

PERFORMANCE SCRUTINY COMMITTEE

Thursday, 20 February 2025

6.00 pm

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

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

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

Officers attending: Democratic Services, Jaclyn Gibson, Emily Holmes, Laura Shipley, Lara Wells and Kieron Manning

A G E N D A

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1. Confirmation of Minutes - 23 January 2025	3 - 8
2. Declarations of Interest	
Please note that, in accordance with the Members' Code of Conduct, when declaring interests members must disclose the existence and nature of the interest, and whether it is a disclosable pecuniary interest (DPI) or personal and/or pecuniary.	
3. Financial Performance (Detailed) - Quarterly Monitoring: Quarter 3	9 - 46
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You are asked to resolve that the press and public be excluded from the meeting during the consideration of the following item(s) because it is likely that if members of the press or public were present, there would be disclosure of 'exempt information'

SECTION B

11. Strategic Risk Register - Quarterly Review	[Exempt Para(s) 3]	141 - 156
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Present: Councillor Gary Hewson (*in the Chair*),
Councillor Pat Vaughan, Councillor Thomas Dyer,
Councillor Adrianna McNulty, Councillor Neil Murray,
Councillor Lucinda Preston, Councillor Anita Pritchard
and Councillor Emily Wood

Apologies for Absence: Councillor Natasha Chapman

57. Confirmation of Minutes - 5 December 2024

RESOLVED that the minutes of the meeting held on 5 December 2024 be confirmed as a true record.

58. Housing Scrutiny Sub-Committee Minutes - 25 November 2024

RESOLVED that the minutes of the meeting held on 25 November 2024 be received.

59. Declarations of Interest

No declarations of interest were received.

60. Portfolio Holder under Scrutiny - Inclusive Economic Growth

Joshua Wells, Portfolio Holder for Inclusive Economic Growth:

- a) advised that this Portfolio was last scrutinised in September 2023 and since then he had enjoyed fully emerging himself in his new role as Portfolio Holder.
- b) presented his report to Performance Scrutiny Committee providing an insight into key activities and achievements and covered the following main areas:
 - Building Control
 - Car Parks
 - Commercial Development
 - Contaminated Land
 - Cultural and Events Activities
 - Economic Development and Growth (Charterholme (Western Growth Corridor) and Sustainable Urban Extensions
 - Heritage
 - Innovation and Inward Investment
 - Markets
 - Planning
 - Public Realm
 - Regeneration
 - Small Business Support
 - Tourism and Marketing
 - Transport

- c) highlighted the key stand out events that he had been involved with since he took on the role as Portfolio Holder, these were:
- Charterholme – the delivery of the first phase of infrastructure onto the site had now been completed.
 - Cornhill Market – a £5.9 million investment from the Government's Towns Fund programme through the 'Be Town Deal', £1.9 million from the City of Lincoln Council and £918,000 from the Heritage Action Zone resulted in major regeneration works and completion of the new Cornhill Market at the end of 2023.
 - Events in Lincoln – The brand for the events delivered by the City Council's events team and creating an all-year-round cultural experience for visitors of the City Centre and Uphill area. The programme was currently thriving with a lot of upcoming events e.g. Lincoln Festival of History and an awards ceremony drawing people into the city and working with stakeholders to help grow the events.
- d) extended his thanks to the team of officers that supported his Portfolio for their hard work, dedication and commitment to supporting the residents of Lincoln
- e) invited members' comments and questions.

Question: In relation to the current market, there had been a lot of reports received about it being shut Monday and Tuesday. What had been done about this?

Response: The opening times had been contentious with the stallholders. Officers were working closely with them and had successfully agreed some core opening times. There was a mixture of hot food and beverages, hot food being the most popular. In terms of being closed on a Monday and Tuesday, this was due to small local businesses not having the resource to open, however they did open on bank holidays and during school holidays on those days. There had been a lot of reports on social media which went back to when the initial idea developed on refurbishing it. A plan was fitted out with stalls, street food and retail elements and the market was promoted on that basis. A lot had changed since and the model was different now to what was expected at the beginning. One business was finding it difficult to trade in a sustainable way to which business support was being provided. This week officers commissioned some more marketing funding in promoting events.

Question: With regards to advertising, could the Racecourse on the West Common be used as a way of advertising events?

Response: The Portfolio Holder agreed to liaise with the relevant officer and feedback a response to the committee after the meeting.

Question: How else could the City Square area be utilised?

Response: Officers were looking at the signage in the area as a way to improve the flow of people around the city. The Cornhill Market was listed so it was restricted with signage. TV screens were displaying digital signage in the Market to promote the local businesses opening hours. Officers were liaising with the co-owners of the Waterside and Cooperative about signposting people where to go when they visited.

Question: What further communications could be done using Archaeology as a platform for more public interest?

Response: The promotion of Digs and the Lincoln Festival of History had massive growth potential. Arch and the Heritage Team had been given a bronze edge sword which had been declared a national interest. The proposal for hard hat tours in Greyfriars had recently been agreed as part of the history event, there were lots of exciting things happening as part of the event.

Question: In relation to staffing in Building Control, what measures were being put in place to support the two members sharing all of the workload?

Response: There were a shortage of officers throughout the country and due to the national policy changes, it forced previous officers to change direction career wise. Capacity was a problem and there had been challenges when positions were being advertised. Other options were being explored such as delivering as a function. Two service level agreements were in place with North Kesteven to cover out of hours and secondly to assist with additional support.

Question: What was the current position regarding the Judges Lodgings?

Response: Live applications had been submitted to discharge conditions.

Question: Could local business selling fruit, veg, meat and fish be brought to the market?

Response: It was very difficult to secure these sort of businesses. There was a pop-up stall on a Wednesday and hopefully with marketing work it could be promoted more. At the moment it was held only on a Wednesday but it could potentially be built up over time to longer trading hours. Good customer service feedback and also trip advisor responses were also positive.

Question: Had there been any progress on the new link road?

Response: The bridge had now been approved and was well underway with a completion date of 6 March 2026. A bid was submitted to Homes England for funding for the link road some years ago which was now on the priority programme for spending, it had made it through the gateway points and was at the final one before a decision was made. Details were being considered and officers were hopeful for a decision before June this year. If funding were approved as allocated in the programme, it would need to be delivered within 2 years commencing from September.

Question: In relation to Visit Lincoln taking up the 'Be Lincoln' brand for City of Lincoln:

- Were they paid by the Council directly?
- How much were the City of Lincoln Council contributing?
- How was their output being monitored?
- What analysis of new events had been done compared to previous events?
- How many people actually attended the events and travelled into the city for them?

Response: The Visit Lincoln branding was used for specific Lincoln events. In terms of the budget, the City of Lincoln Council paid £10,000 a year as a corporate member to promote the city. In addition, £40,000 was provided and monitored by an SLA (Service Level Agreement). This funded specific additional work including the Visit Lincoln website, alongside the promotion and marketing of events in the city. Within Visit Lincoln, the Be Lincoln brand was created and the Visit Lincoln brand was used purely for tourism.

Question: The Social Media reach wasn't great, was that because Visit Lincoln was the main brand for the events?

Response: The statistics were only City of Lincoln Council based; other partnerships would have their own data. The Festival of History reach (465,000) was based on the 6 weeks prior to the event. It couldn't be published before then due to pre-election period. It would be able to this year?.

Question: How would the pedestrian crossing be improved at the entrance to the Car Park?

Answer: Minor bollards and markings had been fitted to prevent pedestrians crossing the vehicle access point. and to separate vehicles from pedestrians.

Question: Lincolnshire Fire and Rescue had been called to deal with lift issues, had the faults been resolved now?

Response: The lifts were currently working and had been for some time and were continuing to be monitored. The Council were trying to resolve issues more quickly but often the fault was user error.

Question: Was there any provision for parents/child parking bays?

Response: The Portfolio Holder agreed to liaise with the relevant officer and feedback a response to the committee after the meeting.

Question: What was the current position regarding staffing within the Planning Team?

Response: Fortunately, the team were in a good position in terms of stability of workforce. There had been a turnover of staff the last few years but hopefully this would not change any time soon.

RESOLVED that:

1. Members outstanding questions as detailed above be responded to by officers as requested.
2. The content of the report be noted with thanks.

61. Annual Scrutiny Report 2023/24

Jess Cullen, Democratic Services Officer:

- a) presented the Scrutiny Annual Report for 2023/24 for comments, prior to being referred to Full Council for approval
- b) advised that within the Constitution it states that the scrutiny committees should produce an annual report to Council. Chairs of the Scrutiny Committees did produce individual reports to Council during the municipal year, however, the attached Scrutiny Annual Report summarised the work of the scrutiny committees for the full year and highlighted the key achievements made under scrutiny in 2023/24.

RESOLVED that the content of the report be noted.

62. Work Programme 2024/25

The Chair:

- a) presented the draft work programme for 2024/25 as detailed at Appendix A of the report
- b) advised that the work programme for the Performance Scrutiny Committee was put forward annually for approval by Council; the work programme was then regularly updated throughout the year in consultation with the Performance Scrutiny Committee and its Chair
- c) reported that items had been scheduled in accordance with the existing work programme and officers' guidance regarding the meetings at which the most up-to-date information could be reported to the committee; the work programme also included the list of portfolio holders under scrutiny
- d) requested any relevant comments or changes to the proposed work programme for 2024/25.

RESOLVED that:

- a) An update report be submitted to Performance Scrutiny Committee on the first meeting of the new municipal year to review the options going forward regarding inspections on flats owned by Leaseholders.
- b) The work programme 2024/25 be noted.

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PERFORMANCE SCRUTINY COMMITTEE**20 FEBRUARY 2025****SUBJECT: FINANCIAL PERFORMANCE – QUARTERLY MONITORING****DIRECTORATE: CHIEF EXECUTIVE & TOWN CLERK****LEAD OFFICER: LAURA SHIPLEY, FINANCIAL SERVICES MANAGER****1. Purpose of Report**

1.1. To present to the PSC the third quarter's performance (up to 31st December), 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 third quarter (up to 31st December) the forecast financial position of the Council for 2024/25 is:

Revenue Accounts	2024/25		
	Budget	Forecast @	Variance @
	£'000	Q3 £'000	Q3 £'000
General Fund – Contribution (to)/from balances	(147)	(285)	(138)
Housing Revenue Account – Contribution (to)/from balances	101	(613)	(714)
Housing Repairs Service – (surplus)/deficit	0	(33)	(33)*

*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 @ Q3 £'000	Movement @ Q3 £'000
General Investment Programme	27,894	22,024	(5,870)
Housing Investment Programme	22,763	17,411	(5,351)

Balances	2024/25		
	Budgeted Balance @ 31/03/25 £'000	Forecast Balance @ 31/03/25 £'000	Forecast Movement £'000
General Fund Balances	(2,392)	(2,530)	(138)
Housing Revenue Account Balances	(1,030)	(1,744)	(714)

Reserves	2024/25		
	Opening Balance @ 01/04/24 £'000	Forecast Balance @ 31/03/25 £'000	Forecast Movement £'000
General Fund Earmarked Reserves	(8,234)	(7,061)	1,173
HRA Earmarked Reserves	(4,507)	(4,828)	(321)

- 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 £138,429 (appendix A provides a forecast General Fund Summary), resulting in general balance at the year-end of £2,530,408. This position maintains balances above the prudent minimum of c.£1.5-£2m.
- 3.3. There are a number of forecast year-end variations in income and expenditure against the approved budget, full details of the main variances are provided in Appendix B while the table below sets out the key variances:

General Fund Forecast year-end key variances:	Forecast £'000
Increased non-recoverable supported (exempt) accommodation and other housing benefit costs, reduction in DWP grant funding and unbudgeted Discretionary Housing Payments	388

Trend in reduced crematorium income plus additional interim management & administration costs	387
Cornhill Market additional initial operational costs	219
Nationally agreed pay award settlement	184
Re-profiling of historic premium on early repayment of debt	157
Less:	
Net Car Parking Income surplus	(334)
Reduced Borrowing Costs	(332)
Release of Inflation Volatility reserve	(184)
Additional Government grant for Land Drainage Levies	(173)
Increased Investment Interest	(166)
Additional government grant for Business Rate Levy/Safety Net Retention plus additional New Burden funding	(156)
Net other variances	(128)
Overall forecast budget deficit/(surplus)	(138)

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:

- Pay settlement inflation pressure - the impact of the nationally agreed pay award is in excess of the assumptions included within the MTFS. The 2024/25 pay award, agreed by the National Employers for Local Government Services, provided 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. 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 (exempt) 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..
- Borrowing costs – as a result of a delay in the anticipated reduction of the Bank of England Base Rate, which has only dropped marginally from 5% to 4.75% at quarter three, 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 remain 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.
- Carparking Fees and Charges – levels of carparking income remain buoyant, particularly in relation to sessional fees and season ticket sales with a particularly busy festive season.

- 3.5 The potential impact beyond 2024/25 of these changes in key variables has been assessed and has in some cases has required future years budgets to be reset as part of the refreshed MTFS 2025-2030. The additional staff costs arising as a result of the proposed pay award are unavoidable and have required an ongoing increase in future pay budgets. Budgets for 2025/26 have also been adjusted in relation to the increasing cost of housing benefits, however a range of mitigating actions continue to be 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. Treasury Management budgets and fees and charges income budget have also all been reviewed and updated in the MTFS 2025-2030 in line with the latest financial planning assumptions.
- 3.6 Assumptions around Government funding have also been reviewed in the MTFS 2025-2030, but due to the variable nature of the grants and changes in distribution methodologies and overall national funding allocations, it is often prudent to not assume a grant allocation and treat any funding in year as fortuitous income.
- 3.7 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 and beyond. This position is being carefully monitored and an action plan has been developed. 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.
- 3.8 In addition, a significant in-year variance is now forecasted for the Cornhill Market. The refurbished Market opened on 17 May 2024 but the original budget for 2024/25 was set on the basis of a full year of operation and based on the draft business plan approved at Executive in July 2021. Now that the market is operational a full review of the business plan, based on the actual operating costs and income levels, is underway and will be reported to Executive in summer 2025 following a full year of operation and changes to the service provision. The next update of the Council's MTFS will reflect the expected position. The in-year variance being reported at the end of quarter three therefore reflects a number of one-off opening costs in 3 main areas:
- Rental income for the year has now been forecast to be £81k less than originally budgeted as it will not be operating for the full financial year with all stalls let at full rent. There has also been the impact of the standard rent-free periods for new stall holders which was not reflected in the original budget, this financial year, alongside incentives to drive activity.
 - As part of opening the market a number of one-off items totalling £20k have been purchased which have not been able to be capitalised.
 - Additional legal and letting fees of £55k have also been incurred as a one-off for the production of new lease types/terms/lettings for all stalls.

- Other variances including staffing, cleaning and utility costs above initial, pre-opening, budgeted estimates.

3.9 While the forecast outturn for the General Fund is a 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.

3.10 Earmarked Reserves

3.11 Carry Forward Requests

Financial Procedure Rules state that Assistant Directors are able to carry forward any budget provision not utilised during the financial year, to be used for the same purpose, in future years subject to their Directorate as a whole not being overspent. Based on the forecast outturn as at quarter three, and subject to the final cash limit outturn, for each Directorate in 2024/25 a list of requests (which will be transferred from the surplus to earmarked reserves for drawdown in future years) is shown below totalling £37,580:

Directorate	Reason for Carry Forward	Amount £
DCE	Climate Change Initiatives & Biodiversity reserve – retain budget underspend as a result of grant funding to reinvest in green initiatives.	26,810
DCE	Boutham Park Advisory Group – retain unspent grant income to fund advisory group activities.	8,260
CX-CITYSOL	Elections Act Reserve – retain unspent grant income to fund ongoing costs in relation to election activities.	2,510
	Total Carry Forward Requests:	37,580

These carry forward requests are included in the forecast outturn position.

3.12 Transfers to Reserves

In addition to the above carry forward requests, a request for an additional transfer to reserves have been made, whereby Directorates can request a transfer to a new, or existing, reserve from underspent budgets, to be used for alternative purposes or to mitigate risks in future years, subject to their Directorate as a whole not being overspent. Based on the forecast outturn as at quarter three, and subject to the final cash limit outturn for 2024/25, all request(s) are shown below totalling £120,000:

Directorate	Reason for Transfer to Reserves	Amount £
DCE	Income Volatility Reserve – transfer proportion of the car parking underspend to Corporate Income Volatility reserve to mitigate income risks in future years.	120,000
	Total Transfer to Reserves Requests:	120,000

This additional reserve contribution is included in the forecast outturn position.

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

3.14 Towards Financial Sustainability Programme

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

Progress against this target, based on quarter three performance, shows secured savings of £88,840, resulting in a forecast under-achievement of £36,160 in year for the General Fund. While this is an under-achievement against the target, the overall forecast position for the General Fund is positive, with additional contributions to General Balances.

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 £714,390 (appendix C provides a forecast HRA Summary), which would result in HRA balances of £1,744,414 as at the end of 2024/25. This position maintains balances above the prudent minimum of c.£1-1.5m.

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
Nationally agreed pay award settlement	119
Less:	
Increased Investment Interest	(241)
Additional Rental Income	(190)
Increase Admin Overhead Recharges to Capital on External Contracts	(159)
Reduced Repairs Programme Costs	(118)
Reduced Borrowing Costs	(68)

HRS Recharges:	
Housing Repairs Service Overall Surplus Repatriation	(33)
HRS Repairs – increased Responsive jobs	724
HRS Repairs – reduced level of Voids, Aids & Adaptations and Cleansing jobs	(825)
Net Other Variances	77
Overall forecast deficit/(surplus)	(714)

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 continued recruitment and retention challenges. These main variances, both positive and negative, cover:

- Nationally agreed pay award inflation pressure – as per the General Fund 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.
- Repairs Programme costs – a change in the nature of works on the Council's housing stock in year has resulted in an increase in works eligible to be funded through the capital investment programme.
- HRS Repairs – while there has been a net reduction in repairs recharges from the HRS to the HRA, there has been 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.

4.5. Alongside these variances the Housing Repairs Services (HRS) is currently reporting a small forecast surplus, which is consequentially repatriated to the HRA, as a result of the information set out in Section 5 below.

4.6. The potential impact beyond 2024/25 of these changes in key variables has been assessed and has in some cases has required future years budgets to be reset as part of the refreshed MTFS 2025-2030. The additional staff costs arising as a result of the proposed pay award are unavoidable and have required an ongoing increase in future pay budgets. In relation to housing repairs, 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 HRA and 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.

- 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, resulting in a positive contribution to reserves at outturn.

4.8. **HRA Earmarked Reserves**

4.9. **Carry Forward Requests**

Financial Procedure Rules state that Assistant Directors are able to carry forward any budget provision not utilised during the financial year, to be used for the same purpose, in future years subject to the HRA as a whole not being overspent. Based on the forecast outturn as at quarter three, and subject to the final cash limit outturn, in 2024/25 a list of requests (which will be transferred from the surplus to earmarked reserves for drawdown in future years) is shown below totalling £325,340:

Reason for Carry Forward	Amount £
DeWint Court Sinking Fund reserve – as agreed in the original business case, any in year surplus will be contributed to a Sinking Fund to support future maintenance costs.	59,570
HRA Electrical Testing – in year surplus contributed to reserves to manage the cyclical nature of works in future years.	119,860
Smoke Alarm/CO2 Detector Testing – in year surplus contributed to reserves to manage the cyclical nature of works in future years.	127,620
Tenant Satisfaction Survey reserve – retain unspent grant income to fund ongoing costs in relation to tenant satisfaction measures.	18,290
Total Carry Forward Requests:	325,340

These carry forward requests are included in the forecast outturn position.

4.10. **Transfers to Reserves**

In addition to the above carry forward requests, a number of requests for additional transfers to reserves have been made, whereby the HRA have requested a transfer to a new, or existing, reserve from underspent budgets, to be used for alternative

purposes or to mitigate risks in future years, subject to the HRA as a whole not being overspent. Based on the forecast outturn as at quarter three, and subject to the final cash limit outturn for 2024/25, all of request(s) are shown below totalling £77,020:

Reason for Transfer to Reserves	Amount £
HRA IT Reserve – transfer of admin team vacancy savings to support agency costs in relation to the HITREP project in 25/26	30,000
HRS Social Value Reserve – transfer of contractor SV contributions to support future initiatives	47,020
Total Transfer to Reserves Requests:	77,020

These additional reserve contributions are included in the forecast outturn position.

- 4.11. 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 three the HRS are forecasting a surplus of £32,882 in 2024/25, an improvement of £50,136 since quarter two, which has subsequently 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	1,062
Income shortfall as a result of a lower level of voids, aids & adapts and cleansing jobs	247
Increased Skip hire costs	104
Nationally agreed pay award settlement	47
Less:	
Staff vacancies due to recruitment and retention challenges	(451)
Decrease in material costs	(58)
Income surplus as a result of increase in responsive repairs, quoted jobs & other works	(975)
Net other variances	(9)
Overall forecast deficit/(surplus)	(33)

5.3. While overall the HRS is forecasting a much-improved year-end position, with a small forecast surplus, there are still a number of significant income and expenditure variances. These main variances, both positive and negative, cover:

- Whilst the position is improving, the HRS is still being impacted by recruitment challenges, with continued difficulties in attracting and retaining staff resulting 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.
- 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.
- As the increased subcontractor costs are not reflected in the service hourly rate an overhead recovery is not recouped on sub-contractors this results in an under recovery of full costs from the HRA. However, due to the change in nature of works this year and the increase in responsive repairs, which are predominantly performed by our own labour force, the HRS has seen an increase in income which does attract the overhead recovery rate.
- The forecast surplus also includes the impact of the national pay award settlement, which is in excess of the assumptions included within the MTFS as outlined in both the General Fund and HRA variances.

5.4. While the forecast outturn for the HRS is a small budget underspend, there still remains uncertainty in terms of service demands and income forecasts. As such it is essential that the tight controls implemented to monitor premium sub-contractor spend are maintained to minimise the projected surplus 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	1,218	(2,391)	7,061
Housing Revenue Account	4,507	747	(426)	4,828

7. Capital Programme

7.1. General Investment Programme

- 7.2. The revised General Investment Programme for 2024/25 amounted to £27.9m following the quarter 2 report. At quarter 3 the programme has been decreased by £5.9m to £22.0m, as shown below:

General Investment Programme	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000
Revised Budget at Quarter 2	27,894	17,639	4,617	1,052	1,052
Budget changes for approval – Quarter 3	(5,870)	6,594	0	0	0
Revised Budget	22,024	24,233	4,617	1,052	1,052

- 7.3. All changes over delegated limits require approval by the Executive. The following change has already been approved by the Executive.

Approved by the Executive / Delegated Portfolio Holder	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000
Central Car Park – New payment system – approved 6 th January 2025	100	0	0	0	0
Refuse Food Caddies & Bins – approved 9 th December 2024	0	318	0	0	0
Total Schemes already considered by the Executive	100	318	0	0	0

- 7.4. New schemes, or changes to current schemes, over an approved limit, are subject to Executive approval. There have been the following new schemes, and changes to current schemes in quarter 3 requiring Executive approval.

Requires approval by the Executive / Delegated Portfolio Holder	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000
Charterholme Development Wider Site Costs – Funded through additional Homes England Grant	305	0	0	0	0

Yarborough Leisure Centre Energy Efficiency - Reduction in scheme costs and grant funding restrictions do not allow reallocation.	(264)	0	0	0	0
Padley Road Play Area – funded through developer commuted sum.	0	65	0	0	0
Better Care Fund (DFG's) – funded through additional grant allocation.	0	205			
Total Schemes to be approved by the Executive	41	270	0	0	0

- 7.5. In addition to the changes to schemes that require the approval of the Executive, the General Investment Programme as includes schemes as part of the Lincoln Town Deal, for which the Council is the Accountable Body. Changes to a number of schemes during quarter 3 have been approved by the Town Deal Board, under a separate governance framework, and are follows:

GIP Movements Approved by Lincoln Towns Board:	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000
Transfers between schemes					
Town Deal LSIP not going ahead & funds reallocated	(800)	0	0	0	0
Town Deal Sincil Bank	(2)	0	0	0	0
Town Deal Lincoln City Football Club & Foundation	251	0	0	0	0
Town Deal Hospitality, Events & Tourism Institute	101	0	0	0	0
Town Deal Drill Hall	114	0	0	0	0
Town Deal Barbican	149	0	0	0	0
Town Deal Store of Stories	187	0	0	0	0
Total GIP Movements Approved by Towns Board	0	0	0	0	0

- 7.6. 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 3:

GIP Movements Approved by the Chief Finance Officer:	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000
Reprofiling budgets to other years:					
Greyfriars – Phase 2 Delivery	(1,689)	1,689	0	0	0
Better Care Fund (DFG's)	(764)	764	0	0	0
Town Deal Wigford Way	(245)	245	0	0	0
Town Deal Sincil Bank	(2,233)	2,233	0	0	0
Town Deal Tentercroft Street	(312)	312	0	0	0
Housing Renewal Area Unallocated	(298)	298	0	0	0

Planned Capitalised Works	(281)	281	0	0	0
Allotments Asbestos Sheds	(34)	34	0	0	0
Lincoln Central Lifts	(150)	150	0	0	0
Transfers between schemes					
Central Markets (old scheme)	(2)	0	0	0	0
Central Markets (current scheme)	2	0	0	0	0
Changes to budget allocations					
New Telephony system – scheme complete and unspent budget has been returned to the revenue.	(5)	0	0	0	0
Total GIP Movements Approved by the CFO	(6,011)	6,006	0	0	0
Total GIP Delegated Approvals and by/for Executive	(5,870)	6,594	0	0	0

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

General Investment Programme - Projected Outturn	2024/25			
	Budget following Q2 Report	Revised Budget Q3	Forecast Outturn	Variance
	£'000	£'000	£'000	£'000
Active Programme				
Housing and Investment	298	0	0	0
Communities and Environment	2,907	1,978	1,978	0
Chief Executive	3,417	1,258	1,258	0
Major Developments	15,613	15,606	15,606	0
Total Active Schemes	22,235	18,842	18,842	0
Schemes on Hold/ Contingencies	74	74	74	0
Externally Delivered Town Deal Schemes	5,585	3,108	3,108	0
Total Capital Programme	27,894	22,024	22,024	0

- 7.8. The overall spending on the General Investment Programme active schemes (excluding externally delivered schemes), at the end of quarter 3 is £10.1m, which is 53.1% of the budget. This is detailed further at Appendix I.
- 7.9. The low capital spend at this stage of the year is primarily mainly due to the profiling of a number of large schemes only starting on site towards the end of quarter 2, beginning of quarter 3, e.g. Greyfriars, Yarborough Leisure Centre, Western Growth Corridor Phase 1a Homes and the LUF2 Eastern Access Bridge.

