on public finances have seen the cap frozen and then reduced since 2011, increasing pressures on homeless services

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where private sector rents exceed benefit levels. The particularly severe local impact of restricted LHA is explored in the Private Housing Section.

In the course of this strategy period, it is likely **the Renters Reform Bill**, introduced to parliament in May 2023, will become law. The most significant elements of the Bill aim to offer greater protection to tenants against unfair landlord practises by:

- Abolishing section 21 'no fault' evictions and moving to a simpler tenancy structure where all assured tenancies are periodic – providing more security for tenants and empowering them to challenge poor practice and unfair rent increases without fear of eviction.
- Introduce more comprehensive possession grounds so landlords can still recover their property.
- Provide stronger protections against backdoor eviction by giving tenants the right to appeal excessive rents where those rents are designed to force them out of the property. As now, landlords will still be able to increase rents to market price for their properties and an independent tribunal will make a judgement on this.
- Introduce a new Private Rented Sector Ombudsman which will provide fair, impartial, and binding resolution to landlord/tenant problems.
- Give tenants the right to request a pet in the property, which the landlord must consider and cannot unreasonably refuse.

A positive impact might be expected in the short term as evictions are prevented in at least some cases, however the longer-term effect on private sector supply will not be known until the full provisions of the Act are confirmed. At the very least, the time it takes to evict any household is likely to be extended by the new laws, creating a longer window of opportunity for homeless prevention interventions. Responding to and capitalising on expected changes to tenancy law will be a key outcome of this strategy.

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PARTNERSHIP

The City of Lincoln is committed to close working with a range of local partners including other districts and the county council, our statutory partners and the charitable and Third Sector organisations who operate in the city. We recognise homelessness is often a symptom of wide disadvantage, addressing it in ways that will make it a condition which is uncommon, brief, and non-recurring will often involve inputs from a wide range of agencies and authorities. Working within a two-tier structure means some key services such as health, social care, and some rough sleeping services are delivered by the County Council, while others are greatly dependent on support from and consensus with neighbouring districts. We see these partnerships as a deep resource through the City of Lincoln can enhance, widen, and deepen services to our residents. Partnership is a key theme that cuts across all objectives of this strategy.

The 'duty to refer' came into operation in 2020, placing external agencies under a duty to identify potentially homeless households and bring them to the formal attention of homeless services. This has created an additional layer of formality to the layers of informal partnerships surrounding homeless services. Working relationships between services are good, and there are many examples of sophisticated multi-agency responses to the most difficult and pressing problems. There are challenges, however. The administrative complexity of working in a two-tier hierarchy and with districts of different socio-economic profiles and political complexions involves a significant investment of time and good will. One key outcome of our strategy is to identify areas where joint working could enhance delivery, focussing attention on the need for structures and investment to support them.



Lincolnshire County Council is a primary partner in the delivery of this strategy. We will work closely with the Council in the following key areas of strategy and service delivery.

Strategy and Planning

Homelessness is a condition that is neither generated entirely within the boundaries of the city, nor solvable within those boundaries. In the life of this strategy, we will work with the County to further develop a strong county-wide approach to tackling homelessness, which includes strategic and cross borough initiatives, and a more structural approach to tackling entrenched problems. We hope to:

- Contribute to review and revision of the Lincolnshire Homeless Strategy
- Contribute to funding of the county-wide data-collection and analysis team.
- Contribute constructively to the six-weekly meetings with Lincolnshire County Council to address strategic issues and resolve case-based problems.

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Over the five-year period of the strategy, we will also formalise our joint working arrangements wherever possible, creating shared protocols in key service areas.

Rough Sleeping

With health and social care services within the purview of the County Council, delivering seamless services to rough-sleepers and to vulnerable applicants with complex care needs is one of the most important areas of cooperation between city and county. A county-wide assessment, support and move-on service is funded by the County Council, commissioned, and delivered by Framework HA. This service is the primary source of housing support and specialist assessment for people with complex needs and/or a history of rough sleeping.

County funding of the assertive outreach element was withdrawn suddenly in 2020 and the City of Lincoln assumed direct responsibility and funding for this vital service to the most vulnerable rough sleepers. This service is now fully embedded in the wider homelessness service, but the change has created even greater impetus for seamless referral processes between County adult social care service and a clear, shared understanding of the different roles and remits of the two services. Developing and enhancing existing protocols is a key outcome for the life of this strategy, with a focus on making sure outreach is embedded within the processes of both the Framework HA support contract and statutory housing services.

In terms of strategy, there is a need for far better understanding of the pathways into rough sleeping and the need for accommodation both in terms of location and levels of support. Progress has already been made with the creation of a centralised data collection and analysis team within the County Council, and during the life of this strategy, the intention is to use better intelligence to inform a more strategic approach to service planning.

This is highly relevant to the need to coordinate funding applications across the County. The national framework for tackling rough sleeping is complex in requiring bids to separate funding pots for services and accommodation. In Lincolnshire, the two-tier administration adds to this complexity. Working together, we hope to better understand pathways into homelessness and service outcomes and use this intelligence to ground a more coordinated approach to funding bids.

Children

The homeless service already gives high priority to helping vulnerable families to settled and secure accommodation. There is an additional responsibility to cross refer to children's services in cases where intentionality has been established, or where there are concerns about the welfare of children identified during the homeless process. There are effective joint working arrangements in place where these concerns occur, and we intend to document and formalise these processes in the lifetime of this strategy. The enhanced homeless prevention and diversion measures identified in the body of this strategy are likely to offer additional housing options both to families and young people unable to access social housing.

Appendix A

Care leavers

Services for care leavers are located within the County Council, with the City of Lincoln taking on a 'corporate parenting' role in locating and providing suitable accommodation either to meet emergency accommodation needs or to offer longer term accommodation to young people ready to live independently. This is complex relationship given the County Council is responsible for making sure young people are ready to maintain a tenancy before referral, and the City Council is responsible for finding the right tenancy and helping the young person settle in and prosper in their first independent home. Working relationships on individual rehousing cases are currently good, with both city and county committed to finding the best housing outcome for this particularly vulnerable group of young people. As evidence, of the 475 young people supported by the County Council it is estimated that over 97% are suitably accommodated. This suggests the need for emergency placements is confined to a tiny minority of very vulnerable young people, but when they arise, they can prove extremely difficult to manage at short notice. It is recognised that many care leavers will choose to live in the City of Lincoln above other districts when their time to move on comes.

Working arrangements are reliant on the excellent interpersonal arrangements built up between teams, and it is intended, in the course of this strategy, to document processes and formalise this relationship through a formal protocol. This is felt necessary to manage the small number of very complex cases that occur each year and to make sure there is continuity in the event of staff change. DLUHC has adopted the care leavers protocol developed by Barnardo's and St Basils, and one way of strengthening this area of joint working could be to review existing arrangements against national good practise guidelines. This review, however, will have a wider benefit in offering City and County Councils an opportunity to reflect on and review their shared duties to care leaves.



Working with the six rural Districts is necessary to deliver key housing outcomes in relation to new supply and rough sleeping.

Rough Sleeping

The need for closer working with the County is mirrored by the need to recognise and encompass the different perspectives on rough sleeping within other Lincolnshire districts. Moves to harmonise funding applications for rough sleeping grants are potentially difficult given the different perspectives of rural and urban districts, the distance between County Council and diverse district localities, and the need to negotiate different political outlooks and desires in relation to rough sleeping applications. The move towards a more intelligent and data driven foundation for funding applications provides an opportunity to confront these structural difficulties, and perhaps to address them through an agreed shared approach to bidding for future funds.

Appendix A

Strategy

In 2022, the seven Lincolnshire Districts produced a County-wide homelessness strategy, which set out approaches to homeless reduction from all seven district councils and demonstrated a potential for the districts to work together on key initiatives of common interest despite their diversity. This is an example of joint working that should inform future joint strategic projects, like the current assessment of the accommodation needs of rough sleepers.

Development

Redressing the loss of social housing through development is necessary to realising the objective of making homelessness a one-off occurrence in the City of Lincoln. However, opportunities for development within the City of Lincoln are limited by its size, historic nature, infrastructure capacity and by site costs. This is recognised in the recently adopted (April 2023) Local Plan for central Lincolnshire which provides a framework for development across the three districts of the City of Lincoln, West Lindsey and North Kesteven, and a template for joint working in relation to necessary increases in the supply of housing.

Hospitals

Lincoln County Hospital services the City of Lincoln in terms of acute health services and is the source of most discharges from hospital to the homeless service. There is a dedicated Hospital Discharge Officer working in the hospital, and the number of unplanned discharges is felt to be relatively low. Nonetheless, when there is an unplanned discharge, it will tend to be problematic, particularly when there are specific requirements for accommodation. The existing hospital discharge protocol has successfully reduced unplanned discharges and emergency presentations following a hospital stay. A review and evaluation of the Protocol will be programmed into the latter years of this strategy.

Prison and Probation

HMP Lincoln is located within City boundaries and is a category B prison for adult males serving the courts of Lincolnshire, Humberside, and Nottinghamshire. The City of Lincoln also hosts an office of the National Probation Service which delivers probation contact and services for the East Midlands Region. Both prison and probation have duty to refer responsibilities in relation to potentially homeless release prisoners.

Public health measures during the Covid 19 pandemic had the positive effect of focussing attention on unplanned discharges and created a more positive environment for joint working across prison, probation, and housing. The new protocol developed between probation, prison services and housing to meet pandemic challenges resolved many historic difficulties around unplanned discharges into Lincoln housing services. Measures set out in this strategy will sustain a coordinated approach to rehousing this particularly vulnerable group of applicants. One way of further developing this protocol will be to review existing arrangements against the prison lever pathway developed by the Welsh Government, a form of coordinated response to prison release that could form a model for further developments of this vital protocol.

Appendix A



Internal Partnerships between Housing, planning and private sector services will be vital to delivering strategy objectives.

The most vital internal relationship for the homelessness service is with the Planning function. The first area of joint working is in the development of new housing in the city. The Central Lincolnshire Local Plan adopted in 2023 covers three districts' areas, City of Lincoln, West Lindsey and North Kesteven, in recognition of the intricate connections between these District areas around housing, jobs and travel to work areas and services. With the scope for new housing developments inside city boundaries limited by lack of space, the housing service is already working closely with planning colleagues on possible developments within the defined central Lincolnshire area. (Objective Three)

The development of new temporary accommodation in the City of Lincoln will require recognition of potential tensions between city-wide Article 4 Directive limiting the development of new HMOs and the urgent need for more commissioned TA within city boundaries. These tensions are explored in greater detail under Objective Three.

Appendix A

LINCOLN PROFILE

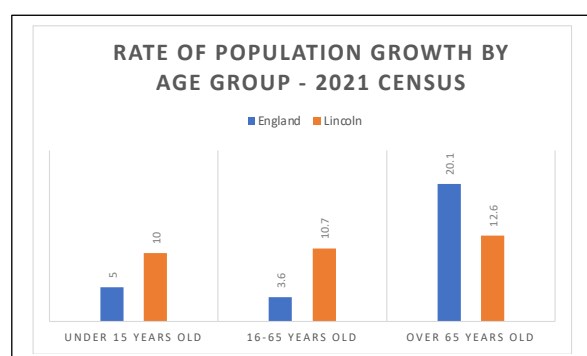
SUMMARY

- *Lincoln's population is growing at a faster rate than England generally, with a significantly higher rate of growth in the working age population.]*
- *The number of new households in Lincoln has also risen by nearly 4000 between 2011 and 2021.*
- *Population growth increases pressures on housing supply and contributes to rising prices in both house purchase and rental sectors.*
- *Lincoln has a greater proportion of economically active people than both England and the East Midlands and lower levels of worklessness.*
- *Lincoln has a higher proportion of single households than either the East Midlands or England as a whole.*
- *Lincoln contains areas of high deprivation contrasted with relatively affluent neighbourhoods.*
- ***Lincoln's economic profile reflects a vibrant university city with a mobile and youthful population. A large student population drives demand and therefore rent levels in the private housing sector.***

Population

Lincoln is the fourth most densely populated of the 35 local authority areas in the East Midlands. As at census, Lincoln City had a total population of 102,300, of which 50,700 male and 51,600 female. Lincoln is growing, its population increased from 93,500 to 103,900 between the 2011 and 2021 census, a higher rate of increase than both the East Midlands (7.7%) and England as a whole at 6.6%. Close neighbour North Kesteven saw an increase of 9.5% and Newark and Sherwood 7%, respectively, while the more remote and rural of Lincolnshire district West Lindsey seeing an increase broadly in line with the national average. The city and its neighbouring regions are the core of population growth in Lincolnshire.

The trend toward a comparatively young and more active population has also remained steady. Across England, there has been an increase of over 20% in people over the age of 65, a trend bucked in Lincolnshire where there is much more parity in the rates of population growth across age groups.



Appendix A

A third of Lincoln's households are single person households, with single family households accounting for 57% of the total. Around 9%, some 4000 households live in other household types including houses of multiple occupation. Lincoln has a higher proportion of single person households than the East Midlands (29%) and England (30%).

| Household composition | |
|-------------------------|--------|
| Total: All households | 42,507 |
| One-person household | 14,137 |
| Single family household | 24,269 |
| Other household types | 4,101 |

Economy

Census data confirms Lincoln as having a higher proportion of residents aged 16 years and over who were economically active and in employment than either the East Midlands or England as a whole. Latest labour market figures suggest an evening out of the proportions of economically active residents but confirms Lincoln as having a higher employment rate than either the region or England, and a lower unemployment rate than England as a whole.

| Employment and unemployment (Jan 2022-Dec 2022) | | | | |
|---|----------------------|----------------|----------------------|----------------|
| | Lincoln (Numbers) | Lincoln (%) | East Midlands (%) | England (%) |
| All People | | | | |
| Economically Active† | 48,600 | 77 | 77.4 | 78.7 |
| In Employment† | 48,100 | 76.2 | 75.2 | 75.8 |
| Employee‡ | 40,900 | 64.6 | 66.4 | 66 |
| Self Employed‡ | 6,400 | 10.3 | 8.6 | 9.5 |
| Unemployed (Model-Based) | 1,700 | 3.4 | 2.9 | 3.6 |

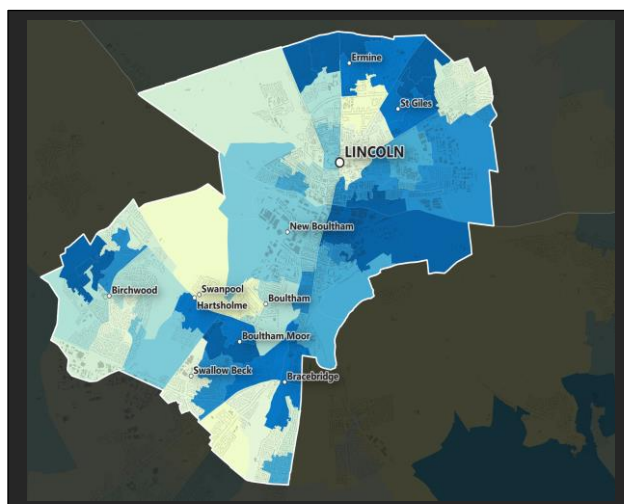
The main industries and employers in Lincoln are the retail sector, health, social services, and other public sector occupations. The City of Lincoln is served by a railway station with direct lines to Peterborough, Doncaster and Newark and Grimsby and infrequent direct connecting trains to London. However, local transport options are quite limited, and the majority of Lincoln residents either walk or use their cars to get to work. The lack of physical connection to other urban centres in Lincolnshire and between Lincoln and other locations makes out of city placements expensive and traumatic for those with employment, education, or service connections with the city.

Deprivation

In 2019 Lincoln was ranked as the 68th most deprived district in England out of 309 according to the IMD (Indices of Multiple Deprivation), a composite ranking of seven measures of deprivation. In the map below, the dark blue areas indicate the most deprived localities in Lincoln, and the lighter green the least deprived.

Appendix A

Health is Lincoln's most deprived domain, with life expectancy significantly below the English average, and apparently reducing before the Covid 19 pandemic. Lincoln scores as less deprived in the lower weighted ranks of crime, living environment, and significantly, housing. Nonetheless, deprivation is extreme in some small areas of the city, with ten small areas in Lincoln are in the top 10% of most deprived areas in England.



Appendix A

Housing Market Factors

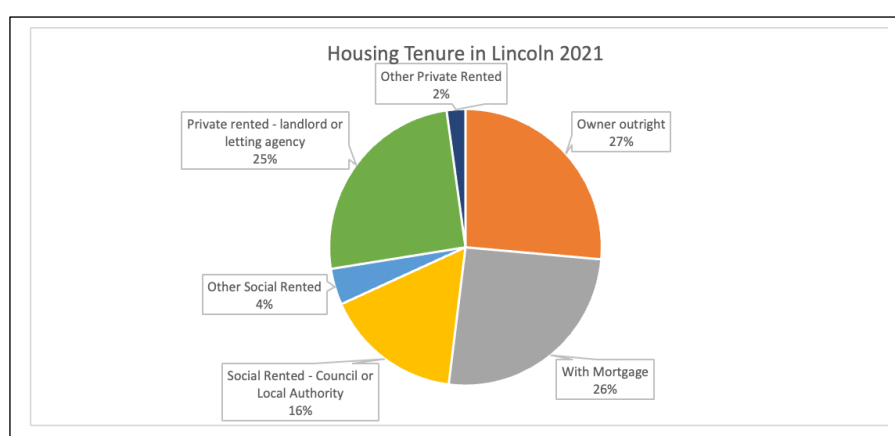
IMPACT

- The number of households in Lincoln grew by nearly 10% between 2021 and 2022.
- Over 50% of Lincoln residents are homeowners, 25% live in private rented housing and 16% live in social rented sector homes.
- House prices are significantly lower in Lincoln than in the East Midlands and England as a whole but.
- **The house price to earnings ratio is 5.5, making home ownership unaffordable to a large section of the population.**
- **Lincoln Local Housing Allowance is not enough to cover more than a tiny proportion of private rented properties.**

Tenure

The number of households in Lincoln increased from 39,825 in 2011 to 42,500 in 2021, a jump of 6.7% that represents a higher rate than England as a whole. The lower ranking in housing deprivation might be due to a stock profile in which 80% of Lincoln residents live in whole houses or bungalows and just under 20% in flatted accommodation. Lincoln also has a lower rate of overcrowding than both the East Midlands and England according to the latest census.

In terms of housing tenure, over 50% of Lincoln residents are owner occupiers, while 27% of live in private rented stock. The City of Lincoln retains its Council stock and is the main social landlord. 16% of the population live in local authority managed tenancies, and a small proportion in other social rented stock (4%).



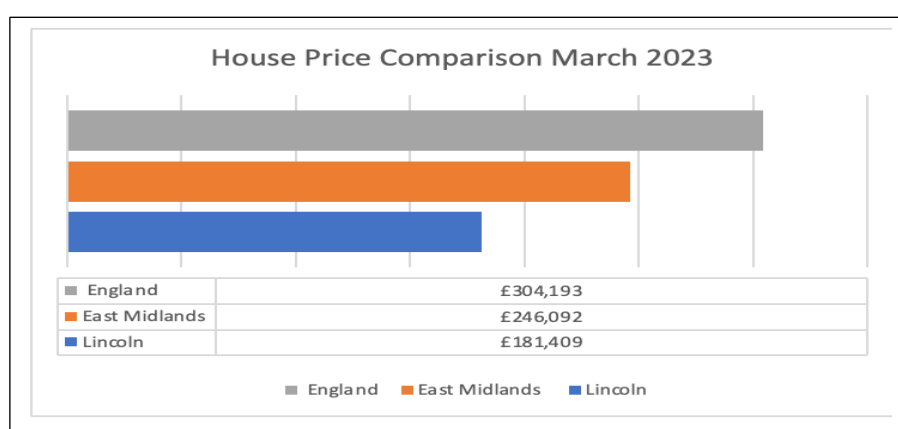
At the end of 2022, the City of Lincoln owned 7699 units of local authority housing, of which 7429 were social rented and the rest to let at affordable rents.

Appendix A

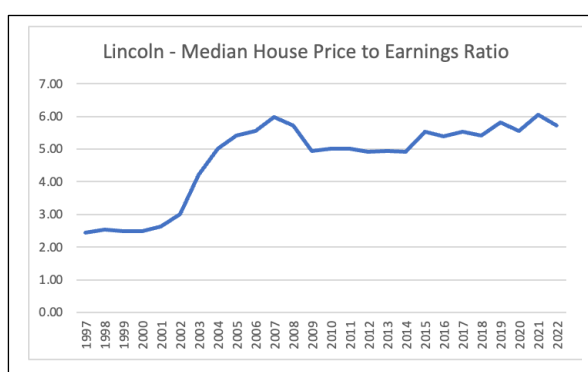
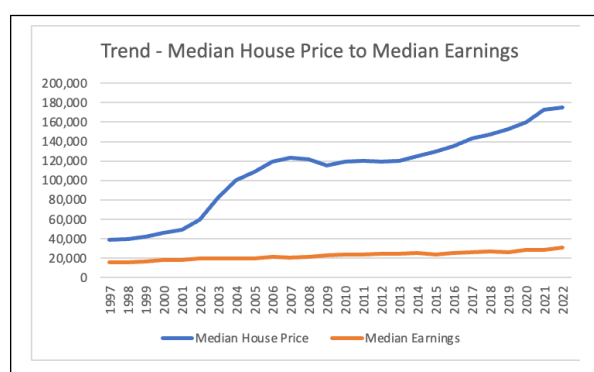
House Prices

The majority of homes sold in Lincoln over the year May 2022/2023 were terraced properties, selling for an average price of £170,133. Semi-detached properties sold for an average of £213,485, with detached properties fetching £314,522. Properties in Lincoln had an overall average price of £219,005. Sold prices in Lincoln over the last year were 3% up on the previous year and 11% up on the 2020 peak of £197,998.

House prices in Lincoln are generally lower than both national and regional levels. At the end of March 2023, the average price for a property sold in Lincoln was £181,409 compared to the national average of £304,193. Regional prices fell in-between at £246,092. The chart opposite illustrates the extent of differences between Lincoln and its comparators.



Lower property prices offer no comfort in terms of housing supply however, house prices increased by 450% from 1997 to 2022 from £39k to £175k. Median earnings have doubled from 15784 to just over 30560. The result is a widening affordability gap as illustrated by the charts below, in the first instance demonstrating the widening gap between house prices and earnings, and in the second expressing this as a house price to earnings ratio of over 5.5.



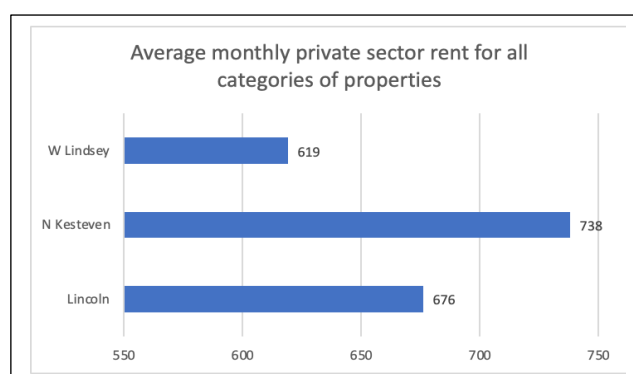
Appendix A

Private Rented Housing

Since the financial collapse of 2008, private rented housing has assumed increasing importance in supplying housing across England. To that point both social and private rented housing were declining as a share of housing supply due to rapid and sustained increases in home ownership triggered by the Right to Buy policies of the 1980s and easy access to mortgage funds. In the last fifteen years, these trends have reversed, with private rented housing remaining the tenure of choice for transient populations such as students and the tenure of necessity for many young people who would formerly have considered buying a property. These structural shifts in the housing market have been accompanied by changes in the legal and policy framework for homelessness, making private sector accommodation a legitimate answer to local housing need. Provisions in the Localism Act 2011 and the Homeless Reduction Act 2018 cumulatively break the legal connection between homelessness and entitlement to social housing. The expectation is that private rentals will bridge the shortfall in affordable properties for homeless people.

In Lincoln, private rented accommodation accounts for around 25% of all housing tenures and forms a vital element of housing supply. However, social housing stock has decreased significantly over the 30-year period since the introduction of Right to Buy. Though stock levels are now stabilising due to new build initiatives, the number of available allocations each year continues to decline due to an increasingly stable population in Council stock. Social housing cannot meet the housing needs of all those who seek help from the Council. Data is not routinely collected on the number of private sector lettings made nationally or locally, but market data is available through local lettings agencies. In Lincoln, this market data confirms that most private rentals will not be affordable for those on benefits or low wages.

Local Housing Allowance (LHA) is the sum paid by the DWP to cover rent in England and is calculated based on local market rents and strictly limited by legislation. Rates are calculated on the basis of a Broad Rental Market Area, defined as an area an applicant might reasonably be expected to live in. In Lincolnshire the BRMA is widely drawn to include the City of Lincoln, and the second largest urban centre, Gainsborough. There are wide differentials between rental levels between the two areas, with average monthly rents in West Lindsey District Council being some £50 less than the City of Lincoln. The effect of this geographical grouping is to pull Lincoln's LHA down to the point where it covers only a very small number of properties in the city. The chart below illustrates the wide variations between the Lincoln, North Kesteven and West Lindsey area rent levels, despite their grouping in one LHA area. Note that North Kesteven rents are likely to be distorted by the very small number of properties for rent in the area.

