

PERFORMANCE SCRUTINY COMMITTEE

Thursday, 22 May 2025

6.00 pm

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

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

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

Officers attending: Jo Crookes, Jess Cullen, Jaclyn Gibson, Emily Holmes, Laura Shipley and Lara Wells.

A G E N D A

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1. Confirmation of Minutes - 13 March 2025	3 - 6
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 - Outturn 2024/25	7 - 46
4. Treasury Management Stewardship and Actual Prudential Indicators Report 2024/25 (Outturn)	To Follow
5. Quarter 4 2024/25 Operational Performance Report	47 - 94
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10. Exclusion of Press and Public	157 - 158

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 3]

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Present: Councillor Gary Hewson (*in the Chair*),
Councillor Natasha Chapman, Councillor Lucinda Preston
and Councillor Anita Pritchard

Apologies for Absence: Councillor Thomas Dyer, Councillor Adrianna McNulty,
Councillor Neil Murray, Councillor Pat Vaughan and
Councillor Emily Wood

75. Confirmation of Minutes - 20 February 2025

RESOLVED that the minutes of the meeting held on 20 February 2025 be confirmed.

76. Declarations of Interest

No declarations of interest were received.

77. Strategic Performance Measures and Targets 2025/26

The Business Intelligence Officer:

- a. presented the strategic performance measures and their targets for 2025/26 for review prior to being presented to Executive for final approval
- b. advised that the Council currently had a set of strategic performance measures in place used to monitor the performance of the Council, these measures included a mix of targeted quarterly and annual measures, together with a number of volumetric measures which were used for contextual purposes
- c. highlighted that in total there were 68 targeted and 28 volumetric measures within the strategic performance measure set for 2025/26 (a total of 96 measures)
- d. stated that those measures performing above or below target were highlighted within the quarterly Operational Performance Report as success stories or measures of concern requiring further monitoring or action
- e. explained that 3 performance measures had been added to the measure set for 2025/26 as outlined at 5.2 and 5.3 of her report
- f. outlined the appendix measures, their high and low targets and the details of the removed/new measures and targets provided at Appendix A of her report
- g. welcomed questions and comments.

Question: In relation to CS2 and CS3 on Appendix A, the calls that are split between Switchboard and the Contact Centre, did the Council keep a record of calls that were resolved at first contact?

Response: The Customer Service team were currently trying to find the best way in the new system to do this and distinguishing between switchboard and the call centre effectively. They tagged how many times a customer called back to chase an action which was one piece of the data. Officers were reviewing what was classed as resolved as there were lots of different scenarios and services to consider e.g a customer who called to set up a direct debit, 90% of the call could be completed but further action was then required for final completion. The Customer Services Team had also looked at 'frequent flyers' to see if that was an indication of things not being resolved but often they were new or wrong requests. It was something officers were actively working on though in terms of data and with the system.

Question: What was the reason for the change of measures in PPASB?

Response: The new measure was replacing the two previous measures that were removed but with a slightly different focus. The reason behind it was the average days to close a case. Before, it was the number of live cases open across the Anti-Social Behaviour team, going forward it would be across the full PPASB service.

Question: In relation to visitor satisfaction with the 'Events in Lincoln' Programme (ETC 1), as well as satisfaction of the events, could the footfall also be measured?

Response: Footfall figures were measured through Lincoln BIG sensors. There were four of these sensors in the City Centre, which covered the following areas:

- Cathedral Quarter
- High Street South
- High Street North
- City Square

Lincoln BIG were looking at additional data sets that they could purchase to give a more rounded picture of the high street rather than solely looking at the footfall provided by proximity.

Question: With regards to events, what was the threshold for the north and south of the city?

Response: The Assistant Director for Strategic Development confirmed she would feedback the answer once she'd sought it from the appropriate officer.

RESOLVED that the performance measures and their targets for 2025/26 be noted.

78. Draft Work Programme for 2025-2026

The Chair:

- a) presented the Draft Work Programme for 2025/26 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 2025/26.

RESOLVED that the work programme for 2025/26 be noted with a view to continuously update when necessary going forward.

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PERFORMANCE SCRUTINY COMMITTEE

22 MAY 2025

SUBJECT:	FINANCIAL PERFORMANCE – OUTTURN 2024/25
REPORT BY:	CHIEF EXECUTIVE & TOWN CLERK
LEAD OFFICER:	LAURA SHIPLEY, FINANCIAL SERVICES MANAGER

1. Purpose of Report

- 1.1. To present to PSC the provisional 2024/25 financial outturn position on the Council's revenue and capital budgets, including:
- General Fund
 - Housing Revenue Account
 - Housing Repairs Service
 - Capital Programmes
- 1.2. This report will provide PSC with a summary of actual income and expenditure compared to the revised budget and how any surpluses have been allocated/are proposed to be allocated to reserves.
- 1.3. PSC should note that the financial outturn is still subject to Audit by KPMG, the Council's external auditors.