7.10. Housing Investment Programme

- 7.11. The revised Housing Investment Programme for 2024/25 amounted to £17.432m following the Quarter 2 position. At quarter 3 the programme has been decreased by £0.020m to £17.411m, as shown below:

Housing Investment Programme	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000
Revised Budget at Quarter 2	17,432	17,219	14,780	13,698	12,056
Budget changes for approval – Quarter 3	(20)	2,380	436	38	39
Revised Budget	17,411	19,600	15,216	13,736	12,095

- 7.12. All changes over delegated limits require approval by the Executive. The following change has already been approved by the Executive.

Approved by the Executive:	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000
Increased budget allocations					
Victory Hotel Site Boutham Park Road – approved at Executive 18 th November 2024	0	2,537	0	0	0
Total changes approved by Executive	0	2,537	0	0	0

- 7.13. New schemes, or changes to current schemes, over an approved limit, are subject to Executive approval. There have been the following new schemes, and changes to current schemes in quarter 3 requiring Executive approval.

Changes requiring Executive Approval:	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000
Increased budget allocations					
Void Capitalised Works - funded from MRR	0	34	36	38	39
Total changes requiring Executive Approval	107	34	36	38	39

- 7.14. The Chief Finance Officer has authority to approve new schemes up to an approved limit. The following schemes was added in Quarter 3:

Approved by the Chief Finance Officer:	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000
Increased budget allocations					
Property Acquisitions: Individual purchase and repair acquisitions approved under officer delegations - funded from RTB 1-4-1 receipts with borrowing as match element	107	0	0	0	0

Sincil Community Land Trust Right to Buy Grant Scheme - funded through RTB 1-4-1 receipts	78	0	0	0	0
Total changes approved by Chief Finance Officer	78	0	0	0	0

- 7.15. 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 3:

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	(42)	42	0	0	0
Kitchen Improvements	490	(490)	0	0	0
Door Replacement	(200)	0	200	0	0
Replacement Door Entry Systems	(50)	50	0	0	0
Fire Doors	(100)	100	0	0	0
Environmental Works	(200)	0	200	0	0
HRA Buildings	(82)	82	0	0	0
Increased budget allocations					
DH Central Heating Upgrades - funded from MRR	0	25	0	0	0
Communal TV Aerials - funded from MRR	8	0	0	0	0
Fire Alarms - funded from MRR	9	0	0	0	0
Reduced budget allocations - returned to available resources (major repairs reserve and DRF)					
Telephony	(6)	0	0	0	0
Communal Electrics	(8)	0	0	0	0
Renew stair structure	(25)	0	0	0	0
Total Changes Approved by the Chief Finance Officer	(205)	(191)	400	0	0
Total HIP Delegated Approvals and Approvals by/for Executive	(20)	2,380	436	38	39

- 7.16. 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 Q2 Report £'000	Revised Budget Q3 £'000	Forecast Outturn £'000	Variance £'000
Decent Homes / Lincoln Standard	9,005	9,153	9,153	0
Health and Safety	646	580	580	0
Contingent Major Repairs / Works	0	0	0	0
New Build Programme	6,331	6,515	6,515	0
Other Schemes	1,137	856	856	0
Computer Fund / IT Schemes	312	306	306	0
Total Capital Programme	17,432	17,411	17,411	0

- 7.17. The overall expenditure on the Housing Investment Programme at the end of Q3 was £8.861m, which is 50.89% 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 £1.3m). This is detailed further at Appendix J.
- 7.18. A further £0.680m has been spent as at the end of January 2025, 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 billing of capital works.

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, and the new Vision 2030.

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 the continued need to deliver ongoing reductions in the net cost base, as set out in the MTFS 2025-2030.

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 2025-30.

11. Recommendations

PSC are recommended to:

- 11.1. Note the financial performance for the period 1st April to 31st December 2024.
- 11.2. Assess the underlying impact of the pressures and underspends identified in paragraphs 3.3 (and appendix B), 4.3 (and appendix D), and 5.2 (and appendix F).
- 11.3. Note the proposed carry forward requests and transfers to earmarked reserves detailed in paragraph 3.11, 3.12, 4.9 and 4.10;

- 11.4. Note the changes to the General Investment Programme and Housing Investment Programme as approved by the Chief Finance Officer as detailed in paragraphs 7.5 and 7.12.
- 11.5. Note the changes to the General Investment programme and the Housing Investment programme approved, or to be approved, by the Executive as detailed in paragraphs 7.3, 7.10 and 7.11.
- 11.6. Consider any specific recommendations to be referred to Executive relating to the contents of this report.

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 2025-2030

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GENERAL FUND SUMMARY – AS AT 31 DECEMBER 2024

Service Area	Ref	Revised Budget £'000	Projected Outturn £'000	Variance £'000
Strategic Development	A	2,228	2,195	(33)
Chief Finance Officer (S151)	B	(121)	(326)	(204)
City Solicitor	C	1,964	1,963	(2)
Revenues & Benefits	D	830	1,218	388
Housing	E	314	187	(127)
Director of Major Developments	F	(3,103)	(2,924)	178
Communities and Street Scene	G	8,033	8,328	295
Health and Environmental Services	H	1,309	1,236	(73)
Planning	I	(3,147)	(3,192)	(45)
		8,004	8,380	377
Corporate Expenditure	J	1,533	1,385	(148)
TOTAL SERVICE EXPENDITURE		9,537	9,766	229
Capital Accounting Adjustment	K	2,415	2,084	(331)
Specific Grants	L	4,452	4,420	(32)
Contingencies	M	(122)	22	280
Savings Targets	N	(36)	0	36
Earmarked Reserves	O	(989)	(1,173)	(184)
Insurance Reserve	P	23	23	0
TOTAL EXPENDITURE		15,281	15,142	(138)
CONTRIBUTION FROM BALANCES		147	285	138
NET REQUIREMENT		15,428	15,428	0
Retained Business Rates Income	Q	6,972	6,972	0
Collection Fund Surplus/(Deficit)	R	468	468	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 3

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

Ref	<u>Increased Expenditure</u>	£	
B	Corporate Management	47,150	Fee variations on external Audit Fees.
E	Housing Needs	30,980	Increased staffing costs as a result of additional Fixed Term Contracts covering temporary absences.
F	Cornhill Market	143,615	Increased expenditure as a result of additional staffing, utilities, contractor & legal costs required as part of initial operation of the newly re-opened market.
H	Crematorium	289,700	External industry professional support to the management and administration of the Crematorium.
H	Birchwood & Yarborough Leisure Centres	50,000	Anticipated contribution under profit/loss agreement.
I	Car Parks	156,970	Re-profiling of historic premium on early repayment of debt
I	Car Parks	91,090	Additional charges due to increased pay by phone transactions (cost & volume) and forecast maintenance works wholly offset by increased income below (net car parking surplus £334k).
M	National Pay Award	183,890	Impact of the National Employers pay settlement, in excess of budget assumptions.
M	Annual Vacancy Savings Target	144,110	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	387,590	Increased non recoverable supported (exempt) accommodation and other housing benefit costs, reduction in DWP grant funding and unbudgeted Discretionary Housing Payment.
D	Council Tax	46,420	Forecast reduction in income as a result of delays in recovery due to billing changes on Universal Credit/benefits.

F	Cornhill Market	75,150	Rental income forecast to be less than originally budgeted due to market not operating for the full financial year with all stalls let at full rent.
G	Crematorium	151,200	Forecast reduction in income as a result of YTD, and anticipated, cremation levels, partially offset by vacancy and utilities savings (net pressure £99.7k).
G	Cemeteries	27,000	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 vacancy savings below above (net saving £65k).
I	Land Charges	45,560	Anticipated reduction in income as a result of current economic conditions.

Reduced Expenditure

A	CX Corporate Policy	(28,900)	Vacancy savings pending recruitment, offset against Corporate vacancy savings target.
B	City Hall	(39,270)	Forecast underspend on utility costs.
E	Homeless Bed & Breakfast	(50,000)	Reduction in number of presentations alongside an increase in Rent in Advance/Top Up support to reduce demand for B&B accommodation.
E	Rough Sleepers	(44,990)	Reduction in contracted out support for professional services.
G	Street Cleansing	(57,350)	Reduction in contracted charges and underspend on amenity cleaning.
G	Crematorium	(51,780)	Forecast underspend, predominantly utilities and vacancy savings, offset by reduced income above (net pressure £99.7k).
H	Housing Regeneration	(54,740)	Vacancy savings pending recruitment, offset against Corporate vacancy savings target.
I	Building Regulations	(114,500)	Vacancy savings offset against anticipated reduction in income above (net saving £65k).
I	Heritage	(58,720)	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 agreed pay award.

Increased Income

B	Lincoln Properties & Industrial Estates	(68,500)	Increased income as a result of backdated rent reviews & lower level of void properties.
B	City Hall	(69,080)	Increased income to be received from lease agreements.
B	Other Interest	(166,060)	Increased investment income as a result of higher interest rates and additional dividend income.
D	Household Support Scheme	(33,460)	New Burdens grant funding for the administration of the Household Support Scheme phase 5 & 6.
E	Community Leadership & Sustainability	(38,850)	New Burdens grant funding for the administration of UKSPF project.
F	Major Developments Team	(51,640)	New Burdens grant funding for administration of UKSPF project.
H	Community Centres	(71,000)	Increased income levels, predominantly driven by ongoing contract at the Grandstand.
I	Car Parks	(445,000)	Increase in season ticket income & pay and display income (net car parking surplus £334k).
J	Capital Accounting Adjustment-Interest Payable	(331,540)	Reduction in interest payable as a result of reduced borrowing levels.
J	Land Drainage Levies	(173,000)	Additional government grant received to offset the increased cost of Internal Drainage Board Levies.
L	Specific Grants	(31,988)	Additional government grant for Business Rate Levy/Safety Net Retention.

HOUSING REVENUE ACCOUNT FUND SUMMARY – AS AT 31 DECEMBER 2024

	Ref	Revised Budget £'000	Projected Outturn £'000	Variance £'000
Gross Rental Income	A	(35,220)	(35,410)	(190)
Charges for Services & Facilities	B	(658)	(699)	(41)
Contribution towards Expenditure	C	(50)	(10)	40
Repairs Account – Income	D1	(68)	(126)	(58)
Supervision & Management – General	D2	(808)	(1,008)	(200)
Supervision & Management – Special	D3	(75)	(113)	(38)
Repairs & Maintenance	E	11,729	11,741	12
Supervision & Management – General	F1	7,367	7,521	154
Supervision & Management – Special	F2	2,140	2,385	244
Rents, Rates and Other Premises	G	861	838	(23)
Increase in Bad Debt Provisions	H	251	251	0
Insurance Claims Contingency	I	439	439	0
Contingencies	J	348	103	(245)
Depreciation	K	8,198	8,513	315
Impairments	L	0	0	0
Debt Management Expenses	M	16	9	(7)
HRS Trading (Surplus) / Deficit	N	0	(33)	(33)
Net Cost of Service	O	(5,530)	(5,599)	(69)
Loan Charges Interest	P	2,331	2,264	(68)
Investment/Mortgage Interest	Q	(428)	(669)	(241)
Net Operating Inc/Exp	R	(3,626)	(4,004)	(378)
Major Repairs Reserve Adjustment	T	3,423	3,109	(315)
Transfers to/from reserves	U	304	282	(22)
(Surplus)/Deficit in Year	V	101	(613)	(714)

Housing Revenue Account Variances – Quarter 3

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>		
Q	Investment Interest	(241,230)	Increased investment income as a result of higher interest rates.
D2	Supervision & Management - General	(159,000)	Increase in admin overhead recharges to capital on external contracts.
A	Gross Rental Income	(148,070)	Additional rental income as a result of higher than budgeted opening housing stock levels.
B	Non Dwelling Rents	(41,500)	Reduction in void loss garage rental income
N	HRS Surplus/Deficit	(32,880)	Estimated HRS surplus position (refer to further detail in Section 5 and Appendix F).
	<u>Reduced Expenditure</u>		
E	Repairs & Maintenance - HRS	(825,180)	Reduced HRS expenditure on Voids (£664k), Aids and Adapts (£138k) and Cleansing (£23k), wholly offsetting the increase on Responsive Repairs costs below (net underspend £724k).
T	Major Repairs Reserve Adjustment/Direct Revenue Finance	(314,520)	Reduced contribution to Major Repairs Reserve to offset the increase in depreciation costs following revaluations of properties in year
F	Supervision & Management	(119,590)	Reduced expenditure on Employee Costs due to staff vacancies, offset by agency costs below.
E	Repairs Account	(118,320)	Reduced expenditure on HRA Repairs programme due to a change in nature between capital and revenue costs with more costs being eligible to be capitalised.
P	Loan Charges Interest	(67,560)	Reprofiling of loans and adequate resources resulting in reduction in planned borrowing costs.

Ref		£	Reason for variance
	<u>Increased Expenditure</u>		
E	Repairs & Maintenance - HRS	723,590	Increased HRS expenditure on Responsive Repairs (£724k), offset by underspend above (net underspend £102k).
K	Depreciation	314,520	Increase in depreciation costs following revaluation of housing stock, offset by a Major Repairs reserve reduction above.
F1	Supervision & Management – General	119,390	Impact of National Employers pay award settlement in excess of budgeted assumptions.
F1	Supervision & Management – General	47,260	Cost of agency staff to cover staff vacancies within Supervision & Management, offset by Vacancy savings above.
F1	Supervision & Management – General	66,250	Membership Fee increases on Housing Ombudsman, and additional Regulator of Social Housing annual subscription costs.
F1	Supervision & Management – General	74,230	Increased expenditure primarily due to additional Housing IT costs
E	Repairs Account	56,170	Gas Servicing of Central Heating increase in market prices and addition of relet costs.
F1	Supervision & Management – General	50,850	Caretakers fly tipping cost increase

HOUSING REPAIRS SERVICE SUMMARY – AS AT 31 DECEMBER 2024

	Revised Budget £'000	Projected Outturn £'000	Variance £'000
Employees	4,107	3,703	(404)
Premises	193	166	(27)
Transport	440	416	(23)
Materials	1,561	1,503	(58)
Sub-Contractors	2,635	3,696	1,062
Supplies & Services	323	469	146
Central Support Charges	707	707	0
Capital Charges	0	0	0
Total Expenditure	9,965	10,660	696
Income	(9,965)	(10,693)	(728)
(Surplus)/Deficit	0	(33)	(33)

Housing Repairs Service Variances – Quarter 3

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	(450,898)	Vacancies within the Operative staff.
Premises	(26,650)	Reduction in utility forecasts due to delay in depot being in use.
<u>Increased Expenditure</u>		
Sub-Contractors	1,061,711	Increased use of sub-contractors to meet void turnaround targets, new work streams and impact of Hermit Street properties becoming available.
Skip Hire	103,648	Increased usage of skips due to delay to the use of Hiab.
National Pay Award	46,570	Impact of the National Employers pay settlement, in excess of budget assumptions.
<u>Increased Income</u>		
Response Repairs, Quoted Jobs & Other Income	(975,436)	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, generating increased income through the internal overhead recovery rate.
<u>Reduced Income</u>		
Voids, Aids & Adapts and Cleansing Works Income	247,038	Reduced income as a result of sub-contractor costs on overhead recovery and old SOR rates used for billing (pending update). Voids works at £85k, Aids & Adapts £138k and Cleansing works at £23k.

EARMARKED RESERVES – Q3 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	523	-	(195)	328
Grants & Contributions	1,456	45	(424)	1,077
Active Nation Bond	100	-	(60)	40
AGP Sinking Fund	102	50	(50)	102
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
Climate Change Initiative & Biodiversity	49	27	-	75
Commons Parking	28	15	-	43
Corporate Maintenance	100	-	-	100
Corporate Training	71	-	(26)	45
Council Tax Hardship Fund	-	-	-	-
Countywide Devolution Work	16	-	1	15
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	120	(170)	520
Inflation Volatility Reserve	466	-	(184)	282
Invest to Save (GF)	350	16	(88)	278
IT Reserve	393	71	-	463
Lincoln Lottery	9	-	-	9
Mayoral Car	7	-	-	7
MSCP & Bus Station Sinking Fund	195	47	-	242
Private Sector Stock Condition Survey	51	12	(52)	11
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	271	405	(554)	121

Vision 2025/Vision 2030	386	327	(304)	408
	8,234	1,218	(2,391)	7,061
HRA				
Capital Fees Equalisation	110	-	-	110
Cyclical Smoke Alarm/CO2 Detector Testing	0	128	-	128
De Wint Court	73	-	-	73
De Wint Court Sinking Fund	113	71	-	184
Disrepairs Management	287	-	(32)	255
Housing Business Plan	842	-	(166)	676
Housing Repairs Service	76	-	(69)	7
HRA IT	170	365	-	535
HRA Electrical Testing	0	120	-	120
HRA Repairs Account	1,351	-	(90)	1,261
Housing Strategic Priority	764	-	-	764
HRS Social Value	111	47	-	158
Invest to Save (HRA)	375	-	(44)	331
NSAP/RSAP Sinking Fund	18	9	-	27
Regulator of Social Housing	180	-	(26)	154
Strategic Growth Reserve	5	-	-	5
Tenant Satisfaction Survey	31	8	-	39
	4,507	747	(426)	4,828
Total Earmarked Reserves	12,741	1,965	(2,817)	11,889

CAPITAL RESOURCES – Q3 MONITORING 2024/25

	Opening balance 01/04/24	Contributions	Used financing	in Forecast balance 31/03/25
	£'000	£'000	£'000	£'000
Capital Grants/Contributions General Fund	0	12,557	(12,557)	0
Capital Grants/Contributions HRA	275	1,155	(1,155)	275
Capital receipts General Fund	1,663	0	(74)	1,589
Capital receipts HRA	2,560	1,059	(404)	3,215
Capital receipts 1-4-1	3,780	1,951	(732)	4,999
Major Repairs Reserve	23,734	11,936	(13,672)	21,998
GENF DRF	141	5,683	(5,683)	121
Total Capital Resources	32,153	34,321	(34,277)	32,197

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 31st December 2024

<u>GENERAL INVESTMENT PROGRAMME</u>	Budget 2024/25 - Reported at Q2	Q3 Budget Increase / Decrease	2024/25 Revised Budget	Actual Expenditure 31/12/24	2024/25 Spend Revised Budget	% to
<u>Housing and Investment</u>						
Housing Renewal Area Unallocated	298,152	(298,152)	0	0	0.00%	
Housing and Investment Total	298,152	(298,152)	0	0	0.00%	
<u>DCE - Health and Environmental Services</u>						
Better Care Fund (was Disabled Facilities Grant)	2,159,391	(764,180)	1,395,211	740,531	53.08%	
Yarborough Leisure Centre - Energy Efficiency	644,350	(264,350)	380,000	87,571	23.05%	
Yarborough Leisure Centre - Equipment	80,000	0	80,000	80,084	100.11%	
DCE - Health and Environmental Services Total	2,883,741	(1,028,530)	1,855,211	908,186	48.95%	
<u>DCE - Community Services</u>						
Traveller deterrent	6,200	0	6,200	0	0.00%	
DCE - Community Services Total	6,200	0	6,200	0	0.00%	
<u>DCE - Planning & City services</u>						
Car Parking Software	14,337	0	14,337	8,663	60.42%	
St Mary's Guildhall (HAZ)	0	0	0	(90)	0.00%	
Central Car Park - new payment system	0	100,000	100,000	0	0.00%	
Windmill View	2,172	0	2,172	(6,196)	(285.27)%	
DCE - Planning & City services Total	16,509	100,000	116,509	2,377	2.04%	
<u>Chief Executive Corporate Policy</u>						
New Telephony System	5,558	(5,558)	0	0	0.00%	
Chief Executive Corporate Policy Total	5,558	(5,558)	0	0	0.00%	

<u>GENERAL INVESTMENT PROGRAMME</u>	Budget 2024/25 - Reported at Q2	Q3 Budget Increase / Decrease	2024/25 Revised Budget	Actual Expenditure 31/12/24	2024/25 Spend Revised Budget % to
<u>Chief Executive Chief Finance Officer</u>					
Allotments Asbestos Sheds	33,795	(33,795)	0	0	0.00%
City Hall Level 2 Ceiling & lights	22,961	0	22,961	0	0.00%
City Hall Refurb level 3 toilets	39,930	0	39,930	0	0.00%
Greyfriars - Phase 2 Delivery	2,662,787	(1,688,543)	974,244	249,530	25.61%
Lincoln Central Lifts	150,000	(150,000)	0	0	0.00%
Michaelgate	75,000	0	75,000	74,607	99.48%
Planned Capitalised Works	281,104	(281,104)	0	0	0.00%
Sudbrooke Drive CC Shower refurb	34,700	0	34,700	0	0.00%
Victoria St Car Park Wall	99,260	0	99,260	0	0.00%
Yarborough LC mansafe system	12,000	0	12,000	0	0.00%
Chief Executive Chief Finance Officer Total	3,411,537	(2,153,442)	1,258,095	324,137	25.76%
<u>Major Developments</u>					
Central Markets	2,000	(2,000)	0	0	0.00%
Central Markets (All Funding Streams)	283,583	2,000	285,583	(57,974)	(20.30)%
Lincoln Transport HUB	0	0	0	(27,861)	0.00%
TD Sincil Bank Gateway & Greening Project	555,028	0	555,028	61,449	11.07%
TD Tentercroft Street	312,000	(312,000)	0	0	0.00%
The Terrace Heat Mitigation Works	0	0	0	0	0.00%
Towns Deal Programme Management	75,970	0	75,970	16,240	21.38%
UKSPF (Shared Prosperity Fund)	0	0	0	0	0.00%
UKSPF Belmont Street Our Community Bakery	130,000	0	130,000	0	0.00%
UKSPF Moorland Community Hub	70,000	0	70,000	71,925	102.75%
UKSPF Sudbrooke Drive Hub	230,288	0	230,288	129,699	56.32%
WGC Housing Delivery	2,796,850	0	2,796,850	212,803	7.61%
WGC Phase 1b Bridges	10,052,140	0	10,052,140	6,424,168	63.91%
WGC Shared Infrastructure	1,011,645	0	1,011,645	1,763,022	174.27%

<u>GENERAL INVESTMENT PROGRAMME</u>	Budget 2024/25 - Reported at Q2	Q3 Budget Increase / Decrease	2024/25 Revised Budget	Actual Expenditure 31/12/24	2024/25 Spend Revised Budget % to
WGC Site Wide Costs	19,487	305,000	324,487	138,824	42.78%
WGC Wider 1b Site Costs	73,810	0	73,810	85,585	115.95%
Major Developments Total	15,612,801	(7,000)	15,605,801	8,817,880	56.50%
TOTAL ACTIVE SCHEMES	22,234,498	(3,392,682)	18,841,816	10,052,580	53.35%
<u>Schemes Currently Under Review</u>					
Compulsory Purchase Orders	0	0	0	0	0.00%
IT Reserve	74,334	0	74,334	0	0.00%
Schemes Currently Under Review Total	74,334	0	74,334	0	0.00%
TOTAL CAPITAL PROGRAMME EXCLUDING EXTERNALLY DELIVERED SCHEMES	22,308,832	(3,392,682)	18,916,150	10,052,580	53.14%
<u>Externally Delivered Town's Deal Schemes</u>					
TD Lincoln Connected	577,968	0	577,968	540,384	93.50%
TD Sincil Bank	2,234,696	(2,234,696)	0	0	0.00%
TD Wigford Way	244,708	(244,708)	0	0	0.00%
TD Lincoln City FC & Foundation	0	250,960	250,960	0	0.00%
TD Hospitality Events & Tourism Institute (HEAT)	0	101,280	101,280	0	0.00%
TD Drill Hall Development	0	114,160	114,160	0	0.00%
TD Barbican Production & Maker Hub	1,700,000	148,960	1,848,960	617,268	33.38%
TD Store of Stories	28,000	186,480	214,480	28,000	13.05%
TD LSIP	800,000	(800,000)	0	0	0.00%
Externally Delivered Town's Deal Schemes Total	5,585,372	(2,477,564)	3,107,808	1,185,652	38.15%
Grand Total	27,894,204	(5,870,246)	22,023,958	11,238,232	51.03%