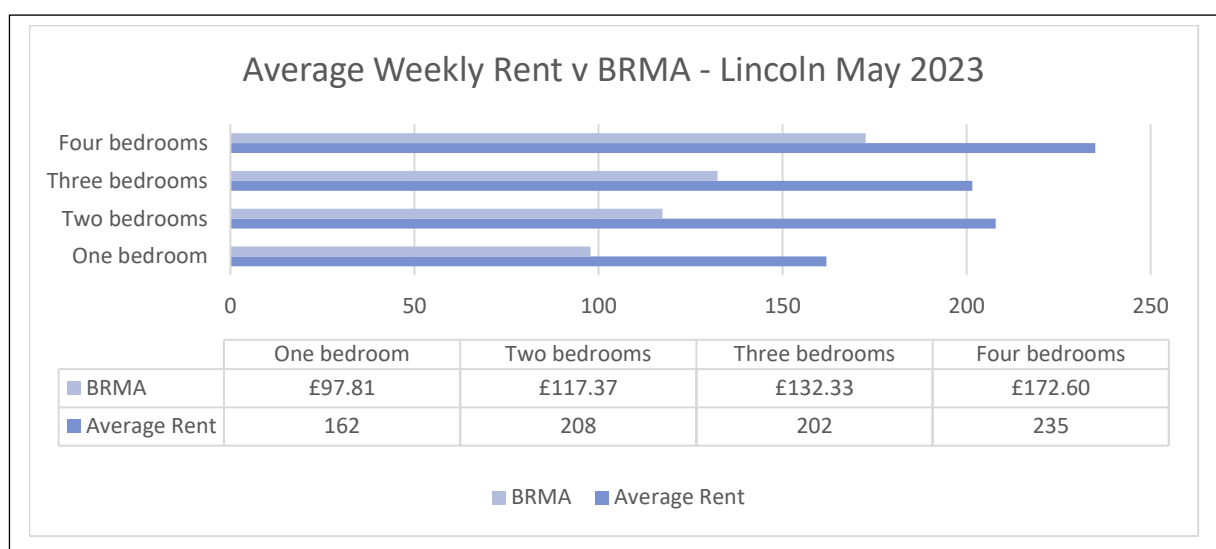


Appendix A

Figures provided by local lettings agencies in Lincoln show a significantly higher average rent to median rent, suggesting the majority of properties are in higher rental brackets.

| | No. of properties | Average rent | Median rent | LHA |
|----------------|-------------------|--------------|-------------|------------|
| One bedroom | 43 | £694 pcm | £650 pcm | £97.81 pw |
| Two bedrooms | 46 | £891 pcm | £813 pcm | £117.37 pw |
| Three bedrooms | 42 | £864 pcm | £810 pcm | £132.33 pw |
| Four bedrooms | 58 | £1,007 pcm | £437pcm | £172.60 pw |

Translated into weekly rents, the chart below illustrates the extent of the LHA shortfall in Lincoln.



This represents a shortfall of £64 for a one-bedroom property, £112.63 for a two-bedroomed property, £69.67 for a three-bedroomed property and £62.40 for a four-bedroomed property.

Though all local authorities expect LHA to cover only a small proportion of private sector rents, the grouping of the City of Lincoln with such dissimilar areas has a hugely depressing effect on the ability of any homeless applicant to secure accommodation outside of the social rented sector. The LGA's calculation suggests a difference in shortfall between Lincoln and West Lindsey of £132 on a two-bedroom property.

| Difference between maximum Local Housing Allowance and mean (average) private sector rent for a 2 bedroom property. | |
|---|-----|
| Boston | 51 |
| E Lindsey | 87 |
| Lincoln | 166 |
| N Kesteven | 122 |
| S Holland | 74 |
| S Kesteven | 146 |
| W Lindsey | 34 |

Appendix A

The Local Housing Allowance in Lincoln is woefully inadequate in relation to properties of any size and represents a massively disproportionate loss of subsidy in comparison with all other Lincolnshire Districts. In terms of this strategy, the effect is to depress private sector supply as a route to tackling homelessness.

Summary

The population and number of households are growing at a faster rate than most areas in England. At the same time, house prices are rising at a significantly higher rate than local earnings pushing home ownership beyond the reach of many working households. For those on lower incomes, there is an apparently unbridgeable gap between local rent levels and the amount of benefit subsidy available to them. In short Lincoln has:

- Population and household formation are both growing at a faster rate than in the region or England as a whole.
- House prices rising at a significantly higher rate than local earnings pushing home ownership beyond the reach of many working households.
- An apparently unbridgeable gap between local rent levels and the amount of benefit subsidy available to people on lower incomes or benefits.

Appendix A

LINCOLN'S HOUSING CONTEXT

In the previous section, we examined the contextual challenges for the City of Lincoln in realising its longer-term vision of eliminating homelessness. In this section we focus in more forensic detail on the impact of these market factors on homelessness in the City of Lincoln, starting from current numbers of homeless people in Lincoln and the demand and supply factors that determine these levels.

Housing Demand

Housing Demand Summary

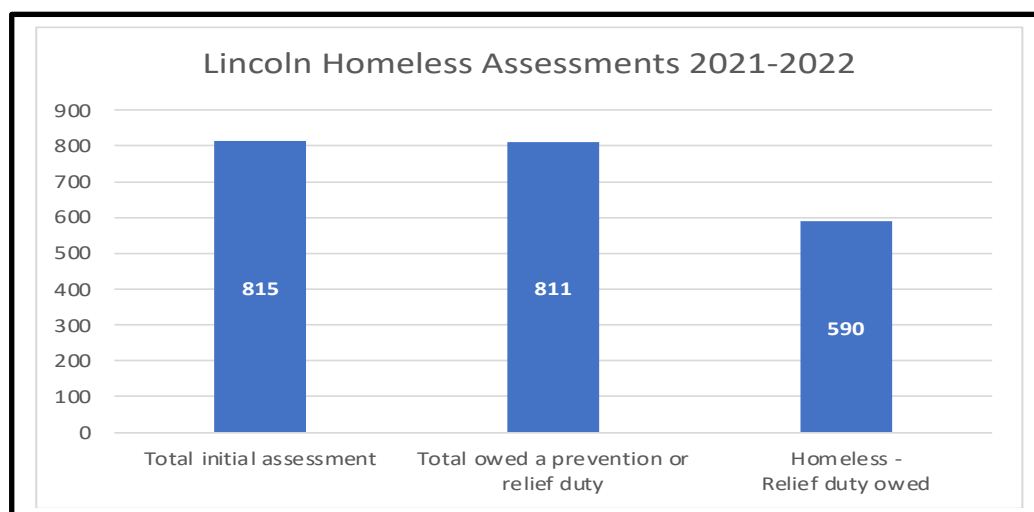
- *Lincoln is facing rising rates of homelessness in both prevention and relief duties.*
- *Roughly two thirds of all acceptances are of relief duties, creating a duty on the City of Lincoln to accommodate in both temporary and longer-term accommodation.*
- *The proportion of prevention v relief duties is strikingly low compared to national, regional, and best value comparators.*
- *Families with children account for 50% of the prevention duties accepted.*
- *Single applicants account for 70% of the relief duties accepted, with the number of applicants with support needs rising year on year.*
- *The nature of those support needs is also changing to more complex and multi-faceted needs.*
- *Rough sleeping remains a significant problem, with figures now back at pre-pandemic levels.*

Our legal duties require us to advise, support and in some instances, accommodate anyone falling within the homeless categories of the Homeless Reduction Act 2018. This analysis therefore focusses on housing applicants who are in danger of losing their accommodation or who have already lost it, the statutory homeless.

Numbers of statutory homeless people increased as a direct result of the new Act. Before April 2018, local authority duties to single applicants were limited to advice only, now more direct support and relief must be offered to this applicant group. This single factor has changed the profile and nature of homelessness in the city, numbers have increased generally, and the causes of homelessness and the range of possible solutions have shifted in recognition. Since 2018, however, the trend in homeless applications has been inexorably upwards, with homelessness increasing in significance as a social, political, and financial issue for the City of Lincoln.

Appendix A

The most recent full year figures confirm rising homeless applications. There were 815 initial assessments, of which only 4 applicants were not defined as having a duty owed. This is consistent with the City of Lincoln's long-standing commitment to supporting and assisting any homeless person with a housing need. The majority of duties accepted were relief duties, meaning the City of Lincoln is accepting a responsibility to provide housing to this applicant group. Around 73% of all accepted applications were under the relief duty, and 27% under prevention.



These figures are subject to further comparative analysis below, but even at this early stage it is worth noting that the proportion of prevention duties accepted in the City of Lincoln (27%) is notably lower than in England as a whole (46%). It is also noteworthy that 14% of acceptances of both prevention and relief duties are from social housing tenancies. This suggests working with other local housing providers on prevention protocols might be one route to prevention worth exploring over the course of the strategy. Eviction protocols already exist between the homeless and housing management services.

In terms of household type, it is worth drawing attention to the significant difference in the proportion of single households accepted under the prevention and relief duties. Around 49% of households accepted under the prevention duty are single households, while over 70% of households accepted under the relief duty are single households. In both prevention and relief, the majority of applicants are male.

Appendix A

| Household type - proportion of applicants | Prevention Duty | | Relief Duty | |
|---|-----------------|-------|-------------|-------|
| Single parent with dependent children - Male | 3 | 1.4% | 19 | 3.2% |
| Female | 42 | 19.0% | 100 | 16.9% |
| Single adult - Male | 71 | 32.1% | 287 | 48.6% |
| Female | 38 | 17.2% | 131 | 22.2% |
| Other / gender not known | 0 | 0.0% | 3 | 0.5% |
| Couple with dependent children | 32 | 14.5% | 20 | 3.4% |
| Couple / two adults without dependent children | 20 | 9.0% | 25 | 4.2% |
| Three or more adults with dependent children | 10 | 4.5% | 4 | 0.7% |
| Three or more adults without dependent children | 5 | 2.3% | 1 | 0.2% |

This initial analysis reflects a number of factors to be considered in the strategy. First, it is likely the profile of single applicants includes a large number of people needing support if they are to remain in any accommodation found for them, and this single factor might explain the high numbers accepted under the more expansive relief duty. Second, in terms of actual numbers, more families with children are accepted under the prevention duty than under the relief duty, meaning at the point of assessment there are opportunities for interventions to help them stay in their current accommodation and for the Council to avoid acceptance of a more expansive relief duty.

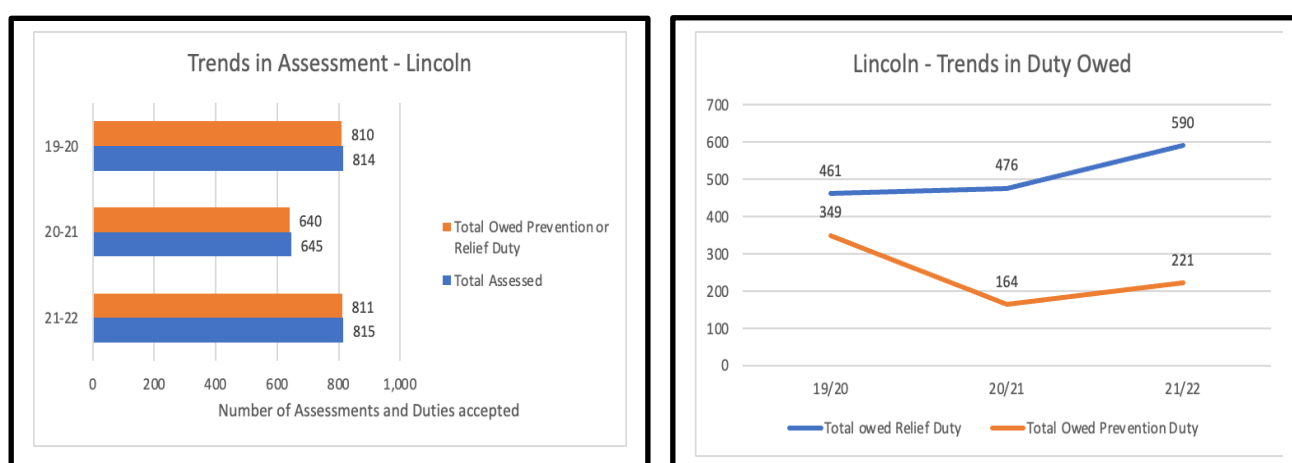
A snapshot of the roots of homelessness for the same time period shows nearly half of the 221 applicants accepted under the prevention duty present from private sector accommodation, This means the vast majority of private sector tenants present to the homeless service at a point where interventions might be able to sustain their tenancies or licences. Interventions at this point in the application point could either prevent or delay homelessness, with potentially positive impacts upon first accessions into temporary accommodation. Just under 15% of duties accepted under both relief and prevention duties were from the social rented sector.

| | Accepted under Prevention Duty | | Accepted under Relief Duty | |
|--|--------------------------------|-------|----------------------------|-------|
| Private rented sector | 106 | 48.0% | 59 | 10.0% |
| Living with family | 37 | 16.7% | 138 | 23.4% |
| No fixed abode ³ | 0 | 0.0% | 50 | 8.5% |
| Social rented sector | 32 | 14.5% | 88 | 14.9% |
| Living with friends | 6 | 2.7% | 73 | 12.4% |
| Homeless on departure from institution | 33 | 14.9% | 66 | 11.2% |
| Rough sleeping | 0 | 0.0% | 74 | 12.5% |
| Owner-occupier / shared ownership | 1 | 0.5% | 2 | 0.3% |
| Temporary accommodation | 1 | 0.5% | 18 | 3.1% |
| Refuge | 0 | 0.0% | 10 | 1.7% |

Appendix A

Trends in Homelessness

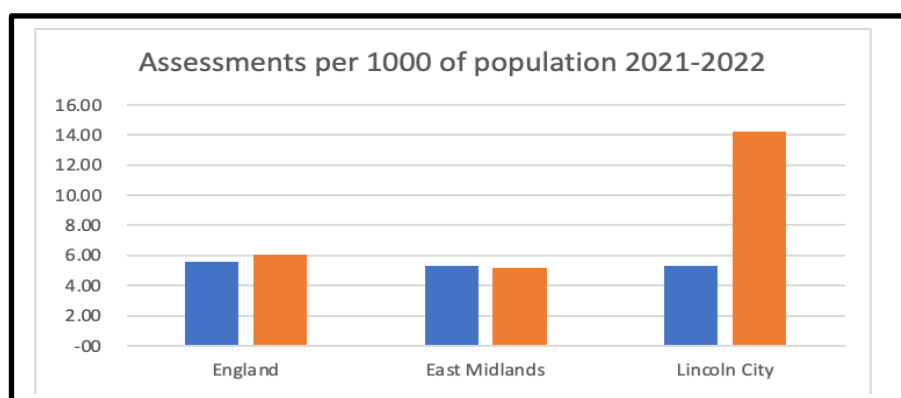
The Covid-19 pandemic led to a short-term drop in the number of people presenting as homeless, probably due to decreased mobility, increased short term investment in accommodation for rough sleepers, and a moratorium on evictions. In the years before and after lockdown and special measures, the number of assessments in the City of Lincoln was remarkably consistent. Within that figure, however, it appears there is a continuous upward trend in the number of applicants accepted under the relief duty compared to the prevention duty. In the Covid era, the number of acceptances under the relief duty was higher than the previous year, while the number of preventions dipped sharply, possibly due to the moratorium on private sector evictions. The following year, assessments return to pre-Covid levels, but the number of preventions did not recover.



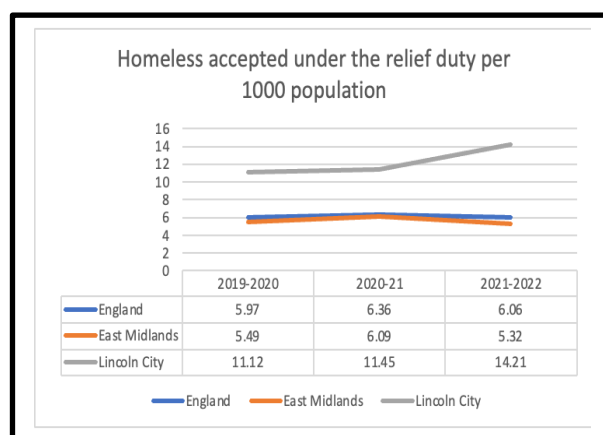
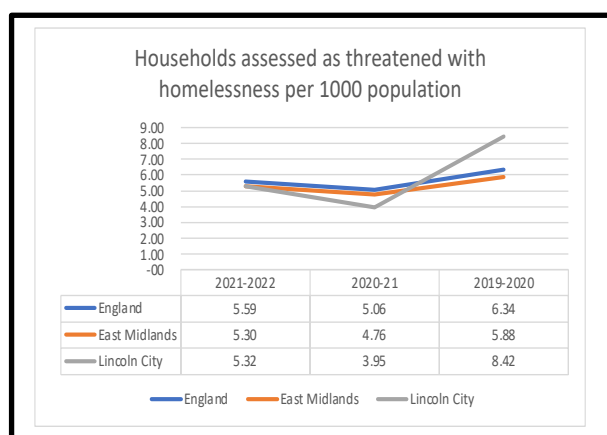
The most recent quarterly figures for homelessness in the City of Lincoln suggests an upward trend in both applications and acceptances. The number of people approaching the City Council at the end of the third quarter of 2022/23 stood at 641 households. As the fourth quarter of the year tends to see higher levels of presentations, this would suggest an increase on previous years should be forecast. This would be in line with increases across England, suggesting wider issues around cost of living, and LHA shortfalls continue to have a significant effect nationally and locally. Over the course of those three quarters, the proportion of prevention duties accepted continued to fall, from just over 30% in the first quarter to 26% in the last quarter. The full year trends set out above look set to continue.

Comparative analysis helps set this in some context. The chart below compares the rate of assessments per 1000 population between the City of Lincoln, the East Midlands as a whole and England, with the orange column being prevention duties and the blue relief duties. There is a striking difference in the rate of relief duties accepted in the City of Lincoln. Most applicants accepted under a relief duty will be accepted into temporary accommodation and will move on to social housing.

Appendix A



Comparative analysis of the City of Lincoln against regional and national rates once again highlights this exceptional profile. The rate of prevention duties accepted has been on a par with those comparators but has seems to be rising. On relief duties, the rate of acceptance has been considerably higher for all of the last three years and is now rising again.



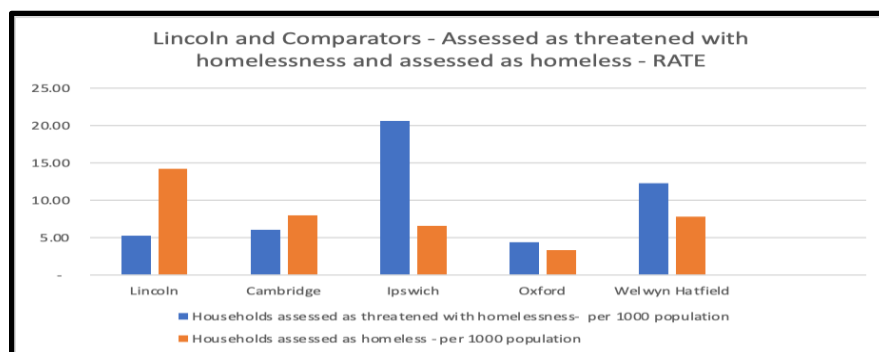
This characteristic also dominates the comparative profile of the City of Lincoln against a sample of comparable cities in England¹. These cities all share similar characteristics of high student populations, relatively vibrant economies, and a more youthful population profile. The table below provides a baseline of the number of assessments conducted in each City, against those accepted. Lincoln has the highest proportion of duties accepted.

| | Total initial assessment | Total owed a prevention or relief duty |
|-----------------|--------------------------|--|
| Lincoln | 815 | 811 |
| Cambridge | 695 | 618 |
| Ipswich | 1,745 | 1,608 |
| Oxford | 469 | 410 |
| Welwyn Hatfield | 1,118 | 985 |

¹ Cities selected were Best Value comparators, selected for their similarity in socio-economic and housing profile.

Appendix A

Though the numbers of homeless presentations varied significantly due to population and housing market factors, Lincoln stood out as the authority accepting the most relief duties.



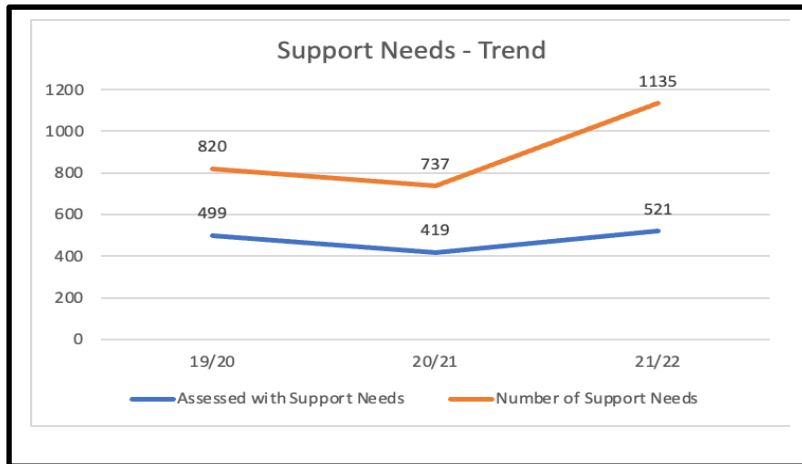
Support needs and Rough Sleeping – Demand issues

For a small city, Lincoln has a relatively large proportion of applications from single homeless people, with a considerable number of these applications from people who are sleeping rough. The next section focusses on this population group, to determine to what extent support services are needed to tackle the wider homeless issue. In 2021/2022 over 64% of applications accepted related to someone with a support need, a total of 521 households. The total number of support needs was 1135, suggesting that many of these households had presented with multiple, complex support needs. The need for support was most likely to be caused by mental health problems, drug dependency, physical ill health or disability, Mental ill-health, and drug addiction account for over 40% of all support needs, with just over 15% presenting with physical ill health and disability.

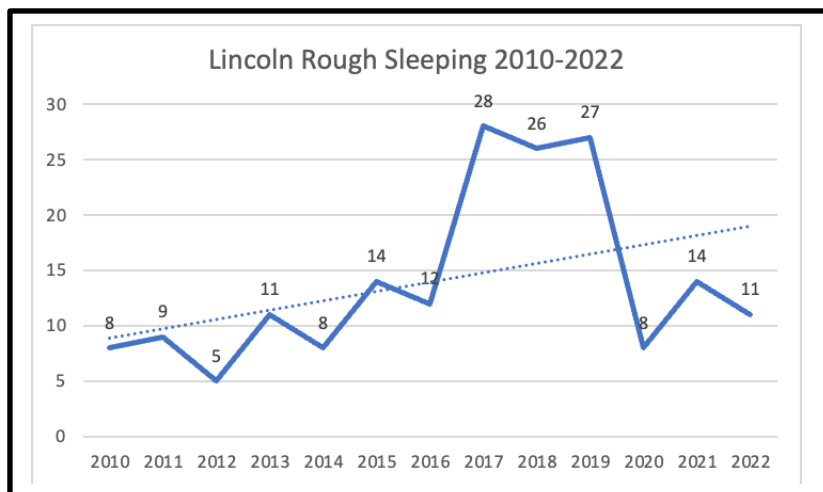
| Support needs of households owed a prevention or relief duty ⁷ : | | |
|---|-----|-------|
| History of mental health problems | 215 | 26.5% |
| Physical ill health and disability | 126 | 15.5% |
| At risk of / has experienced domestic abuse | 113 | 13.9% |
| Offending history | 151 | 18.6% |
| History of repeat homelessness | 80 | 9.9% |
| Drug dependency needs | 124 | 15.3% |
| History of rough sleeping | 68 | 8.4% |
| Alcohol dependency needs | 69 | 8.5% |
| Learning disability | 60 | 7.4% |
| Young person aged 18-25 years requiring support to manage independently | 36 | 4.4% |
| Access to education, employment or training | 8 | 1.0% |
| At risk of / has experienced abuse (non-domestic abuse) | 15 | 1.8% |
| At risk of / has experienced sexual abuse / exploitation | 19 | 2.3% |
| Old age | 3 | 0.4% |
| Care leaver aged 21+ years | 10 | 1.2% |
| Care leaver aged 18-20 years | 18 | 2.2% |

In terms of the number of duties accepted to people with support needs, the trend follows that of homeless applications overall. The pandemic related dip is notable in 2021/2022, but duties accepted increase to above pre-pandemic levels in 2021/2022. At the same time, there is a striking increasing in the number of support needs among this group of applicants. This suggests the level of complex needs, and thus the need for housing and other support, has increased significantly.

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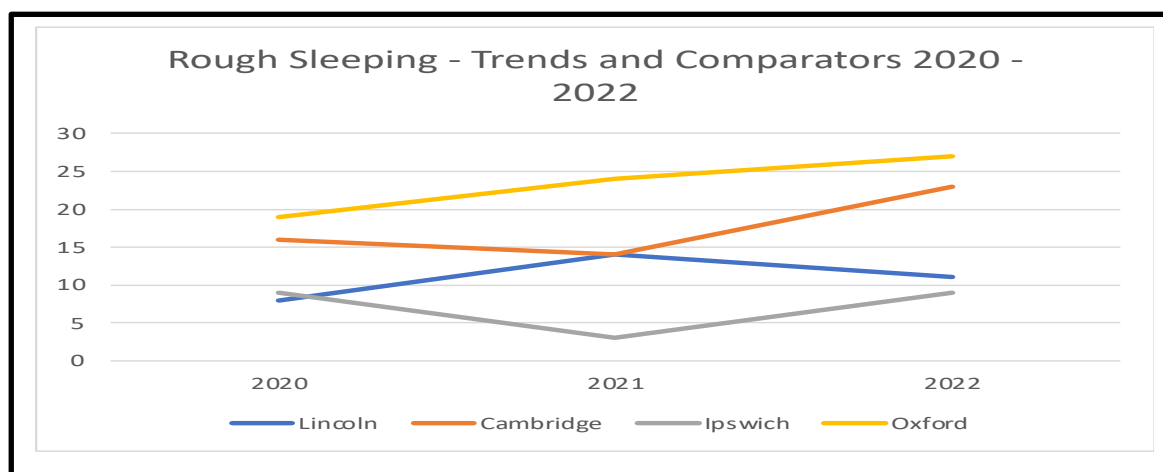


The rough sleeping population in Lincoln also appears to be gradually increasing. Sharp increases were observed in the pre-pandemic period, and sharp drops during the pandemic, attributable to the huge injection of resources to tackle rough sleeping as a public health issue. The return to relatively normal conditions in service provision has mirrored a return to similar levels of rough sleeping in the City of Lincoln.



There are early signs of a reversal in the upward trend in the numbers of people sleeping rough, a possible explanation being successful interventions during the pandemic period and the continued availability of support for applicants with complex support needs. This compares favourably with comparators in the best value group, who are experiencing an upward surge in rough sleeping.

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This suggest that the support and accommodation available to people with complex needs can meet current levels of demand. The challenges in eliminating rough sleeping are to avoid recurring presentations and make sure interventions are timely enough to avoid accommodation being lost.