Housing Investment Programme – Summary of Expenditure as at 31st December 2024

<u>HOUSING INVESTMENT PROGRAMME</u>	Budget 2024/25 - Reported at Q2	Q3 Budget Increase / Decrease	2024/25 Revised Budget	Actual Expenditure 31/12/24	2024/25 Spend Revised Budget % to
<u>Decent Homes</u>					
Bathrooms & WC's	500,000	0	500,000	233,224	46.64%
DH Central Heating Upgrades	2,016,960	0	2,016,960	1,579,668	78.32%
Door Replacement	1,034,000	(200,000)	834,000	441,672	52.96%
Fire Compartment works	50,000	0	50,000	2,675	5.35%
Fire Doors	300,000	(100,000)	200,000	80,468	40.23%
Kitchen Improvements	1,190,000	490,000	1,680,000	852,707	50.76%
Lincoln Standard Windows Replacement	1,183,000	0	1,183,000	986,563	83.40%
New services	75,000	0	75,000	52,790	70.39%
Re-roofing	100,000	0	100,000	484	0.48%
Rewiring	20,000	0	20,000	0	0.00%
Structural Defects	100,000	0	100,000	10,154	10.15%
Thermal Comfort Works	50,000	(42,000)	8,000	0	0.00%
Aids & Adaptions	50,000	0	50,000	46,879	93.76%
Void Capitalised Works	2,300,000	0	2,300,000	233,970	10.17%
Decent Homes Total	8,968,959	148,000	9,116,959	4,529,902	49.69%
<u>Health and Safety</u>					
Asbestos Removal	198,702	0	198,702	87,553	44.06%
Asbestos Surveys	133,763	0	133,763	45,920	34.33%
Fire Alarms	0	9,062	9,062	9,062	100.00%
Renew stair structure	25,000	(25,000)	0	0	0.00%
Replacement Door Entry Systems	288,846	(50,000)	238,846	10,679	4.47%
Health and Safety Total	646,311	(65,938)	580,373	153,214	26.40%
<u>IT/Infrastructure</u>					

Housing Support Services Computer Fund	306,441	0	306,441	190,455	62.15%
Telephony	5,558	(5,558)	0	0	0.00%
IT/Infrastructure Total	311,999	(5,558)	306,441	190,455	62.15%
<u>Lincoln Standard</u>					
Over bath showers (10 year programme)	36,450	0	36,450	0	0.00%
Lincoln Standard Total	36,450	0	36,450	0	0.00%
<u>Other Current Developments</u>					
CCTV	0	0	0	0	0.00%
Communal Electrics	160,000	(8,000)	152,000	60,059	39.51%
Communal TV Aerials	5,000	8,000	13,000	9,799	75.38%
Environmental works	500,000	(200,000)	300,000	140,245	46.75%
Garages	60,000	0	60,000	0	0.00%
Hiab and Mule	130,689	0	130,689	130,689	100.00%
HRA Buildings	81,639	(81,639)	0	0	0.00%
Landscaping & Boundaries	200,000	0	200,000	112,389	56.19%
Other Current Developments Total	1,137,327	(281,639)	855,689	453,180	52.96%
HOUSING INVESTMENT TOTAL	11,101,047	(205,135)	10,895,912	5,326,751	48.89%

<u>HOUSING INVESTMENT PROGRAMME</u>	Budget 2024/25 - Reported at Q2	Q3 Budget Increase / Decrease	2024/25 Revised Budget	Actual Expenditure 31/12/24	2024/25 Spend Revised Budget	% to
<u>HOUSING STRATEGY AND INVESTMENT</u>						
<u>New Build Programme</u>						
Property Acquisitions	2,546,991	106,507	2,653,498	1,282,072	48.32%	
New Build Capital Salaries	46,953	0	46,953	0	0.00%	
SCLT Right to Buy Grant Scheme	0	78,219	78,219	0	0.00%	

New Build Site – Hermit Street	1,995,857	0	1,995,857	1,911,982	95.80%
New Build Site - Jasmin Green	50,000	0	50,000	0	0.00%
Ermine Church Land	349,893	0	349,893	340,000	97.17%
Western Growth Corridor	1,340,941	0	1,340,941	0	0.00%
New Build Programme Total	6,330,635	184,726	6,515,361	3,534,054	54.24%
HOUSING STRATEGY AND INVESTMENT TOTAL	6,330,635	184,726	6,515,361	3,534,054	54.24%
TOTAL HOUSING INVESTMENT PROGRAMME	17,431,682	(20,409)	17,411,273	8,860,805	50.89%

TFS Phase7 programme: progress at Q3 – 2024/2025

Service	Summary of project	Dir.	Total savings in 2024/25	GF savings in 2024/25	HRA savings in 2024/25	Comments
			£000's	£000's	£000's	
ACTIONS COMPLETED AS OF END Q3 2024/25						
Major Developments	Maximise Towns Fund/Review of workspaces	DMD	46	39	6	Complete
Workbased Learning	Review of Workbased Learning	CX	86	50	36	Complete for 24/25 – future business case required
TOTAL			131	89	42	

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SUBJECT: OPERATIONAL PERFORMANCE REPORT - QUARTER 3 2024/25

DIRECTORATE: CHIEF EXECUTIVE AND TOWN CLERK

REPORT AUTHOR: BUSINESS INTELLIGENCE OFFICER

1. Purpose of Report

- 1.1 To present to Performance Scrutiny Committee an outturn summary of the council's performance in quarter 3 of 2024/25.

2. Executive Summary

- 2.1 At the end of quarter 3 2024/25 of the **87** quarterly performance measures and **4** annual performance measures reported during the quarter across the Directorates of Chief Executive's, Communities & Environment, Housing & Investment and Major Developments:
- **12 measures (13.2%)** were Red (below lower target boundary)
 - **16 measures (17.6%)** were Blue (within target boundaries – acceptable)
 - **38 measures (41.8%)** were Green (meeting or exceeding the higher target)
 - **25 measures (27.5%)** were recorded as volumetric
 - **0 measures (0.0%)** were recorded as data not being available for this quarter

Out of the **91** performance measures monitored during the quarter **66** had targets allocated to them. Of these targeted measures **54 (59.4%)** were within or exceeding the targets set.

- 2.2 It is important to note that 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, and 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.

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 Appendix A 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'.
- 3.4 The more detailed performance data tables are grouped together in Appendix B, including the suite of corporate measures. Performance data is grouped by directorate, and a colour coding system is used to make it simpler to identify which portfolio each measure relates to. Appendix B also includes a quarterly Communications update.
- 3.5 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 measure outturns – Quarter 3 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.

Those key highlights include:

- 4.2 Within **Our People and Resources** theme (**PR**), the Councils proactive approach to staff wellbeing has been positively welcomed in assessment feedback, achieving renewal as a recognised 'Mindful Employer' through the 'Charter for Employers Positive About Mental Health'. The team have worked with colleagues and line managers to understand the range of factors that influence mental wellbeing, while additionally increasing the number of Mental Health First Aiders (MHFAs) and staff who are also Applied Suicide Intervention Skills (ASIST) trained.

The results of the Staff Survey have been reviewed and shared, with feedback serving to help guide the Council in developing action plans to maintain and improve effectiveness and culture, develop communication between senior management and employees, identify areas of success, while ensuring residents are placed at the heart of service delivery.

- 4.3 Within the **Reducing Inequality Vision Priority (RI)**, throughout the quarter, support has been made available to residents of the city through the sixth wave of the Household Support Fund, made available to City of Lincoln Council through the UK Government, covering the period from 1 October 2024 to 31 March 2025.

Some of these funds have been used to support individuals and households who are most in need, with a key part of this work focused on helping reduce reliance on foodbanks, instead enabling people to utilise the Lincoln Community Grocery.

The Community Grocery not only provides low-cost, high-quality food, but members are able to access other wraparound support there, including debt advice, money management support, one on one support and life skills, practical support, and tools needed so seek and find work through job clubs and much more.

- 4.4 Within **Customer Experience and Review** theme (**CE**), the Councils Elections team successfully completed the ballot for the Lincoln Business Improvement Group (BIG). The Business Improvement District (BID) ballot required a successful collaboration between several teams across Lincoln BIG and the Council, to ensure that all eligible voters had the opportunity to participate, timely communications were provided, and any queries on the ballot process were answered, ensuring all statutory deadlines were met.

A total of 846 ballot papers were issued during the voting process, with 85.6% of the votes cast in favour of Lincoln Big's proposal.

- 4.5 Within the **Remarkable Place Vision Priority (RP)**, the teams have been celebrating the milestone achievement in Air Quality Improvement across the city, achieved after years of progress, through the opening of the Lincoln Eastern bypass, natural renewal and improved vehicle technology, resulting in the removal of the Air Quality Management Area (AQMA). A new air quality plan will be created to keep a close watch and ensure Lincolns air remains clean for the future.
- 4.6 Within the **Quality Housing Vision Priority (QH)**, the jointly funded redevelopment by the council and Homes England has successfully completed the Hermit Mews Housing development, delivering 11 high quality, energy efficient new family homes, five two-bed and six three-bed, built on an unattractive and underused garage site, meeting the housing needs of 22 households in the city.

The Housing Repairs Service, jointly with the Customer Service team, have further developed teams' knowledge and cross department working relationships, through effective, supportive job shadowing and improved communication across both City Hall and Hamilton House, driving efficiency, streamlined booking of appointments and first time resolutions for customers.

- 4.7 Within the Inclusive **Economic Growth Vision Priority (EG)**, Sudbrooke Drive Community Centre has seen significant improvement works carried out throughout the quarter, to modernise and enhance the well-used community space for the benefit of residents across the Ermine estate area and city, providing a welcoming environment with enhanced accessibility.

Charterholme, formerly known as Western Growth Corridor, officially launched as a brand in December 2024, with the latest chapter in the development project underway, the construction of the first phase of 52 houses on the gateway site. Infrastructure to create the southern access to the site has been completed, further progressing what will be the largest development project to take place in Lincoln for decades.

- 4.8 Within the Addressing **Climate Change Vision Priority (CC)**, Yarborough Leisure Centre, through funding made available by Sport England, has taken a major step towards sustainability with the installation of a 284 high performance solar panel array on the leisure centres roof, with the initiative set to improve energy efficiency and reduce the facilities carbon footprint.

The project will enable Yarborough Leisure centre to make substantial financial savings on energy costs, which can then be reinvested into services and facilities for the local community, helping to ensure residents can continue to use the facilities,

helping Sport England to meet its goal of getting 3.5 million more people active by 2030.

5. Areas to monitor

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

5.1 Those areas to note within **Chief Executive's Directorate** are:

CS 3 - Average time taken to answer a call to customer services – Whilst average time is higher than preferred, the average wait for a call into the contact centre has reduced slightly since the previous quarter. 3,755 customers requested a call back during the quarter. It is understood that good performance is within the quality of the response and for the caller's issues to be resolved wherever possible, first time. These calls can be complex and can take some time to resolve. However, taking appropriate action and resolving a customer's request at point of call reduces, wherever possible, the need for follow up calls.

AUD 1 - Completion of the Internal Audit annual plan. - Q3 is below target at 48% compared to a target of 55%. This is due to a number of factors including delays being experienced from auditees in completing or starting audits, changes to the audit plan, additional work assessing the new Global Internal Audit Standards, and additional work to support the National Fraud Initiative.

5.2 Those areas to note within **Housing and Investment Directorate**:

HM1b - Percentage of reactive repairs completed within target time (urgent 3-day repairs only) - This area has seen a slight reduction since quarter 2 figures, this is predominantly down to an increase in the number of properties operatives could not access. Additionally, there has been an increase in the volume of damp and mould inspections, due to being within peak season. The service is currently training new starters on processing records for completion data, and expect to see an improvement for quarter 4.

HV1 – Percentage of rent lost through dwelling being vacant - Rent lost through vacant dwellings has increased on the previous quarter, due in part to some of the service challenges experienced in the re-letting process, including a number of long-term voids (100+ days) which were completed and re-let in December. It is worth noting that properties awaiting decisions on disposal orders remain within this outturn figure which are out of control of the void team.

HV 3 - Average re-let time calendar days for all dwellings (including major works) - Performance for the measure has seen a slight improvement during quarter 3, however is impacted along with the above measure HV1. In addition, the amount of time taken to re-let properties between tenants is complex and strongly influenced by external factors.

5.3 Those areas to note within **Director of Communities and Environment**:

AH1 - Number of affordable homes delivered (cumulative) - 11 affordable homes were completed this quarter, which came from the successful completion of the Hermit

Mews development that was a 100% affordable housing scheme, delivered by the Council. As Affordable Housing can only be required on major sites (more than 10 dwellings) and the majority of housing sites we deal with in the city are smaller than this, the trigger for AH provision is often not met.

DM2 - End to end time to determine a planning application (Days) - The outturn for this measure reports an increase in end to end times and partly reflects some short-term sickness in the team. This is not indicative of a wider trend and the service area envisions that an improvement will be seen by year end.

PH2 Average time from date of inspection of accommodation to removing a severe hazard to an acceptable level - demand on the service area has significantly increased, with resources reallocated across the teams to address priority works, which in turn affects the timeframe in which other outturns can be completed.

6. Corporate Measures

- 6.1 Those corporate performance measures detailed in Appendix B include the areas of resources, health & wellbeing, sickness, communications, complaints and compliments.
- 6.2 During quarter 3 2024/25 there were 14 leavers, which equated to a turnover figure of 2.2% (based upon employee headcount at the end of December 2024 excluding apprentices). This figure is lower when compared to the previous quarter 2 2024/25 figure of 2.5%. The vacancy figure as at the end of quarter 3 2024/25 stood at 56 FTE. Please note that any posts with less than 37 hours per week vacant have been removed when calculating this figure.
- 6.3 132 appraisals were due for completion, of these, 86 appraisals were recorded as being completed within the ITrent system (65.2%).
- 6.4 It was recognised that the Council has continued its proactive approach to staff wellbeing, and that we continue to recognise the range of factors influencing mental wellbeing, both inside and outside the workplace. The Council has increased the number of Mental Health First Aiders (MHFAs) and staff who are ASIST (Applied Suicide Intervention Skills) trained. The Council was successful in renewing the Charter for Employers Positive About Mental Health which continues until November 2026.
- 6.5 The council arranged for MSK Physio to attend Hamilton House for a day in December to carry out 30-minute physio appointments for any staff who wished to book one and raised awareness for Disability History Month (UKDHM) 14 November – 20 December 2024 and reinforced our actions and support as a Disability Confident Employer both for applicants and existing staff. The Council also supports Men's Health issues under the Movember theme.
- 6.6 Total sickness levels for the council stood at 2.61 days lost per FTE at quarter 3. When compared to the previous quarter, sickness levels have decreased (quarter 2 2024/25 figure stood at 2.69 days lost per FTE). Additionally, when compared to the same quarter last year sickness levels have increased (quarter 3 2023/24 figure was 2.03 days lost per FTE).

- 6.7 In quarter 3 2024/25 there were **131** complaints dealt with across the council. In quarter 3 2024/25, there were 0 Local Government Ombudsman (LGO) complaints decided and 1 Local Housing Ombudsman (LHO) complaints decided. The percentage of complaints responded to within the service standard has improved this quarter and is 95% overall. Only 7 complaints of the 131 responded to were outside of the target times. This boosts the year-to-date response rate to 92%. Alongside complaints monitoring we also monitor compliments that come into the council, with 41 during this quarter across all services.
- 6.8 Throughout quarter 3 2024/25 the Communications Team have provided support across the council and city to capture and broadcast the latest news, events and updates in Lincoln providing a detailed overview of social media highlights, key stats and performance, interviews, key events and campaigns, press releases, internal communications, Hub and website statistics on usage.

7. Strategic Priorities

- 7.1 The City of Lincoln Council's Vision 2025 priorities are:
- Let's drive inclusive economic growth.
 - Let's reduce all kinds of inequality.
 - Let's deliver quality housing.
 - Let's enhance our remarkable place.
 - Let's address the challenge of climate change.

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

8. Organisational Impacts

8.1 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.

8.2 Legal Implications

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

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

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.

9. Risk Implications

9.1 (i) Options Explored – n/a

9.2 (ii) Key risks associated with the preferred approach – n/a

10. Recommendations

10.1 Performance Scrutiny Committee is asked to review and comment on the contents of the Quarter 3 2024/25 Operational Performance Report, found at Appendices A and B, ahead of the report being presented to Executive on 24th February 2025.

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

Is this a key decision?

No

Do the exempt information categories apply?

No

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

No

How many appendices does the report contain?

Two (A and B)

List of Background Papers:

None

Lead Officers:

Business Intelligence Officer
Policy & Performance Officer(s)

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Quarter 3 2024/25 Operational Performance Report - Performance overview



Business Intelligence Officer
Policy and Performance Officer(s)

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How to read this report

This report provides an overview of the council's performance in Quarter 3 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 3 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 measure 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
- Compliments

Executive summary

During quarter 3 2024/25 the council monitored performance against **87** quarterly performance measures and **4** annual measures. Of these measures **66** had targets allocated to them, of which **54 (59.4%)** were within or exceeding the targets set. The remaining **25** 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 3 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	3 (11.5%)	5 (13.2%)	4 (22.2%)	0 (0.0%)	12 (13.2%)
Acceptable	3 (11.5%)	12 (31.6%)	1 (5.6%)	0 (0.0%)	16 (17.6%)
Above target	12 (46.2%)	13 (34.2%)	8 (44.4%)	5 (55.6%)	38 (41.8%)
Volumetric	8 (30.8%)	8 (21.1%)	5 (27.8%)	4 (44.4%)	25 (27.5%)
Data not available	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Total	26	38	18	9	91

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	4 (15.4%)	13 (34.2%)	5 (27.8%)	0 (0.0%)	22 (24.2%)
No change	3 (11.5%)	0 (0.0%)	0 (0.0%)	5 (55.6%)	8 (8.8%)
Improving	11 (42.3%)	17 (44.7%)	8 (44.4%)	0 (0.0%)	36 (39.6%)
Volumetric	8 (30.8%)	8 (21.1%)	5 (27.8%)	4 (44.4%)	25 (27.5%)
Data not available	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)
Total	26	38	18	9	91

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	0 (0.0%)	1 (10.0%)	3 (16.7%)	0 (0.0%)	7 (31.8%)	1 (5.0%)	Currently no measures reported through the quarterly performance reporting process. Progress updates provided
Acceptable	0 (0.0%)	0 (0.0%)	3 (16.7%)	8 (42.1%)	1 (4.5%)	4 (20.0%)	
Above target	2 (100.0%)	4 (40.0%)	6 (33.3%)	7 (36.8%)	9 (40.9%)	10 (50.0%)	
Volumetric	0 (0.0%)	5 (50.0%)	6 (33.3%)	4 (21.1%)	5 (22.7%)	5 (25.0%)	
Data not available	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	
TOTAL	2	10	18	19	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	0 (0.0%)	0 (0.0%)	4 (22.2%)	6 (31.6%)	8 (36.4%)	4 (20.0%)	Currently no measures reported through the quarterly performance reporting process. Progress updates provided
No change	1 (50.0%)	0 (0.0%)	2 (11.1%)	0 (0.0%)	0 (0.0%)	5 (25.0%)	
Improving	1 (50.0%)	5 (50.0%)	6 (33.3%)	9 (47.4%)	9 (40.9%)	6 (30.0%)	
Volumetric	0 (0.0%)	5 (50.0%)	6 (33.3%)	4 (21.1%)	5 (22.7%)	5 (25.0%)	
Data not available	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	0 (0.0%)	
TOTAL	2	10	18	19	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 3 2024/25.

The following pages provide an overview of council performance by Vision Priority during quarter 3 2024/25. Also provided are highlight reports for quarter 3 2024/25.

Quarter 3 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	0 (0.0%)
Acceptable performance	0 (0.0%)	No change	1 (50.0%)
Above target	2 (100.0%)	Improving	1 (50.0%)
Volumetric	0 (0.0%)	Volumetric	0 (0.0%)
Data not available	0 (0.0%)	Data not available	0 (0.0%)
TOTAL	2	TOTAL	2

Performance measure overview

During quarter 3 2024/25, within the Our People and Resources theme, 2 performance outturns delivered above their high target, WBL 1 - Percentage of apprentices completing their qualification on time, and WBL 2 - Percentage of apprentices moving into Education, Employment or Training.

The measure, WBL 1 - Percentage of apprentices completing their qualification on time, additionally delivered an improving direction of travel when compared to the previous quarter.

WBL 2 - Percentage of apprentices moving into Education, Employment or Training has maintained its direction of travel while remaining above target.

It is important to note that due to the small number of apprentices due to complete during each quarter, the impact on performance is much larger, with the year-to-date number of apprentices moving into Education, Employment or Training for 2024/25 being 7.

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

Highlight Reports

Within Our People and Resources theme, the Councils proactive approach to staff wellbeing has been positively welcomed in assessment feedback, achieving renewal as a recognised 'Mindful Employer' through the 'Charter for Employers Positive About Mental Health'. The team have worked with colleagues and line managers to understand the range of factors that influence mental wellbeing, while additionally increasing the number of Mental Health First Aiders (MHFAs) and staff who are also Applied Suicide Intervention Skills (ASIST) trained.

The results of the Staff Survey have been reviewed and shared, with feedback serving to help guide the Council in developing action plans to maintain and improve effectiveness and culture, develop communication between senior management and employees, identify areas of success, while ensuring residents are placed at the heart of service delivery.

OUR PEOPLE AND RESOURCES

MINDFUL EMPLOYER RENEWAL

We are pleased to announce that the Council has recently been successful in renewing the Charter for Employers Positive About Mental Health.


As a recognised signatory to the Charter, we are committed to creating a supportive and open culture, where colleagues feel able to talk about mental health confidently, and aspire to appropriately support the mental wellbeing of all staff.

We continue to uphold the following values:

1. To provide non-judgemental and proactive support to staff experiencing mental ill-health.
2. To not make assumptions about a person with a mental health condition and their ability to work.
3. To be positive and enabling toward all employees and applicants with a mental health condition.
4. To support line managers in managing mental health in the workplace.
5. To ensure they are fair in the recruitment of new staff in accordance with the Equality Act (2010).
6. To make it clear that people who have experienced mental ill-health will not be discriminated against, and that disclosure of a mental health conditions will enable both the employee and employer to assess and provide the right level of support or adjustment.

As part of the renewal assessment feedback, it was recognised that the Council has continued its proactive approach to staff wellbeing, and that we continue to recognise the range of factors influencing mental wellbeing, both inside and outside the workplace. It was also recognised that the Council has increased the numbers of Mental Health First Aiders (MHFAs) and staff who are ASIST (Applied Suicide Intervention Skills) trained.

Based upon the renewal, the Council will continue to be recognised as a Mindful Employer until November 2026.



OUR PEOPLE AND RESOURCES

STAFF SURVEY

Earlier in the year the Council launched a Staff Survey, looking for staff views and insights to help guide the Council as we move forward to maintain and improve our effectiveness, productivity and culture.

The survey was structured around key themes:

- Job effectiveness
- Employee contribution, performance, and reward
- Council culture
- Services provided by the council
- Equality and diversity
- Health and wellbeing
- Communication

The results have now been shared and reviewed by CMT, with key messages from the survey reporting that the majority of staff understand how their role contributes to the Council meeting its priorities, believe that giving excellent customer service is considered important to the organisation, have a clear understanding of what is expected of them, and are encouraged to learn if they make a mistake, and would recommend the Council as a good place to work.

Areas for improvement identified from the survey results have assisted CMT in developing an action plan, which has already commenced across the Council and Directorates, with a commitment over the forthcoming year to:



- Re-establishing an Employee Recognition Scheme and celebrate the successes across the Council
- Re-promoting the Health and Wellbeing Support and Staff Benefits available to staff, along with promoting more local discounts for staff where possible
- Raising awareness to staff of how we monitor our services and identify areas of success
- Reaffirm our high performing culture, ensuring our residents (and/or customers) are placed at the heart of service delivery, and ensuring that all employees have regular 1-1s and annual appraisals
- Looking at different ways to improve communication between senior management and employees (such as providing more updates from CMT in different formats/settings and building more opportunities for staff to seek information from Senior Management).



Vision Priority – Reducing Inequality

Quarter 3 2024/25 performance measure outturns by status and direction of travel

Measure status	Total	Measure direction of travel	Total
Below target	1 (10.0%)	Deteriorating	0 (0.0%)
Acceptable performance	0 (0.0%)	No change	0 (0.0%)
Above target	4 (40.0%)	Improving	5 (50.0%)
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 3 2024/25, within the Reducing Inequality Vision Priority there were 4 performance outturns that delivered above their high 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, BE 3 - Number of Housing Benefits / Council Tax support customers awaiting assessment, BE 4 - Percentage of risk-based quality checks made where benefit entitlement is correct.

All 4 of the measures performing above their high targets have further improved when compared to the same quarter of the previous year.

During the quarter, 1 measure delivered below target, PPASB 3 - Number of live cases open at the end of the quarter (across full PPASB service). This outturn has improved in direction of travel when compared to the previous quarter and was as a result of the increase in case load that would be expected by the two additional ASB Officers who joined the team in 2024, as well as the complex ASB cases carried out through the proactive work of the team within the City Centre and surrounding area.

5 measures within this Vision Priority report as a volumetric outturn, including 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 Reports

Within the Reducing Inequality Vision Priority, throughout the quarter, support has been made available to residents of the city through the sixth wave of the Household Support Fund, made available to City of Lincoln Council through the UK Government, covering the period from 1 October 2024 to 31 March 2025.

Funds have been used to support individuals and households who are most in need, with a key part of this work focused on helping reduce reliance on foodbanks, instead enabling people to utilise the Lincoln Community Grocery.

The Grocery not only provides low-cost, high-quality food, but members are able to access other wraparound support there, including debt advice, money management support, one on one support and life skills, practical support, and tools needed so seek and find work through job clubs and much more.

HOUSEHOLD SUPPORT FUND

The sixth wave of Household Support Fund ('HSF6') is underway, with almost £300,000 made available to City of Lincoln Council covering the period October 2024 to March 2025. These vital funds help support individuals and households with food, fuel, wider essentials and related costs.

More than half of these monies have already been allocated internally for distribution, as well as to key partners in the City who are helping to ensure these monies reach those most in need.

A key part of this work has been to reduce reliance on foodbanks and helping people to move to accessing Lincoln Community Grocery, - this is proving to be a real success, with many residents now accessing low cost, healthy food through the Grocery - and having access to 'wraparound' support provided.



Reducing Inequality

Quarter 3 2024/25 performance measure outturns by status and direction of travel

Measure status	Total	Measure direction of travel	Total
Below target	3 (16.7%)	Deteriorating	4 (22.2%)
Acceptable performance	3 (16.7%)	No change	2 (11.1%)
Above target	6 (33.3%)	Improving	6 (33.3%)
Volumetric	6 (33.3%)	Volumetric	6 (33.3%)
Data not available	0 (0.0%)	Data not available	0 (0.0%)
TOTAL	18	TOTAL	18

Performance measure overview

During quarter 3 2024/25, within Customer Experience and Review, there were 6 performance outturns that performed above their high target, these include 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, DCT 3 Average number of days to pay invoices, REV 2 Business Rates – in year collection rate for Lincoln (cumulative), and REV 3 - Number of outstanding customer changes in the Revenues Team.

Of these 6 measures performing above their high targets, 3 measures (ACC 2, DCT 2 and REV 2) improved in performance when compared to the previous quarter. 1 measure (DCT 3) had no change in its direction of travel, and 2 measures (ACC 1 and REV 3), showed a slight deterioration in direction of travel, whilst continuing to perform above their target boundary.

3 measures delivered below target during the reporting period, CS 3 - Average time taken to answer a call to customer services, CS 4 - Average customer feedback score (telephone, face to face and e-mail enquiries), and AUD 1 - Completion of the Internal Audit annual plan.

Of the outturns performing below target, CS 3 and CS 4 showed an improvement in direction of travel, while AUD 1 had no change in its direction of travel, when compared to the previous quarter.

6 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, ICT 2 - Percentage of first time fixes, REV 4 - Number of accounts created for the My Lincoln Accounts system, and DEM 1 The number of individuals registered on the electoral register as at 1st December (local elections), volumetric annual measure.

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

Highlight Report

Within Customer Experience and Review, the Councils Elections team successfully completed the ballot for the Lincoln Business Improvement Group (BIG). The Business Improvement District (BID) ballot required a successful collaboration between several teams across Lincoln BIG and the Council, to ensure that all eligible voters had the opportunity to participate, timely communications were provided, and any queries on the ballot process were answered, ensuring all statutory deadlines were met.

A total of 846 ballot papers were issued during the voting process, with 85.6% of the votes cast in favour of Lincoln Big's proposal.

OUR PEOPLE AND RESOURCES


LINCOLN BIG VOTING PROCESS

The Lincoln Business Improvement Group (BIG) carried out its fifth voting process from September - November 2024 for its operational period of July 2025-June 2030, which was administered by the Council's Elections team. The close of poll was 25 November 2024, with the result announced after its Annual General Meeting.

A Business Improvement District [BID] is a precisely defined geographical area within which businesses have voted to invest collectively in local improvements.

846 ballot papers were issued to eligible voters, with 353 valid votes cast. 85.6% of votes cast were in favour of Lincoln BIG's proposal.

Running a BID ballot requires working collaboratively with Lincoln BIG and the Council's Business Rates team to ensure all statutory deadlines are met and that all eligible voters can participate. This involved writing to all eligible voters to ensure ballot papers were being issued to appropriate officers, provide timely communications and answering queries on the ballot process. This approach was highly successful.



Our People and Resources

Lincoln City Council
Lincolnshire County Council
Lincolnshire Combined Authority



Vision Priority – Remarkable Place

Quarter 3 2024/25 performance measure outturns by status and direction of travel

Measure status	Total
Below target	0 (0.0%)
Acceptable performance	8 (42.1%)
Above target	7 (36.8%)
Volumetric	4 (21.1%)
Data not available	0 (0.0%)
TOTAL	19

Measure direction of travel	Total
Deteriorating	6 (31.6%)
No change	0 (0.0%)
Improving	9 (47.4%)
Volumetric	4 (21.1%)
Data not available	0 (0.0%)
TOTAL	19

Performance measure overview

During quarter 3 2024/25, within the Remarkable Place Vision Priority there were 7 performance outturns that have delivered above their high targets, these include FHS 2 - Average time from actual date of inspection to achieving compliance, FHS 4 Percentage of Citizens' Panel respondents who are satisfied with the standard of hygiene in restaurants/cafes/ shops and takeaways in Lincoln, SP 2 - Artificial Grass Pitch usage at Yarborough Leisure Centre & Birchwood Leisure Centre, SP 3a - Birchwood Leisure Centre - Number of net promoter score points above or below the average Net Promoter Score for England, SP 3b - Yarborough Leisure Centre - Number of net promoter score points above or below the average Net Promoter Score for England, AM 1 Percentage occupancy of allotment plots, and GM 1 Contractor points recorded against target standards specified in contract - Grounds Maintenance.

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 2,864 additional visitors compared to the same quarter in the previous year, and SP 1b - Quarterly visitor numbers to Yarborough Leisure Centre, which also reported an increase of 8,084 visitors when compared to quarter 3 in 2023/24.

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

Highlight Reports

Within the Remarkable Place Vision Priority, the teams have been celebrating the milestone achievement in Air Quality Improvement across the city, achieved after years of progress, through the opening of the Lincoln Eastern bypass, natural renewal and improved vehicle technology, resulting in the removal of the Air Quality Management Area (AQMA).

A new air quality plan will be created to keep a close watch and ensure Lincolns air remains clean for the future.

REMARKABLE PLACE

City of Lincoln Council Celebrates Milestone Achievement in Air Quality Improvement

The AQMA was first declared in 2001 because pollution levels in parts of the city were too high, especially near busy roads.

Now, after years of progress, the council's latest report shows that air pollution has dropped so much that the AQMA is no longer needed.

Improvements in Lincoln's air quality were a result of the opening of the Lincoln Eastern Bypass which helped reduce traffic and pollution along Canwick Road and Broadgate. Natural renewal and improved vehicle technology also mean that cars, buses, and industrial equipment have become cleaner and more efficient over the years, producing less pollution.

Local measures such as the council working on several projects to tackle pollution and make the air cleaner have also contributed to the improvement in air quality. Local measures are presented in the city council's Annual Status Reports, with the latest 2024 Report recently being submitted to Defra for approval. Since the AQMA was last updated in 2018, air quality in Lincoln has continued to improve. **By 2019, every area of the city was meeting national air quality standards, and this has stayed the same ever since.** The council's monitoring shows that pollution has not been close to the danger level in over five years.

Even though the AQMA is being removed, the council will keep a close watch on air quality. A new air quality plan will be created to ensure Lincoln's air stays clean. The strategy will highlight a detailed consultation process involving the community and local businesses to make sure any new problems are dealt with quickly.

“

This is fantastic news for Lincoln. Cleaner air means better health for everyone, and it makes our city a better place to live and work.



Thank you to everyone who has helped us achieve this milestone. We will continue working hard to ensure our air remains clean for the future.”

“



“This achievement is a testament to the collective efforts of our community, local businesses, and partners..

While this milestone is worth celebrating, we remain vigilant and committed to ensuring our air quality continues to meet and exceed national standards.

City of Lincoln Council will continue working closely with Defra and other partners to formally notify stakeholders of the AQMA revocation and to lay the groundwork for its forthcoming air quality strategy

Lincoln City Council
Together, let's deliver
Lincoln's ambition for the future

REMARKABLE PLACE

Figure D.1 – Map of Non-Automatic Monitoring Site



□ AQMA Boundary

Lincoln City Council
Together, let's deliver
Lincoln's ambition for the future



Vision Priority – Quality Housing

Quarter 3 2024/25 performance measure outturns by status and direction of travel

Measure status	Total	Measure direction of travel	Total
Below target	7 (31.8%)	Deteriorating	8 (36.4%)
Acceptable performance	1 (4.5%)	No change	0 (0.0%)
Above target	9 (40.9%)	Improving	9 (40.9%)
Volumetric	5 (22.7%)	Volumetric	5 (22.7%)
Data not available	0 (0.0%)	Data not available	0 (0.0%)
TOTAL	22	TOTAL	22

Performance measure overview

During quarter 3 2024/25, within the Quality Housing Vision Priority there were 9 performance outturns that performed above their high targets, these include PH 3 - Number of empty homes brought back into use (cumulative), HI 1 - Percentage of council properties that are not at the 'Decent Homes' standard (excluding refusals), HM 1a - Percentage of reactive repairs completed within target time (priority 1 day only), HM 2 - Percentage of repairs fixed first time (priority and urgent repairs) - HRS only, HM 4 - Appointments kept as a percentage of appointments made (priority and urgent repairs) - HRS only, CC1 - Percentage of customers satisfied with their new Lincare Housing Assistance service connection to the control centre, CC 2 - Percentage of Lincare Housing Assistance calls answered within 60 seconds, RC 1 - Rent collected as a proportion of rent owed and RC 2 - Current tenant arrears as a percentage of the annual rent debit.

Of these 9 above target outturns, 6 have further improved since last quarter (HI 1, HM 1a, HM 4, CC 2, RC 1 and RC 2) and 3 measures (PH 3, HM 2 and CC1) report a deterioration in direction of travel compared to the previous quarter, whilst continuing to perform well above target boundaries.

During the quarter there were 7 measures that delivered below target, AH 1 - Number of affordable homes delivered (cumulative), 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), PH 2 - Average time from date of inspection of accommodation to removing a severe hazard to an acceptable level, HM 1b - Percentage of reactive repairs completed within target time (urgent 3 day repairs only), HS 3 - Successful preventions and relief of homelessness against total number of homelessness approaches, HV 1 - Percentage of rent lost through dwelling being vacant, and HV 3 - Average re-let time calendar days for all dwellings (including major works).

Of the 7 outturns performing below target, PH 1, HS 3, and HV 3 showed an improvement in direction of travel, while AH 1, PH 2, HM 1b and HV1 deteriorated in direction of travel, when compared to the previous quarter.

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.

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

Highlight Report

Within the Quality Housing Vision Priority, the jointly funded redevelopment by the council and Homes England has successfully completed the Hermit Mews Housing development, delivering 11 high quality, energy efficient new family homes, five two-bed and six three-bed, built on an unattractive and underused garage site, meeting the housing needs of 22 households in the city.

The Housing Repairs Service, jointly with the Customer Service team, have further developed teams' knowledge and cross department working relationships, through effective, supportive job shadowing and improved communication across both City Hall and Hamilton House, driving efficiency, streamlined booking of appointments and first time resolutions for customers.

QUALITY HOUSING

Hermit Mews Housing Development

Hermit Mews development was successfully completed in October, jointly funded by the council and Homes England, delivering five two-bed and six three-bed high quality, energy efficient new family homes, the first to be offered at social rents in the city since 2016.

Redeveloping this former garage site has transformed the Hermit Street area, supporting implementation of our HRA 30-Year Business Plan by regenerating unattractive and underused land in Sincil Bank, whilst retaining eight garages, improving residents' parking in the local area through provision of 31 new parking bays.

We piloted a new local lettings plan model when allocating these homes, with every home being allocated to existing City of Lincoln tenants, enabling us to meet the housing need of twenty-two households in the city, including reallocating the former homes of the eleven Hermit Mews tenants to people on our Housing Register.

Local schools and community groups were involved in naming Hermit Mews, and the development added social value by ensuring 100% of the supply chain spend was to micro, small, and medium businesses.



Role play equipment was also donated to a local nursery for their outdoor area; pupils from two local schools were supported with transport to the construction week at Lincolnshire Showground; and a wooden plaque was designed by a local social enterprise for the community garden on the corner of Hermit Street and Portland Street.

The development earned a 'Secure by Design' gold award from Lincolnshire Police, demonstrating the positive contribution of designing safe, clean and green neighbourhoods and providing a benchmark for future council housing in the city.

QUALITY HOUSING

Job Shadowing

The housing resource planners and customer service teams have shadowed job roles during this quarter, with members of both teams working across Hamilton House and City Hall, to share knowledge, develop cross department relationships and improve the efficiency of housing calls, reducing call wait times and improving the rate of first time fixes for housing customers.




The teams are looking forward to continuing working together across both sites more regularly following this successful introduction, with data monitoring to prioritise improvements in call wait time and first-time resolutions for customers.

The teams feedback from the days included:

- Communication with planners was easier and quicker, with a reduction in calls to Resource Planners while CSA's were able to answer queries in person, saving time having to wait to ring in
- CSA's were able to speak to HRS Team leaders and get advice quickly
- Easier booking of 3-day appointments and 1-day tickets, improving the experience for customers
- Better knowledge and understanding of how each team works, CSA's able to action housing work tasks immediately, without the need to send an email, improving response times
- Teambuilding benefits of putting names to faces and no longer being strangers with colleagues they regularly speak to





Vision Priority – Inclusive Economic Growth

Quarter 3 2024/25 performance measure outturns by status and direction of travel

Measure status	Total	Measure direction of travel	Total
Below target	1 (5.0%)	Deteriorating	4 (20.0%)
Acceptable performance	4 (20.0%)	No change	5 (25.0%)
Above target	10 (50.0%)	Improving	6 (30.0%)
Volumetric	5 (25.0%)	Volumetric	5 (25.0%)
Data not available	0 (0.0%)	Data not available	0 (0.0%)
TOTAL	20	TOTAL	20

Performance measure overview

During quarter 3 2024/25, within the Inclusive Economic Growth Vision Priority, 10 performance outturns performed above their high targets, these include DM 3 - Number of live planning applications open, DM 5 - Percentage of total decisions made in the quarter that have subsequently been overturned at appeal, DM 5a Number of decisions appealed in the quarter, DM 5b Number of appealed decisions in the quarter overturned by the inspectorate, PS 2 - Sessional car parking income as a percentage of budget requirement, DMD 1 - Percentage spend on Town Deal programme, DMD 2 - Percentage of Town Deal projects on target, DMD 3 - Percentage spend on UKSPF programme, DMD 4 – Percentage of UKSPF projects on target and DMD 5 - Number of businesses receiving business support utilising the UKSPF fund.

During the quarter 1 measure delivered below target, DM 2 - End to end time to determine a planning application (Days), the outturn also reported a deteriorating direction of travel.

6 measures, DM 3, DM 5, DM 5a, DM 5b and PS 1 and PS 2 reported an improving direction of travel compared to the previous quarter, 5 measures DMD 1, DMD 2, DMD 3, DMD 4 and DMD 5 had no change, and 3 measures DM 4, DM 6 and DM, whilst deteriorating in direction of travel, continued to perform well within their target boundary.

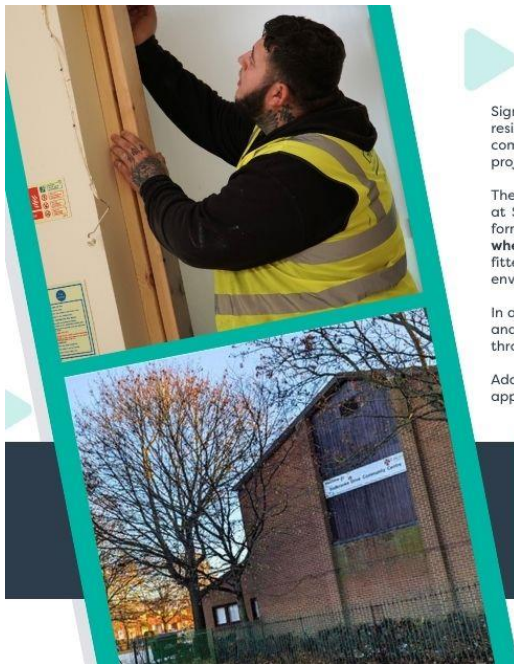
5 measures within the Inclusive Economic Growth Vision Priority report as a volumetric outturn, DM 1 - Number of applications in the quarter, DMD 6 - Percentage occupancy of Greetwell Place, DMD 7 - Percentage occupancy of The Terrace, DMD 8 - Unemployment rate within Lincoln, and DMD 9 - Average wage in Lincoln.

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

Highlight Reports

Within the Inclusive Economic Growth Vision Priority, Sudbrooke Drive Community Centre has seen significant improvement works carried out throughout the quarter, to modernise and enhance the well-used community space for the benefit of residents across the Ermine estate area and city, providing a welcoming environment with enhanced accessibility.

Charterholme, formerly known as Western Growth Corridor, officially launched as a brand in December 2024, with the latest chapter in the development project underway, the construction of the first phase of 52 houses on the gateway site. Infrastructure to create the southern access to the site has been completed, further progressing what will be the largest development project to take place in Lincoln for decades.



INCLUSIVE ECONOMIC GROWTH

Sudbrooke Drive Community Centre

Significant improvement works are being carried out at Sudbrooke Drive Community Centre that will benefit residents in the Ermine Estate area, by developing welcoming and accessible hubs for all and strengthening its community spaces. City of Lincoln Council is supporting **Alive Church** and **Bishop Grosseteste University** to bring projects forward with money coming from the UK Shared Prosperity Fund.

The initial project focuses on modernising the centre and ensuring enhanced accessibility throughout. The works at Sudbrooke Drive Community Centre are progressing well and include a new meeting room that has been formed from **two small rooms, a bigger disabled toilet to enable access for a wider range of scooters and wheelchairs, the extension for the new store room is progressing well** and new doors and windows will be fitted in the new year to improve the energy efficiency of the building and provide a more welcoming environment.

In addition, a new set of toilets including a second disabled facility will be installed, alongside improved heating and lighting. The main meeting room will be transformed into a café meeting space to welcome the community through the work with Alive Church and to allow for community gatherings.

Additionally, external landscaping and security enhancements will be carried out, contributing to both the appearance and safety of the centre's surroundings.

Inclusive
Economic
Growth

Cllr Bob Bushell at City of Lincoln Council said: "The refurbishment of Sudbrooke Drive Community Centre is an exciting step in our ongoing efforts to provide accessible, modern, and welcoming facilities for our residents. These improvements will ensure that the centre remains a valuable hub for community activities, offering something for everyone. We look forward to seeing the positive impact this project will have on the local community."

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INCLUSIVE ECONOMIC GROWTH

Charterholme

Charterholme, formerly known as Western Growth Corridor, officially launched as a brand in December 2024. The new neighbourhood will be the largest development project to take place in Lincoln for decades.

Charterholme has been more than 100 years in the making and will evolve over the next 25 years to create up to 3,200 homes together with wider land uses including a primary school, local shops and services, businesses, open space and recreational facilities and improved transport infrastructure.

Construction of Charterholme is already underway with delivery of the first phase of infrastructure to create the southern access into the site now completed. This has included a new signalised junction at Skellingthorpe Road and Birchwood Avenue, and a new street into the development and bridge over the Boultham Catchwater, to enable the first phase of homes to be constructed. The development of the first 52 homes on the Council's gateway site is now underway.

Work to the eastern access is progressing and on programme to be completed by March 2026, this will include a new access road and bridge over the railway to provide access into the east of the site.

Inclusive
Economic
Growth

Cllr Naomi Tweddle, City of Lincoln Council Leader, said:
"We're delighted to launch Charterholme, and start a new chapter for this exciting project within the city. Working with partners to bring our vision for this area of the city to life has been incredibly rewarding. Charterholme will be somewhere our communities can thrive and have a real sense of belonging, and its creation is a key priority for the council. The Charterholme name will help provide a strong sense of place for all those who choose to live there."



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Vision Priority – Addressing Climate Change

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, Yarborough Leisure Centre, through funding made available by Sport England, has taken a major step towards sustainability with the installation of a 284 high performance solar panel array on the leisure centres roof, with the initiative set to improve energy efficiency and reduce the facilities carbon footprint.

The project will enable yarborough Leisure centre to make substantial financial savings on energy costs, which can then be reinvested into services and facilities for the local community, helping to ensure residents can continue to use the facilities, helping Sport England to meet its goal of getting 3.5 million more people active by 2030.

ADDRESSING THE CHALLENGE OF CLIMATE CHANGE

Installation of Panels at Yarborough Leisure Centre

Climate Change

Yarborough Leisure Centre, managed by Active Nation in partnership with and on behalf of City of Lincoln Council, is taking a major step towards sustainability with the installation of a 120.7kWp photovoltaic (PV) solar panel system. This green energy initiative, funded by Sport England's Swimming Pool Support Fund Phase Two, aims to improve the facility's energy efficiency and reduce its carbon footprint, aligning with the UK government's Net Zero by 2050 objective.

The project, with a contract value of approximately £350,000, includes two significant upgrades: installing the 284 high-performance solar panel array on the leisure centre's roof and improvements to the Air Handling Unit within the centre. This green energy will replace traditional non-renewable sources, resulting in a reduction of carbon dioxide emissions in addition to substantial financial benefits, saving the centre almost £17,000 annually on energy costs. These savings will enable Yarborough Leisure Centre to reinvest in services and facilities for the local community.

The project is part of a nationwide effort funded through Sport England's £60 million Swimming Pool Support Fund, which supports local authorities across England in **improving the energy efficiency of facilities with public swimming pools**. This investment will help ensure that millions of people can continue to use these facilities, helping Sport England to meet its goal of getting 3.5 million more people active by 2030.

Yarborough Leisure Centre was selected due to its suitability for green energy enhancements, and this funding has made it possible to take a significant step toward a more sustainable future.



**Quarter 3 2024/25 Operational Performance Report
- Performance Tables**



Business Intelligence Officer
Policy and Performance Officer(s)

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	Q3 - 24/25 outturn	Status		Service Area Commentary
74	Carolyn Wheeler – City Solicitor	Procurement Services	CE	PRO 1	Percentage spend on contracts that have been awarded to "local" contractors (as the primary contractor)	%	High is good	20.00	45.00	Q2 - 24/25	64.47	39.47	A		<p>The total contract spend as an authority in quarter 3 was £17,115,120.25.</p> <p>Of that spend, a total of £6,56,188.29 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).</p> <p>The decrease in the percentage attained in this quarter is due to an overall increase in spend which was attributable to a single contractor based outside of the "local" area who has been engaged for specialist works.</p> <p>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.</p>
		Work Based Learning	PR	WBL 1	Percentage of apprentices completing their qualification on time	%	High is good	95.00	100.00	Q2 - 24/25	66.60	100.00	G		In Q3 24/25, the number of apprentices completing their apprenticeship on time was 100% (3/3).
		Work Based Learning	PR	WBL 2	Percentage of apprentices moving into Education, Employment or Training	%	High is good	90.00	95.00	Q2 - 24/25	100.00	100.00	G		In Q3 2024/23 100% (3/3) of apprentices on programme moved into Employment, Education or Training. There were 4 new starters on the apprenticeship scheme during Q3 2024/25. Cumulative figure for 24/25 is 7.
	Emily Holmes - Assistant Director Transformation	Corporate Policy & Transformation	RI	CPT 1	Number of internal safeguarding referrals received	Number	N/A	Volumetric	Volumetric	Q2 - 24/25	73	89	V		The number of safeguarding referrals is slighter higher than previous quarters. There were 17 child referrals and 72 adult referrals. There are seasonal trends and fluctuations in reporting and an increase in referrals at Christmas and New Year is expected.