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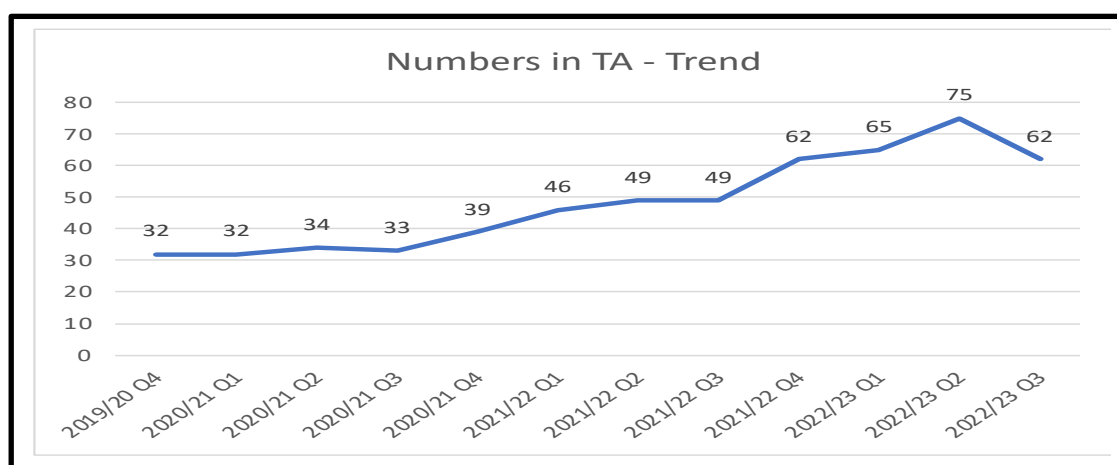
Temporary Accommodation

Temporary Accommodation Summary

- *The temporary accommodation population has doubled in the last three years.*
- *The upward trend is more extreme in the City of Lincoln than in the East Midlands as a whole.*
- *There are 35 units of commissioned temporary accommodation in Lincoln, set against a temporary accommodation population of over 60 households and rising.*

Temporary accommodation must be made available on an emergency basis while an applicant is being investigated, for the duration of the relief duty, and after acceptance of the relief duty while longer term accommodation is secured. The relatively high acceptance rate of relief duties therefore has a direct impact on numbers in temporary accommodation. It also has a direct impact on general fund spending as the difference between the cost of temporary accommodation and available subsidy is met directly by the City of Lincoln.

The number of households in temporary accommodation have nearly doubled since 2019/2020, the relatively sharp rise in temporary accommodation occupation during the pandemic has not reduced to pre-pandemic levels and seems unlikely to in the near future.

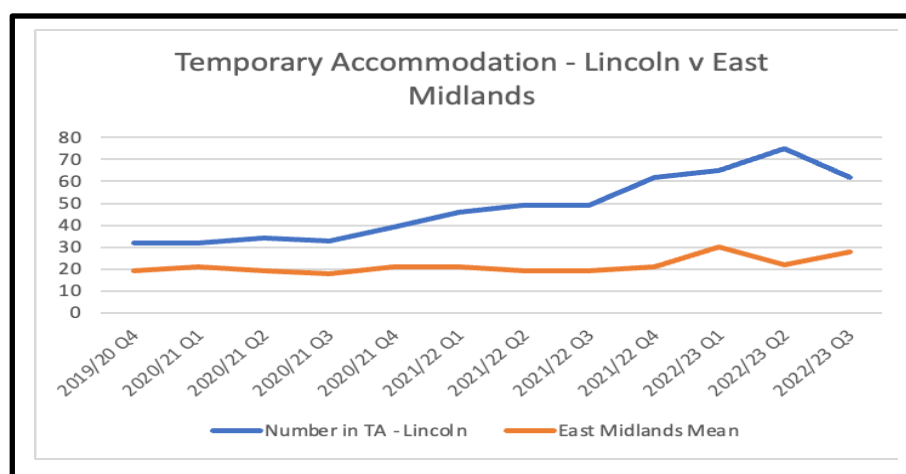


Numbers in temporary accommodation are affected by both the number of applications and the number of people who are moved on to more permanent accommodation either in the social rented or private sector. The fact the temporary accommodation rate is rising as well as the numbers could be explained by higher levels of need within the applicant group, applications made when it is too late to prevent homelessness, or prevention measures not being timely enough to delay accessions into temporary accommodation. Any reduction in lettings will also contribute to de-facto rise in numbers.

Incremental eases in the temporary accommodation population have been observed since 2011, linked most obviously to the rising homeless populations in general. However, there does appear some evidence that the population in Lincoln is rising at a higher rate than in

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the East Midlands, as demonstrated in the chart opposite, and at a higher rate than England as a whole. This increase appears to be demand-led, i.e., that higher acceptance rates for relief cases are reflected in the size of the temporary accommodation population.



Once admitted into temporary accommodation it is far less likely that any outcome other than an offer of permanent social rented sector housing will be considered for the housing applicant. Reducing accessions into temporary accommodation is, therefore, a key outcome of this homeless strategy.

The availability of high-quality temporary accommodation locally is a significant issue for the City of Lincoln. At there are 35 accommodation units specifically commissioned as temporary accommodation, of which 18 are reserved for single homeless people under the NSAP/LSAP regimes for addressing rough sleeping. Most of these units are within the Council's own stock of housing but are let under different legal conditions to meet the need for temporary accommodation. There is a mix of property size, with 9 one bedroomed flats, and the rest being a mix of 2, 3, and 5 bedroomed properties.

With 62 families currently in temporary accommodation this level of provision is clearly inadequate. Currently any shortfall in the number of temporary accommodation units is met by commercial bookings, either through local B&Bs, the Holiday Inn or the Travelodge. There has been some success in block booking local B&Bs, but these are now coming to an end and will not be renewed, leaving the City of Lincoln highly dependent on the commercial hotel sector. In service terms this is a matter of serious concern, with access to temporary accommodation in the City of Lincoln significantly reduced through seasonal tourism, and potentially affected by any incident of poor behaviour on the part of any placement. Commercial providers from further afield are often called upon to meet immediate demands, creating great pressure on applicants with school age children, or with need to access services in the City of Lincoln. These problems increase the financial volatility of the temporary accommodation budget, with room rates similarly affected by demand and supply factors outside of the City of Lincolns control, and additional expenses incurred for transport to and from properties outside City borders.

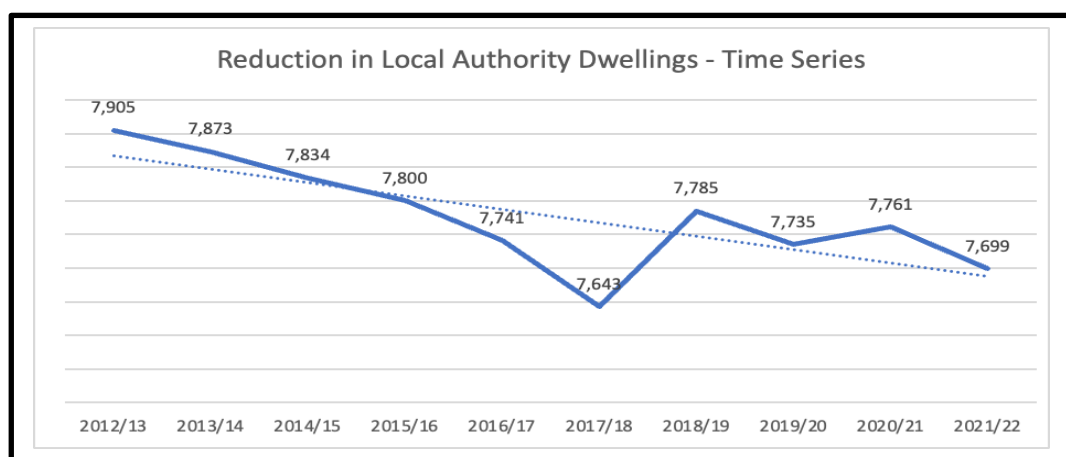
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Supply and Lettings

Supply and Lettings Summary

- *The number of Council housing units in the City of Lincoln is reducing incrementally, and new supply is not replacing lost units.*
- *The number of new applicants on the City of Lincoln waiting list has now increased beyond pre-pandemic levels.*
- *The majority of waiting list applicants are single, but there are particular problems rehousing larger families.*
- *When transfer applicants are added to the waiting list, there are over 1500 households waiting to be housed, an increase of nearly 9% in 2022/2023*
- *Around 60% of Council lettings are to homeless households.*

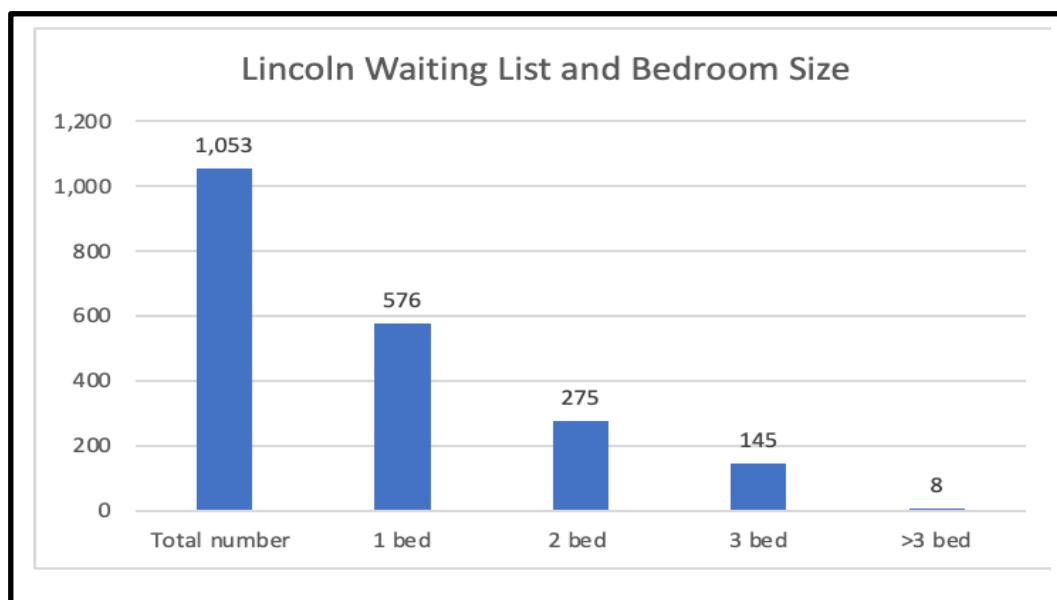
The final element of analysis is of social housing supply in the City of Lincoln. As a stock retained authority, nearly all social housing lettings are to Council-owned stock, which includes some supported housing for older people. In 2021/2022 there were 7699 units of Council-owned stock of which 7429 were for social rent and 270 for affordable rent. The City of Lincoln is experiencing the same incremental reduction in stock as England as a whole. The rate of decrease has slowed with austerity and changes to the Right to Buy offer, and there has been a slight recovery through new build and properties bought back into use. However, the net reduction over the last 10 years is expected to continue. New supply has not compensated, with only 27 new units of social housing completed in 2021/2022.



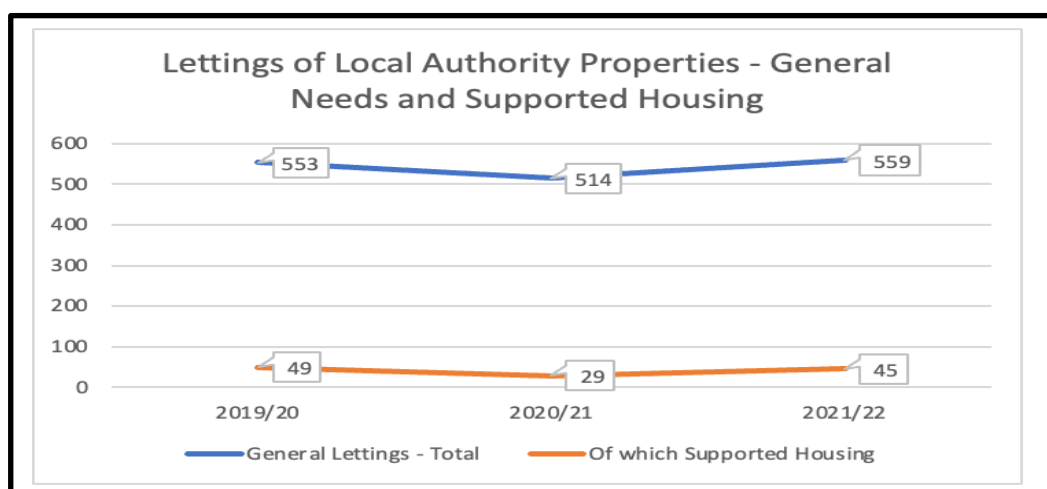
Applications for housing far outweigh its availability. The numbers of people on the waiting list, excluding transfer applicants, has remained stable over the past three years, with 1046 applicants waiting in 2019/2020 and 1053 waiting in 2021/2022. The reduction in waiting list numbers in 2020/2021(to 815) was caused by general drop in applications due to reduced movement and service levels resulting from the Covid 19 pandemic.

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Most applicants are waiting for one bedroomed property, but those in need of larger properties face often face extended waiting times due to the very low supply of larger units. While the waiting list among homeless and other waiting list applicants has been stable, a significant number of people are awaiting transfers from local authority stock, meaning the general waiting list for housing has increased over the same time period. The total number of people on the housing register at the end of December 2022 was 1,573 against 1,448 the previous year. This represents an increase of 8.6%.

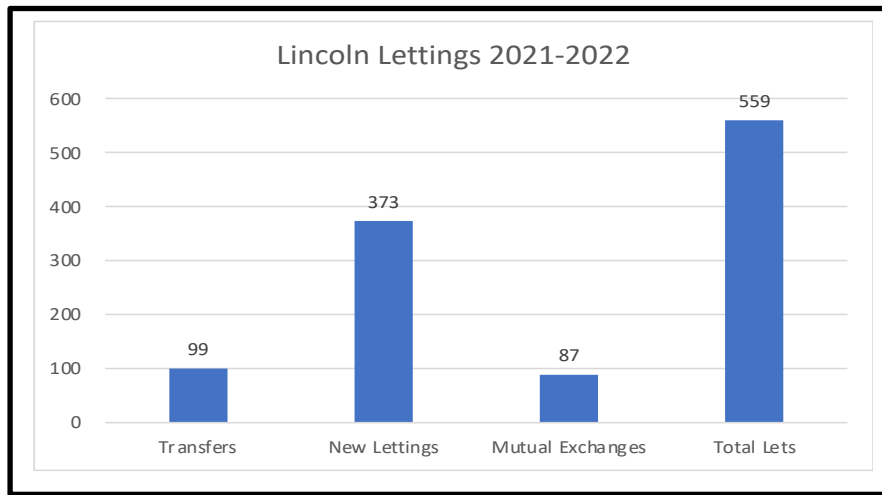


This apparent discrepancy can be explained by the application of lettings policy. A substantial portion of all social housing allocations are used to address homelessness, with considerable use of direct lettings as well as use of the choice-based system to maintain control over the numbers of people in temporary accommodation. The graphs below show a stable level of social housing lettings in both general needs and supported housing over a three-year time period.



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A more detailed analysis of 2022/2023 shows the City of Lincoln has allocated 570 properties, a small but welcome increase from the previous year. Homeless applicants account for nearly 60% of lettings already, general register applicants for 17.5% and transfer applicants for 24% of lettings. This most recent lettings outturn the housing authority is achieving a balanced approach to social housing lettings and has nearly realised the 2021 objective of reserving at least 25% of all lettings to transfer applicants. The general register group includes young people and families applying from rented housing and other less secure accommodations.



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STRATEGY OBJECTIVES IN CONTEXT

The combined analysis of Lincoln's socio-economic context, its housing market and drivers of homelessness suggests the following local characteristics and conditions as the platform for the Homelessness Strategy 2023 – 2028.

Demand

Homelessness appears to be rising in the City of Lincoln at a faster rate than either the East Midlands region or England as a whole. Moreover, there is a striking difference in the proportion of prevention and relief duties accepted under the new legislative regime, with Lincoln accepted a far higher proportion of relief duties. Once the full duty is accepted the City of Lincoln is under an obligation to provide accommodation in the short and medium term, until more permanent housing becomes available.

Housing market conditions place significant limits on the ability of the City of Lincoln to achieve a high level of preventions, but it is likely other factors play into this very high level of relief acceptances:

- First, the very serious constraints on homeless prevention created by the disparity between LHA rates and actual rents makes prevention extremely difficult. Once an applicant is in arrears, they might rapidly find themselves unable to cover both rent shortfall and debt.
- Second, there is a strong political commitment to address homelessness and its' causes in the City of Lincoln, with acceptance of a relief duty being the most efficient and effective route to addressing housing insecurity.
- Third, there are a lack of available and timely prevention options within the homelessness service, and operational practise is to move rapidly to the relief duty when prevention measures are exhausted.
- Fourth, there is a high proportion of housing applicants with support needs who cannot avail themselves of other housing options.
- Fifth, there is a strong belief among housing applicants that social housing is the most desirable outcome for a homeless application and an unwillingness to consider other routes to housing that might prove less secure over time.

All of these factors need to be considered and addressed in plans for developing homeless services over the next five years.

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Temporary Accommodation

The number of households in temporary accommodation is rising rapidly, while the supply of commissioned temporary accommodation reduces significantly when the current block bookings of Bed and Breakfast accommodation end in July 2023. This leaves the City of Lincoln with a significant shortfall in temporary accommodation even on current numbers, with nearly half of all households accommodated in TA being in commercial hotels. All indicators suggest that homelessness will continue to rise incrementally, leaving the City of Lincoln exposed to volatility in the cost and location of Temporary Accommodation

Supply and Lettings

The City of Lincoln has managed to sustain the level of social housing lettings at a stable level, notwithstanding a pandemic related reduction in 2020/2021. Around 60% of all social housing lettings go to homeless households, reflecting the Council's commitment to reducing homelessness and controlling the costs and impact of temporary accommodation. This measure is very effective given the challenges accessing private sector accommodation in Lincoln, however, the fact that social housing is more easily accessible through the homeless route creates a perverse incentive to use this route to housing, rather than the general waiting list. This will be one key issue for the homeless strategy to address.

The actions suggested in the following sections draw on this analysis to create a clear pathway over the next five years toward realising a vision of a city without homelessness, with housing options available to all residents regardless of their incomes and vulnerabilities.

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OBJECTIVE ONE: Make homeless a *rare occurrence* by early intervention and timely homeless prevention.

Our profile of the City of Lincoln suggests homelessness demand is entrenched for some citizen groups due to a complex interaction of demographic, social, economic, and housing market factors, creating a difficult context for the housing authority in which:

- Rates of statutory homelessness are rising across both prevention and relief duties.
- Rates of homeless prevention are significantly lower than in other comparable locations.
- Most homeless applications end with acceptance of a full relief duty, meaning the City of Lincoln must accommodate in both temporary and longer-term accommodation.
- Single person households account for a larger proportion of applications than households with children.
- High levels of complex support needs are evident among those single person households, which include people being supported to end rough sleeping.

In addition to these difficult housing market conditions, local factors play into the high level of homelessness identified in this strategy. These are:

- The disparity between LHA rates and actual rents makes prevention extremely difficult. Once an applicant is in arrears, they might rapidly find themselves unable to cover both rent shortfall and debt.
- A lack of available and timely prevention options within the homelessness service, meaning operational practise moves rapidly to acceptance of the relief duty even when prevention of homeless is possible.
- A high proportion of housing applicants with support needs who cannot avail themselves of other housing options.
- A strong belief among housing applicants that social housing is the most desirable outcome for a homeless application and an unwillingness to consider other routes to housing that might prove less secure over time.

All of these factors drive rising homelessness in the City of Lincoln and must be addressed if the long-term vision of eliminating homelessness is to be realised. Demand-focussed activities must be directed toward changing the conditions under which homelessness is defined and assessed in the City of Lincoln. These activities are grouped under:

- Early Intervention and Homeless Prevention
- Recognising Housing Market Conditions
- Supporting vulnerable applicants

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Early Intervention and Homeless Prevention

Assessments under the Homeless Reduction Act are conducted by a generic team of six Officers who are charged with intervening if there is a possibility of prevention, and of moving to a full legal assessment of a relief duty if prevention does not appear to be an option. Officers are responsible for onward referrals to more specialist services such as the private sector service, and to housing support. Officers are also responsible for securing a TA placement if there is a need for immediate accommodation under the relief duty. There are two TA Officers and another twelve Officers working on housing solutions and allocations. Prevention activities sit with the six officers responsible for homeless assessment. There are two specialist private sector officers dedicated to developing opportunities for housing applicants in the private rented sector.

There are significant strengths to the current approach to meeting the demand for housing in the City of Lincoln. There is a strong political commitment to reducing and eliminating homelessness, reflected in a commitment to funding and developing a range of appropriate responses to increasing demand for housing locally. This is reflected in an Allocation Policy which prioritises homeless applicants once accepted under the relief duty. There is a close and cohesive relationship between staff committed to homelessness and to addressing wider housing need.

Nonetheless, there are structural weaknesses in the current approach to managing homeless demand. The Homelessness Reduction Act 2018 encourages each local authority to focus resources on early interventions that prevent applicants from losing their homes, and on homeless prevention measures that divert housing applicants from accession into temporary accommodation and toward alternative housing options. Locally, analysis of the causes of homelessness suggests an opportunity in the case of many homeless presentations to intervene before actual rooflessness occurs. When a landlord has initiated a legal eviction through section 21, there is scope for negotiation to either delay or stay legal action. Landlord interventions might include settling rent arrears or providing tenancy support in instances of chaotic behaviour. Where relationships have broken down, a useful intervention might be persuading a family to continue accommodating the applicant for a short period until a suitable alternative has been found.

When the Renters Reform Bill becomes law in the life of this strategy, the length of time it will take a landlord to evict a tenant will increase and the legal grounds for those evictions will be restricted. This means opportunities to stay or delay evictions under the new legal regimes will increase significantly and gives further impetus to the need to address current low levels of prevention. A major objective of this strategy will be a transition from accepting full relief duties to early intervention and prevention which address both the prevailing market conditions and the more controllable local authority responses to them. Shifting the team toward a prevention 'culture' will involve both operational and strategic interventions in the five-year life of this strategy.

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1. Identifying candidates for early intervention

Before acceptance of the relief duty, any possibility of prevention and diversion must be ruled out. In the first year of this strategy, assessment processes will be reviewed to make sure direct contact with each private sector landlord is initiated before acceptance of a relief duty in every case. This will establish the potential for practical intervention. It is likely the following activities will be necessary as part of this review:

- i. **Training and development of staff** so that every front-line officer is aware of what preventions options exist and how to access them.
- ii. **Developing set procedures** so that interventions are mapped onto operational processes and are always considered and fully discounted before moving to a full relief duty.
- iii. **Upskilling of staff to** make sure they are able to identify potential candidates for homeless prevention and negotiate and persuade those candidates to engage constructively with Council/Landlord dialogue.
- iv. **Increasing specialisms**, splitting officers working on prevention and relief will allow Prevention focussed officers to develop specialisms and build constructive relationships with the landlord sector and with relevant internal partners.
- v. **Reducing prevention and homeless caseloads** so each Officer has time to discuss prevention options and invest time in direct engagement with landlords to sustain tenancies. To do so, the team must find a level of stability over the longer term, with less turnover and reliance on untrained temporary staff.
- vi. **Creating the optimum structure:** Increasing homelessness preventions and diversions are essential to controlling escalating TA costs. Investment in additional staff numbers, increased remuneration and career structures and training and development are all legitimate and possibly necessary '*invest to save*' measures that should be considered cyclically in the life of this strategy. Where any or all of the above measures are considered, cost should be evaluated in terms of its benefit in controlling GRFA expenditure on temporary accommodation.

2. Intervening to prevent homelessness.

Within an overheated housing market, there are currently substantial incentives for landlords to leave the social housing sector and pursue higher rents and lower costs elsewhere. Early interventions in the course of this strategy will recognise these constraining conditions by offering financial and in-kind incentives to Landlords to sustain the tenancies of applicants on benefits or in low paid jobs. At the homeless prevention stage, this should involve:

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- i. **Using Discretionary Housing Payments (DHP) to reduce rent arrears.** DHPs are already used as a homeless prevention measure where there appears scope for landlord intervention and when the case is referred direction to the Housing Benefit Team. There are well defined referral channels, and a proactive approach to addressing evictions within the HB team, where guidance is to prioritise DHP payments to prevention evictions. With DHP being used extensively to prevent eviction, current DHP allocation is well below the level necessary to meet existing needs and has been topped up by the local authority in the last financial year. Even in times of financial constraint, it is investment worth making given the high and volatile costs of temporary accommodation both financially and emotionally. During the course of this strategy, the local authority will commit to concretising its current subsidy of DHP to lay a foundation for more creative measures to intervene early and prevent homelessness. An internal review of processes will ensure that wherever there is an intervention on the part of the Housing Benefit team this is counted as a prevention.
- ii. **Assessing the potential for cases to be moved to Direct Payments in prevention cases.** DWP policy is to migrate all claimants, except the most vulnerable, to the Universal Credit which is paid directly to the recipient and includes a housing element. Already, the number of clients on Universal Credit outnumber those on directly paid Housing Benefit, which is now directly paid only for temporary accommodation, and for vulnerable clients. Though desirable in terms of creating individual responsibility, the way UC is calculated creates a raft of new problems for those on lower incomes and benefits. For some applicants, the calculation of their Universal Credit is so low it accounts for most of their benefit payment, forcing them into arrears and homelessness. By the time such cases reach the homeless prevention team, it is possible landlords will not wish to take the risk of continuing with a tenancy where the risks of non-collection are so high.

It follows that a shift to direct payment, in some cases where homeless prevention or diversion is possible, could be a powerful incentive for landlords to engage. In the early years of this strategy, the potential to increase use direct payments to landlords as a targeted early intervention will be further explored with the in-house Housing Benefit service.

- iii. **Offering rent guarantees to Landlords for a 12-month period** where rent arrears are the reason for homelessness being threatened. Possible private sector interventions do not include ongoing rent guarantees to landlords, focussing instead on payments and incentives to attract landlords into the social housing market. With the gap between rents and benefits stark and growing, rent guarantees would provide the most powerful and effective intervention at the homeless prevention stage. In terms of the City of Lincoln's wider finances, the cost of such a scheme would be offset by savings in temporary accommodation. The potential for rent guarantee as a supply side initiative is explored more fully under Objective Three.
- iv. **Using the Homelessness Grant to fund creative early interventions.** A small fund already exists to commit to one-off homeless prevention activities, an example of its

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use was the recent purchase of an additional bed to allow a homeless young adult to remain in the family home. Currently, this fund is not fully utilised, and risks being reduced through underuse. In the early years of this strategy, the possible uses of one-off payments and purchases to prevent and delay homelessness will be fully explored and clearly linked to a newly embedded prevention process. Officers will be empowered to think laterally about how micro-interventions might assist in the wider objective of making homelessness a rare occurrence and delaying first accession into temporary accommodation.

- v. **Understanding the precursors to homeless presentation:** Evidence is emerging nationally of hidden homelessness as being a precursor to presentations into homelessness services. Collecting local data around pathways into homelessness might assist the prevention team in identifying groups of pre-application citizens who might be targeted for supportive interventions.
- vi. **Working with social landlords to prevent homelessness from existing social housing tenancies.** With 14% of prevention and relief duties being accepted from social landlords, there is a potential to eliminate one source of homelessness by strengthening existing joint working protocols. Further analysis of this source of presentations might reveal ways in which tenancies could be sustained rather than terminated. In year 1 of the strategy, a further investigation of presentations from social landlords will be completed to determine which landlords have evicted social housing tenants. A conversation will be initiated with the seven districts to explore the scope for a joint approach to housing association providers to encourage sign up to the National Housing Federation 'commitment to refer'.