	Assistant Director	Service Area	PH	Measure ID	Measure	Unit	High or low is good	Low Target	High Target	Previous Data Period	Previous Value	Q3 - 24/25 outturn	Status		Service Area Commentary
	n & Strategic Development														Safeguarding continues to be embedded throughout the authority and the number of referrals received demonstrates the council's continued commitment to protecting vulnerable people who may be at risk, and the positive impact of staff training to identify when referrals are needed.
		Customer Services	CE	CS 2	Number of telephone enquiries answered in Customer Services	Number	N/A	Volumetric	Volumetric	Q2 - 24/25	41,961	21,517	V		Customer Services received a total of 21,157 telephone enquiries less than both last quarter and the same quarter last year. Of those 10,232 were housing related calls, 5572 were council tax/benefits, 2472 for refuse and 53 for garden waste and elections. There were also 14388 calls received at switchboard, the average wait for switchboard was 49 seconds.
		Customer Services	CE	CS 3	Average time taken to answer a call to customer services	Seconds	Low is good	600.00	300.00	Q2 - 24/25	795.00	697.91	R	▲	<p>The average wait for a call into the contact centre has reduced since the previous quarter, excluding calls received at switchboard.</p> <p>The longest wait on a call before it was answered was 5,707 seconds, the longest a customer waited before abandoning the call was 4,297 seconds.</p> <p>3,755 customers requested a call back during the quarter. For call backs, the average wait is calculated from when the customer called, to when a Customer Service Advisor rang them back, it is not the length of time between when the customer started the call to the call back request.</p> <p>Customers are increasingly selecting the call back option ahead of it being offered at the 5 minute call wait point, rather than waiting in the queue until it is offered.</p> <p>If switchboard calls are included, the average wait would be 423.69 seconds.</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	Q2 - 24/25	61.40	74.66	R	▲	<p>72 responses were received overall, mainly via email.</p> <p>Only 15 responses responded to the feedback score question, which limits the usefulness for quarter 3.</p> <p>Comments received ranged from; "I haven't been given a reason why the bin was not collected on the</p>

	Assistant Director	Service Area	PH	Measure ID	Measure	Unit	High or low is good	Low Target	High Target	Previous Data Period	Previous Value	Q3 - 24/25 outturn	Status	Service Area Commentary
76														correct day." "Just thank you for your prompt reply, and I am so grateful for the service you are doing for me" "Sort online form out as couldn't report online the issue" "Quality service, professional in every way..... 10/10 well done"
		Customer Services	CE	CS 5	Footfall into City Hall reception desk	Number	N/A	Volumetric	Volumetric	Q2 - 24/25	10,471	10,777	V	In quarter 3 there were 10,777 interactions at the main reception desk, very slightly less than the previous quarter. This included 486 who were presenting at homeless, 287 attended for pre-booked appoints, a further 369 an officer came to reception to see them. There were 775 directed to the job centre and 194 were redirected to other places other than city hall.
		IT	CE	ICT 1	Number of calls logged to IT helpdesk	Number	N/A	Volumetric	Volumetric	Q2 - 24/25	1,007	1,077	V	The I.T helpdesk received a 18.74% increase in the number of calls logged in Q3 compared to the same quarter in 2023/24, from 907 to 1,077 calls. The service area reports a general increase in calls due to aging and changing infrastructure, resulting in assistance being provided to staff affected, as well as more emails being reported as quarantined during the period.
		IT	CE	ICT 2	Percentage of first time fixes	%	N/A	Volumetric	Volumetric	Q2 - 24/25	73.70	70.30	V	The service area reports a general increase in incidents which can be fixed first time as part of migration of platforms and more emails being reported as quarantined.
	Jaclyn Gibson - Chief Finance Officer	Accountancy	CE	ACC 1	Average return on investment portfolio	%	High is good	3.50	4.50	Q2 - 24/25	5.20	4.89	G	Reduction in interest received quarter 3 following reductions in BOE base rate and fixed term investments with favourable rates ending.
		Accountancy	CE	ACC 2	Average interest rate on external borrowing	%	Low is good	5.50	3.50	Q2 - 24/25	3.26	3.17	G	No further borrowing during the quarter, slight reduction on Q2 due to payments on annuity and EIP loans during the quarter.
		Internal Audit	CE	AUD 1	Completion of the Internal Audit annual plan	%	High is good	55.00	65.00			48.00	R	Q3 is below target at 48% compared to a target of 55% This is due to a number of factors including delays being experienced from auditees in completing or starting audits, changes to the audit plan, additional work assessing the new GIAS, additional work to support the NFI and higher than anticipated time for essential training and development..
		Debtors & Creditors	CE	DCT 1	Percentage of invoices paid within 30 days	%	High is good	95.00	97.00	Q2 - 24/25	95.48	96.70	A	This measure has seen a slight improvement in performance since the previous quarter. Figures are calculated on all supplier invoices and credit notes

	Assistant Director	Service Area	PH	Measure ID	Measure	Unit	High or low is good	Low Target	High Target	Previous Data Period	Previous Value	Q3 - 24/25 outturn	Status	Service Area Commentary
77														(not refunds or grants) paid 01/10/2024 - 31/12/2024. 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. 5) All credit balances refunded by the supplier have been removed. 6) All non paid transactions (matching lines and VAT corrections) removed.
		Debtors & Creditors	CE	DCT 2	Percentage of invoices that have a Purchase Order completed	%	High is good	65.00	75.00	Q2 - 24/25	71.00	76.00	G	▲ Based on supplier expenditure only (none supplier expenditure is excluded) i.e. all invoices and credit notes dated between 01/10/2024 and 31/12/2024. Starting figure: 3,629 invoices and credit notes. Adjustments to starting figure: - Less utility bills where purchase orders are not required (507), Less supplier invoices where a purchase order would be unsuitable for processing (356). Final number of invoices included - 2,766 of which 2,115 were linked to either an Agresso or Universal Housing order number and 651 were not.
		Debtors & Creditors	CE	DCT 3	Average number of days to pay invoices	Days	Low is good	20.00	15.00	Q2 - 24/25	14.00	14.00	G	▬ No change since last quarter. Figures calculated on all supplier invoices and credit notes paid between 01/10/2024 - 31/12/2024. 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.
	Martin Walmsley - Assistant Director of Shared Revenues and Benefits	Housing Benefit Administration	RI	BE 1	Average days to process new housing benefit claims from date received (cumulative)	Days	Low is good	19.50	17.50	Q3 - 23/24	15.24	13.23	G	▲ The service area reports a further decrease in the number of days to process new housing benefit claims from date received during quarter 3, exceeding the high target for the measure by 4.27 days. The team continue to prioritise new claims to ensure people are receiving help to pay their rent. Compared to the same quarter last year performance has improved by 2.01 days.

	Assistant Director	Service Area	PH	Measure ID	Measure	Unit	High or low is good	Low Target	High Target	Previous Data Period	Previous Value	Q3 - 24/25 outturn	Status		Service Area Commentary
		Housing Benefit Administration	RI	BE 2	Average days to process housing benefit claim changes of circumstances from date received (cumulative)	Days	Low is good	8.50	7.00	Q3 - 23/24	5.52	4.77	G	▲	<p>In quarter 2 the outturn for the measure continued to perform well, exceeding the high target by 2.23 days.</p> <p>The service area reports that performance has improved as levels of outstanding work have decreased.</p>
		Housing Benefit Administration	RI	BE 3	Number of Housing Benefits / Council Tax support customers awaiting assessment	Number	Low is good	1,750	1,600	Q3 - 23/24	1,481	866	G	▲	<p>The outturn for the measure has shown further significant improvement compared to both last quarter as well as the same quarter 2023/24.</p> <p>With a 51% reduction in customers awaiting assessment compared to last quarter, of the 868 customers awaiting assessment, 495 of these were waiting for a first contact from the council.</p>
		Housing Benefit Administration	RI	BE 4	Percentage of risk-based quality checks made where benefit entitlement is correct (cumulative)	%	High is good	90.00	93.00	Q3 - 23/24	92.29	94.39	G	▲	<p>Throughout quarter 3 the Benefit and Subsidy team completed 850 checks on benefits assessments, with 797 of the checks correctly assessed in both the Subsidy checks and assessment checks. This is an additional 131 checks on the previous quarter, with 93.76% correctly assessed.</p> <p>Cumulatively this year the Benefit and Subsidy team have completed 1,569 checks on benefits assessments, with 1,481 of the checks correctly assessed in both the Subsidy checks and assessment checks.</p> <p>The service area has new team members with less experience than other team members, so more checks are carried out on inexperienced officers. As such, additional checks have been undertaken to provide support and give additional assurance and it should be noted that only minimal errors were identified.</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	Q2 - 24/25	2,290	3,519	V		So far this year, the Benefits and Subsidy team have processed 762 claims for Housing Benefit and 2,757 claims for Council Tax Reduction.
		Revenues Administration	CE	REV 1	Council Tax – in year collection rate for Lincoln (cumulative)	%	High is good	75.00	77.00	Q3 - 23/24	76.11	76.02	A	▼	<p>The performance for this outturn remains within the acceptable target range at 76.02%.</p> <p>This is 0.09% reduction in collection rate when compared to the same quarter cumulatively last year. The service area reports collection of Council Tax is difficult as people continue to struggle with the cost 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	Q3 - 24/25 outturn	Status	Service Area Commentary
														<p>living.</p> <p>Putting customers into financial hardship is something the service area tries to avoid, encouraging customers to get in touch to discuss their accounts to try and get them to enter into payment arrangements, although sometimes this will be a slower process of collection than other methods available.</p>
		Revenues Administration	CE	REV 2	Business Rates – in year collection rate for Lincoln (cumulative)	%	High is good	81.00	84.00	Q3 - 23/24	85.60	85.72	G	<p>▲ The outturn for this measure has exceeded the high target by 1.72%, and has improved on performance outturn at the end of December 2023 by 0.12%</p> <p>Non Domestic Rates can go up and down throughout the year due to properties being entered or removed from listings and the right of appeal regarding the rateable value of the property.</p> <p>For 2024/25, retail relief is 75% for those that qualify, but for 2025/26 this will be 40%.</p>
		Revenues Administration	CE	REV 3	Number of outstanding customer changes in the Revenues Team	Number	Low is good	1,600	1,500	Q3 - 23/24	907	1,116	G	<p>▼ There are a total of 1,116 documents outstanding for Lincoln council tax customers. Of these, 1,059 items of correspondence are in Enterprise (electronic Document Management System) - this includes emails that are indexed, and there are 57 outstanding forms in the Citizens Access Revenues (CAR self-serve portal) queue. This may include customers who have more than one document outstanding.</p> <p>This is an increase of 209 outstanding documents when compared to quarter 3 2023/24.</p> <p>The service areas reports that officers are working towards clearing as many documents as possible before annual billing, to be in the best position possible for the new year.</p>
		Revenues Administration	CE	REV 4	Number of accounts created for the My Lincoln Accounts system (to date)	Number	N/A	Volumetric	Volumetric	Q2 - 24/25	6,222	6,831	V	<p>The total number of customers who have registered on My Lincoln Accounts system by 31st December 2024 has further increased to 6,831. This is an increase of 3,071 accounts since quarter 3 2023/24.</p>
DCE	Kieron Manning - Assistant Director Development Management	Affordable Housing	QH	AH 1	Number of affordable homes delivered (cumulative)	Number	High is good	15	75	Q3 - 23/24	17	11	R	<p>▼ 11 affordable homes were completed this quarter, which came from the successful completion of the Hermit Mews development that was a 100% affordable housing scheme, delivered by the Council.</p> <p>As Affordable Housing can only be required on major sites (more than 10 dwellings) and the majority 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	Q3 - 24/25 outturn	Status	Service Area Commentary
														housing sites we deal with in the city are smaller than this, the trigger for AH provision is often not met. Added to this is an increased demand from national policy on all development making it less viable and therefore reducing the likelihood of securing AH even on major schemes.
		Development Management (Planning)	EG	DM 1	Number of applications in the quarter	Number	N/A	Volumetric	Volumetric	Q2 - 24/25	199	175	V	The outturn reports a slight reduction in the number of applications submitted in the quarter, which was anticipated given the quarter includes the Christmas period, when large parts of the development industry close for 2 weeks.
		Development Management (Planning)	EG	DM 2	End to end time to determine a planning application (Days)	Days	Low is good	85.00	65.00	Q2 - 24/25	83.84	86.39	R	▼ The outturn for this measure reports an increase in end to end times, and partly reflects some short term sickness in the team. This is not indicative of a wider trend and the service area envisions that an improvement will be seen by year end.
		Development Management (Planning)	EG	DM 3	Number of live planning applications open	Number	Low is good	180	120	Q2 - 24/25	92	90	G	▲ The outturn has slightly reduced from the previous quarter and is reflective of DM 1. This figure remains relatively stable and is reflective of the overall work volumes mapped against resources in the team which is now at full compliment. This figure will change based on the complexity of individual applications at any given time and demonstrates a degree of equilibrium of work load vs resource level within the team.
		Development Management (Planning)	EG	DM 4	Percentage of applications approved	%	High is good	85.00	97.00	Q2 - 24/25	94.00	91.00	A	▼ This outturn remains consistently above 90% on an ongoing basis, due to the positive and proactive approach of officers in negotiating good quality 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	Q2 - 24/25	1.83	0.00	G	▲ There were no overturned appeal decisions from the Inspectorate received in quarter 3. This doesn't provide an indicator of decision quality nor does it always correlate to a higher percentage of applications approved. It simply shows that no applicants have appealed a refusal.
		Development Management (Planning)	EG	DM 5a	Number of decisions appealed in the quarter	Number	Low is good	5	1	Q2 - 24/25	3	0	G	▲ As per DM 5, there were no overturned appeal decisions from the Inspectorate received in quarter 3.

	Assistant Director	Service Area	PH	Measure ID	Measure	Unit	High or low is good	Low Target	High Target	Previous Data Period	Previous Value	Q3 - 24/25 outturn	Status		Service Area Commentary
		Development Management (Planning)	EG	DM 5b	Number of appealed decisions in the quarter overturned by the inspectorate	Number	Low is good	5	1	Q2 - 24/25	2	0	G	▲	As per DM 5 & DM 5a, there were no overturned appeal decisions from the Inspectorate received in quarter 3.
		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	Q2 - 24/25	78.59	78.00	A	▼	This critical performance statistic measured nationally remains both strong and consistent and demonstrates that the current resourcing in the team is well matched against the workload.
		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	Q2 - 24/25	74.00	73.08	A	▼	This critical performance statistic measured nationally remains both strong and consistent and demonstrates that the current resourcing in the team is well matched against the workload.
		Parking Services	EG	PS 1	Overall percentage utilisation of all car parks	%	High is good	50.00	60.00	Q2 - 24/25	51.33	59.00	A	▲	The performance for this measure covers the Christmas period and has remained consistent in achieving within acceptable target boundaries, with an increase in performance of 3% when compared to quarter 3 2023/24.
		Parking Services	EG	PS 2	Sessional car parking income as a percentage of budget requirement	%	High is good	91.00	96.00	Q2 - 24/25	103.78	114.04	G	▲	The service area reports a significant increase in performance for the measure, with income achieved of £1,859,520.47 against a budget of £1,630,617.00, surpassing budget by £228,903.47. December proved a strong month with a surplus of £116,389.56 over budget alone. The measure additionally performed 0.86% higher than the same quarter 23/24.
	Simon Colburn - Assistant Director of Health & Environmental Services	Food and Health & Safety Enforcement	RP	FHS 1	Percentage of premises fully or broadly compliant with Food Health & Safety inspection	%	High is good	95.00	99.00	Q2 - 24/25	99.96	98.90	A	▼	<p>The percentage of businesses that are Broadly or Fully Compliant with Food Safety requirements has fallen slightly during the quarter. However, the outturn is within the acceptable target boundary and still well above the low target. There are currently, 1,114 registered food businesses, although this figure can fluctuate daily. The number of non-compliant businesses, currently 12, is consistent with other quarterly outturns.</p> <p>The service area reports that resources are focused on food businesses to ensure they are compliant, demonstrating how important the inspection regime is</p>

	Assistant Director	Service Area	PH	Measure ID	Measure	Unit	High or low is good	Low Target	High Target	Previous Data Period	Previous Value	Q3 - 24/25 outturn	Status	Service Area Commentary
														<p>in identifying poor food safety compliance, in order to protect our residents and visitors.</p> <p>The Food, Health and Safety Team work with non-compliant businesses to ensure they achieve compliance. The risk rating for these non-compliant businesses will only be change at the time of the next unannounced food hygiene inspection in accordance with the Food Law Code of Practice or upon application from a food business operator for a reinspection. The inspecting officer will not sign an inspection as compliant until they are satisfied by a revisit and/or other evidence that the food business operator has completed all works identified by the initial inspection. It is expected that at the time of the next unannounced inspection the previously non-compliant business will have maintained the improved standards as witnessed by the revisit.</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	Q2 - 24/25	6.73	7.54	G	<p>▼ The service area reports that the time taken for businesses to comply with food safety requirements from the date of unannounced inspection has increased slightly this quarter, however, continues to perform well above the high target. There were 148 businesses inspected during this quarter.</p> <p>The slight increase can be attributed to the ending of the agency contractor in October, and the reallocation of resources within the team to allow the Team Leader to focus on the preparation of a prosecution. This has required an EHO to take on Team Leading responsibilities, impacting the availability of resources to conduct compliance checks and therefore extends the time taken to achieve compliance from the date of unannounced inspection.</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	Q2 - 24/25	87.12	96.87	A	<p>▲ The outturn for this measure has increased 9.75% since the last quarter, for the number of inspections completed.</p> <p>15 food inspections are outstanding out of a total of 164 that were due by the end of this quarter. 9 of these are new food business inspections and 6 are existing food premises which are broadly compliant. Of the 15 remaining, 5 of the inspections are evening economy requiring planning within the Team to allow for two officers to be available to undertake this work</p>

	Assistant Director	Service Area	PH	Measure ID	Measure	Unit	High or low is good	Low Target	High Target	Previous Data Period	Previous Value	Q3 - 24/25 outturn	Status	Service Area Commentary
														<p>out of hours.</p> <p>Resources always target those food businesses with a higher risk to public.</p>
		Licensing	RP	LIC 1	Percentage of premises licences issued within 28 days of grant	%	High is good	80.00	100.00	Q2 - 24/25	100.00	96.67	A	<p>1 licence was issued outside the selected timeframe during this quarter. The reason for this was due to further information being required before a licence could be issued.</p>
		Licensing	RP	LIC 2	Total number of active premises licences	Number	N/A	Volumetric	Volumetric	Q2 - 24/25	409	406	V	<p>The total number of 'active' premises licences at end of quarter 3 was 406. This was a slight decrease from the previous quarters outturn of 409, due to more surrendered/lapsed/revoked than new applications granted.</p>
		Licensing	RP	LIC 3	Total number of active private hire / hackney carriage licences (operators, vehicles and drivers)	Number	N/A	Volumetric	Volumetric	Q2 - 24/25	901	899	V	<p>The total number of active private hire/hackney carriage licences at the end of the quarter was 899.</p> <p>The breakdown was as follows: Private Hire Drivers - 465 Private Hire Vehicles - 351 Private Hire Operators - 18 Hackney Carriage Drivers - 34 Hackney Carriage Vehicles - 31.</p> <p>The service area has reported the slight decrease overall. There has been a drop in PH driver numbers due to a decrease in new applications coming through, and more drivers failing to renew than new applicants apply. There has continued to be an increase in PH vehicles however, which has balanced the overall figure.</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	Q2 - 24/25	32.00	28.00	R	<p>28 adaptations were completed from October to December. This was a very good output and the service area are aiming to reach approaching 100 completed grants by the end of the financial year.</p> <p>Cumulatively the service area has completed 70 works within the first 3 quarters of 2024/5. In previous years, the service area would expect to complete up to 80 works in a full year. This demonstrates the continually increasing demand on the service area, which in turn affects the timeframe in which works can be completed.</p> <p>The team also saw an increase in DFG case referrals during quarter 3. At the end of the quarter, the service area reports they had 30 cases awaiting to be allocated, the oldest case was less than 4 months.</p>

	Assistant Director	Service Area	PH	Measure ID	Measure	Unit	High or low is good	Low Target	High Target	Previous Data Period	Previous Value	Q3 - 24/25 outturn	Status		Service Area Commentary
															To give some context on the work, once the application has reached the application approved stage (contractor appointed and price of works agreed) the time taken to complete the works is currently 12 weeks.
		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	Q2 - 24/25	22.00	22.40	R	▼	<p>Performance for the measure has slightly improved since the previous quarter, with 33 cases closed throughout quarter 3.</p> <p>There are 44 open cases being worked on and 25 awaiting to be allocated.</p> <p>27 new cases were received during the quarter. As above in PH 1, demand on the service area has significantly increased, with resources reallocated across the teams to address priority works, which in turn affects the timeframe in which other outturns can be completed.</p>
		Private Housing	QH	PH 3	Number of empty homes brought back into use (cumulative)	Number	High is good	11	23	Q3 - 23/24	34	31	G	▼	<p>The number of empty homes brought back into use during quarter 3 was 8.</p> <p>All of these properties were long term empties that were problematic to the surrounding area and requiring more work to turn around.</p> <p>The service area reports that the outturn for this measure is on track to exceed the annual target.</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	Q2 - 24/25	224	185	V		<p>The number of ASB cases received within the quarter is a 66.7% increase when compared with Q3 of 23/24, however it is a 17.4% decrease when compared to Q2 of 24/25.</p> <p>The increased number of ASB cases received during the first two quarters of 24/25 was linked to the implementation of the city centre ASB teams 2 new officers and appears to have now stabilised. The service area reports the 17.4% decrease for Q3 is attributed to the colder months, where ASB reports tend to reduce in volume.</p>

	Assistant Director	Service Area	PH	Measure ID	Measure	Unit	High or low is good	Low Target	High Target	Previous Data Period	Previous Value	Q3 - 24/25 outturn	Status	Service Area Commentary
		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	Q2 - 24/25	1,362	1,114	V	The outturn for the measure is a 18.2% decrease when compared with Q2 of 24/25, which is linked to PPASB 1. It is a 10.7% increase when compared to Q3 of 23/24. As there has been a reduction in the number of cases received in the quarter, a decrease in the number of cases closed in the quarter is expected.
		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	Q2 - 24/25	295	272	R	<p>▲ The outturn for this measure has decreased by 7.8% when compared with Q2 of 24/25, a positive result that was expected due to fewer cases being received during the quarter.</p> <p>The outturn is a 20.4% increase when compared with Q3 of 23/24, which can be attributed to the proactive work carried out by the two ASB Officers who joined the team in 2024.</p> <p>The ASB Officers carry complex ASB cases which contributes to the increase of cases, along with the increase in case load that would be expected with additional case officers.</p>
		Sport & Leisure	RP	SP 1a	Quarterly visitor numbers to Birchwood Leisure Centre	Number	N/A	Volumetric	Volumetric	Q2 - 24/25	42,623	41,551	V	In quarter 3 24/25 there were 41,551 visits to Birchwood Leisure Centre, which is an increase of 2,864 visits for quarter 3 2023/24. Visits to the leisure centre are steadily increasing year on year.
		Sport & Leisure	RP	SP 1b	Quarterly visitor numbers to Yarborough Leisure Centre	Number	N/A	Volumetric	Volumetric	Q2 - 24/25	113,933	106,701	V	In quarter 3 2024/25 there were 106,701 visits to Yarborough Leisure Centre. This is an increase of 8,084 visits on quarter 3 on 2023/24. Visits to the leisure centre are steadily increasing year on year.
		Sport & Leisure	RP	SP 2	Artificial Grass Pitch usage at Yarborough Leisure Centre & Birchwood Leisure Centre	Hours	High is good	520.00	700.00	Q2 - 24/25	802.75	751.00	G	<p>▼ Quarter 3 2024/25 saw usage of the Artificial Grass Pitches at Birchwood Leisure Centre of 510 hours used, a reduction of 46 hours on Q3 last year, and Yarborough Leisure Centre usage of 241 hours, a reduction of 61 hours on Q3 last year.</p> <p>For each hour of usage, there are four smaller 5-aside pitches, not all these smaller pitches may be in use at one time leading to a fractioned hour of use recorded.</p>
		Sport & Leisure	RP	SP 3a	Birchwood Leisure Centre - Number of net promoter score points above or below the	Number	High is good	0.00	2.00	Q2 - 24/25	6.00	17.00	G	▲ In quarter 3 Birchwood Leisure Centre had an average net promoter score of 43 per month, which was above the national average trusts and local authorities benchmarking score of 26.

	Assistant Director	Service Area	PH	Measure ID	Measure	Unit	High or low is good	Low Target	High Target	Previous Data Period	Previous Value	Q3 - 24/25 outturn	Status	Service Area Commentary
					average Net Promoter Score for England									<p>Positive feedback received during this quarter from users detailed staff as friendly, knowledgeable and helpful, as well as a clean seated area and equipment.</p> <p>Negative feedback related to climbing instructor ratio to children at times slowing down use, a few gym items slow to be repaired, and party food from the cafe being limited in variety and standard.</p> <p>The service area reports that climbing instructor numbers are small due to qualification sickness which can affect delivery times when applying all safety requirements. The cafe is currently developing alternative menu's for parties, and the maintenance on gym equipment has now been rectified.</p>
		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	0.00	2.00	Q2 - 24/25	2.00	5.00	G ▲	<p>For Quarter 3 2024/2, Yarborough Leisure Centre had an average net promotor score of 31 per month, which was above the national average trusts and local authorities benchmarking score of 26.</p> <p>Positive feedback was received during the quarter from users detailed that the pool is clean, staff are friendly staff, and there has been an improvement in cleaning standards over the last few months, as well as the cafe opening times have improved.</p> <p>Negative feedback related to delays in the roll out of the new booking system and App, at times the fitness area is very busy, EGYM equipment is very well used so additional stations would improve queuing at times, the class timetable was limited over Christmas though uptake is low. The cafe menu is limited with opening times are inconsistent due to staffing issues.</p>
	Steve Bird - Assistant Director of Communities and Street Scene	Allotments	RP	AM 1	Percentage occupancy of allotment plots	%	High is good	90.00	95.00	Q2 - 24/25	93.00	95.00	G ▲	<p>As at the end of December 2024, the Council has a total of 1,126 plots, of which 1,072 plots are currently lettable. 1,018 plots were let</p> <p>1,018 occupied lettable plots equates to 95% occupancy rate, with the remaining being offered to prospective tenants on the waiting list (those sites that have them) and for other sites (where there is currently no waiting list) on a first come, first serve basis.</p> <p>There continues to be a steady demand for allotment</p>

	Assistant Director	Service Area	PH	Measure ID	Measure	Unit	High or low is good	Low Target	High Target	Previous Data Period	Previous Value	Q3 - 24/25 outturn	Status	Service Area Commentary
														<p>tenancies. Most of the allotment sites (15 sites out of 18 sites) currently have waiting lists for plots, and when plots become available, the service area re-lets the plots to those on the waiting lists as quickly as possible.</p> <p>The service area have recently employed a new allotment officer to fill a vacancy from the end of 2024. The new officer has settled in well and quickly picked up the workload.</p>
		CCTV	RI	CCTV 1	Total number of incidents handled by CCTV operators	Number	N/A	Volumetric	Volumetric	Q2 - 24/25	3,055	3,102	V	<p>Incident numbers show a slight increase on quarter 2 24/25. This trend continues through nearly all of the incident categories.</p> <p>Shoplifting shows a 6% increase, with Christmas being the reason attributed to this.</p> <p>Arrests increased by 6%, with proactive incidents increased by 4%. The service reports a rise of 9% and 8% in radio calls from Pubwatch and Shopwatch respectively.</p>
		Grounds Maintenance	RP	GM 1	Contractor points recorded against target standards specified in contract - Grounds Maintenance	Number	Low is good	200	75	Q2 - 24/25	190	30	G	<p>▲ The collective points for the measure reduced significantly for this quarter, down to 30, which is below its high target (low is good).</p> <p>This has been broken down into 10 points in October, 5 in November and 15 in December 2024.</p> <p>The majority of points in the quarter were recorded for additional ordered works not completed on time. The performance of the contractor continues to be closely monitored, not least in the context of a slightly lower than hoped for public satisfaction score in the recent citizen panel satisfaction surveys.</p>
		Street Cleansing	RP	SC 1	Contractor points recorded against target standards specified in contract - Street Cleansing	Number	Low is good	150	50	Q2 - 24/25	10	95	A	<p>▼ 95 points were awarded against the contractor in quarter 3. 60 points were in October, 15 in November and 20 in December.</p> <p>The majority of points in the quarter were recorded for full dog/litter bins. To contextualise this, the service provides around 800 litter bins throughout the city, and the 85 points equate to 17 full bins.</p>

	Assistant Director	Service Area	PH	Measure ID	Measure	Unit	High or low is good	Low Target	High Target	Previous Data Period	Previous Value	Q3 - 24/25 outturn	Status		Service Area Commentary
		Waste & Recycling	RP	WM 1	Percentage of waste recycled or composted (seasonal)	%	High is good	32.50	38.00	Q3 - 23/24	34.95	33.50	A	▼	<p>This figure relates to quarter 2 (October 2024 - December 2024) as data received from Lincolnshire County Council is lagged.</p> <p>15.72% has been recorded as waste being recycled, whereas 17.74% was recorded as waste being composted, equating to 33.5% 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 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	Q2 - 24/25	131	90	A	▲	<p>90 points were recorded against the contractor during the quarter. Of these points, 25 were recorded in October, 35 in November and 30 in December.</p> <p>The majority of points in the quarter were recorded for missed recycling collections October and November, and refuse in December.</p> <p>To contextualise this, 90 points equates to 18 missed recycling and refuse bins, whilst servicing over 47,000 properties with regular collections over a 3-month period.</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	Q2 - 24/25	0.64	0.45	G	▲	<p>The outturn for this measure continues to perform well against it's high target. The service area reports progress on door replacements has been offset by new failures from door referrals as well as electrical certificates that have now expired. There are now a total of 35 failures comprising 16 Electrics, 13 Doors, 3 Windows, 2 Chimneys and 1 Roof.</p>
		Housing Investment	QH	HI 2	Number of properties 'not decent' as a result of tenants refusal to allow work (excluding referrals)	Number	N/A	Volumetric	Volumetric	Q2 - 24/25	243	235	V		<p>There has been a slight decrease 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 improvement works, with a view to ensuring these properties meet the Decent Homes Standard over time.</p>
		Housing Investment	QH	HI 3	Percentage of dwellings with a valid gas safety certificate	%	High is good	98.60	99.00	Q2 - 24/25	99.27	98.96	A	▼	<p>Year to date – 99.00%. The annual gas servicing programme continually runs twelve months a year. The Investment team along with the contractor SureServe (previously Aaron Services) have recently</p>

	Assistant Director	Service Area	PH	Measure ID	Measure	Unit	High or low is good	Low Target	High Target	Previous Data Period	Previous Value	Q3 - 24/25 outturn	Status	Service Area Commentary
														focussed on reviewing existing gas access procedures and service delivery. The number of failed access cases has been between four and seven addresses each month. With the support of housing management and legal services we have obtained a small number of injunctions to address some of the outstanding failed access cases.
		Housing Maintenance	QH	HM 1a	Percentage of reactive repairs completed within target time (priority 1 day only)	%	High is good	98.50	99.50	Q2 - 24/25	99.89	100.00	G 	<p>The outturn for this measure has delivered an improvement when compared quarter 2.</p> <p>The service area attributes the improved performance on the focused efforts of a priority team, who have led a review on resource, cover for staff leave or sickness from other HRS areas, in order to attend and action priority repairs within timescales.</p>
		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	Q2 - 24/25	97.24	94.52	R 	<p>Year to date - 96.85%</p> <p>This area has seen a slight reduction since quarter 2 figures, this is predominantly down to a change in reporting no access. These are logged on the system, but we keep the original Job reference open and schedule up to 3 times prior to cancelling the order, this then provides a better audit trail of attempts and greater record keeping. However this can mean a few priority repairs go out of target due to having to be rescheduled due to tenant availability.</p> <p>Throughout the quarter 37% of reactive repairs not completed within target time were as a result of no access due to tenants not being home at the time of the appointment booked.</p> <p>Additionally there has been an increase in the volume of damp and mould inspections, due to being within peak season.</p> <p>The service area are currently training new starters on processing records for completion data, and expect to see an improvement for quarter 4.</p> <p>We are working to mitigate the impact no access has on the figures longer-term and increase our access rate, we are running some Comms around no access figures and the impact this has on lost time/number of appointments and costs to us.</p>
		Housing Maintenance	QH	HM 2	Percentage of repairs fixed first time (priority	%	High is good	90.00	92.00	Q2 - 24/25	98.68	96.39	G 	Year to date - 97.62%. Performance in this area remains high and above the high target. The service area reports they continue to focus on ensuring the

	Assistant Director	Service Area	PH	Measure ID	Measure	Unit	High or low is good	Low Target	High Target	Previous Data Period	Previous Value	Q3 - 24/25 outturn	Status	Service Area Commentary
					and urgent repairs) - HRS only									team have correct materials and impress stocks to achieve adequate repairs on first visits, to support the department in achieving consistent first time fix rates.
		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	Q2 - 24/25	99.27	99.42	G ▲	Year to date - 99.17%. Appointments made and kept is well above target for quarter 3, the service area ensures resource is relocated where possible through communication during the day to ensure these work types are completed and appointments kept.
		Housing Maintenance	QH	HM 5	Satisfaction with Repairs (Regulator of Social Housing Tenant Satisfaction Measure – TP02)	%	N/A	Volumetric	Volumetric	Q2 - 24/25	71.00	72.00	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.</p> <p>There is a slight increase in satisfaction levels from the previous quarter. In addition to the 72% of tenants who told us they were 'satisfied' or 'very satisfied', 5% told us they were neither satisfied nor dissatisfied, and 23% indicated some level of dissatisfaction with the service.</p> <p>This performance is based on a survey size of 150 tenants. The service area intends 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	Q2 - 24/25	100.00	95.35	G ▼	<p>Year to date - 98.45%.</p> <p>43 surveys were returned in Quarter 3, of which 41 were either very or fairly satisfied with the overall service provided. There were 2 dissatisfied surveys returned which have been passed on to the team to review.</p>
		Control Centre	QH	CC 2	Percentage of Lincare Housing Assistance calls answered within 60 seconds	%	High is good	97.50	98.00	Q2 - 24/25	98.95	98.98	G ▲	<p>Year to date 98.97%</p> <p>Performance for this quarter has stayed steady with 98.98% of calls answered within 60 seconds, well above the TSA target of 97.5%. Throughout the quarter the service received an additional 2,055 calls when compared to the previous quarter.</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</p>

	Assistant Director	Service Area	PH	Measure ID	Measure	Unit	High or low is good	Low Target	High Target	Previous Data Period	Previous Value	Q3 - 24/25 outturn	Status	Service Area Commentary
														is working well for both partners and reflects in our call handling statistics.
		Housing Solutions	QH	HS 1	The number of people currently on the Housing Register	Number	N/A	Volumetric	Volumetric	Q2 - 24/25	2,076	2,057	V	The number of applications active on the housing register has dropped slightly when compared to the previous quarter. The Team are in the very early stages of an annual review of all applications, hence the very small drop in numbers.
		Housing Solutions	QH	HS 2	The number of people approaching the council as homeless	Number	N/A	Volumetric	Volumetric	Q2 - 24/25	328	296	V	Year to date - 934 Approaches have decreased slightly, this is mainly due to the Christmas period. The service area expects to see an impact from this across January/February.
		Housing Solutions	QH	HS 3	Successful preventions and relief of homelessness against total number of homelessness approaches	%	High is good	45.00	50.00	Q2 - 24/25	36.14	42.63	R	<p>Year to date – 38.74%</p> <p>There has been an increase in the number of successful preventions, which shows the continuing work the team do to prevent and relieve homelessness.</p> <p>This measure is currently shown 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 has therefore been agreed for quarter 4 for this measure to be 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, as is detailed above.</p>
		Housing Solutions	QH	HS 4	Number of rough sleepers	Number	N/A	Volumetric	Volumetric	Q2 - 24/25	13	18	V	The figure has increased further since the previous quarter. A new Rough Sleeping Programme Lead came into post in November 2024 which has given the team more steer. This has resulted in having a confident figure of 18 for the cohort, with whom we are working with to try and find suitable accommodation, which has the support required for their needs.

	Assistant Director	Service Area	PH	Measure ID	Measure	Unit	High or low is good	Low Target	High Target	Previous Data Period	Previous Value	Q3 - 24/25 outturn	Status		Service Area Commentary
		Housing Voids	QH	HV 1	Percentage of rent lost through dwelling being vacant	%	Low is good	1.10	1.00	Q2 - 24/25	1.36	1.46	R	▼	<p>Year to date – 1.36%</p> <p>Rent lost through vacant dwellings has increased on the previous quarter, due in part to some of the service challenges experienced in the re-letting process, including a number of long-term voids (100+ days) which were completed and re-let in December to enable a fresh start for January, which has significantly impacted the figure for the measure outturn.</p> <p>It is also important to note that Miscellaneous property's, which are outside of the control of the voids team, such as properties awaiting decisions on disposal orders remain within this outturn figure, although meetings have been ongoing during January to resolve a number of these long-standing decisions, which further impacts the outturn performance.</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	Q2 - 24/25	51.59	50.94	R	▲	<p>Year to date – 50.50 days</p> <p>Performance for the measure has seen a slight improvement during quarter 3, however is impacted along with the above measure HV1, by the re-letting of long term (100+ days) voids throughout December. These long-term void properties required significant works to bring them back to letting standard, and consequently negatively impacts the timeframe of re-lets.</p> <p>The service area have reported that now these long term voids have been re-let, it is anticipated that quarter 4 will report a more accurate reflection of the teams performance across all areas, including offer to sign performance, as their performance is affected and impacts this figure more when repair times are reduced.</p> <p>As highlighted in the previous quarterly performance report, the amount of time taken to re-let properties between tenants is complex and strongly influenced by external factors. The voids process involves most services within the council's landlord function, and re-let times are a good example of both how these different services work together as a system, and how decisions made across this system can impact performance.</p>

	Assistant Director	Service Area	PH	Measure ID	Measure	Unit	High or low is good	Low Target	High Target	Previous Data Period	Previous Value	Q3 - 24/25 outturn	Status		Service Area Commentary
		Rent Collection	QH	RC 1	Rent collected as a proportion of rent owed	%	High is good	96.50	97.50	Q2 - 24/25	96.37	109.60	G	▲	<p>Year to date collection is 100.25%.</p> <p>The service area reports performance of the measure has increased above target, with overall performance in line with peers outturns within Housemark benchmarking.</p> <p>The arrears amount has decreased since the end of quarter 2 by just over £400,000 and the percentage of income collection is showing an increase of 13% on quarter 2.</p> <p>The technical debt due to having a 50 or 51 week payment schedule equalised with the non-payment weeks at Christmas.</p>
		Rent Collection	QH	RC 2	Current tenant arrears as a percentage of the annual rent debit	%	Low is good	4.15	4.00	Q2 - 24/25	4.47	3.33	G	▲	<p>The outturn for the measure has performed well against the target, with arrears at the end of quarter 3 of 3.33% arrears against the annual rent debit, which is an improvement of 1.14% compared to the previous quarter.</p>

Table 2 - Annual Measures by Directorate (Communities & Environment - DCE) – The performance status of each targeted measure in Table 2 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	2024/25 outturn	Status		Service Area Commentary
CX	Carolyn Wheater – City Solicitor	Democratic Services	CE	DEM 1	The number of individuals registered on the electoral register as at 1st December (local elections)	Number	N/A	Volumetric	Volumetric	2023/24	62,045	64,813	V		The electorate is expected to increase through monthly updates, particularly around May, due to local elections. The increase in electorate compared to last year was due to the general election in July 2024.
DCE	Simon Colburn - Assistant Director of Health & Environmental Services	Food and Health & Safety Enforcement	RP	FHS 4	Percentage of Citizens' Panel respondents who are satisfied with the standard of hygiene in restaurants/cafes/ shops and takeaways in Lincoln	%	High is good	85.00	90.00	2023/24	90.70	91.40	G	▲	91.4% (256 respondents) to the December 2024 Lincoln Citizens' Panel survey stated they were either 'satisfied' or 'very satisfied' with the standard of hygiene in restaurants / cafes / shops / takeaways in Lincoln.
	Steve Bird - Assistant Director of Communities and Street Scene	Waste & Recycling	RP	WM 3	Satisfaction with refuse service (collected via Citizens' Panel)	%	High is good	94.00	97.00	2023/24	94.80	95.60	A	▲	95.6% (270 respondents) to the December 2024 Lincoln Citizens' Panel survey stated they were either 'satisfied' or 'very satisfied' with the refuse collection service provided by the council.
		Waste & Recycling	RP	WM 4	Satisfaction with recycling service (collected via Citizens' Panel)	%	High is good	92.00	97.00	2023/24	94.10	95.10	A	▲	95.1% (256 respondents) to the December 2024 Lincoln Citizens' Panel survey stated they were either 'satisfied' or 'very satisfied' with the recycling collection service provided by the council.

Table 3 - Directorate for Major Developments – Performance Measure Outturns – Quarter 3 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 Tables 1 and 2.

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.

It is important to note that for measures DMD 1-5, there is formal reporting request every 6 months, with qualitative updates on a more frequent basis also required. An example of this is how the initial payments were set-up - for the second annual payment, lead local authorities may be asked to submit a report earlier than 6 months after the first report is submitted.

Assistant Director	PH	Service area	Measure ID	Measure	Unit	High or low is good	Previous data period	Previous outturn	Quarter 3 2024/25 outturn	Status (determined by external partner and DMD where not volumetric measure)	Trend (Improving, No change, Deteriorating)	Outturn commentary
Assistant Director – Growth & Development – Simon Kirk	EG	Major Developments	DMD 1	Percentage spend on Town Deal programme	%	High is good	Q2 2024/2025	62%	62%	G	—	12 Projects in programme (1 recently dropped out, so need to reallocate, we have EOI for these, which are going to Board for approval on 18.10.24) 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	Major Developments	DMD 2	Percentage of Town Deal projects on target	%	High is good	Q2 2024/2025	75%	75%	G	—	12 Projects in programme (1 recently dropped out, so need to reallocate, we have EOI for these, which are going to Board for approval on 18.10.24) 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	Major Developments	DMD 3	Percentage spend on UKSPF programme	%	High is good	Q2 2024/2025	64%	64%	G	—	Up to June 2024 there have been 16 Projects allocated. All figures are reported outside of a formal claim being approved and submitted.
Assistant Director – Growth & Development – Simon Kirk	EG	Major Developments	DMD 4	Percentage of UKSPF projects on target	%	High is good	Q2 2024/2025	81%	81%	G	—	16 projects have been allocated, of which 13 are on track. The remaining 2 projects are just starting but are on site. 1 has completed on capital works, 1 is currently being considered for reallocation.

Assistant Director	PH	Service area	Measure ID	Measure	Unit	High or low is good	Previous data period	Previous outturn	Quarter 3 2024/25 outturn	Status (determined by external partner and DMD where not volumetric measure)	Trend (Improving, No change, Deteriorating)	Outturn commentary
Assistant Director – Growth & Development – Simon Kirk	EG	Major Developments	DMD 5	Number of businesses receiving business support utilising the UKSPF fund	Number	High is good	Q2 2024/2025	18	18	G	—	<p>The Business Advisor service area reports a total of 16 businesses have been supported during the quarter (Up to Sept 2024), and Business Advisor 23</p> <p>So far, we have claimed:</p> <p>Growth Hub</p> <p>Q1 – 32 business support</p> <p>Q2 – 23 business support</p> <p>For Business Advisor we reported</p> <p>Q1 - 16 businesses supported</p> <p>Q2 – 16 Businesses supported</p> <p>Figures claimed last quarter were slightly incorrect. So, we have only claimed the balance this time.</p> <p>Examples of business and pre start business that have received support in Q2:</p> <p>Leaf and Land Collective – a forest school provider looking to expand provision in particular to support SEN needs.</p> <p>Everbit Software Ltd – a software design and development company looking to relocate to Lincoln</p> <p>Yesway Communications Ltd – a communications business developing plans to recycle mobile phones to support communication in remote areas of the world.</p> <p>A children's food manufacturer and retailer pre start business.</p> <p>A sports agency pre start business.</p>
Assistant Director – Growth & Development – Simon Kirk	EG	Major Developments	DMD 6	Percentage occupancy of Greetwell Place	%	Volumetric	Q2 2024/2025	98%	98%	Volumetric	Volumetric	No Change in occupancy rate
Assistant Director – Growth & Development – Simon Kirk	EG	Major Developments	DMD 7	Percentage occupancy of The Terrace	%	Volumetric	Q2 2024/2025	94%	94%	Volumetric	Volumetric	No Change in occupancy rate

Assistant Director	PH	Service area	Measure ID	Measure	Unit	High or low is good	Previous data period	Previous outturn	Quarter 3 2024/25 outturn	Status (determined by external partner and DMD where not volumetric measure)	Trend (Improving, No change, Deteriorating)	Outturn commentary
Assistant Director – Growth & Development – Simon Kirk	EG	Major Developments	DMD 8	Unemployment rate within Lincoln	%	Volumetric	Q2 2024/2025	4.1% (2,910 people)	4.0% (2,800 people)	Volumetric	Volumetric	This figure is from the ONS figures for November 2024.
Assistant Director – Growth & Development – Simon Kirk	EG	Major Developments	DMD 9	Average wage in Lincoln	£	Volumetric	Q2 2024/2025	£33,598 per annum	£34,720 per annum	Volumetric	Volumetric	This figure is from the ONS figures for November 2024. The figure is the average gross weekly wage of £667.70 for a full time worker.



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
- Communications

Resource Information

During quarter 3 2024/25 there were 14 leavers, which equated to a turnover figure of 2.2% (based upon employee headcount at the end of December 2024 excluding apprentices). This figure is lower when compared to the previous quarter 2 2024/25 figure of 2.5%.

The vacancy figure as at the end of quarter 3 2024/25 stood at 56 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 December 2024, the council were recruiting to 22.74 FTE vacancies (Please note these are all at different stages of the recruitment process).

Directorate	CX	DCE	DMD	DHI	Total (Excluding Apprentices)
Average number of FTE employees	183.77	130.43	19.33	223.43	556.96
Average number of apprentices (as at quarter end)	Authority Wide				8.82
Percentage of staff turnover	Authority Wide				2.2%
Active vacancies which are being recruited (FTE)	Authority Wide				22.74

Appraisals completed up to the end of quarter 3 2024/25 as recorded in ITrent

Directorate	Appraisals due in quarter 3 2024/25	Appraisals completed in quarter 3 2024/25	Percentage of appraisals completed (quarter 3)	Appraisals completed over the last 12 months *
CX	44	32	72.7%	66
DCE	31	25	80.6%	89
DMD	5	0	0.0%	10
DHI	52	29	55.8%	80
Authority Wide	132	86	65.2%	245

*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 3 2024/25, 132 appraisals were due for completion. Of these, 86 appraisals were recorded as being completed within the ITrent system (65.2%).

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.

Health & Wellbeing

During quarter 3 2024/ 25, the Council was successful in renewing the Charter for Employers Positive About Mental Health. Based upon the renewal, the Council will continue to be recognised as a Mindful Employer until November 2026.

It was recognised that the Council has continued its proactive approach to staff wellbeing, and that we continue to recognise the range of factors influencing mental wellbeing, both inside and outside the workplace. It was also recognised that the Council has increased the numbers of Mental Health First Aiders (MHFAs) and staff who are ASIST (Applied Suicide Intervention Skills) trained.

We arranged for MSK Physio to attend Hamilton House for a day in December to carry out 30-minute physio appointments for any staff who wished to book one.

We raised awareness of and provided information for Disability History Month (UKDHM) 14 November – 20 December 2024 and reinforced our actions and support as a Disability Confident Employer both for applicants and existing staff. Similarly, awareness and support for Men’s Health issues was promoted in November under the Movember theme.

Sickness Performance

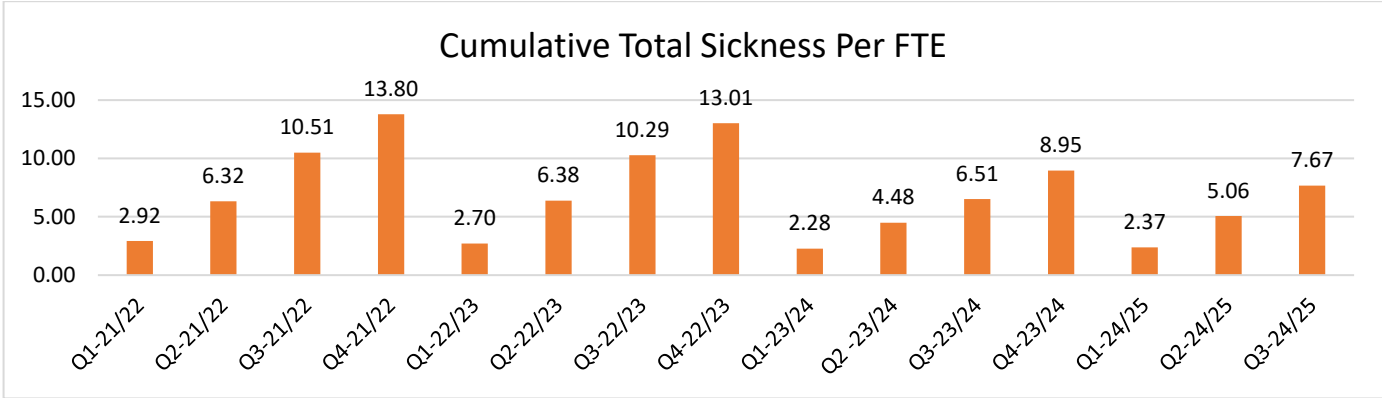
During quarter 3 2024/25 the total sickness levels for the council stood at 2.61 days lost per FTE. When compared to the previous quarter, sickness levels have decreased (quarter 2 2024/25 figure stood at 2.69 days lost per FTE). Additionally, when compared to the same quarter last year sickness levels have increased (quarter 3 2023/24 figure was 2.03 days lost per FTE).

During quarter 3 2024/25, the highest number of days lost due to short term absence was as a result of chest infection and heart and respiratory issues. The highest number of days lost due to long term absence was as a result of Musculo Skeletal problems.