Recognising housing market conditions

Our analysis of local housing market conditions suggests a major barrier to preventing homelessness and making private sector housing a viable option for local people on low incomes or benefits is the national constraint of a Local Housing Allowance far too low to cover rental levels in a vibrant, university city such as City of Lincoln. The effect of grouping the urban centre of Lincoln within a BRMA grouping that includes the radically different economy of Gainsborough has had a particularly detrimental effect on private sector supply side initiatives. Lobbying of DWP to address the inequitable consequences of this national policy has so far been unsuccessful.

Lincoln's status as a university hub brings hugely positive economic and reputational benefits to the city, but in terms of homelessness creates a powerful and wealthy competitor for cheaper housing in the city. University students are perceived as an easier tenant group, have greater means and as an itinerant population present no problems to landlords wishing to vacate or recover their properties. University accommodation services work quite independently to procure accommodation for their students, and in the case of the University of Lincoln, give guarantees to foreign students that accommodation will be provided for them and their families.

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These two local market factors create additional challenges for the City of Lincoln in reducing and addressing homelessness, though there are no clear-cut solutions to either issue, there is a need to recognise and accommodate these specifically Lincoln issues into the five-year strategy. It is suggested that:

- i. **DWP Lobbying:** Representations to the DWP as to the policy consequences of their BRMA grouping will continue at both an officer and political level. This in itself is challenging given the political complexion of Lincolnshire and the competing interests of the Districts in relation to the BRMA. However, there is reason to believe that the way the BRMA operates makes the City of Lincoln an outlier nationally in terms of the number of rental properties excluded by the LHA. Highlighting this anomaly through local MPS and regional organisations will remain high on the policy agenda until much needed changes are delivered.
- ii. **DLUHC Lobbying:** Homelessness Prevention Grant is calculated using variables of number of housing benefit claimants, lower quartile rents, and the number of single homeless applicants. The formula does not, therefore, specifically address issues raised by a disproportionate mismatch between LHA and local rents. HPG allocations will be reviewed at the mid-point of this strategy, providing an opportunity to argue for financial recognition of the particularly acute problems caused in the City of Lincoln and other affected areas.
- iii. **Engagement:** Greater understanding of the specific impact of university accommodation on the availability of private rented sector accommodation would assist in planning of private sector supply initiatives. It is suggested that engagement with the University around their plans for increasing student accommodation and the balance between bespoke accommodation and generally procured student units might assist understanding of the potential for private sector provision.

Supporting vulnerable applicants

There is room for cautious optimism in the way in which the City of Lincoln has addressed rough sleeping and tackled the housing requirements of applicants with complex support needs insofar as rough sleeping numbers in the City are falling to pre-pandemic rates. At the same time, homeless applications from single people are more numerous than from families, and support needs appear to be increasing in complexity. Delivering the objective of making homelessness a rare occurrence requires work to address vulnerability and to meet complex needs to continue, develop, and intensify over the five-year term of this strategy. In terms of rough sleeping, the City of Lincoln works in close proximity to Lincolnshire County Council (LCC) in delivering services for rough sleepers and those with complex care needs.

Lincolnshire County Council funds a county-wide housing support service provided under contract to Framework Housing Association. The service provides an initial triage of clients across the County and then a fuller assessment to lead to either floating support in TA or independent accommodation, or to Framework-provided supported housing. Framework make sure assessments are available to single homeless clients who have already been

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placed in temporary accommodation as well as those outside of the homeless system waiting for supported housing. Framework will also access their own supported accommodation to meet the complex needs of single homeless clients and rough sleepers.

In terms of the Framework supported housing service, the capacity for assessments of need is felt to be adequate, indeed, the new contract was let in 2020 on the basis of the previous five years of data on rough sleeping. A significant change was the decision of the County Council to cut funding of assertive outreach services to each of the District Councils, and to focus their resources on assessment and support. The initial shock to services has now been absorbed, and the City of Lincoln have integrated outreach into their front-line services. It is hoped a more local outreach team will drive better integration of single homeless provision into the wider homelessness service.

Support for single homeless applicants now includes outreach for rough sleepers, specialist support for rough sleepers accommodated by the City of Lincoln, and ongoing support for applicants in temporary accommodation. Two locally funded Temporary Accommodation Officers provide low-level housing support to residents, assisting with general management issues such as arranging payment of rent and accessing local services. This support can continue for the length of the TA stay and to support with resettlement.

There are currently six Rough Sleeping Support Workers within the homelessness service, funded variously through the NSAP programme, and a Housing First Grant allocation, and responsible for engaging with rough sleepers, sustaining their tenancies, and supporting them to link to other services.

Lincoln was allocated £974,307 of additional Capital funding to provide 18 units of temporary accommodation through the NSAP and RSAP programmes. The allocation of NSAP capital funding has been used to commission 15 units of move-on accommodation, while the related revenue grant under the same programme funds 2.5 officers to deliver wrap around support in these units. These are vital components of the current homelessness service, and future funding needs to be secured from national government programmes to continue this work. Prior to new rounds of grant funding, joint work on need and outcomes will be conducted with the County Council and districts to inform the next round of bidding applications.

The strengths of the current service arrangements are summarised as:

- Effective arrangements for assessing support needs among the single homeless population, and access to appropriately supported housing through the Framework contract. The contract capacity is felt to be at the right level to meet need.
- Assertive outreach for rough sleepers in the City of Lincoln, which is well embedded into mainstream services, meaning that support can be accessed when single clients are placed in temporary accommodation and can help with the transition to independent living where appropriate.
- Housing Support in Temporary Accommodation which identifies whether a tenancy can be sustained before the allocation stage.

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- Housing Stock being used appropriately and responsibly to minimise single homelessness.
- Supported housing is being used appropriately to address homelessness amongst the most vulnerable needs group.
- Established protocols between the City of Lincoln, the national probation service, and Lincoln Prison have already addressed historic problems of unplanned, chaotic presentations. A further protocol on hospital discharged frames positive working relationships between the housing service and Lincoln General Hospital.

Despite these significant strengths, there remain structural issues for the City of Lincoln to address within the life cycle of this strategy. The fragmentation of sources of central government funding for rough sleeper services already causes difficulties in planning service capacity and service user pathways. This is exacerbated by working within a two-tier administrative structure in which health and social services sit within different authorities with different political complexions. This complexity makes it difficult for the City of Lincoln and County colleagues to assess accurately what capacity is needed to tackle rough sleeping and meet complex needs in the longer term. The separation of support assessments from supportive outreach creates a further imperative for developing and sustaining seamless partnership working arrangements with the County Council and with other districts in Lincolnshire.

Additionally, a lack of appropriate move on accommodation for people with complex needs is already affecting capacity within the County led assessment and support contract. Accommodation provided by Framework is recommended for a six-month period, although this broad rule is applied flexibly given the complex circumstances of many single homeless applicants. Places are limited, however, and problems with securing appropriate move-on accommodation is effectively silting up capacity in Framework-commissioned supported accommodation. This need is particularly acute where applicants present specific risks to others through previous offending behaviour or fire risk. In this instance, the small number of such highly problematic applications means any bespoke solution would need to be cross-county rather than locally driven.

Services for rough sleepers and single applicants with complex care needs experience a significant number of repeat presentations due to the cyclical nature of mental health and substance misuse crises. This is a national problem rather than a local one but contributes to the complex nature of service planning for people with complex support needs. Once support is reduced or withdrawn it is all too possible for a crisis to lead to the loss of accommodation secured through previous service interventions. For homelessness to become a rare occurrence, a shift toward a lifetime approach to support for people with very complex support needs is necessary.

There are particular local issues in identifying accommodation and support solutions for people with dual diagnosis, that is with substance misuse problems and mental illnesses. All too often, this particularly vulnerable client group cannot access mental health services before there is treatment in place for substance abuse. For the City of Lincoln, the consequences can be serious in terms of disruptive and distressed applicants and TA residents without access to support.

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The seven Districts in Lincolnshire have also recognised the need for a better understanding of existing provision across the County, given the substantial movement of applicants across district boundaries, and worrying signs of increases in presentations from existing supported accommodation. North Kesteven District Council, on behalf of the Districts together, is commissioning a needs assessment and review of existing provision of supported accommodation, which will identify models and options for suitable move on and supported accommodation and will also identify examples of good practise in addressing accommodation and support needs of the rough sleeping cohort. This piece of work is likely to touch upon some of the most difficult and intractable problems facing the districts as individual authorities, e.g., the lack of accommodation for applicants with risky behaviours, for dual diagnosis and for those with chronic mental health problems. It will have the advantage of being a 'bottom up' review of needs assessment that draws on the specific operational experiences of local housing authorities.

Recognising these structural issues, the following proposed actions will consolidate and develop services for highly vulnerable people over the five years of the strategy.

1. Joint Working with County, District and Agency Partners

Working within a fragmented funding regime and a two-tier structure presents significant challenges in terms of planning for the most vulnerable client groups. During the course of this strategy, current mechanisms for joint working will be sustained and developed to make sure County-wide commissioned services are fully utilised by the City of Lincoln, and that clients identified through the City-based outreach service benefit appropriately from housing opportunities, with appropriate support, whether delivered through the homeless service or through the Framework contract.

A focus on data sharing and joint planning in the early years of this strategy is intended to facilitate a more coordinated approach to service planning around complex needs and supported housing in later years. Before any conversations are possible around coordinated funding and service delivery, the City of Lincoln, with its partners will establish a solid, formalised, and shared understanding of how homelessness and vulnerability manifest across the County, with an emphasis on pathways into homelessness, mobility, and repeat presentations.

Specific activities will include:

- i. **Centralised data collection and analysis** – the County now hosts a centralised data analysis team, of which one post is jointly funded by Lincolnshire District Councils in the expectation of developing a coordinated, evidence-based approach to planning homeless services. One current project is examining pathways into homelessness in the City of Lincoln, with a view to understanding better where single homeless applicants are coming from, how they have lost accommodation and whether this is their first engagement with services. This piece of work is an example of how centralised research might inform a more integrated approach to service planning. Over the life of this strategy, further research projects will focus on issues of specific

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local importance, offering the possibility to map and track the success of supportive interventions and homeless prevention. A further area of urgent analysis is around the prevalence of dual diagnosis cases and developing an understanding of the sources and nature of mental illness and mental ill health locally.

- ii. **Development of formal protocols for data sharing** - though data is shared on individual clients through 6 weekly meetings with County and district partners, there is no formal protocol in place to encourage the systematic sharing of strategic and individual client data. In the life of this strategy, the City of Lincoln will work with partners to develop a formal protocol to facilitate data-sharing as a basis for future service planning. Work will commence in 2023 on an initial county wide exercise mapping the provision of housing and support. Work on a data sharing protocol will follow.
- iii. **Completion of the Districts Assessment of Accommodation Needs** - Implementation of the findings of the imminent needs assessment of supported accommodation as set out above will be a priority for the first years of the strategy.
- iv. **Reviewing Inter-agency protocols** – Though unplanned discharges from prison and hospital have become a less pressing problem, they still create disproportionate problems for applicants and services when they occur. During the life cycle of this strategy, the new protocols for prison release and hospital discharge will be continually monitored and updated to deliver a seamless transition between key agency partners. These reviews will draw on national best practice wherever possible, for example, by referencing the Welsh Government's.
- v. **Examining options for lifetime/wrap around access to housing support for clients with complex needs.** When new bids are submitted for funding of rough sleeper services, the City of Lincoln will work with the Council and neighbouring districts on proposals for preventing the 'revolving door' into services experienced frequently by this extremely vulnerable client group.

2. Increasing Accommodation/Move on options for people with complex needs.

Lack of suitable move-on accommodation could undermine the effectiveness of the Framework support contract, making it increasingly difficult for homeless applicants to access either floating support or supported housing in the critical phase following either a homeless application or a period of sleeping rough. Timely interventions are very important to the most vulnerable applicant groups, so generating a move through supportive options is a key action for the life cycle of this strategy. The following actions are recommended.

- i. **Using the Private Sector to deliver move-on accommodation.** As part of the development and expansion of homeless prevention services and given the urgent need for more move-on accommodation, work has already commenced on creating a portfolio of landlords willing to work with the Council of providing shared accommodation, or single tenancies suitable for this client group. This will continue to be a key element of homelessness provision for the duration of the strategy and

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will be enhanced by the creation of a Rent Guarantee scheme as set out under Objective Three of this strategy.

ii. Developing a wider portfolio of move-on accommodation

The responsibility for providing move-on accommodation for people assessed and supported under the County Council contract lies with Framework HA as the provider. So far, they have been reasonably successful in finding suitable move on accommodation, but market conditions are making suitable accommodation increasingly difficult to procure. The demand side implications are that places in supported accommodation silt up, denying people with complex needs the opportunity for intensive support. On the supply side, it is possible that lack of move-on from supported accommodation will end in more direct referrals to the homeless service from supported accommodation. This is such an urgent requirement that a fuller assessment of move on needs in year one of the strategy will inform further procurement of move on accommodation for applicants in supported housing.

iii. Using Council Housing Stock as an appropriate move-on option and developing close links between tenancy sustainment and homeless services.

Council stock is already a major source of move-on accommodation for people presenting with complex needs and for single homeless applicants. If in temporary accommodation, it is more likely that homeless applicants will receive a Council offer, with some support being offered to help with resettlement after the offer is made. Over the course of the strategy, it is expected that this approach to housing allocations will continue, given the likelihood that single homeless applicants with support needs will continue to be accepted under the relief duty. At the same time, this strategy acknowledges the huge benefits of investing in tenancy sustainment for this client group as a means to ending the cycle of homelessness so common in people with complex support needs. This will be addressed first, by analysing tenancy sustainment outcomes and lost tenancies within the housing management service and making sure tenancies are not ended until all sustainment and support options are exhausted.

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OBJECTIVE TWO: Make homelessness *as brief* as possible by providing high quality temporary and supported accommodation at points of crisis.

A family or individual who has lost their home is by definition in crisis. In the City of Lincoln, we believe the experience of being in temporary accommodation should be as brief as possible. When prevention measures have been exhausted and a period of temporary accommodation is thus inevitable, accommodation should be of a high standard and in a location that allows clients, if possible, to sustain their engagement with local services and with their communities. This period of insecurity should also be a period of recovery, in which pathways to a more secure future are established. In the life of this strategy, we intend to build a broader portfolio of temporary accommodation properties and consider how best we can balance the need to make this experience a positive one, with the need to control costs and reduce the numbers of people in temporary accommodation (TA).

There are considerable strengths to the way temporary accommodation is procured and delivered in the City of Lincoln. Accepting the significant constraints created by an overheated housing market, the Council has used its own stock creatively to house families during the relief assessment process and while longer term housing options are considered. There are currently 35 units of commissioned accommodation ranging in size from 1 to 4 bedroomed properties, but with the majority being 2 bedroomed properties suited for smaller families. There are 18 units of NSAP funded temporary accommodation units for single homeless people, mostly one-bedroomed properties, but including two 2-bedroomed flats, one for shared placements and one suitable for people needing additional care.

Those applicants with vulnerabilities in temporary accommodation are provided with support and resettlement services through an in-house service of six officers in total. There are two officers working exclusively with TA residents to provide low level housing support, two funded by NSAP working with the rough sleeping cohort, and two further officers funded under the Housing First initiative. In addition, the Framework support contract can be called upon to provide support to former rough sleepers in temporary accommodation. Through these measures, the City of Lincoln aims to create an experience of temporary accommodation where homeless applicants are supported into appropriate accommodation, with the skills and capacity to maintain secure and settled accommodation.

There is clear recognition of the measures needed to maintain the quality of temporary accommodation. Licenced properties are inspected at each property turnaround, and remedial repairs ordered before the next household move in. While in situ, households can use the in-house service should repairs be needed. After an interregnum during the Covid pandemic, a regular inspection regime has been introduced to bed and breakfast properties used regularly for temporary accommodation. The City of Lincoln remains committed to regulation and monitoring of any property used to accommodation homeless people at their time of crisis.

Finally, there is already a five-year Action Plan for addressing some of the most pressing needs in terms of Temporary Accommodation, which reflects the City of Lincoln's ongoing

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commitment to improving the capacity of the TA service and the quality of the TA experience.

For all these strengths, the underlying structural weakness in the temporary accommodation service, is lack of specialist managed or commissioned properties to meet need. There were 62 households in temporary accommodation at the end of the third quarter of 2022/2023, against 53 commissioned units of accommodation, 18 of which are provided for rough sleepers. The gap between demand for and supply of temporary accommodation is largely met by the commercial hotel sector, both within the City and Lincoln and beyond, with severe consequences for the homeless applicants and for the wider service environment.

Commercial hotel placements are never suitable for homeless applicants, for families it means shared rooms and lack of space, for all households a lack cooking facilities creating financial pressures on people who are already vulnerable. Given the volatility of TA demand, recourse to the private sector means the Council inevitably resorts to out-of-city placements, in Loughborough, Sheffield, Boston, Peterborough and Grantham. This compounds the alienating effect of homelessness on families and single applicants alike, breaking ties with communities and family, and affecting their ability to engage with health and social services, and to attend school and college. Recourse to the commercial sector leaves the Council exposed to seasonal fluctuations in emergency TA availability due to seasonal factors such as tourism and university graduations, and to the financial risks of unpredictable unit costs and numbers.

The cumulative effect is a drive to reduce the numbers of people in temporary accommodation by recourse to a permanent allocation of social housing. The City of Lincoln Allocation policy rights gives preference to homeless applicants, and currently, as set out above, around 60% of all social housing allocations are allotted to homeless applicants. Pressures around TA supply and occupancy drive this high level of allocations as a means of mitigating service risks and controlling costs. In the wider context of social lettings, this might mean homeless applicants receiving much greater preference than is desirable, leading to perverse incentives to apply as homeless. The City of Lincoln will address these weaknesses over the life of the strategy by:

- Delaying accessions into Temporary Accommodation
- Increasing the number of managed or commissioned units of Temporary Accommodation
- Negotiating block booking agreements for emergency placements

Delaying accessions into Temporary Accommodation

Homeless prevention practises are inextricably linked to the TA population, in short, the sooner a relief duty is accepted, the earlier the Council is obliged to provide TA. The activities outlined above in terms of homelessness prevention should be conducted with this explicit connection in mind. Any delay to accession to TA reduces pressures on the service and creates space to find the most suitable temporary placement. Alongside a new focus on prevention, a new emphasis on preventing first accession into TA will be built into homeless processes in the life of this strategy.

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Increasing the number of managed or commissioned units of Temporary Accommodation

The mismatch between demand for and supply of appropriately located and managed accommodation is the most critical issue for the City of Lincoln in relation to temporary accommodation. For more units of directly managed or commissioned temporary accommodation to be made available for an increasing homeless population, with the most pressing need being greater availability of emergency accommodation to offset the need for commercial TA placements. This is already a priority for the City of Lincoln, with two initiatives identified for developing in the five-year TA Action Plan. These are:

- **Development of Temporary Accommodation Units:** The Council is already exploring a number of sites as possible locations for directly managed temporary accommodation within City boundaries, either as potential acquisitions or as a bid for Framework Housing to purchase using Homes England funding.
- **Use of general needs stock:** In the absence of agreement on the site for specialist units, the use of further units of general needs stock is also being considered as a source of emergency TA.
- **Developing a TA procurement and TA placement policy:** The objective in relation to TA over the course of this strategy will be to shift from reactive, emergency spot procurement to a planned and considered approach to meeting TA demand. The current TA Strategy has already been superseded by events and should be replaced by a comprehensive procurement policy. Similarly, a placement policy which sets out how applicants are matched to and moved between policies will be development in the early years of the strategy.

Achieving a political consensus around the number and location of units should be a priority for the first years of this strategy, given the service and financial pressures on the local authority to address homelessness and the human consequences of failing to do so. There is a clear and immediate imperative for an additional 10 and 15 units of emergency accommodation within City boundaries to address the current shortfall and mitigate the service and financial risks of ad-hoc TA placements.

Lincoln has a City-wide Article 4 Directive designed to limit the over-provision of HMOs in any particular area. The West End of the City contains more buildings likely to be convertible to TA but is already host to a concentration of multiple occupied houses.² Article 4 restrictions are based on the proximity of any proposed new HMO to other similar properties, thus creating conditions under which the legitimate needs of the housing authority are in direct conflict with the democratically agreed Article 4 directive. There is

² Under the Article 4 Directive, planning permission is required for a change of use from category 3 dwelling houses to category 4, house of multiple occupation. Amongst the criteria used to determine whether permission is given will be the concentration in any given area, ergo, if there are more than 10% HMOs in a 100-metre radius of the proposed development planning permission will not be given.

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some potential for TA development of buildings, such as offices, that do not require a change of use, however, given the need for such accommodation is likely to increase over the life of the strategy, a clear and common understanding of the tension between service areas is needed to frame future planning applications. For the early years of the strategy, it is suggested the Council consider a joint session involving political leaders, and Council Officers to present all options, opportunities, and costs, and to generate a clearer consensus on how to handle planning issues where new TA is concerned.

- **Private Sector Stock:** Exploration of the potential for private sector accommodation to provide TA was identified in the five-year TA Action Plan. Under Objective 3, this strategy sets out measures to increase generally the supply of accommodation from the private rented sector. The additional measures to subsidise rent loss and create financial incentives to landlords could lead to additional TA units being delivered from the private sector. Realistically, however, it is likely that investment in private sector schemes will be more effective for homeless prevention and relief purposes, given the desire of landlords for relatively stable tenancies. The use of private sector options for TA will be more feasible after investment in these schemes has increased the number of landlords working with the City of Lincoln and to a closer understanding of the mutual needs of Council and the landlord sector.

Negotiating block booking agreements for emergency placements

The final recommendation relates to some regularisation of the relationships between the City of Lincoln and the commercial hotels it is currently using. At the moment there is heavy reliance on national hotel chains such as the Travelodge and Holiday Inn Express. Both restrict the number of rooms available for letting, do not offer any rate concessions, and are clear that in the event of problem bookings they will restrict access. There are three small local providers within city boundaries who have entered into block book agreements in the past, but which were full at the time of writing. One facility has indicated their wish to withdraw from this market. In the short term, shifting between commercial providers would be desirable, and an early assessment should be made as to whether enhanced rates to the smaller providers, or an increased number of smaller providers could increase access to local emergency provision.

Modelling TA Reduction

TA costs are rising more rapidly than TA numbers suggesting that unit costs of TA are being inflated by an over-reliance on B and B accommodation. A more sophisticated model of TA expenditure, that made visible the complex relationship between the numbers of households in TA and the cost of that accommodation should be considered a key element of good TA management. Ideally, a financial model should include the following key variables:

- Numbers of homelessness relief acceptances
- Number of homelessness relief discharges
- Number of TA accessions
- Weekly cost of each TA archetype e.g., hostel/B and B accommodation

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- Subsidy levels for each archetype bedroom size

Monitoring of these key variables by finance officers and operational managers on a monthly or bi-monthly basis would, over time, develop a more sophisticated understanding of the unit costs of each type of accommodation. Furthermore, such close monitoring can generate a more responsive approach to management decision making on TA, for example, informing supply side decisions on the need to reduce or increase lettings to homeless households. This should be considered in year one of the strategy.

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OBJECTIVE THREE: Make the experience of homelessness a *one-off* occurrence by increasing access to secure and settled homes in Lincoln.

To make homelessness a one-off occurrence, there must be a reasonable belief that any intervention by the Council will deliver housing that is suitable, safe, and settled. Eliminating homelessness over the long term requires a range of housing of varied tenures to be available for people at all income levels, particularly for those on lower incomes or benefits. Specialist housing must be available for those who either have particular physical needs for certain types of accommodation, or specific support needs that make independent accommodation difficult to manage. In this final objective of the strategy, the need for increasing access to secure and settled homes to tackle homeless is considered.

Analysis of supply side factors confirms the number of Council housing units is reducing incrementally mainly through national policy driver of Right to Buy. The City of Lincoln is committed to re-providing as many lost units as possible and has suffered a less sharp decline in social housing stock than many areas of high housing demand in England. Nonetheless, the number of social housing units is falling while demand for those units is rising due to the housing market conditions outlined in sections 1 and 2 of this strategy.

The City of Lincoln already recognises the central role social housing must play in tackling homelessness. The Allocations Policy, reviewed and agreed this year, gives the highest priority, Band One, to households requiring urgent accommodation where the Council has accepted a legal duty to consider them for accommodation. This banding will include most applicants who have been accepted under the relief duty and are compliant with their personalised housing plan. Band 2 consists of households who are in non-urgent need of housing but where the Council has a duty to consider them for rehousing. This will include most applicants accepted under the relief duty and complying with their personalised housing plan.

Within each band there is competition for rehousing with other applicant groups, for example, Band One includes applicant with urgent medical needs, serious disrepair issues and those with social or other urgent reasons for moving. Band Two gives priority to those with less urgent medical issues, overcrowding and non-urgent social and welfare issues. In balancing these different groups of applicants, the pressures on the Council to reduce the financial and service risks of a rising temporary accommodation population adds greater practical weight to homeless people even within the general banding system. At present around 60% of all lettings are to homeless households, with a high proportion being through direct offers rather than the Choice Based system.

The paradox for Lincoln is that this level of lettings is both not enough and too many to meet the longer-term objective of eliminating homelessness. It is not enough to meet demand given the number of relief duties accepted each year is running at around 600, and the number of lettings to homeless households at around 350 per annum. However, it is too many in that the high priority attached to statutory homelessness reduces access to social housing for other groups in need, and might, in some circumstances, lead to applicants

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pursuing a homeless application as the only avenue available to access a secure and settled home.

It follows that the City of Lincoln must consider how to create wider access to housing of all tenures, creating new pathways to secure and settled housing. This means tackling supply side issues laterally, both by increasing the overall number of social housing units and widening housing opportunities in other tenures. The City of Lincoln will maximise the supply of secure and settled housing during the life of this strategy by:

- Working with private sector landlords to deliver new supply.
- Exploring applicant behaviour and private sector stigma
- Making the best use of existing stock
- Redressing the loss of social housing units through new development of Council and housing association stock

Working with private sector landlords to deliver new supply.

Access to private sector housing is already a priority for the city, with a small, dedicated team in place to develop private sector housing initiatives. The Private Sector Officers work directly with Landlords who are prepared to let properties to homeless clients, building a portfolio of properties suitable for homeless prevention and diversion. At present, potential tenants for these properties are vetted so as to sustain the small but committed portfolio of landlords supplying properties to the Council. Most are small landlords rather than portfolio investors, who supply one or two properties only and expect the Council to facilitate and support tenants who are placed with them.