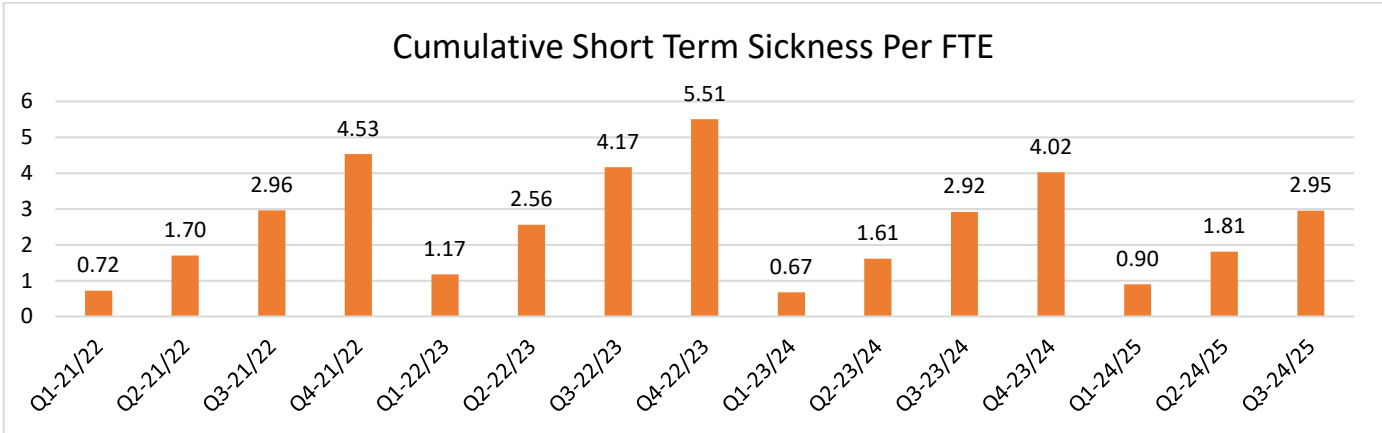
Quarter 3 2024/25 ONLY

	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	213.5	327	540.5	183.77	1.16	1.78	2.94
Apprentices	29	0	29	8.82	3.29	0.00	3.29
DCE	130	166	296	130.43	1.00	1.27	2.27
DMD	9	26	35	19.33	0.47	1.35	1.81
DHI	283	299.5	582.5	223.43	1.27	1.34	2.61
Total	664.5	818.5	1483	565.78	1.17	1.45	2.62
Less Apprentices	635.5	818.5	1454	556.96	1.14	1.47	2.61

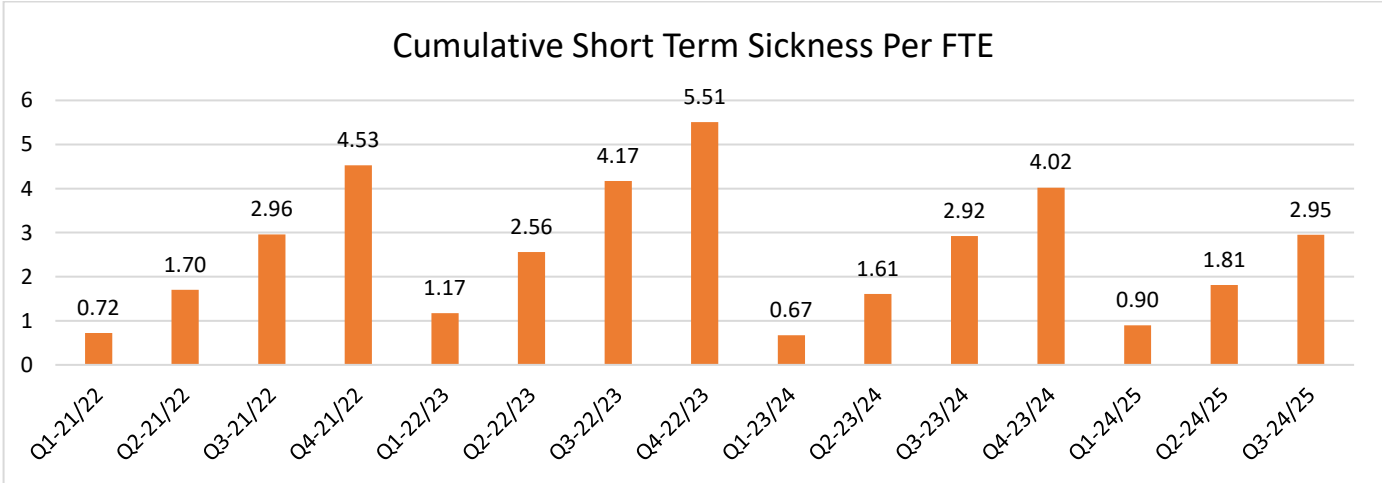
Cumulative total sickness per FTE in days (excluding apprentices)



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



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



Complaints Performance

In quarter 3 2024/25 there were **131** 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 92% (382). In quarter 3 2024/25, there were 0 Local Government Ombudsman (LGO) complaints decided and 1 Local Housing Ombudsman (LHO) complaints decided.

Quarter 3 2024/25

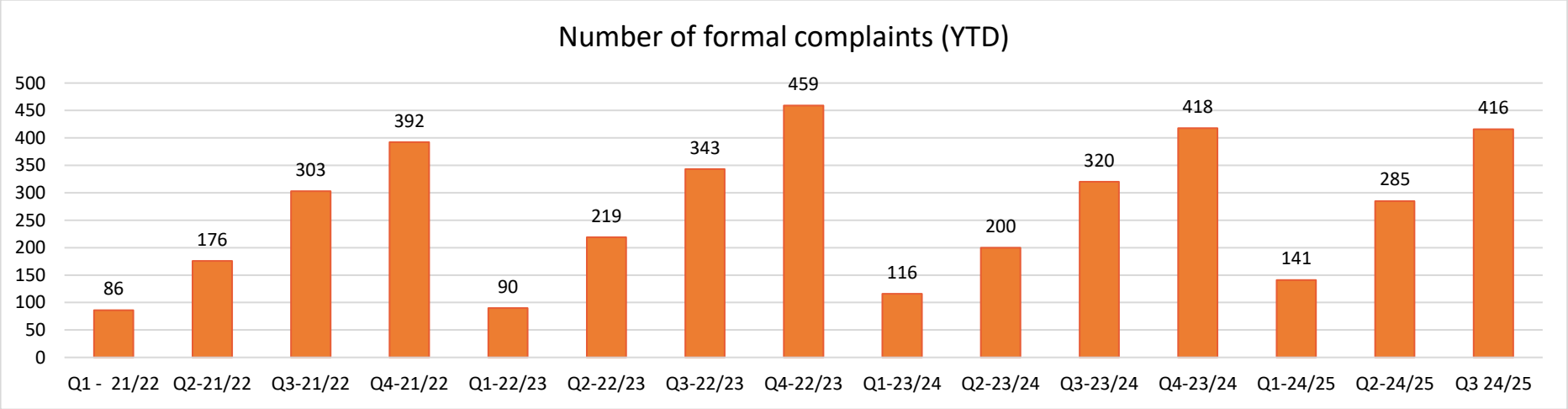
	CX	DCE	DHI	DMD	TOTAL
Number of formal complaints dealt with this quarter (Q3)	2	40	88	1	131
Number of formal complaints upheld this quarter (Q3)	0 (0%)	12 (30%)	46 (52%)	1 (100%)	59 (45%)
YTD total number of complaints investigated	15	67	332	2	416
YTD number of formal complaints Upheld	6 (40%)	18 (27%)	202 (61%)	1 (50%)	227 (55%)
No / % of responses within target time this quarter (Q3)	2 (100%)	38 (95%)	83 (94%)	1 (100%)	124 (95%)
No / % of responses within target time YTD	14 (93%)	60 (89%)	306 (92%)	2 (100%)	382 (92%)
LGO complaints decided (Q3)	0	0	0	0	0
LHO complaints decided (Q3)	0	0	1	0	1

The percentage of complaints responded to within the service standard has improved this quarter and is 95% overall. Only 7 complaints of the 131 responded to were outside of the target times. This boosts the year-to-date response rate to 92%.

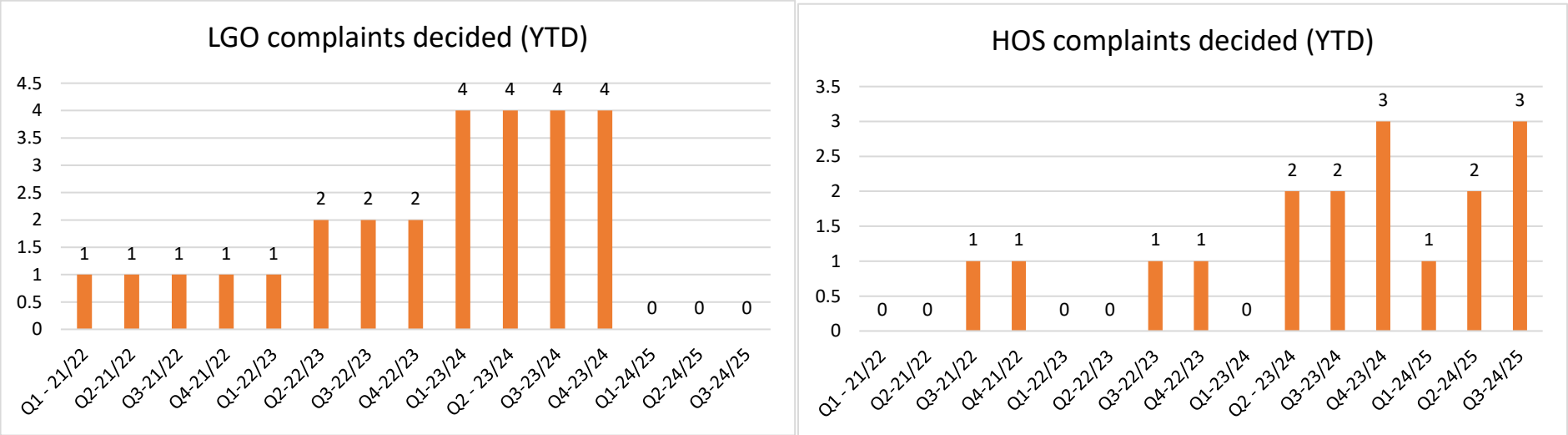
We have seen a reduction in complaint numbers in Q3 with CX having only 2 to investigate and DHI seeing numbers reduce to 88 – compared to a total of 244 in the first 2 quarters. The only directorate seeing an increase in complaints is DCE where there have been a larger than normal number of complaints about residential parking schemes and carparks.

This quarter we received notification of an upheld complaint by the Housing Ombudsman, however the tenant in this case has challenged the decision, so the decision has been suspended pending their further investigation.

Number of formal complaints decided (YTD)



Local Government Ombudsman (LGO) complaints decided (YTD) and Local Housing Ombudsman (HOS) complaints decided (YTD)



Compliments Performance

In quarter 3 2024/25 there were 41 compliments recorded across the council through the formal compliment recording process.

	CX	DCE	DHI	DMD	TOTAL
Number of compliments received	5	13	11	12	41

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

CX	Cost of living support, support with Council Tax payments, general support from Customer Services.
DCE	Street cleansing in Birchwood, excellent service provided by the CCTV Team, support from Parking Services on PaybyPhone error, general support from the PPASB team, positive feedback from the Carholme Community Forum, support from PPASB Team on noise issue, general support from the Sport and Leisure Team, excellent service provided by waste management operatives, support with resident parking permit.
DMD	Support from Business Support staff, support from staff in the Major Developments Team, Support from staff at Cornhill Market, Support from Business Advisor.
DHI	Professionalism of Housing Repair Service operatives, support with a complaint, support provided for elderly residents when moving properties, support with a neighbour nuisance case.

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

Cost of Living support

“Honestly you have just made me cry, thank you so much it does mean a lot.
I really do appreciate your help a hell of lot. If someone higher up reads your emails and I hope they tell you, you do an awesome job supporting the people of Lincoln and if they don't then know I appreciate the help and support.
Thank you”.

Support with Council Tax payments

“He was brilliant, really supportive and helpful regarding my council tax issue. He really listened to what I had to say which seems rare when dealing with bills and customers. He suggested a few things and advised me about a different payment plan.
Thank you for being so helpful and supportive. You’re a credit to your team”.

DCE

Street cleansing in Birchwood

“Thank you so much for clearing the alleyways around the Snowberry Gardens area on Birchwood. The back alleys have been an eyesore for years now and I was so pleased to leave my house this morning to see that they have been cleared and cleaned and are now immaculate. I really appreciate the hard work of the team that undertook this job, as it probably wasn't an easy one”.

Support with residents parking permit

“Many thanks for all your help with this, you’ve been totally clear on what actions we needed to take and responded quickly, and I really appreciate it. We’re so impressed with the council’s standards in general, we moved here because it’s such a lovely city to be in, and this is another example of how professional you are”.

DMD

Support from Business Support staff

"Thank you so much for all your help and support over the years, we really appreciate it. It is crazy to think that 7 years ago we only had that one little room! "Thank you for being so welcoming. It's lovely to be greeted each day with a smile." "Thank you for always being so helpful and smiley everyday".

DHI

Housing Repair Service operatives

“I would like to say how professional your operatives were this morning when they come to fix my gate. They explained everything to me and because I told them about my mental health issues they put a pad lock on it too. I would like you to know they are an asset to the council, and they would teach a few of the council workers a thing or two. I love my new gate I also feel so much better with the security of it. Thank you so much”.



Communications Update

Throughout quarter 3 2024/25 the Communications Team have provided support across the council and city to capture and broadcast the latest news, events and updates in Lincoln.

The update provides a detailed overview of social media highlights, key stats and performance, interviews, key events and campaigns, press releases, internal communications, Hub and website statistics on usage.

Over the past quarter, city of Lincoln council has shared more than 100 posts on Facebook. While this is slightly lower than the previous quarter, we have refined our approach by tailoring content to each social media platform specific audience, rather than sharing identical posts across all channels.

This quarter saw the launch of Lincoln Ice Adventure, key celebrations such as Lincolnshire Day, Remembrance Sunday, Christmas Light Switch On, Charterholme unveiling, Small Business Saturday and Hermit Mews official opening as well as continued support provided to Lincoln Community Lottery and Social Responsibility Charter. Over a five-week festive period, more than 1.07 million people visited our Events in Lincoln Facebook account.

Overview of social media account statistics

Channel	Followers	Followers – direction of travel	Reactions/ Interactions	Reach	Impressions	Shares	Engagement
City of Lincoln Council - Instagram	2,936	↑ 213	1,479	39,287	31,466	N/A	N/A
City of Lincoln Council - Facebook	12,315	↑ 484	2,768	514,893	555,800	1,541	39,660
Be Lincoln – Instagram	442	↑ 72	145	5,085	4,713	N/A	N/A
Be Lincoln - Facebook	631	↑ 12	26	2,032	2,146	9	134
Events in Lincoln – Instagram	5,004	↑ 238	1,929	67,842	58,725	N/A	N/A
Events in Lincoln - Facebook	45,546	↑ 1415	2,353	855,695	929,984	589	72,034
The Cornhill Market – Instagram	2,005	↑ 383	2,100	16,500	N/A	N/A	N/A
The Cornhill Market - Facebook	1,521	↑ 72	1,200	27,900	5,500	N/A	N/A

Social media campaigns, leaflets, posters, press releases and promotional videos were created to support key projects as well as responding to press enquiries.

The council's website www.lincoln.gov.uk received 406,350 views and 109,254 active users. The most visited pages were bin collection days, my accounts, vacancies, council tax, search, and Lincoln multi-storey car park.

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 31st December 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 9 months ended 31st December 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 31st December 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 31st December 2024. The current Treasury Management Strategy and Prudential Indicators were approved by Council on 27th 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 £17.505m of investments as at 31st December 2024 achieving an average interest rate of 5.13% for the financial year to date (5.11% 23/24). Actual interest earned in the 9 months period to 31st December 2024 totalled £978k.
- 4.1.2 Forecast interest income for the year is £1.066m (£0.397m General Fund & £0.669m HRA), an overachievement of income of £0.405m against the £0.661m budget.
- 4.1.3 As at 31st December 2024, 100% 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.
- 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 31st December 2024 the Council held liquid short term deposits of £12.505m.
- 4.1.6 Security - The Council's maximum security risk benchmark for the portfolio as at 31st December 2024 was 0.007%, 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 £17.505m. This represents a very low risk investment portfolio.
- 4.1.7 Yield – The Council achieved an average return of 5.13% on its investment portfolio for the 9 months ended 31st December 2024. This is comparable to the average SONIA rate for the quarter of 5.01%.
- 4.1.8 The table below highlights the level of investment activity and the rates obtained as at 31st December 2024. Investments were made in line with MUFG's approved counterparty list.

INVESTMENTS	PRINCIPAL £	RATE %	PERIOD DAYS
Lloyds Bank NRFB	2,000,000	5.12	185
SMBC Bank International Plc	3,000,000	4.77	181
Total Fixed Short term Investments	5,000,000		
Aberdeen Standard Liquidity Fund	7,000,000	4.78	Call
Black Rock Liquidity Find	408,000	4.78	Call
BNP Paribas Insticash Sterling	3,953,000	4.75	Call
Federated Short-Term Sterling Prime Fund	1,144,000	4.78	Call
Total Money Market Fund Investments	12,505,000		
Total Investments / Average Rate	17,505,000	4.83	

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 31st December 2024 the Council held £107.067 million of external borrowing, of which 100% were fixed rate loans (See table below).

Borrowing Type	Lender	Outstanding Loans (£ 000's)	No Of Loans	Ave Rate %
PWLB	PWLB	95,067	32	3.55
LA Borrowing	North Kesteven District Council	2,000	1	2.05
Market Loans	Barclays	10,000	4	4.24
Total/ Ave Rate		107,067	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%	2%	1,578
12 months to 2 years	40%	0%	1%	686
2 years to 5 years	60%	0%	9%	9,552
5 years to 10 years	80%	0%	11%	11,502
10 years and above	100%	10%	78%	81,749
Total				105,067

Limits for long-term treasury management investments	£7m
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- 4.3.2 As at 31st December 2024, the average rate of interest paid during the first three quarters of the year on external borrowing was 3.22%.
- 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.

- ii. 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 on the General Fund due to reprofiling and deferring forecast borrowing, utilising internal funds. A slight increase in financing costs on the HRA side due to addition of Right of Use Asset depreciation (increase in financing cost).
- iv. Actual External Debt – Due to interest rates remaining higher than they have been in recent years and the fact they are forecast to reduce over the next couple of years, the council has continued its strategy of utilising internal resources rather than borrowing to avoid paying high loan rates, as such the council has not undertaken any additional borrowing or reborrowing so far this 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 (MUFG, formerly known as LINK Group) 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 principal that an organisations appetite for risk is included in their annual Treasury Management Strategy and this should include any use of financial instruments for the prudent management of those risks, and should ensure that priority is given to security and liquidity when investing.

8. Recommendation

8.1 Members are asked to:

- a) note the Prudential and Treasury Indicators and the actual performance against the Treasury Management Strategy 2024/25 for the quarter ended 31st December 2024.
- b) consider any specific recommendations to be referred to the Executive relating to the contents of this report

Is this a key decision?

No

Do the exempt information categories apply?

No

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

No

How many appendices does the report contain?

Two

List of Background Papers:

Treasury Management Strategy 2024/25
(Approved by Council February 2024)

Lead Officer:

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

PRUDENTIAL INDICATORS

Indicator No.	Indicator	2024/25 Original Estimate (OE) £'000	2024/25 OE inc. Year End Adj 's £'000	2024/25 Q3 Revised Estimate £'000
1 & 2	Capital Expenditure - General Fund	17,527	23,151	22,025
1 & 2	Capital Expenditure - HRA	21,043	22,763	17,411
	Capital Expenditure Total	38,570	45,914	39,436
3 & 4	Capital Financing Requirement (CFR) - General Fund	76,810	76,701	74,817
3 & 4	Capital Financing Requirement (CFR) - HRA	79,913	80,278	81,650
	Capital Financing Requirement Total	156,723	156,979	156,467
5	Estimated Actual External Debt (As at 31st March 2025)	113,017	113,017	105,067
6	Gross Debt and the CFR – Under Borrowing	(43,706)	(43,962)	(51,399)
7	Authorised Limit for External Debt	130,165	130,773	121,290
8	Operational Boundary for External Debt	124,217	124,217	118,067
9 & 10	Financing Costs to Net Revenue Stream - General Fund	15.39%		12.05%
9 & 10	Financing Costs to Net Revenue Stream - HRA	28.79%		29.18%
Local 5	Net Income from Commercial and Service Investments to Net Revenue Stream	10.45%		10.55%

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 MUFG (the Council's treasury advisors)

The third quarter of 2024/25 (October to December) saw:

- GDP growth contracting by 0.1% m/m in October following no growth in the quarter ending September;
- The 3myy rate of average earnings growth increase from 4.4% in September to 5.2% in October;
- CPI inflation increase to 2.6% in November;
- Core CPI inflation increase from 3.3% in October to 3.5% in November;
- The Bank of England cut interest rates from 5.0% to 4.75% in November and hold them steady in December.
- 10-year gilt yields starting October at 3.94% before finishing up at 4.57% at the end of December (peaking at 4.64%).

The 0.1% m/m fall in GDP in October was the second such decline in a row and meant that GDP would need to rise by 0.1% m/m or more in November and December, for the economy to grow in Q4 as a whole rather than contract. With on-going concern over the impact of the October budget and drags from higher interest rates and weak activity in the euro zone, our colleagues at Capital Economics have revised down their forecast for GDP growth in 2025 to 1.3% (it was initially 1.8% in the immediate wake of the Budget.)

This quarter saw the composite activity Purchasing Manager Index (PMI) dip below the level of 50 that separates expansion from contraction for the first time since October 2023. Although December's composite PMI came in above this level, at 50.5, this was still consistent with the 0% rise in real GDP in Q3 being followed by a flat-lining, or potential contraction, in the final quarter of 2024. However, the economy is unlikely to be quite as weak as that given that the PMIs do not capture rises in government spending, but the data does underline the continued divergence in trends between the manufacturing and services sectors. The manufacturing PMI fell for its fourth consecutive month in December, from 48.0 in November to 47.3. That's consistent with manufacturing output falling by 1.5% q/q in the final quarter of 2024 after flatlining through the summer months. This weakness in the manufacturing sector was offset by a rebound in the services sector. The services PMI rose from 50.8 in November to 51.4 in December, which is consistent with non-retail services output growth increasing from +0.1% q/q to +0.3% for October - December. This suggests that more of the recent slowdown in GDP is being driven by the weakness in activity overseas rather than just domestic factors. Additionally, the services output prices balance rose for the third consecutive month, from 55.4 in November to 56.9, showing signs that price pressures are reaccelerating.

After rising by 1.4% q/q in July - September, the retail sector had a difficult final quarter of the year. Indeed, the bigger-than-expected 0.7% m/m fall in retail sales in October (consensus forecast -0.3% m/m) suggested that households' concerns about expected tax rises announced in the Budget on 30th October contributed to weaker retail spending at the start of the quarter. The monthly decline in retail sales volumes in October was reasonably broad based, with sales in five of the seven main sub sectors slipping. However, the potential for seasonally adjusted sales to rise in November - if October's figures were impacted by the timing of the school half term – combined with a rebound in consumer confidence and rising real incomes, points to some promise to the final quarter of 2024

The Government's October budget outlined plans for a significant £41.5bn (1.2% of GDP) increase in taxes by 2029/30, with £25bn derived from a 1.2% rise in employers' national insurance contributions. The taxes are more than offset by a £47bn (1.4% of GDP) rise in current (day-to-day) spending by 2029/30 and a £24.6bn (0.7% of GDP) rise in public investment, with the latter being more than funded by a £32.5bn (1.0% of GDP) rise in public borrowing. The result is that the Budget loosens fiscal policy relative to the previous government's plans - although fiscal policy is still being tightened over the next five years – and that GDP growth is somewhat stronger over the coming years than had previously been forecasted. By way of comparison, the Bank of England forecasts four-quarter GDP growth to pick up to almost 1¾% through 2025 (previously forecast to be 0.9%) before falling back to just over 1% in 2026.

December's pay data showed a rebound in wage growth that will likely add to the Bank of England's inflationary concerns. The 3myy rate of average earnings growth increased from 4.4% in September (revised up from 4.3%) to 5.2% in October (consensus forecast 4.6%) and was mainly due to a rebound in private sector pay growth from 4.6% to 5.4%. Excluding bonuses, public sector pay stagnated in October and the 3myy rate fell from 4.7% to 4.3%. The number of job vacancies also fell again from 828,000 in the three months to October to 818,000 in the three months to November. This marks the first time it has dropped below its pre-pandemic February 2020 level of 819,000 since May 2021. Despite this, the Bank of England remains concerned about the inflationary influence of high wage settlements as well as the risk of a major slowdown in labour market activity.

CPI inflation has been on the rise this quarter, with the annual growth rate increasing from 1.7% in September to 2.3% in October, before rising further to 2.6% in November. Although services CPI inflation stayed at 5.0% in November, the Bank had expected a dip to 4.9%, while the timelier three-month annualised rate of services CPI rose from 5.0% to 5.1%. That shows that there currently isn't much downward momentum. Moreover, the wider measure of core CPI inflation rose from 3.3% to 3.5% in November. Both services and core inflation are currently at rates well above those consistent with the 2.0% target and are moving in the wrong direction. Capital Economics forecast that after dipping to 2.5% in December, CPI inflation will rise further in January, perhaps to 2.8%. Although CPI inflation is expected to be back at close to the 2.0% target by the end of 2025, given that a lot of the rise in inflation in the coming months will be due to base effects that won't persist, the potential for a broader set of tariffs to arise from the US as well as the constant threat of geo-political factors to impact energy and food prices suggest risks remain very much to the upside.

Throughout the quarter gilt yields have risen. The 10-year gilt yield increased from 3.94% at the start of October to 4.57% by the year end (and has subsequently risen to 4.64% early in 2025). As recently as mid-September 10-year gilt yields were at their low for the financial year, but since then, and specifically after the Budget at the end of October, yields have soared. Overall, the reaction to the UK Budget highlights how bond markets are both fragile and highly attentive to news about the fiscal outlook.