Financially that support is limited. The deposit scheme offers a cashless bond to landlords and lettings agents to cover the deposit required for new private lettings. In practise, take up of this scheme has reduced in recent years, especially since the introduction of the Government's Tenancy Deposit Scheme (TDS). Where landlords are working with the Council, the TDS offers some initial security around these lettings and is seen as an incentive for engaging directly with the Council. Nonetheless, the scope for growing this portfolio is currently limited by the very difficult market conditions in which private sector rents are, more often than not, far higher than lower income families and individuals can afford. Additionally, there is substantial competition for private housing from the university sector and young professionals, who not only have greater financial clout but are also perceived as easier and less risky tenants. The limited subsidy from the Council to work with the homeless group is clearly not enough to persuade the majority of private landlords to engage.

Reluctance among landlords to work with the Council is matched by resistance among homeless applicants to consider private sector housing as a viable option given the relatively insecure tenancies and high rents. A social housing letting is more secure and significantly cheaper, and once accepted under the prevention duty, an applicant can start bidding under Band 2, knowing their priority will increase if a full relief duty is accepted. There is much work to do in tackling both landlord and applicant resistance to private rented options.

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For landlords, the City of Lincoln will review financial incentives for private landlords in the first year of this strategy. If private rented accommodation is ever going to provide for more than a handful of applicants, the compensation for landlords must recognise the level of competition for rented properties, and the substantial incentives competing bodies offer to secure them.

- **Rent Guarantee scheme.**

The lack of any rent guarantee deters most landlord enquiries from progressing, suggesting a perceived stigma around homelessness and anxieties about financial risk are the reason for the limited level of private sector rehousings. This can be addressed with additional investment in more generous schemes, such as a rent guarantee scheme possibly aligned with some additional compensation for dilapidations at the end of each private sector tenancy. The costs associated with such a scheme have already been assessed in South Kesteven District Council, with the conclusion being that costs of such a scheme are containable and easily offset by savings on temporary accommodation. Their scheme provides an excellent template for balancing cost and risk; costs are capped by requiring the Landlord to inform the Council of rent arrears of more than two months, with the Council having the power to bump tenants onto direct payments of housing benefits if arrears are caused by money management problems. A City of Lincoln proposal based on the South Kesteven scheme would involve paying rent guarantees for all properties where landlords discontinue due to rent arrears caused by benefit shortfall. It is suggested the 69 properties could be retained on the scheme at a cost of £95k per annum.

This is recognised as an urgent measure given the need to boost preventions. An initial commitment of £75k has already been made to deliver rent guarantees to existing landlords. The cost/benefit of the scheme will be analysed in quarter 4 of the financial year 2023/ 2024 with a view to expanding capacity to at least 70 preventions, and more if an invest-to-save case can be made on the basis of reduced TA spend. This scheme will lay the foundation of future private sector options for temporary accommodation, vulnerable client groups and for the future discharge of relief duty.

Such a scheme would still involve some vetting of homeless clients to maximise the potential of a successful tenancy and to retain Landlords in the scheme. In so doing, the opportunities for using private rented schemes for discharge to more vulnerable applicants or as emergency TA are somewhat reduced. Whilst maximising PRS as a form of prevention is the early priority of this strategy, in later years, the potential of extending to leasing private sector properties from a growing portfolio of socially aware landlords will be explored. Where landlords are prepared to consider a wider pool of tenants, additional financial incentives will be considered and evaluated.

Exploring applicant behaviour and private sector stigma

Moving into private sector accommodation is attractive only to a minority of applicants for very good reasons. At present, with relatively insecure tenancies in the private sector and substantially higher rents it is not a rational choice when pitted against the early opportunity of a Council letting. Although those accepted under the homeless prevention duty retain a

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Band Two priority in the Allocations policy, Band One is bestowed on most homeless relief applicants once accepted. Those who engage with the Council's private sector scheme need to make a commitment to a private sector tenancy that will make it difficult for them to bid for properties, while their relative loss of priority will affect how quickly they receive a Council property and possibly even the desirability of that property.

The way the current Allocations Policy operates thus creates a disincentive for homeless applicants to consider other tenures. In the first year of this strategy, this proposition will be explored through a fuller analysis of the how long each applicant group waits for Council accommodation, to determine whether the very severe pressures on the homeless service and TA stock is reducing the chances of other groups to access social housing. This research work could be augmented by qualitative research into applicant perceptions and behaviours. If this is found to be true, the Council will explore how it can shift the pattern of lettings one that creates incentives to move through private sector accommodation to a social housing letting in the later years of this strategy.

Making the best use of existing stock

Supply can also be generated by maximising the use of existing housing stock. The Council is presently designing an under-occupation scheme, which will offer financial incentives to households who are under-utilising their accommodation. Though this scheme will not necessarily increase net supply, it has the potential to deliver much needed larger units to address particular supply side pinch-points. This scheme is already subject to political scrutiny and is intended to go live in the first year of this strategy.

Closer working between the homeless and allocations service will also be an early action in this strategy. Where larger family units apply for housing, a creative approach to housing allocations could reduce waiting times and increase the potential for homeless prevention. For example, where there are adult children in a large household, they could be diverted into private sector accommodation pending a social housing let, leaving a small household to be managed through the homeless route. When homeless prevention is considered, so will the potential for a more holistic approach to homelessness.

Finally, decommissioning of other Council facilities, be it sheltered housing or office accommodation is recognised as a good source of supply. The Council will continue to review its existing HRA and General Fund property portfolio with a view to identifying potential properties for conversion.

Redressing the loss of social housing units through new development

The full Lincoln Housing Strategy is currently in development with a proposed focus on increasing the number of social housing units available to the City of Lincoln through a range of development initiatives. It will build on the current commitment *'to maximise the delivery of affordable housing through both direct delivery and enabling including the remodelling and redevelopment of low demand local authority housing stock'*.

The problem facing Lincoln as a relatively small city is the availability of land and the capacity of infrastructure for larger developments. There is a strong political commitment

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to growing affordable housing options in Lincoln, and an ambition to reverse and redress the loss of social housing generated by government policy. This ambition cannot be entirely contained within city boundaries. Currently, the political leadership are considering developments that cross city boundaries as joint initiatives with neighbouring districts North Kesteven DC (Hykeham development) and West Lindsey DC (Ronangate). These developments will be multi-tenure and led by private developers. In the life of this strategy, the priority for the Council will be to negotiate a level of social housing reflective of the high levels of need for housing available to those on low incomes.

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RESOURCES

Homeless accommodation and services are funded through a patchwork of grant funding and core service funding. The total revenue budget committed to homelessness services in 2023/2024 was £1.83 million. This figure is composed of General Fund resources, the Homelessness Prevention Grant (HPG) and specialist grants to support rough sleeping. The Council also received Housing Benefit subsidy from central government, through which a large proportion of expenditure on temporary accommodation is recovered.

Though much expenditure on homelessness is either grant-funded or recoverable through subsidy, a proportion of resources will always be funded directly from Council income. If grant funding and subsidy levels remain broadly static, the element funded by the Council necessarily increases, creating a risk for Lincoln for the term of this strategy. The biggest cost and risk relate to providing temporary accommodation. This budget is notoriously volatile, being dependent on the number of presentations and the unit cost of temporary accommodation. At present, homeless relief acceptances and TA accessions are on an upward trajectory as set out in the analysis of Lincoln's housing context. Temporary accommodation costs are rising at an even faster rate than the number of presentations,

This final section of the strategy highlights

- Resources committed to homelessness and sources of funding.
- Trends in Homelessness Prevention Grant allocation (HPG)
- Grant funding of Rough Sleeping services
- Trends and projection in temporary accommodation expenditure
- Potential areas of investment over the next five years.

The broad conclusion is if government grant funding remains broadly consistent the burden of funding increasing homelessness demand will fall exclusively in the City of Lincoln General Fund.

Homeless Prevention Grant

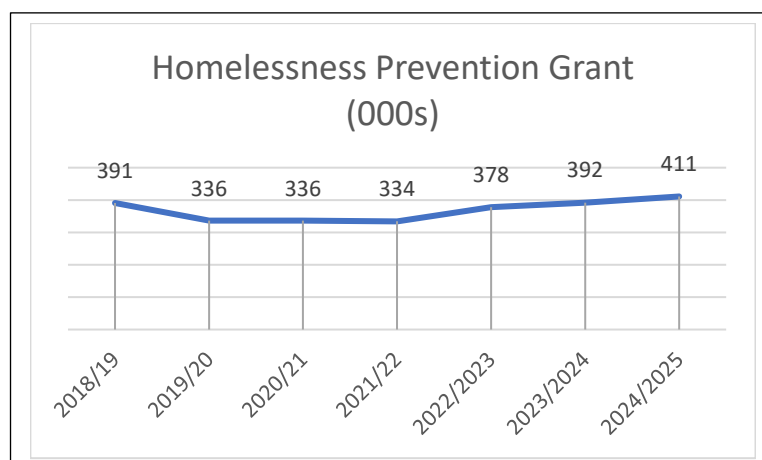
The main source of mainstream funding is the Homeless Prevention Grant (HPG). This is awarded to local authorities using a funding formula based on homeless and housing benefit claimant numbers, and rental levels. It is expected to fund:

- Implementation of the Homelessness Reduction Act and its increased emphasis on preventing to prevent single homelessness.
- Programmes designed to reduce the number of households in temporary accommodation.
- Elimination of the use of unsuitable bed and breakfast accommodation for families for longer than the statutory six-week limit.

The allocation of homeless prevention grant has been confirmed for the first two years of this strategy has been confirmed as £392k in the current year, and £411k in 2024/2025. The

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funding formula for the HPG draws on local needs data, e.g., deprivation levels, the number of housing benefit claimants and rental levels locally.



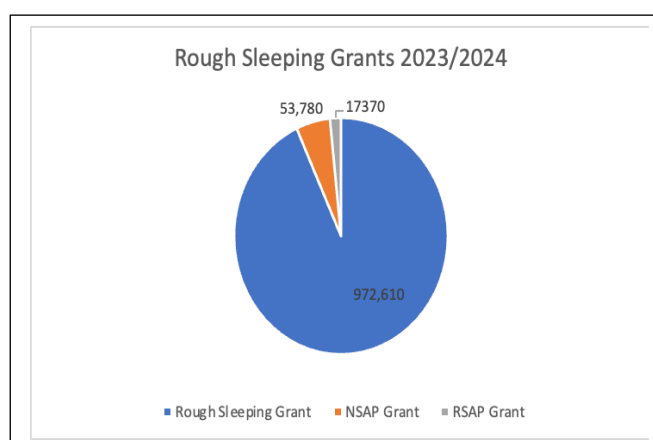
Austerity driven HB policy changes reduced LHA levels, broadly, to provide full subsidy for around 30% of properties in any given area. In the City of Lincoln, the proportion is much lower due to its BRMA grouping with the much cheaper rental area of Gainsborough. HPG does not include any uplift for areas where rental levels are significantly and disproportionately lower than the LHA. Thus, the level of HPG, without changes to the formula, is likely to broadly stable throughout the life of the strategy. In resource terms this means any increases in the costs of homelessness will be borne solely by the local authority GRFA.

Funding for Rough Sleeping

The problems facing the City of Lincoln in respect of rough sleeping are reflected in grant allocations of Rough Sleeping Grant, Rough Sleeping Accommodation Programme (RSAP), and Next Steps Accommodation Programme (NSAP). Sustaining and if possible increasing grant funding in the next round(post 2025) will be a high priority for the strategy. The revenue allocation for 2023/2024 is.

Government Support for Rough Sleeping (£) 2023

| | |
|-------------------|---------|
| RSG | 972,610 |
| NSAP Grant | 53,780 |
| RSAP Grant | 17370 |
| Total | 1043760 |



Appendix A

The largest proportion of funding for vulnerable clients is from the national Rough Sleeping Initiative, accounting for 93% of revenue resources committed to rough sleeping. Grant funding provides a major contribution toward addressing homelessness, funding:

- *1 Rough Sleeping Programme Manager*
- *2 Rough Sleeping Officers*
- *2 Tenancy Sustainment Officers*
- *2 NSAP/RSAP Officers (funded by separate grant streams)*
- *2 Housing First Officers*
- *2 Street Outreach Workers*
- *1 Mental Health Nurse*

In addition, grant funding supports the contract delivered through Framework HA of 15 units of accommodation for people with complex needs with revenue funding for support staff on site. These staff will assist with:

- *Personalised Budgets*
- *PRS access funding*
- *TA access funding.*

In Lincoln, the Homeless Prevention Grant is used to provide revenue funding for the mainstream homeless service, to enhance private sector prevention activities and to part fund support in TA to people with a rough sleeping background.

The RSI Grant is confirmed until the end of March 2025 though the expectation is that further tranches of funding will be made available. This is such a vital support to the most vulnerable applicants in the City of Lincoln that any reduction would seriously hinder the provision of basic services and would undermine some of the more ambitious actions identified in this strategy in relation to rough sleeping. It is suggested that work on understanding the true needs and capacity requirements of both accommodation and support services should remain a priority for the first years of the strategy to provide a robust basis for future funding bids.

The City of Lincoln also received a capital and revenue allocation from the DHULC NSAP and RSAP funds for the prevention of rough sleeping. NSAP and RSAP funding has provided for the purchase of 18 units of temporary accommodation for rough sleepers currently.

| | Purchase | Oncosts |
|-------------|------------------|----------------|
| NSAP | 1,336,500 | 117,132 |
| RSAP | 260000 | 20338 |
| | 1,596,500 | 137,470 |

It is expected the new Grant round will see further allocations of capital funding, directed toward appropriately supported temporary accommodation.

Appendix A

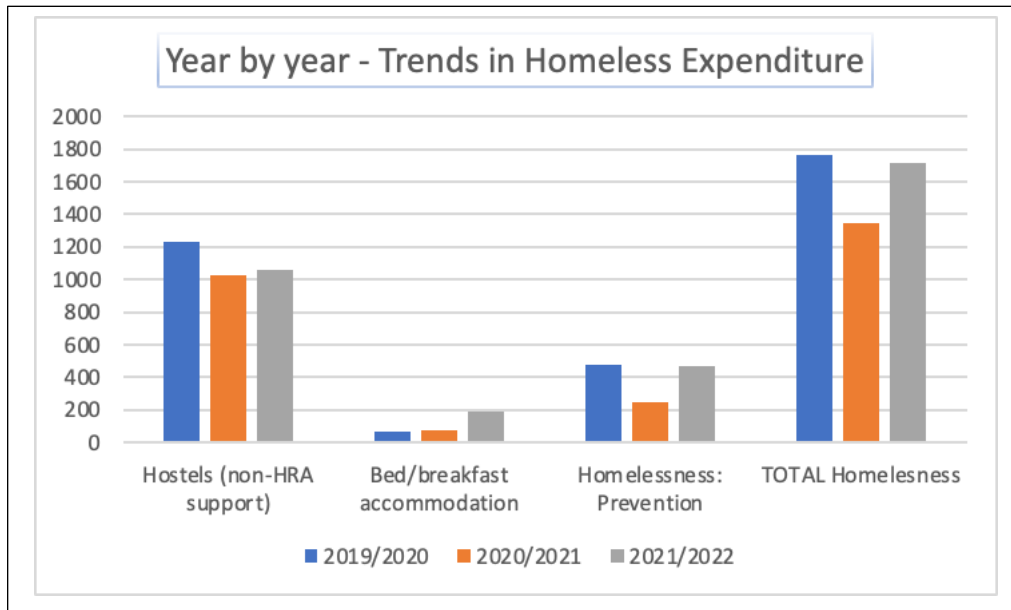
General Fund contribution to Homelessness

General Fund housing expenditure in the City of Lincoln includes private sector service and renewal, but homelessness comprises the greater part of all GFRA funding. The table below shows how GRFA homelessness expenditure was broken down to the last set of published outturns in 2022. Note that all HB Administration costs are recoverable. These outturn figures confirm the proportion of spending on homelessness is consistently around 84% of all GRFA expenditure on housing.

| GF Revenue Account Outturn | 2019/2020 | 2020/2021 | 2021/2022 |
|--|-------------|-------------|-------------|
| Administration of financial support for repairs and improvements | 103 | 76 | 83 |
| Other private sector housing renewal | -66 | 130 | 99 |
| Hostels (non-HRA support) | 1231 | 1025 | 1062 |
| Bed/breakfast accommodation | 64 | 74 | 187 |
| Homelessness: Prevention | 473 | 249 | 467 |
| TOTAL Temporary Accommodation | 1295 | 1099 | 1249 |
| Homelessness Prevention, Administration and Support | 473 | 249 | 467 |
| | 1768 | 1348 | 1716 |
| Rent rebates to HRA tenants - discretionary payments | 20 | 17 | |
| Housing benefits administration | 940 | 960 | |
| Supporting People | 59 | 129 | 119 |
| Other welfare services | 463 | 139 | 169 |
| TOTAL HOUSING SERVICES (GFRA only) | 3294 | 2803 | 3122 |

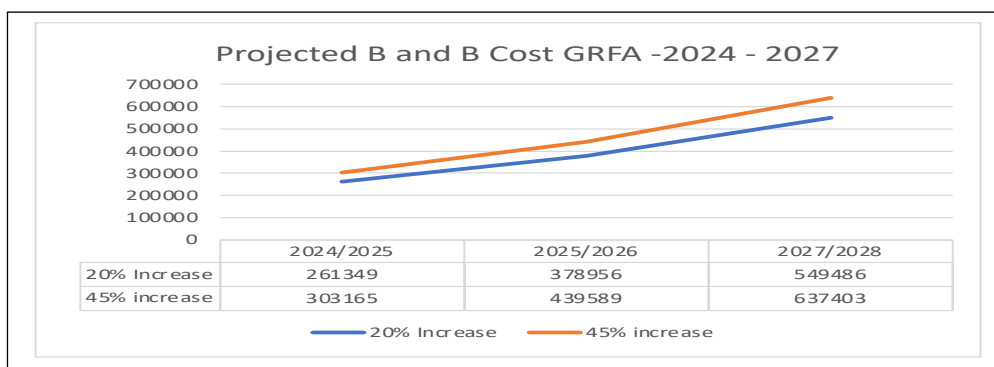
The costs of homelessness reduced in 2020 only because the exceptional conditions generated by the Covid 19 pandemic led to a much lower presentation rates, and funded interventions by central government to eliminate rough sleeping on public health grounds. Despite this reduction over 2020 in the overall levels of expenditure, and the return to stability in 2021/2022, the cost of Bed and Breakfast accommodation as a proportion of expenditure continue to rise.

Appendix A



When additional demand is diverted into Bed and Breakfast, this is met by recourse to expensive commercial hotel placements. For example, the increase in TA numbers between 2021 and 2022 was 19%, and the rate of increase in costs was 22%. Bed and Breakfast costs have risen at a higher rate than the numbers of homeless people accommodated in temporary accommodation because the unit cost of each placement is considerably higher than in previous year. The rate of increase in numbers between 2022/2023 is expected to remain at around 20% but the budget outturn, already shows rate of increase in costs of 45%. In 2022/2023 the budget outturn was £209, 089 higher than the actual revenue allocation, meaning over 30% of costs were unforeseen and unbudgeted.

The graph below visualises the potential increase in B and B costs over the term of this strategy, the lower cost being a projection based on the likely potential rate of increase in TA numbers, the higher cost being the likely potential rate of cost increase based on the rate of unit cost increase. As TA unit costs are currently linked to the commercial hotel sector, it is likely that the cost of TA will continue to rise at closer to 45% per annum, with a projected net outturn in 2027/2028 of £637 403.



Appendix A

This level of increasing in the costs of homelessness will have increasingly detrimental effects not only on other areas of housing general fund expenditure, but on the wider ability of the City of Lincoln to fund other vital services.

Additional Investment

The current default to the commercial hotel sector is both undesirable in human and service terms. This analysis suggests it is also unsustainable financially. In light of this volatile situation caused by a lack of suitable TA and rising homelessness numbers, it is suggested that investment in the homeless strategy is directed towards areas likely to reduce these costs. This means investing in prevention, particularly private sector measures, and in making sure the staffing structure is fit for purpose, with adequate resources committed to building and sustaining a specialist prevention team. This investment is likely to pay off but controlling the number of relief duties accepted and the resultant number of accessions into TA. Over the longer term a change in the culture and perception of the homelessness service will also help to curtail demand for directly provided accommodation.

In this homelessness strategy, the following areas are suggested as requiring additional funding or a redirection of funding over the next five years:

- The provision of a Rent Guarantee Scheme to support prevention activities and to mitigate the pressures on Council stock. Investment in a RGS is likely to be cost neutral over the term of the Strategy, and given the urgency, it is suggested that work commences immediately on an outline scheme, with a view to making placements in private sector accommodation in the current financial year. The proposal under current review would involve paying rent guarantees for all properties where landlords discontinue due to rent arrears caused by benefit shortfall. It is suggested up to 80 properties could be retained on the scheme at a cost of £95k per annum. It is suggested this scheme is adopted immediately using HPG to fund, with a full review to be conducted simultaneously.
- New acquisitions of TA: A commitment to fund a new acquisition or repurpose project for new temporary accommodation has already been made. This capital allocation will be rolled over until a suitable site becomes available.
- New TA provision within Council Stock: The strategy has identified a need for at 10-15 additional units of temporary accommodation stock, and the possibility of this being sourced in Council stock, either where that stock is being decanted for redevelopment or from mainstream units. A full cost/benefit analysis of this source of acquisition will be conducted prior to the 25/26 budget setting process.
- Revenue Funding of homeless services: Strategy delivery, particularly in relation to key prevention measures, depends on a highly skilled and stable homeless team. Staff turnover and instability within the team is currently undermining its operational effectiveness, with some evidence that the structure and salary levels are undermining recruitment and retention. A comparative analysis of structures and salaries will be conducted prior to the 24/25 budget setting process to ascertain

Appendix A

whether there is a need for more resources to fund salaries and career progression in the homeless service.

Appendix A

HOMELESSNESS STRATEGY ACTION PLAN

| Objective One Make homeless a rare occurrence by early intervention and timely homeless prevention. | | | | | | |
|--|-------------------------------------|----------------|-------------------------|--------------|--------------|---|
| ACTIONS | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Comment |
| Review of operations, training, development, retention, upskilling, developing specialisms, develop processes/prevention procedures | ✓ Review structure and resources | ✓ | ✓ evaluate structure | ✓ | ✓ | Homeless operations will be kept under constant review in light of the direct relationship between front line performance and TA costs. In year one, an examination of the existing structure will take place to tackle problems in staff retention and recruitment, and to create the specialisms needed to deliver a service properly focussed on prevention. |
| Use of Discretionary Housing Payments to deliver homeless preventions. | ✓. Review | ✓ Deliver | ✓ Deliver | ✓ Deliver | ✓ Deliver | Immediate actions will include the introduction of better systems for counting DHP as prevention, and consideration of additional GRFA to subsidise DHP payments. |
| Investigate the use of Direct Payments where applicants have failed to manage Rent Payments under Universal Credit. | ✓ | ✓ | ✓ | ✓ | ✓ | Continuation of current work to make sure benefit recipients have the capacity to pay their rent, and if not, that the client is shifted, if eligible, from UC to HB |
| Introduction of a Rent Guarantee Scheme to expand homelessness prevention and extend private sector options as move on and to discharge relief duties. | ✓ Introduce | ✓ Implement | ✓ Deliver | ✓ Deliver | ✓ Deliver | The highest of priorities, immediate action will be taken to set up a scheme in the year 2023/2024 with a view to expanding in later years. |
| Deliver Creative Interventions to prevent homelessness | ✓ Deliver | ✓ Deliver | ✓ Deliver | ✓ Deliver | ✓ Deliver | This represents continued investment in micro interventions at the homeless prevention stage. |
| Investigating the precursors of homeless applications | | | ✓ | | | A Year 2 research project looking at the precursors to homelessness with a view to identifying earlier interventions. This is likely to involve joint working with the County, Districts and Referring Agencies to establish which agencies might be in contact with applicants prior to presentation, |

Appendix A

| | | | | | | |
|--|----------------|----------------|--------------|--------------|--------------|---|
| Identify the causes of homelessness from social housing landlords. | ✓ | | | | | <i>A year one informal investigation to identify the roots of the apparently high numbers of presentations from existing social housing landlords.</i> |
| Lobby DWP over LHA/BRMA | ✓ | ✓ | ✓ | ✓ | ✓ | <i>Efforts to change the BRMA grouping will continue through officer, political and regional routes.</i> |
| Lobby DHLUC over HPG | | ✓ | | | | <i>Lobbying prior to new HPG allocation?</i> |
| Engage with University to create shared understanding of housing market | ✓ | ✓ | ✓ | ✓ | ✓ | <i>City wide engagement with University should include reference to housing issues</i> |
| Research projects with CC/centralise data collection and planning | ✓ | ✓ | ✓ | ✓ | ✓ | <i>Full use will be made of the CC research and data team to ground evidence-based responses to service needs. Projects will include pathways into homelessness, prevalence of dual diagnosis, roots of mental ill health and housing</i> |
| Complete and respond to the District Councils review of the need for and efficiency of supported housing | ✓ Complete | ✓ Respond | | | | <i>A critical joint initiative that should ground collaborations between the districts on the most difficult placement and service issues.</i> |
| Introduce enhanced protocols for data sharing between the District Council and the County Council | | ✓ | ✓ | | | <i>Relationships with the County over rough sleeping should focus on establishing an evidence-based foundation for local commissioning.</i> |
| Review Interagency protocols | | | ✓ | | | <i>Existing inter-agency protocols around prison release, care leavers and hospital discharge should be formally reviewed in year 3, considering national best practise.</i> |
| Examine options for lifetime wrap around options | | | ✓ | ✓ | ✓ | <i>A joint initiative necessary for all Districts and the County, examine whether there is scope for addressing repeat presentations/tenancy failures</i> |
| Expand Move on Options in the Private Sector | ✓ Implement | ✓ Implement | ✓ Deliver | ✓ Deliver | ✓ Deliver | |
| Expand Portfolio of move on accommodation through commissioning new accommodation options | ✓ Procure | ✓ Procure | ✓ Review | ✓ Procure | ✓ Procure | <i>Increasing the supply of move-on accommodation is already a priority for years 1 and 2. A review of success should inform whether General Needs accommodation is needed to supplement new commissioning in year 3</i> |

CITY OF LINCOLN HOMELESS STRATEGY

Appendix A

| | | | | | | |
|--|--------------|------------------|-------------|----------------|----------------|--|
| Use of general needs stock for move on | | ✓ Investigate | ✓ | ✓ | ✓ | Use of general needs stock should not be the default position as it removes units from the Allocations pool. Use of general needs stock for TA will be considered as part of review of allocations policy in year three. |
| Objective Two - Make homelessness as brief as possible by providing high quality temporary and supported accommodation at points of crisis. | | | | | | |
| Delay accessions into Temporary Accommodation | ✓ | ✓ | ✓ | ✓ | ✓ | Work to delay accession into TA will be incorporated into all prevention initiatives |
| Develop New Temporary Accommodation Units and reduce reliance on spot purchases B and B | ✓ Procure | ✓ Procure | | | | The need for more TA is urgent given the demand and finance projection. Work on possible sites, especially those not requiring planning permission is an urgent priority. |
| Use of private sector stock for TA | | | ✓ Review | ✓ Implement | ✓ Implement | Linked to wider development of a RGS. Use as TA will be considered in later years when a portfolio of social aware landlords has been established. |
| Use of general needs stock for TA | | | ✓ Review | ✓ Implement | ✓ Implement | Use of general needs stock should not be the default position as it removes units from the Allocations pool. This will be considered only if attempts to commission new TA are unsuccessful |
| Develop Procurement Policy and Placement Policy | ✓ | | | | | Formal policies for the procurement of TA and the placement of applicants will be completed in year 1 |
| Develop integrated financial model to better manage TA placements | ✓ | | | | | This will inform the more efficient management of TA and costs and will be prioritised |
| Joint housing and planning event on Art 4 Dev. | ✓ | | | | | Event will include political leaders and officers in a workshop around planning issues, and the tension between necessary TA development and Article 4 |
| Negotiate block bookings | ✓ | ✓ | | | | Work is ongoing into establishing long term bookings of local B and B |
| OBJECTIVE THREE: Make the experience of homelessness a one-off occurrence by increasing access to secure and settled homes in Lincoln. | | | | | | |

Appendix A

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|---|----------------|----------------|--------------|--------------|--------------|--|
| Develop rent guarantee scheme for prevention, TA, and discharge of relief duties | ✓ Introduce | ✓ Implement | ✓ Deliver | ✓ Deliver | ✓ Deliver | <i>This key initiative cuts across all three objectives. Success should be regularly reviewed and investment increased subject to TA modelling.</i> |
| Explore Applicant behaviour - review of waiting times | ✓ | | | | | Investigation of the effect of homeless priority in the Allocations policy to review year 3 review of Allocations policy |
| Review Allocation Policy | | | ✓ | | | To address issues raised by review of waiting times |
| Communications Strategy to highlight shift to prevention | ✓ Introduce | ✓ Implement | ✓ Deliver | ✓ Deliver | ✓ Deliver | Over the course of the strategy the intention is to change attitudes toward homelessness so that social housing is not seen as an inevitable outcome of an application. Communicating this to applicants, citizens and agencies will run throughout the strategy period. In year 1, a communication strategy will be developed to drive public discourse |
| Making Best use of existing stock by introducing stock management initiatives such as under-occupation policy. | ✓ Introduce | ✓ Implement | ✓ Deliver | ✓ Deliver | ✓ Deliver | |
| Ensure new developments include the highest possible proportion of social housing. | ✓ | ✓ | ✓ | ✓ | ✓ | This homelessness strategy will link to the Housing Strategy under development in 2023/2024. |

Equality with Human Rights Analysis Toolkit



Appendix B

The Equality Act 2010 and Human Rights Act 1998 require us to consider the impact of our policies and practices in respect of equality and human rights.