The FTSE 100 started off this quarter at 8,276, before finishing up at 8,121. In particular, UK markets have continued to fall further behind US equities, a trend which has accelerated since Trump's election victory in November, partly due to the UK stock market being less exposed to AI hype, and it being weighed down by its relatively large exposure to the energy and materials sectors.

MPC meetings: 7th November & 18th December 2024

On 7 November, Bank Rate was cut by 0.25% to 4.75%. The vote was 8-1 in favour of the cut, but the language used by the MPC emphasised “gradual” reductions would be the way ahead with an emphasis on the inflation and employment data releases, as well as geo-political events.

At the 18 December meeting, another split vote arose. Members voted 6-3 to keep Bank Rate on hold at 4.75%, but dissenters (Dhingra, Ramsden and Taylor) were keen for rates to be cut further as concerns over the slowing down of the UK economy took root, despite near-term inflation fears remaining.

The MPC again stated that “a gradual approach” to rate cuts “remains appropriate” and that policy will “remain restrictive for sufficiently long”.

Interest rate forecasts

The Council has appointed MUFG Corporate Markets Treasury Limited 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 11th November, 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 stubborn inflationary factors and a tight labour market.

Following the 30th October Budget, the outcome of the US Presidential election on 6th November, and the 25bps Bank Rate cut undertaken by the Monetary Policy Committee (MPC) on 7th November, we significantly revised our central forecasts for the first time since May. In summary, our Bank Rate forecast is now 50bps – 75bps higher than was previously the case, whilst our PWLB forecasts have been materially lifted to not only reflect our increased concerns around the future path of inflation, but also the increased level of Government borrowing over the term of the current Parliament.

If we reflect on the 30th October Budget, our central case is that those policy announcements will be inflationary, at least in the near-term. The Office for Budgetary Responsibility and the Bank of England concur with that view. The latter have the CPI measure of inflation hitting 2.5% y/y by the end of 2024 and staying sticky until at least 2026. The Bank forecasts CPI to be 2.7% y/y (Q4 2025) and 2.2% (Q4 2026) before dropping back in 2027 to 1.8% y/y.

The anticipated major investment in the public sector, according to the Bank, is expected to lift UK real GDP to 1.7% in 2025 before growth moderates in 2026 and 2027. The debate around whether the Government’s policies lead to a material uptick in growth primarily focus on the logistics of fast-tracking planning permissions, identifying sufficient skilled labour to undertake a resurgence in building, and an increase in the employee participation rate within the economy.

There are inherent risks to all the above. The worst-case scenario would see systemic blockages of planning permissions and the inability to identify and resource the additional workforce required to deliver large-scale IT, housing and infrastructure projects. This would lead to upside risks to inflation, an increased prospect of further Government borrowing & tax rises, and a tepid GDP performance.

Our central view is that monetary policy is sufficiently tight at present to cater for some further moderate loosening, the extent of which, however, will continue to be data dependent. We forecast the next reduction in Bank Rate to be made in February and for a pattern to evolve whereby rate cuts are made quarterly and in keeping with the release of the Bank's Quarterly Monetary Policy Reports (February, May, August and November). Any movement below a 4% Bank Rate will, nonetheless, be very much dependent on inflation data in the second half of 2025.

Regarding our PWLB forecast, the short to medium part of the curve is forecast to remain elevated over the course of 2025, and the degree to which rates moderate will be tied to the arguments for further Bank Rate loosening or otherwise. The longer part of the curve will also be impacted by inflation factors, but there is also the additional concern that with other major developed economies such as the US and France looking to run large budget deficits there could be a glut of government debt issuance that investors will only agree to digest if the interest rates paid provide sufficient reward for that scenario.

Moreover, Donald Trump's victory in the US President election paves the way for the introduction/extension of tariffs that could prove inflationary whilst the same could be said of any further tax cuts and an expansion of the current US budget deficit.

Invariably the direction of US Treasury yields in reaction to his core policies will, in all probability, impact UK gilt yields. So, there are domestic and international factors that could impact PWLB rates whilst, as a general comment, geo-political risks abound.

In summary, regarding PWLB rates, movement in the short-end of the curve is expected to reflect MUFG'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 MUFG November 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	11.11.24												
	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27	Jun-27	Sep-27	Dec-27
BANK RATE	4.75	4.50	4.25	4.00	4.00	3.75	3.75	3.75	3.50	3.50	3.50	3.50	3.50
3 month ave earnings	4.70	4.50	4.30	4.00	4.00	4.00	3.80	3.80	3.80	3.50	3.50	3.50	3.50
6 month ave earnings	4.70	4.40	4.20	3.90	3.90	3.90	3.80	3.80	3.80	3.50	3.50	3.50	3.50
12 month ave earnings	4.70	4.40	4.20	3.90	3.90	3.90	3.80	3.80	3.80	3.50	3.50	3.50	3.50
5 yr PWLB	5.00	4.90	4.80	4.60	4.50	4.50	4.40	4.30	4.20	4.10	4.00	4.00	3.90
10 yr PWLB	5.30	5.10	5.00	4.80	4.80	4.70	4.50	4.50	4.40	4.30	4.20	4.20	4.10
25 yr PWLB	5.60	5.50	5.40	5.30	5.20	5.10	5.00	4.90	4.80	4.70	4.60	4.50	4.50
50 yr PWLB	5.40	5.30	5.20	5.10	5.00	4.90	4.80	4.70	4.60	4.50	4.40	4.30	4.30

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

The MUFG 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.

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Present: Councillor Gary Hewson (*in the Chair*),
Councillor Chris Burke, Councillor Annie Currier,
Councillor Lucinda Preston, Councillor Anita Pritchard,
Councillor Clare Smalley, Councillor Rachel Storer and
Councillor Pat Vaughan

Apologies for Absence: Councillor James Brown and Councillor Thomas Dyer

3. Declarations of Interest

Councillor Pat Vaughan declared a Personal Interest with regard to the agenda item titled 'Draft Medium Term Financial Strategy 2025-2030'.

Reason: His daughter worked in the Revenues and Benefits Team at City of Lincoln Council.

4. Draft Medium Term Financial Strategy 2025-30

Budget Review Group considered the Draft Medium Term Financial Strategy 2025-2030 and provisional 2025/26 budget and Council Tax proposals. A copy of the Medium-Term Financial Strategy was appended to the report. The results of the public engagement on the Budget Proposals for 2025/26 were also tabled at the meeting for members' information.

Jaclyn Gibson, Chief Finance Officer, presented her report and highlighted that the main objectives of this meeting were to:

- examine the principles and planning process that underlaid the proposed budget and Council Tax for the 2025/2026 financial year
- ensure that at each stage the budget was clear, focused, achievable, realistic, and based on sound financial practices;
- ensure that at each stage the budget had clear linkages with corporate and other plans that formed the Council's Policy Framework, establishing that they were identifiable and designed to improve services in the Council's strategic priority areas.

A number of questions were provided by Members in advance of the meeting which, together with responses provided, were noted as follows:

Question: For clarification, are the first build of housing on the Charterholme development a Council build investment under Major Development General Fund or is this a Lindum Development ?

Response: The land on which the first 52 homes at the Charterholme development was being built belonged to the Council. The Council had entered into a development agreement with Lindum Homes to build the homes on the Council's behalf. The Council would fund the cost of the works and would receive the proceeds of the sales. The homes were built as part of the General Fund and would be market homes for sale. The anticipated capital receipt from these sales was included in the General Investment Programme (page's 39-41) of the Medium Financial Term Strategy.

A report to the Executive on 22 July 2024 set out the detail of the development.

Supplementary Member Comment: If the Council did not do this, then we would not be able to build Council houses.

Response: The General Fund did not impact on the Housing Revenue Account. The Council had obtained grant funding from Homes England to assist with the project, which had specific grant conditions in terms of the tenure of the first 52 homes. The homes would be market homes as the gateway to the development.

Supplementary Question: Who would pay for the new link road for the southern access into the site?

Response: This was common infrastructure and was funded equally between the two landowners (the Council being one).

Supplementary Question: What financial benefit would the Council accrue from the scheme?

Response: There was a minimum land value for the Council set at £2m. Any amount over this would be subject to profit share arrangements as per the development agreement with the contractor.

Supplementary Question: When was the £2m land receipt expected?

Response: The new homes were on the market with a planned 18-month build time. We were expecting a completion date of Summer 2026.

Question: What is the sinking fund (AGP) and City Hall Sinking Fund. I don't see any reserved for the homeless.

Response: The AGP and City Hall sinking funds were earmarked reserves, which were monies set aside for a future use, i.e. they were similar to a savings account where resources could be contributed to each year and used when the need arose. It was particularly prudent to set reserves aside on a gradual basis for future capital commitments rather than be faced by a large cost in a future year.

The All Grass Pitches (AGP) sinking fund was money set aside to pay for the future replacement of the pitches at Yarborough Leisure Centre. The City Hall sinking fund was money set aside to meet future maintenance requirements.

As resources to provide homelessness support were a day-to-day service requirement, rather than a need to set resources aside for a future need, the expenditure and income were included within the revenue budgets (under the Directorate of Housing) rather than in the earmarked reserves.

Gross expenditure budgets for homelessness spend were c£1.9m in 2025/2026.

Supplementary Question: The Council had a legal requirement to take reasonable steps to help someone threatened with homelessness for a period of 56 days. Was temporary accommodation used to help relieve the pressure?

Response: The Council used both its own housing stock as well as other accommodation i.e. hotels, leased properties etc as temporary accommodation. The cost of all of these was however greater than funding through housing subsidy, which was capped at the local housing allowance rate. Using the Council's own housing stock was a cheaper alternative to the more expensive hotels but there was a balance with managing the Council's housing waiting list.

Supplementary Question: Had any work been carried out to examine the benefits of tenants being able to relocate to smaller, more efficient council properties?

Response: A Right-Sizing Incentive Scheme was available to Council tenants. More people were turning to council housing because they were getting priced out of the private market with significant increases in lease costs; therefore the Council had taken the decision to borrow to fund house building through the Charterholme development. No further major financial decisions would be taken moving forward until the future stability and growth was known over time.

Question: The office space at City Hall was now sparsely used. Was there any room for other organisations to come into the building?

Response: The Medium Term Financial Strategy encompassed a strand to maximise use of its assets including that of City Hall. Efforts were being made to try to secure further tenants to the building. Initial plans had been developed, however, it was best to wait until we secured a tenant before we relocated existing staff around the building. We hoped to introduce a public sector hub, although any interest from other organisations would also be considered.

Question: Was the cost known to the authority resulting from employer's national insurance contributions having been increased?

Response: The cost to the General Fund was c£350,000. It had been estimated that the Government grant would be c£140,000, however, the final allocation was announced as £184,000. There was also an additional cost of £210,000 to the Housing Revenue Account, for which there was no grant funding provided.

Supplementary Question: How was this additional cost covered?

Response: It was built into the Medium Term Financial Strategy as an ongoing budget cost.

Supplementary Member Comment: This financial year was not so critical as the Council had been able to retain some monies it had expected to lose, although future years would be much harder.

Question: In terms of fees and charges, car parking charges were a high income stream for the Council. Was there a strategy in place to maintain this income moving forward taking into account the environmental momentum to encourage less cars in the City?

Response: A refreshed car parking strategy had been approved by Executive last year which reflected climate change issues. Although we didn't have a specific strategy to replace car parking income in the MTFS, longer term the potential to utilise existing car park sites for alternative uses to generate income could be considered.

Supplementary Question: Why had licensing fees and charges not been increased in the Medium Term Financial Strategy?

Response: The majority of licensing fees and charges were set in statute and could not be increased.

Member Comment: Officers were praised for the excellent report presented to them this evening. The Council had managed well which was due to prudence and diligence.

RESOLVED that:

Budget Review Group agreed to provide its comments and recommendations to the next Performance Scrutiny Committee meeting, prior to progression to Council, and wished the following statement to be recorded:

'Budget Review Group took this opportunity to scrutinise the Draft Medium Term Financial Strategy 2025/2030 and noted the questions which were tabled for the meeting and also raised during the meeting, for which replies were given.'

Also, the Committee noted the budget consultation results.

Budget Review Group agreed that with the information available at this time to officers and which had been relayed to members, that the proposals were a sustainable strategy for the Council's objectives regarding the Medium Term Financial Strategy 2025/2030.'

SUBJECT:	SECTION 106 AND CIL CONTRIBUTIONS UPDATE
DIRECTORATE:	DIRECTORATE OF COMMUNITIES AND ENVIRONMENT
LEAD OFFICER:	NICOLA COLLINS, HERITAGE AND PLANNING ENFORCEMENT TEAM LEADER

1. Purpose of Report

- 1.1 To provide the annual update on section 106 agreements and Community Infrastructure Levy (CIL) that has been collected, secured and spent in the last 12 months to December 2024

2. Executive Summary

- 2.1 Section 106 agreements are routinely drafted, where specific quantifiable need is identified, to require developers to contribute to vital infrastructure in accordance with local plan policies. This is to mitigate the impact of that development and make that development sustainable in planning terms. The contributions are usually in the form of a commuted sum, calculated on a pro-rata basis depending on the size of the development.
- 2.2 These contributions are collected by the City Council to enhance current provision or the new provision of affordable housing (AH), education facilities (ED), health facilities (NHS), local highway improvements (HFI), playing fields (PF) and local green infrastructure (LGI) (including children's play space), where these things are required, but cannot be provided on the site.
- 2.3 A community infrastructure levy is also collected from qualifying development, in addition to section 106, for secondary education provision and the Lincoln eastern bypass. CIL is not collected from apartment developments, student accommodation or affordable housing developments.

3. Background

- 3.1 A report was last brought before this committee in February 2024 outlining the section 106 agreement amounts for the preceding year up to December 2023.
- 3.2 The administration of the section 106 process is strictly regulated by the Town and Country Planning Act 1990. The resulting section 106 agreements are retained securely by the City Council and officers ensure that payments are received in accordance with the terms in the agreement. Once the commuted sum is received it is the responsibility of the City Council to utilise the sum in accordance with the terms of the agreement.
- 3.3 In most cases, sums are requested for specific infrastructure because there are three tests that must be satisfied to collect developer contributions; they must be directly related to the development, fairly and reasonable related in scale and kind and necessary to make the development acceptable in planning terms. This often determines where

the contributions are allocated to. Officers do not determine the allocation of these monies. The projects that the contributions go towards have been identified by and/or agreed with portfolio holders in line with relevant Vision 2025 objectives and initiatives.

- 3.4 The purpose of the commuted sum is to mitigate the impact the new development will have on existing facilities. The allocation of commuted sums is closely monitored on a quarterly basis by the section 106 group. This is a group of officers from the respective directorates who administer the various services the commuted sums are collected for. The group identify what has come in, what has been spent, where it is spent, ensuring that it is spent in the right place (as outlined in the section 106 agreement) and that it is spent before the deadline to return the sum to the developer.
- 3.5 The section 106 group then report to the Remarkable Place Vision Group on a quarterly basis, as many of the service areas affected by section 106 contributions are within the Directorate of Communities and Environment.
- 3.6 Education and highway contributions go directly to the County Council and health facility contributions go directly to the NHS, so the role of the group in these instances is to ensure the correct administration. Those organisations determine themselves where the commuted sum is required when they respond to the consultation on the planning application, the City Council do not determine where these monies will be allocated, but the County and NHS will need to justify why they are requesting sums and demonstrate an impact on their existing facilities in order to meet the three tests.

4. S106 and CIL Required from New Planning Applications Jan 2024 to Dec 2024

- 4.1 Only one Section 106 Agreement was negotiated in 2024, for a contribution of £5,899 towards the NHS from the new development at the site of the former Golden Cross Public House on the High Street. This did not qualify for CIL as it is apartments and therefore exempted development.
- 4.2 The most likely contributor to this reduction in Section 106 Agreements during 2024 is a recent change to planning policy, with the introduction of Biodiversity Net Gain (BNG), which has seen additional developer contributions required to off-set the impact of that development on local biodiversity. This has introduced a significant additional element to any new development requirements and a huge cost to developers, as such fewer major applications have been submitted. It is only major applications that attract Section 106 monies. It is anticipated that the City Council will see a huge change in the format of Section 106 Agreements in future, with the emphasis being on delivering the mandatory biodiversity off-site across a 30-year period. It is anticipated that viability to deliver other financial contributions will be significantly affected. No CIL monies were required in 2024, again on account of the type of development submitted for planning permission, being either apartment development, which is exempt, or non-qualifying development, such as social housing.
- 4.3 Receipt of any commuted sums is dependent on whether the planning permission is implemented on site. If the scheme is not developed, the negotiated section 106 will not become liable for payment and so the sums requested may never be received. There is therefore no guarantee that sums negotiated as part of section 106 agreements during the planning application process will be received. If the planning permission expires the section 106 falls away.

- 4.4 The following table illustrates the s106 and CIL contributions **received** during the period from development that has already commenced and met the trigger for payment.

4.5 **S106 and CIL Contributions Received Jan 2023 to Dec 2024**

Site	Affordable Housing	Local Green Infrastructure	Playing Fields	Education	NHS	CIL
Riseholme Road student accommodation (front of YLC)	n/a	n/a	n/a	n/a	£80,575	exempt
Former Wildlife PH Birchwood Avenue	100% on site	£8,293	£3,211	n/a	£10,618	exempt
Derwent Street	n/a	n/a	n/a	n/a	n/a	£2,100
Byron Place	n/a	n/a	n/a	n/a	n/a	£9,732
WGC	n/a	n/a	n/a	n/a	n/a	£117,173
Total	0	£8,293	£3,211	0	£91,193	£129,005

4.6 **S106 spend breakdown during 2024.**

There were no projects that had section 106 monies allocated to them during 2024. However, there is work ongoing to prepare potential schemes for the £31,963.00 in the pot for Local Green Infrastructure and £194,572.00 in the pot for Strategic Playing Fields. Projects must be allocated in the following way:

4.7

Site	Playing Fields	Local Green Infrastructure	Expenditure date	Allocation
Westbrooke Road	£24,824.00	£14,936.00	June 2028	Boultham Park or within 1 mile of site
Wolsey Way	£12,452.00	£8,734.00	March 2030	Spend within Glebe Ward
Romangate	£154,085	On site	March 2030	Spend within locality of site
Former Wildlife PH	£3,211	£8,293	December 2034	Spend within City
Total	£194,572	£31,963		Spend within City

- 4.8 Appended to this report is the section 106 group's Terms of Reference document that officers adhere to and the following is a link to the supplementary planning document that supports the developer contributions policies within the Central Lincolnshire Local Plan and determines when and what section 106 and CIL can be collected [Supplementary Planning Documents and Guidance Notes | Central Lincolnshire \(n-kesteven.gov.uk\)](#)
- 4.9 The following link is to the Infrastructure Funding Statement that the City Council must upload to its website by the end of December each year, which outlines developer contribution receipts and expenditure [Community Infrastructure Levy \(CIL\) – City of Lincoln Council](#)
- 4.10 The next annual report will be presented to this committee in approximately 12 months

5. Recommendation

5.1 That Members note the contents of the report

Is this a key decision?

Yes/**No**

Do the exempt information categories apply?

Yes/**No**

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

Yes/**No**

How many appendices does the report contain?

1

List of Background Papers:

None

Lead Officer:

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PERFORMANCE SCRUTINY COMMITTEE**20 FEBRUARY 2025**

SUBJECT: WORK PROGRAMME FOR 2024/25

DIRECTORATE: CHIEF EXECUTIVE AND TOWN CLERK

LEAD OFFICER: JESSICA CULLEN, DEMOCRATIC SERVICES OFFICER

1. Purpose of Report

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

2. Background

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

3. Recommendation

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

Key Decision

No

Do the Exempt Information Categories Apply

No

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

No

Does the report contain Appendices?

Yes

If Yes, how many Appendices?

1

Lead Officer:

Jessica Cullen, Democratic Services
Officer
Email: jessica.cullen@lincoln.gov.uk

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23 May 2024

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

20 June 2024 CANCELLED

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

25 July 2024 (*Monitoring Overview*)

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Confirmation of Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Let's Deliver Quality Housing
Work Programme for 2024-25 - Update	Democratic Services	Regular Report
Portfolio Under Scrutiny Session – Reducing Inequality DEFERRED	Portfolio Holder	Annual Session Reducing Inequality
Monitoring Items		
Central Lincolnshire Local Plan Annual Report 2023/24 including Financial Update	Toby Forbes-Turner	Annual Report Let's Drive Economic Growth
Income/Arrears Monitoring report	Martin Walmsley	Annual Report <i>Professional High Performing Services</i>

15 August 2024 (Quarterly Monitoring)

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Confirmation of Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2024-25 - Update	Democratic Services	Regular Report
Portfolio Under Scrutiny Session – Climate and Corporate Strategy (now includes Climate Change w.e.f 2025 report)	Portfolio Holder	Annual Session Professional High Performing Services
Monitoring Items		
Financial Performance (Detailed) – Quarterly Monitoring: Quarter 1	Laura Shipley	Quarterly Report Professional High Performing Services
Treasury Management – Quarter 1	Laura Shipley	Quarterly Report Professional High Performing Services
Performance Quarterly Monitoring: Quarter 1	Graham Rose	Quarterly Report Professional High Performing Services
Quarterly Strategic Risk Register Report-Quarter1	Jaclyn Gibson	Quarterly Report Professional High Performing Services

26 September 2024

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Lets Deliver Quality Housing
Work Programme for 2024-25 – Update	Democratic Services	Regular Report
Portfolio Under Scrutiny Reducing Inequality	Portfolio Holder	Annual Session
Portfolio Under Scrutiny Remarkable Place	Portfolio Holder	Annual Session
Portfolio Under Scrutiny- Climate Change	Kate Bell	Annual Session
Annual Report for Remarkable Place V2025 Theme	Simon Walters	Annual Report
Protecting Vulnerable People Update	Emily Holmes	Regular Report

14 November 2024

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Let's Deliver Quality Housing
Work Programme for 2024-25 - Update	Democratic Services	Regular Report
Portfolio Under Scrutiny - Customer Experience, Review and Resources	Portfolio Holder	Annual Session
Annual Complaints Report Update	Emily Holmes	Update Report
Monitoring Items		
Financial Performance (Detailed) – Quarterly Monitoring: Quarter 2	Laura Shipley	Quarterly Report Professional High Performing Services
Performance Quarterly Monitoring: Quarter 2	Graham Rose	Quarterly Report Professional High Performing Services
Strategic Risk Register – Quarterly Report Quarter 2	Jaclyn Gibson	Quarterly Report Professional High Performing Services
Treasury Management and Prudential Code Update Report – Half Yearly Report	Laura Shipley	Half Yearly Report Professional High Performing Services
Other Items:		
Budget Theme Group – Nominees	Jaclyn Gibson	Annual Appointment Professional High Performing Services

5 December 2024

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

23 January 2025

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

20 February 2025

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

13 March 2025

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Let's Deliver Quality Housing
Draft Work Programme for 2024-2025	Democratic Services	Regular Report
Monitoring Items		
Strategic Performance Measures and Targets for 2025/26	Lara Wells	Annual Report

Portfolio Under Scrutiny Sessions

Date	Portfolio
25 July 2024	Reducing Inequality
15 August 2024	Climate and Corporate Strategy
26 September 2024	Remarkable Place
14 November 2024	Customer Experience, Review and Resources
5 December 2024	Quality Housing
23 January 2025	Inclusive Economic Growth

SUBJECT: STRATEGIC RISK REGISTER – QUARTERLY REVIEW

DIRECTORATE: CHIEF EXECUTIVE AND TOWN CLERK

REPORT AUTHOR: JACLYN GIBSON, CHIEF FINANCE OFFICER

1. Purpose of Report

- 1.1 To provide Members with a status report of the revised Strategic Risk Register as at the end of the third 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 November 2024 and contained fifteen strategic risks.
- 2.2 Since reporting to Members in November, the Strategic Risk Register has been refreshed and updated by the Risk Owners and Corporate Management Team. This update has reviewed each risk in terms of the level of assessed risk, control measures in place and mitigating actions required, and has identified that there have been some positive movement in the Risk Register. It has also considered whether there are new risks that need to be assessed.
- 2.3 This updated register is contained with Part B of this agenda, it contains fifteen strategic risks which are listed below, along with details of relevant mitigations.

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. While there have been some positive movements in terms of the implementation of control measures, there has also been external factors which has resulted in a change to the assessed levels of likelihood and/or impact of two of the risks, as follows:

- Risk 1 has increased from Amber: Possible/Major to Amber: Probable/Major.
- Risk 5 has increased from Amber: Probable/Major to Red: Almost Certain/Critical

Both of these risks have been escalated in light of the publication, in December 2024, of the Government's "English Devolution White Paper".

3.4 The assessed level of each of these fifteen 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.	High	Almost Certain	Critical
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.	Medium	Probable	Major
14.	Medium	Probable	Major
15.	High	Almost Certain	Critical

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

4. Strategic Priorities

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

5. Organisational Impacts

5.1 Finance - There are no direct financial implications arising as a result of this report. The Council's Strategic Risk Register contains two specific risks in relation to the Medium Term Financial Strategy and the Towards Financial Sustainability Programme, the risk registers that support these have been reviewed as part of the refresh of the MTFS 2025-2030.

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 3 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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