We should consider potential impact before any decisions are made or policies or practices are implemented. This analysis toolkit provides the template to ensure you consider all aspects and have a written record that you have done this.

If you need any guidance or assistance completing your Equality and Human Rights Analysis contact:

Corporate Policy Team - Email: policy@lincoln.gov.uk

Legal Services – Email: becky.scott@lincoln.gov.uk

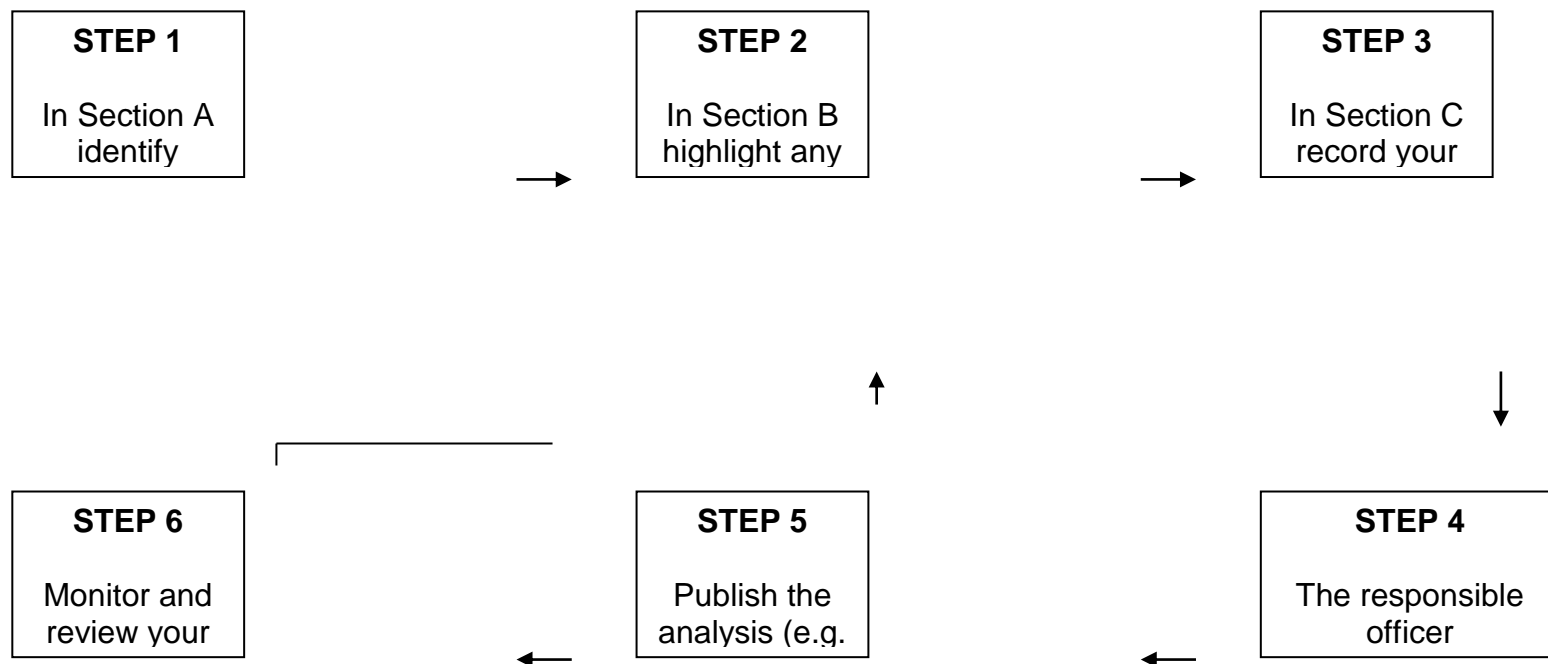
A diagram of the process you should follow is on page 2, and glossary and guidance to help you complete the toolkit can be found on pages 6-9.

189 Even after your policy, project or service has been implemented; it is recommended that analysis is undertaken every three years, and that this analysis is updated at any significant points in between. The purpose of any update is that the actual effects will only be known after the implementation of your policy, project or service. Additionally, area demographics could change, leading to different needs, alternative provision can become available, or new options to reduce an adverse effect could become apparent.

Useful questions to consider when completing this toolkit

1. What is the current situation?
2. What are the drivers for change?
3. What difference will the proposal make?
4. What are the assumptions about the benefits?
5. How are you testing your assumptions about the benefits?
6. What are the assumptions about any adverse impacts?
7. How are you testing your assumptions about adverse impacts?
8. Who are the stakeholders and how will they be affected?
9. How are you assessing the risks and minimising the adverse impacts?
10. What changes will the Council need to make as a result of introducing this policy / project / service / change?
11. How will you undertake evaluation once the changes have been implemented?

STEP BY STEP GUIDE TO EQUALITY ANALYSIS



* Evidence could include information from consultations.

SECTION A

| | |
|---|--|
| Name of policy / project / service | Lincoln Homelessness Strategy 2024-2029 |
| Background and aims of policy / project / service at outset | A review of current and future homelessness plus an action plan to make homelessness rare, brief and non-recurring |
| Person(s) responsible for policy or decision, or advising on decision, and also responsible for equality analysis | Alison Timmins Paula Burton, Daren Turner, Donald Nannestad, Dan Sharp |
| Key people involved <i>i.e. decision-makers, staff implementing it</i> | As above |

SECTION B

This is to be completed and reviewed as policy / project / service development progresses

| | Is the likely effect positive or negative? (please tick all that apply) | | | Please describe the effect and evidence that supports this and if appropriate who you have consulted with* | Is action possible to mitigate adverse impacts? | Details of action planned including dates, or why action is not possible |
|--|---|----------|------|---|---|---|
| | Positive | Negative | None | | | |
| Age | X | | | Everyone is able to access support with their housing situation regardless of their protected characteristics. Eligibility is set out in homelessness law but options are available for those not in priority need through various initiatives. Pathways are set for certain groups including single people, families, those with complex or specific needs, prison leavers, care leavers and of the armed forces community. However these pathways are only identified to allow access to services specific to the needs of these groups but any provision and support to tailored to individual needs regardless of any group or protected characteristics that they may fall into. | Yes | Alternative options are available if the applicant does not meet the legal eligibility requirements |
| Disability including carers (see Glossary) | X | | | As above | Yes | As above |
| Gender re-assignment | X | | | As above | Yes | As above |
| Pregnancy and maternity | X | | | As above | Yes | As above |
| Race | X | | | As above | Yes | As above |
| Religion or belief | X | | | As above | Yes | As above |
| Sex | X | | | As above | Yes | As above |

| | | | | | | |
|----------------------------|---|--|--|----------|-----|----------|
| Sexual orientation | X | | | As above | Yes | As above |
| Marriage/civil partnership | X | | | As above | Yes | As above |
| Human Rights (see page 8) | X | | | As above | Yes | As above |

**Evidence could include information from consultations; voluntary group feedback; satisfaction and usage data (i.e. complaints, surveys, and service data); and reviews of previous strategies*

| Did any information gaps exist? | Y/N/NA | If so what were they and what will you do to fill these? |
|---------------------------------|--------|--|
| No | | The strategy contains a full review of the current situation |

SECTION C

Decision Point - Outcome of Assessment so far:

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Based on the information in section B, what is the decision of the responsible officer (please select one option below):

Tick here

- **No equality or human right Impact** (your analysis shows there is no impact) - sign assessment below [X]
- **No major change required** (your analysis shows no potential for unlawful discrimination, harassment)- sign assessment below []
- **Adverse Impact but continue** (record objective justification for continuing despite the impact)-complete sections below []
- **Adjust the policy** (Change the proposal to mitigate potential effect) -progress below only AFTER changes made []
- **Put Policy on hold** (seek advice from the Policy Unit as adverse effects can't be justified or mitigated) -STOP progress []

| | |
|---|---|
| Conclusion of Equality Analysis (describe objective justification for continuing) | The Strategy contains a full review of the current position and provides a range of actions to reduce homelessness in the city. No client group is excluded from the application/advice process and a range of options are always available to each applicant |
|---|---|

| | |
|--|--|
| When and how will you review and measure the impact after implementation?* | The Strategy will be reviewed on an annual basis |
|--|--|

| | | | |
|---|--|------|--|
| Checked and approved by responsible officer(s) (Sign and Print Name) | | Date | |
| Checked and approved by Assistant Director (Sign and Print Name) | | Date | |

When completed, please send to policy@lincoln.gov.uk and include in Committee Reports which are to be sent to the relevant officer in Democratic Services

The Equality and Human Rights Commission guidance to the Public Sector Equality Duty is available via: www.equalityhumanrights.com/new-public-sector-equality-duty-guidance/

City of Lincoln Council Equality and Human Rights Analysis Toolkit: Glossary of Terms

Adult at Risk - an adult at risk is a person aged 18 years or over who is or may be in need of community care services by reason of mental health, age or illness, and who is or may be unable to take care of themselves, or protect themselves against significant harm or exploitation.

Adverse Impact. Identified where the Council's operations has a less favourable effect on one or more groups covered by the Equality Act 2010 than it has on other groups (or a section of a group)

Carer - see also disability by association. A carer is a person who is unpaid and looks after or supports someone else who needs help with their day-to-day life, because of their age, long-term illness, disability, mental health problems, substance misuse

Disability by association. Non disabled people are also protected from discrimination by association to a disabled person. This might be a friend, partner, colleague or relative. This applies to carers who have a caring responsibility to a disabled person.

Differential Impact. Identified where a policy or practice affects a given group or groups in a different way to other groups. Unlike adverse impact, differential impact can be positive or negative.

Disability. It is defined under the Equality Act 2010 as 'having a physical or mental impairment which has a substantial and adverse long term effect on a person's ability to carry out normal day to day activities'.

Physical impairment is a condition affecting the body, perhaps through sight or hearing loss, a mobility difficulty or a health condition.

Mental impairment is a condition affecting 'mental functioning', for example a learning disability or mental health condition such as manic depression

Diversity. Diversity is about respecting and valuing the differences between people. It is also recognising and understanding the mix of people and communities who use services and their different needs.

Discrimination. Discrimination has been defined as 'the unequal treatment of individuals or groups based on less because of a protected characteristic – see protected characteristic. This includes discrimination by association, perception, direct and indirect discrimination.

Example of discrimination: An employer does not offer a training opportunity to an older member of staff because they assume that they would not be interested, and the opportunity is given to a younger worker

Equality. The right of different groups of people to have a similar social position and receive the same treatment:

Equality Analysis. This is a detailed and systematic analysis of how a policy, practice, procedure or service potentially or actually has differential impact on people of different Protected Characteristics

Equality Objectives. There are specific strategic objectives in the area of equalities and should set out what services are seeking to achieve in each area of service in terms of Equality.

Equality of Opportunity. Equality of opportunity or equality opportunities may be defined as ensuring that everyone is entitled to freedom from discrimination. There are two main types of equality encompassed in equal opportunities:

1. Equality of treatment is concerned with treating everyone the same. Thus, in an organisational context it recognises that institutional discrimination may exist in the form of unfair procedures and practices that favour those with some personal attributes, over others without them. The task of equal opportunities is therefore concerned with the elimination of these barriers.
2. Equality of outcome focuses on policies that either have an equal impact on different groups or intend the same outcomes for different groups.

Evidence. Information or data that shows proof of the impact or non impact - evidence may include consultations, documented discussions, complaints, surveys, usage data, and customer and employee feedback.

Foster good relations. This is explicitly linked to tackling prejudice and promoting understanding.

General Equality Duty. The public sector equality duty on a public authority when carrying out its functions to have 'due regard' to the need to eliminate unlawful discrimination and harassment, foster good relations and advance equality of opportunity.

Gender reassignment. The process of changing or transitioning from one gender to another – for example male to trans-female or female.

Harassment. This is unwanted behaviour that has the purpose or effect of violating a person's dignity or creates a degrading, humiliating, hostile, or intimidating or offensive environment.

Human Rights – Human rights are the basic rights and freedoms that belong to every person in the world - **see below**

Marriage and Civil Partnership. Marriage is defined as a 'union between a man and a woman'. Same-sex couples can have their relationships legally recognised as 'civil partnerships'. Civil partners must be treated the same as married couples on a wide range of legal matters. Single people are not protected. Discrimination on grounds of marriage or civil partnership is prohibited under the Act. The prohibition applies only in relation to employment and not the provision of goods and services.

Pregnancy and Maternity. Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth, and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.

Protected Characteristics. These are the grounds upon which discrimination is unlawful. The characteristics are:

- | | | |
|-----------------------|--|----------------------------------|
| • Age | • Race | • Marriage and civil partnership |
| • Disability | • Religion and belief (including lack of belief) | • Pregnancy and maternity |
| • Gender reassignment | • Sex/gender | • Sexual orientation |

Public functions. These are any act or activity undertaken by a public authority in relation to delivery of a public service or carrying out duties or functions of a public nature e.g. the provision of policing and prison services, healthcare, including residential care of the elderly, government policy making or local authority services.

Race. This refers to the protected characteristic of race. It refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins.

Religion or belief. Religion has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (e.g. atheism). Generally, a belief should affect your life choices or the way you live for it to be included in the definition.

Section 11 of the Children Act. This duty is a duty under the Children Act 2004 that requires all agencies with responsibilities towards children to discharge their functions with regard to the need to safeguard and promote the welfare of children. They must also ensure that any body providing services on their behalf must do the same. The purpose of this duty is that agencies give appropriate priority to safeguarding children and share concerns at an early stage to encourage preventative action.

Sex. It refers to whether a person is a man or a woman (of any age).

Sexual Orientation. A person's sexual attraction is towards their own sex; the opposite sex; or to both sexes: *Lesbian, Gay or Bisexual*

Victimisation. Victimisation takes place where one person treats another less favourably because he or she has exercised their legal rights in line with the Equality Act 2010 or helped someone else to do so.

Vulnerable Adult. A Vulnerable Adult is defined as someone over 16 who is or may be in need of community care services by reason of mental or other disability, age or illness and who is or may be unable to take care of him/herself or unable to protect him/herself against significant harm or exploitation'

Human Rights

Human rights are the basic rights and freedoms that belong to every person in the world. They help you to flourish and fulfill your potential through:

- being safe and protected from harm
- being treated fairly and with dignity
- living the life you choose
- taking an active part in your community and wider society.

The Human Rights Act 1998 (also known as the Act or the HRA) came into force in the United Kingdom in October 2000. It is composed of a series of sections that have the effect of codifying the protections in the European Convention on Human Rights into UK law.

The Act sets out the fundamental rights and freedoms that individuals in the UK have access to. They include:

- Right to life
- Freedom from torture and inhuman or degrading treatment
- Right to liberty and security
- Freedom from slavery and forced labour
- Right to a fair trial
- No punishment without law
- Respect for your private and family life, home and correspondence

- Freedom of thought, belief and religion
- Freedom of expression
- Freedom of assembly and association
- Right to marry and start a family
- Protection from discrimination in respect of these these rights and freedoms
- Right to peaceful enjoyment of your property
- Right to education
- Right to participate in free elections

Many every day decisions taken in the workplace have no human rights implications. However, by understanding human rights properly you are more likely to know when human rights are relevant and when they are not. This should help you make decisions more confidently, and ensure that your decisions are sound and fair.

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3. City of Lincoln Homelessness Strategy

Daren Turner, Strategic Director of Housing and Investment:

- a. presented the Lincoln Homelessness Strategy and supporting action plan for consideration and comments prior to referral to Executive for approval
- b. explained that the Lincoln Homelessness Strategy 2024-2029 sat within a framework of documents which aimed to improve the housing situation in the City including the Lincoln Housing Strategy 2020-2025 and the Lincolnshire Homelessness and Rough Sleeping Strategy 2022-2027
- c. gave an overview of the background of the strategy as detailed at paragraph 3 of the report
- d. advised that during development of the strategy consultation took place with a number of staff from the Council and with agencies who worked with households who were homeless or threatened with homelessness
- e. further explained that although the responsibility for producing the strategy was with the Council, it was produced in partnership with various agencies within the City and was the City's strategy for homelessness rather than the Council's strategy for homelessness
- f. referred to appendix 3 of the report and outlined the objectives of the strategy:
 1. *Make homeless a rare occurrence by early intervention and timely homeless prevention.*
 2. *Make homelessness as brief as possible by providing high quality temporary and supported accommodation at points of crisis.*
 3. *Make the experience of homelessness a one-off occurrence by increasing access to secure and settled homes in Lincoln.*
- g. invited members questions and comments.

Question: The Government fee provided for temporary accommodation was only £91 per week and the Council had to pay the difference out of its own budget to cover the cost of Bed and Breakfast. Was the Council considering acquiring buildings for temporary accommodation to address this issue?

Response: The Local Housing Allowance was £91 per week to spend on Bed and Breakfast. The average cost of a Bed and Breakfast could be in the region of £90 per night, therefore the Council had to pay the difference from the General Fund. Officers were always actively looking to bring additional temporary accommodation into the housing stock and had recently acquired 20 properties. The Council not only needed temporary accommodation but also move on accommodation and long term affordable housing to address the issue.

Question: What duty did the Council have under the Homelessness Act 2002?

Response: The Council had 56 days to determine if a person was homeless. During the 56 day period it was the Council's duty to provide them with housing and support.

Question: Would the funding for Homelessness change due to the new Government?

Response: Historically funding had been built into core budgets, this was removed as part of the austerity measures. The funding was now provided by annual grants which were initially for one year and were predominantly used for staffing, however, this caused issues with staff retention. Councils then lobbied the Government on this issue and the grant allocation was now provided on three year cycles. It was expected that the funding would continue given the increase in the number of homeless individuals.

Question: How did the Council address the disruptions to children's education and the effect on their mental health due to homelessness?

Response: The Council did all that it could as a landlord to support families. Officers worked with Lincolnshire County Council to provide support and wrap around care to families and children.

Question: Was the child's current school taken into consideration when families were placed in temporary accommodation?

Response: Yes, access to school was considered when placing families in temporary accommodation and transport to school was provided if necessary.

Question: How would the strategy be monitored?

Response: The departmental performance monitoring system would assess the action plan on a regular basis to monitor the progress.

Question: How would the increase in the number of homeless people and the early release of prisoners affect the strategy and would the strategy remain relevant?

Response: The activities within the strategy would remain relevant. The strategy was flexible which would allow the Council to adapt and respond to challenges. Changes were needed to national policy to address the increased homelessness.

RESOLVED that the City of Lincoln Homelessness Strategy be supported and referred to Executive for approval.

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| SUBJECT: | GROUNDS MAINTENANCE SPECIFICATION (FOR NEW CONTRACT FROM 01/9/2026) |
| DIRECTORATE: | COMMUNITIES AND ENVIRONMENT |
| REPORT AUTHOR: | CAROLINE BIRD, COMMUNITY SERVICES MANAGER (PROGRAMME) |

1. Purpose of Report

- 1.1 To provide an update on the specification for the Grounds Maintenance contract prior to commencing procurement, with specific reference to comments received in the All-Member workshops.

2. Executive Summary

- 2.1 The Council has two contracts for street scene services: street cleansing and grounds maintenance, and waste collections. Both of these contracts end on 31 August 2026. Work has commenced on procuring new contracts which will commence on 1 September 2026. They are being realigned and packaged as two separate contracts: waste and street cleansing, and a separate grounds maintenance contract.
- 2.2 The work involved is extensive, and includes reviewing and updating all the specifications for the full range of works that will be delivered as part of the new contracts.
- 2.3 This has involved consultation with all Members, as well as reviewing the specifications against changes in law, changes in best practice and environmental awareness and 'lessons learned,' as well as trying to avoid significant increases in costs and maximising cost control.
- 2.4 The resulting significant changes to the waste / cleansing specification were reported to Members in autumn 2023. The waste / cleansing procurement process is now underway.
- 2.5 The grounds maintenance specification is now drafted. A summary of changes is attached as Appendix A for Committee's information. The summary matches changes to feedback received from Members in the All-member workshops that took place in late 2022 / early 2023. The review has considered and rewritten every requirement within the current specification. The changes in Appendix A are just those material changes which may be noticeable to service users or are significant in other ways. Many other changes have been made in the interests of cost control, clarity, ease of navigation, ease of operational use and understanding.
- 2.6 Of special note, this report also draws attention to the fact that the Council will require its contractors to pay their staff in accordance with the Real Living Wage as

a minimum (currently £12 per hour). This requirement relates to both the waste / cleansing and grounds maintenance contracts.

3. Background

- 3.1 These contracts have been in place since 2006, and although variations have been made since that time, it was necessary and appropriate to carry out a full review of the specifications so that the services the Council delivers from September 2026 reflect the Council's strategic priorities, changes in legislation, and accepted best practice.
- 3.2 All of this is against a background of ever-increasing demand on limited budgets and unpredictable inflation, meaning that strategic priorities and aspirations have to be finely balanced with managing the significant potential for increased costs.
- 3.3 The programme, including procurement timetable, have been designed to ensure there is sufficient time in the mobilisation period for the successful contractor to purchase the specialist vehicles and equipment needed to deliver services from September 2026, and for the resolution of the TUPE process.
- 3.4 Grounds maintenance services include grass cutting (verges, amenity land and some Housing land, parks and open spaces), tree planting and maintenance, maintenance of hedges, shrub beds and flower beds including roundabouts, maintenance of our public parks and open spaces and key Council facilities such as cemeteries (including burials), crematorium and leisure centres, works to communal areas of allotments, weed management and play area inspections. This includes works on behalf of other Council departments, and on behalf of Lincolnshire County Council Highways.
- 3.5 As part of the process, works currently directly contracted out by the Directorate of Housing (the Garden Assistance Scheme and Voids Clearance Service) and by Property Services (Play Area Repairs) are being brought under the umbrella of this contract.
- 3.6 These are all highly visible services which make a difference to our residents and the street scene, day in and day out. It is vital that we specify the works to meet our legal duties and our customers' needs, to reflect the Council's strategic aims (including the environmental agenda), to encourage efficient operations, and all while managing the significant risk of rising costs.
- 3.7 Specification development is just one element of this significant project. There are a number of work streams, involving officers across the organisation, which are making good progress against a challenging timeline. These include data collection and verification, Terms and Conditions of the contract, ensuring a compliant procurement process, and consultation with all services that interact with the services.
- 3.8 At the start of the consultation programme, All-member workshops were established. Following the All-Member Workshops, officers committed to presenting a summary of the final specifications to Policy Scrutiny Committee and Executive prior to commencing procurement.

4. All-Member Workshops

- 4.1 Three 'all Member' workshops were held, on 28 September 2022, 31 October 2022 and 30 January 2023.
- 4.2 Workshop 1 provided Members with background information, and a briefing on the financial challenges and other challenges facing the Council, such as the potential implications of implementing requirements of the Environment Act 2021. It set out the timeline for the following two workshops and the formal decisions that would be required.
- 4.3 The slides from workshop 1 were circulated to all Members after the meeting.
- 4.4 Workshop 2 concentrated on Members' high-level priorities, such as environment, quality, staff terms and conditions, social value, in order to inform development of workshop 3 and wider development work. Members were unanimous in their wish to see 'being greener / environmental issues' as a high priority in service development. There was a clear acceptance of the need to prioritise waste services, with reference to new legislation as mentioned in 4.2 above and the environmental impacts that waste collection arrangements have. The management of open spaces, which is included in the ground's maintenance contract, was second priority, behind waste but ahead of street cleansing.
- 4.5 A summary of the outcomes from workshop 2 was shared with all Members after the meeting.
- 4.6 Workshop 3 focussed on specific issues, informed by the strategic discussions at the previous workshop. This gave Members the chance to expand on their vision for those strategic priorities, and to raise any specific operational issues that they would like to see considered.
- 4.7 A summary of the outcomes from workshop 3 was circulated to all Members after the meeting. Members were invited to pass on any other specification – related comments they may have, within the few weeks following the meeting.

5. Specification Development

- 5.1 Over the past year, officers have held an intensive series of focussed workshops, each looking at a specific area of the services, and referencing the current contract arrangements, changes in law, best practice, customer expectations, changes in technology available, 'lessons learned,' and importantly, how we could contain costs and maximise our cost control. The outcomes of the All-Member Workshops were considered in these workshops.
- 5.2 Appendix A summarises the resulting material changes to the specification, referring them to Members' aspirations from the workshops.
- 5.3 This was reported to Policy Scrutiny Committee on 29 July 2024. This was a positive discussion and there were no changes resulting. (Appendix C refers)

- 5.4 Changes to services on Housing land were discussed with the Lincoln Tenants' Panel on 31 July 2024. This was a positive discussion which resulted in one material change to the proposal, in relation to hedge maintenance.

6. Real Living Wage

- 6.1 The Council is a recognised 'Living Wage Employer', accredited by the Living Wage Foundation. To be accredited, an employer has to have plans in place to pay its contractors the Real Living Wage when contracts are renewed, as well as to pay its direct employees the Real Living Wage.
- 6.2 It is therefore a requirement of the Council's accreditation that it makes the Real Living Wage payment a requirement of both the waste / cleansing and the grounds maintenance contracts.

7. Strategic Priorities

7.1 Let's Drive Inclusive Economic Growth

A well maintained, green city is an attractive place for businesses to grow and thrive.

7.2 Let's Reduce all Kinds of Inequality

Attractive, well maintained open spaces and street scene benefit everyone. Our public open spaces are essential for the health and wellbeing of our communities. They are places to relax, to exercise, to volunteer and build skills, to see and appreciate wildlife, to socialise, to de-stress, to play, to be a part of the community, and all free at the point of use. The appropriate, skilled maintenance of these places, along with our efforts to maximise access for all, is a vital part of encouraging people to use, enjoy and benefit from these places.

7.3 Let's Deliver Quality Housing

The specification includes works on Housing land and has the ability to contribute to the delivery of quality housing; by ensuring reliable, quality grounds maintenance works in Housing communal areas and gardens.

7.4 Let's Enhance our Remarkable Place

These services contribute significantly to our remarkable place in visual and environmental terms. Well-managed green spaces, in public open spaces as well as the street scene, make a significant difference to our enjoyment and appreciation of a place. Through this contract we will ensure the appropriate, sensitive management of greenspaces, with consideration for maximising wildlife benefits where possible, and avoiding detrimental impacts.

7.5 Let's Address the Challenge of Climate Change

These services contribute towards the Council's climate change aspirations, in terms of the efficiency of their operations, consideration of environmental issues strategically and operationally (minimising damage and maximising environmental

benefits), utilising the most environment-friendly methods of disposing of arisings, and by helping the general public to appreciate and celebrate our environment.

8. Organisational Impacts

8.1 Finance

As presented in all three All-member workshops, cost management is essential throughout this project given the financial climate and the scale of these services. The development of specifications and terms and conditions has, by necessity, given serious consideration to managing areas of potential cost increases.

The specifying of the Living Wage requirement is likely to have financial implications. It isn't possible to predict the scale of this impact.

After following the required procurement processes, and a final price being determined, this will need to be factored into the Council's overall medium term financial plan. It is likely to have significant implications, but these will not be known until tenders have been received and evaluated.

8.2 Legal Implications including Procurement Rules

As far as it is simply presenting the specification for work, there are no legal or procurement issues relating to this report. Officers from Procurement and Legal services are members of the project board to ensure that the Council is fully legally compliant in all regards.

8.3 Equality, Diversity and Human Rights

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

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

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

An Equality Analysis is included at Appendix B. There are no negative impacts as a result of these specification changes.

8.4 Significant Community Impact and/or Environmental Impact

These services are high profile and impact the city's residents' and visitors' enjoyment of their environment. The services currently enjoy high satisfaction rates.

Environmental impacts have been considered throughout the specification development process, in terms of the services provided, and the way they are provided. This is set out in Appendix A.

9. Risk Implications

- 9.1 Throughout the specification development process, officers have weighed legal requirements, Members' strategic and operational aims, customer expectations and the need for close cost control. The resulting specification ensures that the Council is fully legally compliant and will continue to provide reliable services, ensuring an appropriate degree of flexibility, whilst minimising risks of escalating costs. It isn't possible to predict what prices will be submitted by bidders, especially given the current financial climate, but all efforts have been made to avoid unnecessary increases, and to ensure maximum cost control in the resulting contract.

10. Recommendation

- 10.1 Members are asked to:

- (i) Comment on the details of the report.
- (ii) Approve the inclusion of the outputs of the All-Member workshops within the Grounds Maintenance Specification, as detailed in the report.

Is this a key decision?

Yes

Do the exempt information categories apply?

No

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

No

How many appendices does the report contain?

Three

List of Background Papers:

All Member workshop presentations and reports

Lead Officer:

Caroline Bird, Community Services Manager
(Programme)

Email address: caroline.bird@lincoln.gov.uk

Grounds Maintenance Contract - Summary of Specification Changes

| ISSUES RAISED AT MEMBER WORKSHOPS | ACTION TAKEN | ANTICIPATED IMPACT ON COST |
|---|---|--|
| <p>Need to reflect the priority given to waste services to meet the requirements of the Environment Act, and pressure to increase recycling, by ensuring the grounds maintenance contract mitigates risks of increased costs in the future.</p> <p>Ability to redeploy staff if needed, e.g. assist with snow clearance work or fewer grass cuts in hot weather.</p> <p>Flexibility required on grass cutting – i.e. include flexibility so we can change the number of cuts if not needed.</p> | <p>The contract includes a ‘flexibility clause’ which sets out that the contractor will be expected to have a flexible approach, both in terms of their day-to-day operations and when considering service changes. This allows for a positive approach to future specification changes, business continuity, ad hoc operational changes, for example due to weather, and any operational changes that would reduce negative environmental impacts.</p> <p>See also notes on Cost Management below.</p> | <p>This will reduce the need for additional spend, and increase cost control, by moving existing resource wherever possible.</p> |

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| <p>Making things 'Greener' / environmental / climate change considerations</p> | <p>A specific 'Environment' clause has been included. This sets out the importance of minimising any negative environmental impacts of these services, and maximising opportunities for delivering environmental benefits.</p> <p>For example, the Contractor will be:</p> <ul style="list-style-type: none"> - Asked to outline their plans to reduce carbon, with reference to the Council's 2030 carbon neutral plan - Asked to maximise operational efficiency - Required to consider decarbonisation of their fleet when replacing vehicles - Asked to use electric / battery tools and equipment - Asked to embrace opportunities to minimise negative environmental impact and to offset environmental impacts <p>Although we are specifying the use of electric tools wherever possible, we are not specifying electric vehicles at the start of the contract. They are significantly more expensive, which would be reflected in contract costs. We have however included a clause which requires the contractor to consider introducing more environment-friendly vehicles whenever any vehicles are being replaced. At that stage, and subject to operational effectiveness and affordability, they would be introduced. This is consistent with our Waste / Cleansing contract. Smaller plant and equipment will be electric powered from the start of the contract, wherever practical/possible.</p> <p>The Performance Management Framework will include assessment of environmental performance, including the way the Contractor delivers their services (e.g. fleet used, operational efficiency).</p> | <p>Environment-friendly improvements can increase costs, or can save money. Any changes would be subject to the Council's agreement if there were financial implications. Decisions would be made based on affordability at the time as well as the environmental benefits.</p> <p>By not specifying an all-electric fleet at the start, we avoid the significant increase in costs this would bring about.</p> <p>By requiring consideration of non-diesel vehicles as they are replaced, we retain the option later on, subject to affordability at the time.</p> |
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| <p>Support for rewilding and more environmental planting</p> <p>Ensure targeted spraying of weeds and flexibility to change method if more environmentally beneficial option becomes available.</p> | <p>It isn't possible to eradicate single-use plastics from these services at this time. The Contractor will be required to aim to minimise the use of single-use plastics, and to use (or to work towards using) more sustainable plastic goods (e.g. black sacks in litter bins)</p> <p>Disposal options for the waste (including green waste) arising from the works are set out in the specification, and the Contractor is encouraged to find the most environmentally friendly disposal option dependent on waste type.</p> <p>Individual specification items have been included to encourage more environment-friendly services, e.g. amended hedge cutting frequencies and sustained wildflower areas (and providing an opportunity for increasing these areas later on), and reduced annual floral bedding which is less environmentally friendly.</p> <p>There will be no use of peat within the contract.</p> <p>Use of chemicals has been minimised and the specification includes targeted spraying as opposed to blanket spraying. The requirement to embrace more environmentally friendly technologies as they emerge has been included.</p> | <p>This is not expected to have an impact at the start of the contract. Financial implications for any changes to methodology will be assessed as they arise.</p> |
| <p>Keeping Things Cleaner – this emerged as a medium / high priority</p> | <p>Specific areas of the specification have been upgraded to allow more frequent sweeping and washing (of signs, bins etc).</p> | <p>This will incur costs, however frequencies have been increased only where it is felt to be necessary, and in some cases this will remove the current 'reactive'</p> |

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| | | approach to additional cleansing, thereby making costs more predictable. |
| Careful consideration specifying appropriate tree maintenance | All aspects of the tree specification have been reviewed and updated to reflect modern practices with a focus on tree health and environmental impact. Adherence to British Standards and / or European Standards have been specified. (Approaches to tree maintenance will be reflected in a new Council policy for tree care, due for review Summer 2024.) | This is not expected to have an impact on costs. Most tree works are ordered works rather than routine works, and as such, officers can make maintenance decisions, and time works, bearing in mind available budget. |
| <p>Review grass cutting frequencies for amenity and Housing.</p> <p>There are some benefits to close cut grass (e.g. playing, picnics and dog walking) – we need to keep a balance.</p> <p>Quality of grass cutting (seed heads left after mowing).</p> | <p>We have undertaken a review of all grass areas to ensure the specifications for each type or site best reflect their use, whilst minimising inputs and maximising environmental benefits where appropriate. This includes streamlining the number of cuts, which will maximise efficiency by reducing the number of rounds and equipment required.</p> <p>We have consulted with internal and external stakeholders (e.g. Housing, LCC) to ensure consistency wherever possible, for example by aligning grass cutting routines.</p> <p>Rotary mowers, as opposed to cylinder mowers, have been specified for verge mowing, to reduce the number of seed heads visible after cutting.</p> <p>The grass cutting specifications have been reviewed, and grass cutting quality is included in the Performance Management Framework.</p> | Aligning routines is a more efficient way of working and should therefore help keep costs lower. |

| THINGS INCLUDED TO HELP MANAGE COSTS | |
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| Up to date, clear and accurate site information / data will be provided so that bidders understand the scope of the work, which minimises risk. | Helps reduce tendered prices (Without accurate information, bidders may apply 'contingency' in their prices to cover unknowns, or assume a higher demand than will actually be the case. This could be significant across the whole contract). |
| More detailed pricing scheme of rates provided, to ensure we only pay for what we use and therefore increase cost control, e.g. providing dayworks rates by the half hour, not hour. | Officers will have more cost control when ordering works |
| Disposal requirements and options have been developed to help minimise disposal costs. | This should help minimise disposal costs, which can be significant. |
| Throughout the whole process, specifications have been written so as to maximise efficiency, flexibility and cost control, and to avoid unnecessary work. | The purpose of this is to control costs so far as reasonably practicable. |
| THINGS INCLUDED TO HELP INCREASE EFFICIENCY / CUSTOMER SERVICE | |
| These are very visible services, with a presence across the city. The contractor's staff will be required to report any issues they come across where they are working, even if not directly involved with their services, to bring issues to the Council's attention faster and more efficiently. | |
| The contractor will be required to put in place 'in-cab technology', integrated with our own IT systems, which will mean that updates from grounds maintenance crews will be reported immediately to their own office and to the Council. Community Services and Customer Services staff will have relevant information much faster, so they can better deal with customer enquiries. Community Services staff will have more accurate and timely updates relating to completed tasks and routines to help with performance management. | The current contracts do not have use of this technology as a requirement, and so this is an extra expense. However it is the norm for contractors to use this technology, and so it's expected that most if not all bidders would |

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| | | use it routinely in any case to ensure efficiency, mitigating any cost impacts. |
| The fly tipping process has been reviewed and streamlined to be clearer on what the Contractor is expected to do proactively, on what cases should be passed to PPASB, to avoid double-reporting of cases and to make monthly reporting easier. | | No impact or modest reduction in demand expected. |
| More detailed specification, to aid clearer understanding for contractor and Council and avoid 'grey areas' and the risk of misunderstandings. | | This could also have cost benefits. |
| OTHER POINTS OF NOTE | | |
| Housing Garden Assistance Scheme, Void Clearance and Misc. Garden Services | <p>These services are currently delivered under a contract run directly by the Directorate of Housing. Under the new arrangements they will be included in this new consolidated Grounds Maintenance contract.</p> <p>There have been changes in the interests of clarity and operational efficiency. Points of note are:</p> <p>Garden Assistance Scheme (GAS):</p> <p>Grass cutting has been reduced from eight occasions to seven occasions per year, in line with similar areas elsewhere in the specification. This should help with the organisation of grass cutting rounds and is felt to be sufficient for those areas.</p> <p>Hedge cutting was reduced from three times per year to twice a year, to bring it in line with hedge cutting in communal areas and across the rest of the city. This causes some concern to the Lincoln Tenants' Panel and in response the new contract will provide options for both frequencies to provide flexibility and to</p> | <p>Bulk purchase of services should bring cost benefits.</p> <p>Alignment of some frequencies will bring about operational efficiencies.</p> |

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| | <p>allow more frequent maintenance if it is necessary and affordable at a later date.</p> <p>Miscellaneous Gardens Service:</p> <p>This is a new service, which will provide the mechanism for officers to order one-off works that sit outside of the GAS / Voids Service. This could include works requested and paid for by Housing tenants (e.g. to help a tenant who isn't on the GAS but is currently unable to do their own garden, or additional works for a tenant on the GAS).</p> <p>Communal areas:</p> <p>Grass cutting increased from 16 times a year to 17 times a year to bring it in line with parks and gardens across the city and to provide operational efficiency.</p> <p>'Cut and Collect' grass cutting added to provide opportunities for 're-wilding' (wildflower areas).</p> <p>Once a year, moss will be removed from treated areas.</p> <p>Hard surfaces in communal areas will be swept quarterly.</p> | |
| Play Area Repairs | <p>This service is currently delivered under a contract run directly by Property Services. Under the new arrangements it will be included in the Grounds Maintenance contract.</p> <p>This will further improve efficiencies between the play area inspection regime (which is a part of the current grounds maintenance contract) and the resulting repairs.</p> | Bulk purchase of services should bring cost benefits. |

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| | No significant changes to the specification for play area repairs are expected. | |
| LCC Highways grounds maintenance works (Under Service Level Agreement) | <p>This work will continue to be delivered through the Grounds Maintenance contract.</p> <p>At time of drafting conversations are ongoing with the County Council. Indications are that LCC want to see an improvement to their current required standards in highway shrub bed maintenance and they are giving consideration to there being a greater emphasis on highway tree works.</p> | <p>Bulk purchase of services should maintain cost benefits.</p> <p>LCC works are all funded by LCC.</p> |
| Performance Management Framework | We have undertaken a review of the Performance Management Framework, to ensure it remains fit for purpose. This provides the structure by which the Contractor's performance is monitored and managed. | No cost impact. |
| Environmental Protection Act Code of Practice Zone review | <p>The Code of Practice for Litter & Refuse dictates the standards and response times for cleaning streets and relevant land, based on their 'zone' (the use and busy-ness of the area). This affects amenity land, parks and open spaces as well as public highways.</p> <p>We have undertaken a city-wide review to ensure that the allocated zones still meet the legal definitions (which have been revised since the current contract began). This has changed the category of many streets and land in the city, meaning that the vast majority are in the HIGH or MEDIUM zones. This is an increase in priority for many areas. However at the same time, the legal response times have increased (giving us longer to respond to 'Grade Drops' – that is accumulations of litter).</p> | The relaxed response times to grade drops, together with the specified efficient working practices should help mitigate increased costs as far as possible. |

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| | <p><i>Some examples:</i></p> <p><i><u>Hartsholme Country Park</u> was categorised as Zone 1 in the current contract and is 'HIGH' in the new specification (both are the highest categories, reflecting how busy the park is). Under the current arrangements, this gives up to 6 hours to respond to a litter Grade Drop. Under the new contract we will have up to 6pm (if reported by 1pm) or by 1pm the following day.</i></p> <p><i><u>The Arboretum and Boutham Park</u> were categorised as zone 3 in the current contract and 'HIGH' in the new specification (reflecting the increased use and popularity of these parks in the intervening period, as well as the change in zone definitions). Where currently we have up to one week to respond to litter Grade Drops, we will have until 6pm (if reported by 1pm) or by 1pm the following day.</i></p> <p><i><u>South Common, West Common and Cow Paddle</u> were categorised as zone 3 in the current contract and are 'MEDIUM' in the new specification (reflecting the changes in zone definitions). Where currently we have up to one week to respond to a litter Grade Drop, we will have until 6pm the following day.</i></p> <p><i>(Note that in these examples, the response times are based on the worst litter accumulations – a Grade D. Response times for a Grade C drop are currently faster. Under the revised rules, and therefore the new specification, response times are the same for Grade C and D drops.)</i></p> <p><i>The specification has been developed in such a way as to ensure legal compliance as a minimum and to maintain current standards as far as possible whilst managing costs.</i></p> | |
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| Social Value | <p>In accordance with our legal obligations and the Council's Social Value Policy, we have suggested Social Value options for Contractors to develop in their bids. This includes:</p> <ul style="list-style-type: none"> - Supporting volunteer works - Allowing their own staff to volunteer in the City of Lincoln - Purchasing ethically sourced goods - Assessing the environmental impact of their suppliers | <p>Contractors will include SV costs in their overall prices, however we have made every attempt to minimise the impact of this, by encouraging them to consider low / no cost activities, and by suggesting low / no cost SV actions that would make a difference.</p> |

Appendix B - Equality with Human Rights Analysis Toolkit



The Equality Act 2010 and Human Rights Act 1998 require us to consider the impact of our policies and practices in respect of equality and human rights.

We should consider potential impact before any decisions are made or policies or practices are implemented.

SECTION A

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| Name of policy / project / service | Grounds Maintenance service specification |
| Background and aims of policy / project / service at outset | <p>This assessment relates to the specification developed as part of the 'GSW26' project</p> <p>It forms part of the Grounds Maintenance contract that runs from 1/9/2026 and determines how the services are delivered.</p> <p>It was developed following extensive, focussed officer workshops, and has been informed by the outcomes of All-Member workshops, the Council's legal duties and requirements, best practice, officer experience, customer need, and the environmental agenda..</p> |
| Person(s) responsible for policy or decision, or advising on decision, and also responsible for equality analysis | <p>Caroline Bird, Community Services Manager (Programme).</p> <p>The project has been overseen by the GSW26 Board.</p> |
| Key people involved <i>i.e. decision-makers, staff implementing it</i> | <p>GSW26 Board, Chaired by Simon Walters.</p> <p>Cllr Bob Bushell Portfolio Holder.</p> <p>Specifications considered by Policy Scrutiny Committee and signed off by Executive.</p> <p>Community Services staff to contract / performance manage the contract.</p> <p>Quarterly Performance Management Board to oversee performance of the contract, chaired by Portfolio Holder.</p> |

SECTION B

This is to be completed and reviewed as policy / project / service development progresses

| | Is the likely effect positive or negative? (please tick all that apply) | | | Please describe the effect and evidence that supports this and if appropriate who you have consulted with* | Is action possible to mitigate adverse impacts? | Details of action planned including dates, or why action is not possible |
|--|---|----------|------|--|---|--|
| | Positive | Negative | None | | | |
| Age | | | ✓ | There are no issues that would affect people in this protected characteristic category specifically. | Yes/No/NA | |
| Disability including carers (see Glossary) | | | ✓ | There are no issues that would affect people in this protected characteristic category specifically. | Yes/No/NA | |
| Gender re-assignment | | | ✓ | There are no issues that would affect people in this protected characteristic category specifically. | Yes/No/NA | |
| Pregnancy and maternity | | | ✓ | There are no issues that would affect people in this protected characteristic category specifically. | Yes/No/NA | |
| Race | | | ✓ | There are no issues that would affect people in this protected characteristic category specifically. | Yes/No/NA | |
| Religion or belief | | | ✓ | There are no issues that would affect people in this protected characteristic category specifically. | Yes/No/NA | |
| Sex | | | ✓ | There are no issues that would affect people in this protected characteristic category specifically. | Yes/No/NA | |
| Sexual orientation | | | ✓ | There are no issues that would affect people in this protected characteristic category specifically. | Yes/No/NA | |

| | | | | | | |
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| Marriage/civil partnership | | | ✓ | There are no issues that would affect people in this protected characteristic category specifically. | Yes/No/NA | |
| Human Rights (see page 8) | | | ✓ | There are no Human Rights implications | Yes/No/NA | |

**Evidence could include information from consultations; voluntary group feedback; satisfaction and usage data (i.e. complaints, surveys, and service data); and reviews of previous strategies*

| Did any information gaps exist? | Y/N/NA | If so what were they and what will you do to fill these? |
|---------------------------------|--------|--|
| | NO | |

SECTION C

Decision Point - Outcome of Assessment so far:

219



Based on the information in section B, what is the decision of the responsible officer (please select one option below):

Tick here

- **No equality or human right Impact** (your analysis shows there is no impact) - sign assessment below [✓]
- **No major change required** (your analysis shows no potential for unlawful discrimination, harassment)- sign assessment below []
- **Adverse Impact but continue** (record objective justification for continuing despite the impact)-complete sections below []
- **Adjust the policy** (Change the proposal to mitigate potential effect) -progress below only AFTER changes made []
- **Put Policy on hold** (seek advice from the Policy Unit as adverse effects can't be justified or mitigated) -STOP progress []

| | |
|---|---|
| Conclusion of Equality Analysis (describe objective justification for continuing) | There are no equality or human right impacts. |
|---|---|

| | |
|--|--|
| When and how will you review and measure the impact after implementation?* | Any changes to policy will be subject to a new assessment. |
|--|--|

| | | | |
|---|---|------|-----------|
| Checked and approved by responsible officer(s) (Sign and Print Name) |  | Date | 25/4/2024 |
| Checked and approved by Assistant Director (Sign and Print Name) |  | Date | 25/4/2024 |

6. **Grounds Maintenance Specification (for new contract from 1/9/2026)**

Caroline Bird, Community Services Manager (Programme):

- a. presented an update on the specification for the Grounds Maintenance contract prior to commencing procurement, with specific reference to comments received in the all member workshops
- b. explained that the Council had two contracts for street scene services, street cleansing and grounds maintenance, and waste collection. Both contracts would end on 31 August 2026. Work had commenced on procuring new contracts which would commence on 1 September 2026. They were being realigned and packaged as two separate contracts: waste and street cleaning, and a separate grounds maintenance contract
- c. advised that reviewing and updating of the specification involved consultation with all members, as well as reviewing the specifications against changes in law, changes in best practice and environment awareness and 'lessons learned' as well as trying to avoid significant increases in costs and maximising cost control
- d. further advised that the changes to the waste/cleansing specification were reported to Members in autumn 2023. The waste/ cleansing procurement process was underway
- e. referred to the grounds maintenance specification at appendix A of the report which summarised the material changes that would be noticeable to service users or were significant in other ways. There were many other changes that had been made in the interests of cost control, clarity, ease of navigation, and ease of operational and understanding
- f. stated that the Council would require its contractors to pay their staff in accordance with the Real Living Wage as a minimum
- g. invited members questions and comments.

Question: How would the Council ensure that there was transparency during the tendering process so that it was open to public scrutiny?

Response: Officers were confident that the procurement process would be undertaken in a clear, fair and transparent way. Support would be provided from both Legal and the Procurement Officer to ensure that all requirements were met.

Question: Would the Council check that Contractors were paying their staff the real living wage?

Response: Yes, it was a requirement that had been included in the specification and would be monitored by the Council.

Question: How would the Council ensure that the same standards were being met by a sub-contractor?

Response: The requirements of the contract would also apply to sub-contractors. At the outset the Council would ask the contractor how they would manage sub-contractors if any elements of the contract were sub-contracted. The terms and conditions of the contract would be the same for a sub-contractor and would be enforceable.

Question: How would the costs be managed and stress tested?

Response: Officers had a duty to minimise risk to the Council as much as possible. The type of contract ensured that a schedule of prices was included to reflect the scope of the contract. A flexibility clause had been included in the contract via the open book method. Also, monthly monitoring of prices would take place.

Question: What would be the length of the Grounds Maintenance Contract?

Response: The duration of the Grounds Maintenance contract would mirror the waste contract, in that the initial contract period would be 8 years and seven months.

Question: Would in-cab technology be included in the contract?

Response: The Grounds Maintenance contract specification would require the supplier to provide in-cab technology.

Question: Why had decarbonisation of the fleet not been included in the contract specification?

Response: It was an aspiration but it was expected to be too expensive and the right technology was not available yet. There was a clause included in the contract which requested that the contractor considered introducing more environment friendly vehicles whenever vehicles were being replaced, and to include the Council in the business case and decision.

RESOLVED that the Grounds Maintenance Specification (for new contract from 01/09/2026) be supported.

| | |
|-----------------------|--|
| SUBJECT: | BUS SHELTER PROVISION IN LINCOLN |
| DIRECTORATE: | COMMUNITIES AND ENVIRONMENT |
| REPORT AUTHOR: | STEVE BIRD, ASSISTANT DIRECTOR COMMUNITIES AND STREET SCENE |

1. Purpose of Report

- 1.1 To seek the transfer of bus shelters and the bus shelter contract, so as to provide a new future for bus shelter provision in Lincoln that lets the service develop as a key part of public transport infrastructure in the city.

2. Executive Summary

- 2.1 The bus shelters, which have always been a part of the transport infrastructure of the city, were left with the City Council when the County Council took back responsibility for the highway functions many years ago.
- 2.2 The City Council has two types of bus shelter: Those that are self-maintaining (self-funded by advertising), making them 'free,' and others that incur a cost for their upkeep.
- 2.3 Advertising on bus shelters has become a more competitive market, and we are advised that the next contract for advertising on the shelters is likely to generate an income over and above the provision of the 'free' shelters. It is expected that the income will be enough to cover the annual maintenance costs of those that have traditionally incurred a cost to maintain them (non- advertising), with some potential for step by step improvements subject to the actual income achieved.
- 2.4 Before letting the next contract, as the bus shelters are expected to be self-financing, and thereby free of liability, it has been right to consider where the responsibility for the bus shelters should sit, not least in the context of the development of a modern transport strategy.
- 2.5 The County Council have been approached in the context of the above, and with recognition to the increasing importance of public transport, to see if they would be interested in adopting responsibility for all bus shelters. They have acknowledged the points made, and made it known that they would be prepared to consider adopting them if this is in full and at nil-cost. This report considers the options and makes a clear recommendation.

3. Background

- 3.1 The City Council has installed and cared for bus shelters across the city for many decades. Historically this work was part of the S42 highways agency agreement with LCC highways, when the City Council managed all highway related issues in

the city. However, it was not taken back with all the other transport services when LCC ended the agreement, leaving it as something of an anomaly.

- 3.2 The bus shelter stock falls into broad two types depending on location:
 - 1. Ones for which advertising had a potential to generate an income.
 - 2. Those for which there was no advertising income potential at this time.
- 3.3 Under the old highways agency agreement an agreement was reached with Adshell to take on those for which an advertising income was possible. The agreement saw them installed, cared for, maintained, and replaced when required at no cost to the Council. For clarity, there was no income, but no cost.
- 3.4 The remainder of the shelters were left for the Council to care for and maintain, for which a small budget was set, then subsequently removed when the financial position did not allow it, and savings had to be made.
- 3.5 The Adshell contract has worked well, and been rolled-on, with those facilities remaining in good condition, being well cared for, and being replaced as required. The remaining shelters having had no allocated budget. It has not been possible to identify a budget for the Council's own shelters for some years now, leading to a gradual overall decline in the quality of these facilities, which make up a significant part of the overall inventory.

4. Inventory

- 4.1 The City Council has 42 bus shelters of its own, with Adshell currently having a 'zero cost' contract to maintain a further 59 sites.
- 4.2 The Adshell shelters are in very good condition, with some having been upgraded to include new remotely controlled electrical advert installations.
- 4.3 The City Council's stock is of varied quality, from some relatively new (installed when grants/support funding has been available), to some very poor sites.

5. Adshell Contract.

- 5.1 This is a 'zero cost' contract, effectively agreeing to them providing and maintaining bus shelters on some routes in the city, in return for use of these shelters for advertising.
- 5.2 The contract is due to be re-let by 29 April 2026, and requires that a minimum of one year's notice be given.
- 5.3 The market for advertising has changed, and it is now a fiercely competitive area, with electronic advertising meaning that adverts can be posted more cheaply from a central site, and more quickly rotated. As a result, we are assured that the new contract, which will be exposed to open market forces, has a good potential to bring an income in addition to the provision of the 'free' shelters.

- 5.4 The procurement timetable for the letting of a new contract, means that a decision on their future is required very shortly. In summary, work will need to start on the contract well before the end of this year.

6. The Business Case

6.1 Part 1- The Service Case

- 6.1.1 Bus shelters are a small part of a much larger transport network. Although not a statutory service, they are still considered a vital part of a welcoming modern bus service.
- 6.1.2 They should be considered as an important part of the customers' service journey. They offer shelter when required, and so strongly affect views of the services offered, but also have the potential, if invested in, to provide electronic information on bus timetables, and 'live' information on bus services etc.
- 6.1.3 Currently, vested with the City Council there is no connection with the County Council's transport strategy, and instead they are maintained as 'street furniture' with no clear vision for their future, and no budget.

6.2 Part 2- The Financial Case

- 6.2.1 For the past few decades, the city's own bus shelters have either been cost-neutral, or a cost burden. With no budget for shelters this has meant essential maintenance only (removing health and safety hazards).
- 6.2.2 However, the new operating environment suggests that an income can now be achieved from the high profile advertising shelters, offering a potential income stream that will permit the shelters with no advertising to be upgraded and well maintained at no cost to tax payers. The existing stock is considerable, and it has to be accepted that unless up- front capital funding was available, the upgrade of the city's stock would take some considerable time, and the aspirational move to such as real-time data might not be possible as a stand-alone service.

7. Strategic Priorities

7.1 Let's drive inclusive economic growth

Bus shelters are seen as an important part of any transport system, and so underpin popular use of public transport by all, so supporting the growth and regeneration of a vibrant economy.

7.2 Let's reduce all kinds of inequality

Bus services have traditionally been valued by those on lower incomes, and those with certain disabilities for whom alternatives might not have been an option. Today they are seen as offering a more environmentally friendly choice, and so are increasing popular across a much wider demographic. Good quality bus shelters are a vital part of any bus journey.

7.3 **Let's address the challenge of climate change**

Increasing public transport is now seen as a critical way to reduce pollution, and thereby the impacts on our environment that personal transport can take.

8. Organisational Impacts

8.1 Finance.

The City Council makes no financial provision for bus shelter maintenance. Retaining the service, with a new contract for shelters with advertising potential, would however be expected to give an income for investment in non-advertising shelters.

It is expected that bus shelter maintenance would operate within the parameters of whatever income is achievable, in terms of physical spend on the shelters themselves, with the potential for investment dictated by the final value of the advertising shelter contract.

The City Council's staff responsible for this service presently are fully engaged with the letting of the Council's large scale street scene contracts, and so given the timetable for this contract, external consultancy assistance would be required. This has not been budgeted for, and so if the service is not transferred, an extra cost burden would arise.

9. Legal Implications including Procurement Rules.

9.1 The contract with Adshell has been rolled-on to its maximum extent. This work/opportunity must therefore now be exposed to the market.

9.2 The new contract must run from 30 April 2026, requiring it to be let by 1 November 2025 ideally, to ensure a smooth hand-over period.

9.3 The City Council's staff who run this service currently are fully engaged with the letting of the large-scale street scene service contracts as a priority. As a result, no capacity is available to let these contracts internally, so external support would be required, at an unbudgeted cost.

9.4 As the bus shelters should have reverted to LCC when the S42 Highway SLA lapsed, it is the view of legal services that the shelters do not constitute an asset of the City Council per se, and therefore they can be transferred now without impinging on the council's Constitution.

10. Equality, Diversity and Human Rights

10.1 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.

10.2 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

10.3 The provision of bus shelters benefits all public transport users, and does not disadvantage anyone with a protected characteristic. Loss of some shelters may have an adverse effect on all bus users, with those with mobility issues affected more than others.

11. Significant Community Impact &/or Environmental Impact

11.1 At the moment the provision of bus shelters in the city is in slow decline. This report identifies that this may stabilise if the City Council can bring in new income, but that if Lincolnshire County Council assumed responsibility, not only will the new income be advantageous, but they will also be able to review provision strategically, benefitting the traveling public long term.

Lincolnshire County Council have said that, mindful of both the reduced financial risks and the opportunities for enhancing the public's experience of bus travel, they would be open to receive an offer of transfer of assets and responsibilities at nil - cost.

12. Corporate Health and Safety Implications

12.1 Risk Implications

12.1.1 (i) Options Explored

a) City Council retains the bus shelters, and lets a new advertising contract. The income be placed within the street cleansing budget, and used to repair existing non-adverting shelters to a safe standard.

Pros.

- This is a potentially better position than enjoyed for many years, with the potential to halt a long-term decline.

Cons.

- Enhancements would be subject to budget, which cannot be known until the contract is let.
- It is likely that it will take some years to improve stock condition, if only this source of funding is available.
- Whilst this offers a long term improvement opportunity, it retains the stock outside of any public transport strategy, and consequently makes potential for any other public transport funding most unlikely.
- There would be a need for external specialist procurement support (unbudgeted) to let the contract.

b) County Council adopts the bus shelters, and lets a new advertising contract. This is done in the context of public transport strategy needs. The income be used

to repair existing non-adverting shelters to a safe standard. Enhancements would be subject to budget, be that from advertising or other sources.

Pros

- This would bring bus shelters within the responsibility of those who develop transport strategy, so their importance can be considered integral with other relevant services.
- It would provide the transport authority with opportunities to seek additional external funding.
- It would provide opportunity for transport authority to be aspirational in terms of such as 'real-time' data.
- It removes any demand on the City Council to resource contract letting this autumn, and permits staff to concentrate on other street scene issues at a time of significant change.

Cons.

- None.

12.1.2 (ii) **Key Risks Associated with the Preferred Approach**

The preferred option is for LCC to adopt the bus shelters, so they can be developed alongside the public transport strategy for the long term benefit of service users.

13. **Recommendation**

That the City Council invites the County Council to take ownership of the bus shelter asset, along with the Adshell contract.

| | |
|---------------------|------------|
| Key Decision | Yes |
|---------------------|------------|

| | |
|-----------------------------------|------------|
| Key Decision Reference No. | N/A |
|-----------------------------------|------------|

| | |
|--|-----------|
| 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? | No |
|--|-----------|

List of Background Papers:

| | |
|----------------------|--|
| Lead Officer: | Steve Bird, Assistant Director, Communities and Street Scene steve.bird@lincoln.gov.uk |
|----------------------|--|

EXECUTIVE**27 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 the Executive 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

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

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

| Reserves | 2024/25 | | |
|---------------------------------|--|---|----------------------------|
| | Opening Balance @ 01/04/24 £'000 | Forecast Balance @ 31/03/25 £'000 | Forecast Movement £'000 |
| 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:

| General Fund | Forecast |
|--|-----------------|
| Forecast year-end key variances: | £'000 |
| 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) |
| Overall forecast budget deficit/(surplus) | (4) |

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:

| Housing Revenue Account Forecast year-end key variances: | Forecast £'000 |
|---|---------------------------|
| National proposed pay award settlement | 119 |
| Less: | |
| Increased Investment Interest | (227) |
| Reduced Borrowing Costs | (68) |
| Additional Rental Income | (188) |
| | |
| <u>HRS Recharges:</u> | |
| 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) |
| Overall forecast deficit/(surplus) | (608) |

- 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 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:

| Housing Repairs Service Forecast year-end key variances: | Forecast £'000 |
|--|---------------------------|
| 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 |
| Overall forecast deficit/(surplus) | 355 |

- 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 31st March 2025 are attached in Appendix G, with further details in the MTFS 2024-2029. In summary:

| Earmarked Reserves | Opening Balance 01/04/24 £'000 | Increase £'000 | Decrease £'000 | Closing Balance 31/03/25 £'000 |
|---------------------------|---|---------------------------|---------------------------|---|
| 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:

| General Investment Programme | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 | 2027/28 £'000 | 2028/29 £'000 |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 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 |
| Revised Budget | 23,455 | 7,563 | 1,052 | 1,052 | 1,052 |

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

| Changes requiring approval by the Executive | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 | 2027/28 £'000 | 2028/29 £'000 |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 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:

| GIP Movements Approved by the Chief Finance Officer: | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 | 2027/28 £'000 | 2028/29 £'000 |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Transfers between schemes | | | | | |
| 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 |
| Increased budget allocations | | | | | |
| 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 |
| Total GIP Movements Approved by the CFO | 177 | 0 | 0 | 0 | 0 |
| Total GIP Delegated Approvals and Approvals by/for Executive | 304 | 0 | 0 | 0 | 0 |

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 |
| Active Programme | | | | |
| 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 |
| Total Active Schemes | 17,286 | 17,562 | 17,562 | 0 |
| Schemes on Hold/ Contingencies | 308 | 308 | 308 | 0 |
| Externally Delivered Town Deal Schemes | 5,557 | 5,585 | 5,585 | 0 |
| Total Capital Programme | 23,151 | 23,455 | 23,455 | 0 |

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 | 22,763 | 16,478 | 14,718 | 14,734 | 13,324 |
| Budget changes for approval – Quarter 1 | (5,112) | 1,305 | 1,249 | 424 | 0 |
| Revised Budget | 17,650 | 17,783 | 15,968 | 15,159 | 13,324 |

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

| Changes requiring Executive Approval: | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 | 2027/28 £'000 | 2028/29 £'000 |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Budget Under/Overspends returned to available resources (MRR - Major Repairs Reserve) | | | | | |
| 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 |
| Increased budget allocations | | | | | |
| 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 |
| Total changes requiring Executive Approval | (2,541) | 0 | 0 | 0 | 0 |

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

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

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

| Changes approved by the Chief Finance Officer: | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 | 2027/28 £'000 | 2028/29 £'000 |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Reprofiled Expenditure | | | | | |
| 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 |
| Increased budget allocations | | | | | |
| Hiab and Mule (Funded though DRF) | 8 | 0 | 0 | 0 | 0 |

| | | | | | |
|--|----------------|--------------|------------|------------|----------|
| Total Changes Approved by the Chief Finance Officer | (2,651) | 1,305 | 949 | 424 | 0 |
|--|----------------|--------------|------------|------------|----------|

| | | | | | |
|---|----------------|--------------|------------|------------|----------|
| Total HIP Delegated Approvals and Approvals by/for Executive | (5,112) | 1,305 | 949 | 424 | 0 |
|---|----------------|--------------|------------|------------|----------|

- 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:

| Housing Investment Programme - Projected Outturn | 2024/25 | | | |
|---|---|------------------------------------|-----------------------------------|---------------------------|
| | Budget following 2023/24 Outturn £'000 | Revised Budget Q1 £'000 | Forecast Outturn £'000 | Variance £'000 |
| 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 |
| Total Capital Programme | 22,763 | 17,650 | 17,650 | 0 |

- 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

Executive are recommended to:

- 11.1. Note the financial performance for the period 1st April to 30th 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. Review 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. Approve 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.

| | |
|---------------------|----|
| Key Decision | No |
|---------------------|----|

| | |
|-----------------------------------|-----|
| Key Decision Reference No. | N/A |
|-----------------------------------|-----|

| | |
|--|----|
| 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 |
|--|-----|

| | |
|-----------------------------------|--|
| List of Background Papers: | Medium Term Financial Strategy 2024-2029 |
|-----------------------------------|--|

| | |
|----------------------|---|
| Lead Officer: | Laura Shipley, Financial Services Manager Laura.shipley@lincoln.gov.uk |
|----------------------|---|

GENERAL FUND SUMMARY – AS AT 30 JUNE 2024

| Service Area | Ref | Revised Budget £'000 | Projected Outturn £'000 | Variance £'000 |
|-----------------------------------|------------|-------------------------------------|--|---------------------------|
| 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) |
| | | 8,409 | 8,678 | 270 |
| Corporate Expenditure | J | 1,441 | 1,464 | 22 |
| TOTAL SERVICE EXPENDITURE | | 9,850 | 10,142 | 292 |
| 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 |
| TOTAL EXPENDITURE | | 15,281 | 15,277 | (4) |
| CONTRIBUTION FROM BALANCES | | 147 | 151 | 4 |
| NET REQUIREMENT | | 15,428 | 15,428 | 0 |
| 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 |
| TOTAL RESOURCES | | 15,428 | 15,428 | 0 |

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 | | £ | |
|-----|-------------------------------------|---------|---|
| | <u>Increased Expenditure</u> | | |
| 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. |
| | <u>Reduced Income</u> | | |
| 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. |
| <u>Reduced Expenditure</u> | | | |
| 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. |
| <u>Increased Income</u> | | | |
| 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. |
|---|--|-----------|---|

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 |
| Net Cost of Service | O | (5,530) | (5,282) | 248 |
| Loan Charges Interest | P | 2,331 | 2,264 | (68) |
| Investment/Mortgage Interest | Q | (428) | (654) | (226) |
| Net Operating Inc/Exp | R | (3,626) | (3,672) | (46) |
| Major Repairs Reserve Adjustment | T | 3,423 | 3,423 | (0) |
| Transfers to/from reserves | U | 304 | (257) | (561) |
| (Surplus)/Deficit in Year | V | 101 | (506) | (608) |

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.

| Ref | | £ | Reason for variance |
|------------|-------------------------------------|-------------|--|
| | <u>Reduced Income</u> | | |
| C | Court Costs | 40,000 | Reduction in recovered income from court costs as less cases in year than anticipated. |
| | <u>Increased Income</u> | | |
| 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. |
| | <u>Reduced Expenditure</u> | | |
| 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. |
| | <u>Increased Expenditure</u> | | |
| 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

| | Revised Budget | Forecast Outturn | Variance |
|--------------------------|---------------------------|-----------------------------|-----------------|
| | £'000 | £'000 | £'000 |
| 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 |
| Total Expenditure | 9,965 | 10,039 | 75 |
| Income | (9,965) | (9,684) | 281 |
| (Surplus)/Deficit | 0 | 355 | 355 |

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.

| | £ | Reason for Variance |
|---|-----------|---|
| <u>Reduced Expenditure</u> | | |
| Employee Costs | (437,792) | Vacancies within the Operative staff. |
| Premises | (33,226) | Reduction in utility forecasts due to delay in depot being in use. |
| <u>Increased Expenditure</u> | | |
| 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. |
| <u>Increased Income</u> | | |
| 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. |
| <u>Reduced Income</u> | | |
| 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 |
| General Fund | | | | |
| 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 |
| | 8,234 | 684 | (1,833) | 7,085 |

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 |
| | 4,507 | 363 | (581) | 4,289 |
| Total Earmarked Reserves | 12,741 | 1,047 | (2,414) | 11,374 |

CAPITAL RESOURCES – Q1 MONITORING 2024/25

| | Opening balance 01/04/24 | Contributions | Used in financing | Forecast balance 31/03/25 |
|--|---|----------------------|------------------------------|--|
| | £'000 | £'000 | £'000 | £'000 |
| 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 |
| Total Capital Resources | 32,154 | 27,563 | (29,946) | 2,970 |

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 30th June 2024

| <u>GENERAL INVESTMENT PROGRAMME</u> | Budget 2024/25 - Reported at 2023/24 Outturn | Q1 Budget Increase / Decrease | 2024/25 Revised Budget | Actual Expenditure 30/06/24 | 2024/25 % Spend to Revised Budget |
|---|---|--|---------------------------------------|--|--|
| <u>Housing and Investment</u> | | | | | |
| Housing Renewal Area Unallocated | 298,152 | | 298,152 | 0 | 0.00% |
| Housing and Investment Total | 298,152 | | 298,152 | 0 | 0.00% |
| | | | | | |
| <u>DCE - Health and Environmental Services</u> | | | | | |
| 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% |
| DCE - Health and Environmental Services Total | 2,696,423 | 177,318 | 2,873,741 | 196,906 | 6.85% |
| | | | | | |
| <u>DCE - Community Services</u> | | | | | |
| Traveller deterrent | 6,200 | | 6,200 | 0 | 0.00% |
| DCE - Community Services Total | 6,200 | | 6,200 | 0 | 0.00% |
| | | | | | |
| <u>DCE - Planning & City services</u> | | | | | |
| 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% |
| DCE - Planning & City services Total | 30,812 | | 30,812 | 2,331 | 7.56% |
| | | | | | |
| <u>CX - Strategic Development & Transformation</u> | | | | | |
| New Telephony System | 5,558 | | 5,558 | (400) | -7.20% |
| CX Strategic Development & Transformation Total | 5,558 | | 5,558 | (400) | -7.20% |
| | | | | | |
| <u>CX - Chief Finance Officer</u> | | | | | |
| 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% |

| <u>GENERAL INVESTMENT PROGRAMME</u> | Budget 2024/25 - Reported at 2023/24 Outturn | Q1Budget Increase / Decrease | 2024/25 Revised Budget | Actual Expenditure 30/06/24 | 2024/25 % Spend to Revised Budget |
|--|---|---|---------------------------------------|--|--|
| 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% |
| CX - Chief Finance Officer Total | 3,284,550 | 126,987 | 3,411,537 | 64,329 | 1.89% |
| <u>Major Developments</u> | | | | | |
| 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% |
| Major Developments Total | 10,963,662 | (28,000) | 10,935,662 | 1,595,202 | 14.59% |
| TOTAL ACTIVE SCHEMES | 17,285,357 | 276,305 | 17,561,662 | 1,858,367 | 10.58% |
| <u>Schemes Currently Under Review</u> | | | | | |
| Compulsory Purchase Orders | 233,481 | | 233,481 | 0 | 0.00% |
| IT Reserve | 74,334 | | 74,334 | 0 | 0.00% |
| Schemes Currently Under Review Total | 307,815 | | 307,815 | 0 | 0.00% |

| <u>GENERAL INVESTMENT PROGRAMME</u> | Budget 2024/25 - Reported at 2023/24 Outturn | Q1Budget Increase / Decrease | 2024/25 Revised Budget | Actual Expenditure 30/06/24 | 2024/25 % Spend to Revised Budget |
|---|---|---|---------------------------------------|--|--|
| | | | | | |
| TOTAL CAPITAL PROGRAMME EXCLUDING EXTERNALLY DELIVERED SCHEMES | 17,593,172 | 276,305 | 17,869,477 | 1,858,367 | 10.40% |
| | | | | | |
| | | | | | |
| <u>Externally Delivered Town's Deal Schemes</u> | | | | | |
| 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% |
| Externally Delivered Town's Deal Schemes Total | 5,557,372 | 28,000 | 5,585,372 | 248,930 | 4.46% |
| | | | | | |
| Grand Total | 23,150,544 | 304,305 | 23,454,849 | 2,107,297 | 8.98% |

Housing Investment Programme – Summary of Expenditure as at 30th June 2024

| <u>HOUSING INVESTMENT PROGRAMME</u> | Budget 2024/25 - Reported at 2023/24 Outturn | Q1 Budget Increase / Decrease | 2024/25 Revised Budget | Actual Expenditure 30/06/24 | 2024/25 % Spend to Revised Budget |
|--|---|--|---------------------------------------|--|--|
| | | | | | |
| <u>Contingency Schemes</u> | | | | | |
| Contingency Reserve | 0 | 0 | 0 | 0 | 0 |
| Contingency Schemes Total | 0 | 0 | 0 | 0 | 0 |
| | | | | | |
| <u>Decent Homes</u> | | | | | |
| Bathrooms & WC's | 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% |
| Decent Homes Total | 13,351,966 | (3,746,658) | 9,605,307 | 1,246,906 | 12.98% |
| | | | | | |
| <u>Health and Safety</u> | | | | | |
| 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% |

| <u>HOUSING INVESTMENT PROGRAMME</u> | Budget 2024/25 - Reported at 2023/24 Outturn | Q1 Budget Increase / Decrease | 2024/25 Revised Budget | Actual Expenditure 30/06/24 | 2024/25 % Spend to Revised Budget |
|--|---|--|---------------------------------------|--|--|
| Renew stair structure | 25,000 | 0 | 25,000 | 0 | 0.00% |
| Replacement Door Entry Systems | 288,846 | 0 | 288,846 | 0 | 0.00% |
| Health and Safety Total | 646,311 | 0 | 646,311 | 12,051 | 1.86% |
| | | | | | |
| <u>IT/Infrastructure</u> | | | | | |
| Housing Support Services Computer Fund | 306,441 | 0 | 306,441 | 21,050 | 6.87% |
| Telephony | 5,558 | 0 | 5,558 | 0 | 0.00% |
| IT/Infrastructure Total | 311,999 | 0 | 311,999 | 21,050 | 6.75% |
| | | | | | |
| <u>Lincoln Standard</u> | | | | | |
| Over bath showers (10 year programme) | 286,450 | (250,000) | 36,450 | 0 | 0.00% |
| Lincoln Standard Total | 286,450 | (250,000) | 36,450 | 0 | 0.00% |
| | | | | | |
| <u>Other Current Developments</u> | | | | | |
| 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% |
| Other Current Developments Total | 2,751,907 | (1,494,579) | 1,257,327 | 239,999 | 19.09% |
| HOUSING INVESTMENT TOTAL | 17,348,633 | (5,491,238) | 11,857,395 | 1,520,006 | 12.82% |

| <u>HOUSING INVESTMENT PROGRAMME</u> | Budget 2024/25 - Reported at 2023/24 Outturn | Q1 Budget Increase / Decrease | 2024/25 Revised Budget | Actual Expenditure 30/06/24 | 2024/25 % Spend to Revised Budget |
|---|---|--|---------------------------------------|--|--|
| | | | | | |
| <u>HOUSING STRATEGY AND INVESTMENT</u> | | | | | |
| | | | | | |
| <u>New Build Programme</u> | | | | | |
| 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% |
| New Build Programme Total | 5,414,104 | 379,000 | 5,793,104 | 996,643 | 17.20% |
| | | | | | |
| HOUSING STRATEGY AND INVESTMENT TOTAL | 5,414,104 | 379,000 | 5,793,104 | 996,643 | 17.20% |
| | | | | | |
| TOTAL HOUSING INVESTMENT PROGRAMME | 22,762,736 | (5,112,238) | 17,650,499 | 2,516,649 | 14.26% |

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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 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 30th 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 June 2024. The current Treasury Management Strategy and Prudential Indicators were approved by Council on 27 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 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 |
| Total Fixed Short term Investments | 9,000,000 | | |
| | | | |
| 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 |
| Total Money Market Fund Investments | 9,760,000 | | |
| | | | |
| Total Investments / Average Rate | 18,760,000 | 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 |
| Total/ Ave Rate | | 107,405,738 | 37 | 3.59 |

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 |
| Total | | | | 108,568 |

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 The Executive are asked to note the Prudential and Treasury Indicators and the actual performance against the Treasury Management Strategy 2024/25 for the quarter ended 30 June 2024.

Is this a key decision? No

Do the exempt information categories apply? No

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

How many appendices does the report contain? Two

List of Background Papers: Treasury Management Strategy 2024/25
(Approved by Council February 2024)

Lead Officer: Laura Shipley, Financial Services Manager
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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 |
| | Capital Expenditure Total | 38,570 | 45,914 | 41,105 |
| 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 |
| | Capital Financing Requirement Total | 156,723 | 156,979 | 156,962 |
| 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 2nd April to finish at 4.15% on 28th 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 15th 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 9th May and 20th June 2024

- On 9th 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 20th 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 1st 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 28th 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 Englas 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.

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:

| Risk No. | Risk Rating | Likelihood | Impact |
|-----------------|--------------------|-------------------|---------------|
| 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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| | |
|-----------------------|--|
| SUBJECT: | EXCLUSION OF THE PRESS AND PUBLIC |
| DIRECTORATE: | CHIEF EXECUTIVE & TOWN CLERK |
| REPORT AUTHOR: | CAROLYN WHEATER, MONITORING OFFICER |

1. Purpose of Report

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

2. Recommendation

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

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