2. Executive Summary

- 2.1. This report covers the General Fund Revenue, Housing Revenue Account budgets and Investment Programmes for the current financial year and sets out the provisional financial outturn position.
- 2.2. During the last quarter of 2024/25, the position on the General Fund, Housing Revenue Account and Housing Repairs Service has remained positive with budget surpluses/additional contributions to reserves achieved across both the General Fund and HRA at the end of the financial year.
- 2.3. Despite this positive outturn position the Council continues to face cost pressures in future years, above those already factored into the MTFS. The positive outturn in 2024/25 has been largely driven by reduced borrowing costs and investment income with interest rates continuing above the levels assumed within the MTFS, alongside other overachieved income in the General Fund, predominantly car parking and property rental income. This will not be the case in 2025/26 with budgets adjusted to reflect the base rate forecast, and new demand/activity/rent levels, as such strong financial discipline and delivery of the savings targets underpinning the MTFS will remain critical in ensuring the Council maintains a sustainable financial position in the medium term.

- 2.4. The table below sets out a summary of the financial position of the Council for the financial year 2024/25, based on the provisional outturn:

Revenue Accounts	2024/25		
	Budget £'000	Actual £'000	Variance £'000
General Fund – Contribution (to)/from balances	(147)	(147)	(0)
Housing Revenue Account – Contribution (to)/from balances	101	(52)	(153)
Housing Repairs Service – (surplus)/deficit	0	(113)	(113)*

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

Capital Programmes	2024/25		
	Budget following Q3 Report £'000	Revised Outturn Budget £'000	Movement £'000
General Investment Programme	22,024	18,966	(3,058)
Housing Investment Programme	17,411	16,308	(1,104)

Balances	2024/25		
	Budgeted Balance @ 31/03/25 £'000	Actual Balance @ 31/03/25 £'000	Movement £'000
General Fund Balances	(2,392)	(2,392)	(0)
Housing Revenue Account Balances	(1,030)	(1,183)	(153)

Reserves	2024/25		
	Opening Balance @ 01/04/24 £'000	Actual Balance @ 31/03/25 £'000	Movement £'000
General Fund Earmarked Reserves	(8,234)	(8,769)	291
HRA Earmarked Reserves	(4,507)	(5,588)	(1,081)

- 2.5. 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 financial performance quarterly monitoring report for the 3rd quarter predicted an underspend against the revised budget of £176,017 (before additional transfers to earmarked reserves and carry forwards requests). The provisional outturn for 2024/25 now indicates an improvement of £604,852 (before additional transfer to earmarked reserves and carry forward requests). Based on this position, additional transfer to earmarked reserves and carry forward requests totalling £826,658 have been proposed resulting in an overall budget underspend of £7. This represents a variance against the revised budget of less than 1%.
- 3.3. There are a number of 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 Year-end key variances:	Outturn £'000
Additional transfers to earmarked reserves and carry forward requests (see para 3.10 & 3.11)	827
Reduced crematorium income plus additional interim management & administration costs	407
Increased non-recoverable housing benefit costs, reduction in DWP grant funding and unbudgeted Discretionary Housing Payments	288
Additional initial operational costs at the Cornhill Market	282
National Pay Award Settlement	184
Re-profiling of historic premium on early repayment of debt	157
Less:	
Net Car Parking Income surplus	(507)
Reduced Borrowing Costs	(319)
Net Additional Rent & Contributions Income	(243)
Increased Investment Interest	(233)
Release of Inflation Volatility reserve	(184)
Additional Government Grants	(350)
Net Other Variances	(316)
Overall deficit/(surplus)	(7)

- 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 - the impact of the nationally agreed pay award, agreed by the National Employers for Local Government Services, was in excess of the assumptions included within the MTFS. In order to mitigate this cost pressure, an equivalent drawdown from the inflation volatility reserve has been 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 had only dropped marginally from 4.75% to 4.5% at quarter four, 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 continuing into the new year.
- Additional Rental & Contributions Income – increased rental yield resulting from rent reviews and lower void levels across the Council's investment assets.

- 3.5. The potential impact beyond 2024/25 of these changes in key variables has been assessed and has in some cases 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 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, fees and charges income budgets, and rental income budgets 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 has resulted 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 is in place. In addition, the service was supported during the year by external industry professionals, increasing the management and administration costs. These increased management costs are not anticipated to continue beyond the first quarter of 2025/26.
- 3.8. In addition, a significant in-year variance has been incurred on the Cornhill Market. The refurbished Market opened in mid-May 2024, however 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 therefore reflects a number of one-off opening costs in 3 main areas:

- Rental income for the year was £91k less than originally budgeted as it has not been 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 £31k have been purchased which have not been able to be capitalised.
- Additional legal and letting fees of £51k 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 were above initial, pre-opening, budgeted estimates.

3.9. Earmarked Reserves

3.10. 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. Following confirmation of the final cash limited 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 £41,530:

Directorate	Reason for Carry Forward	Amount £
CX-STRATDEV	IT Reserve – carry forward the Get CAF (Cyber Assessment Framework) Ready grant to support cost of delivery in 25/26.	15,000
DCE-ADCOMSS	Boultham Park Advisory Group – retain unspent grant income to fund advisory group activities.	12,260
DCE-ADCOMSS	Rural Payments Grant – retain unspent grant to fund ongoing costs in 25/26.	14,270
	Total Carry Forward Requests:	41,530

All of the above carry forward requests are reflected in the provisional outturn position.

3.11. Transfers to Reserves

In addition to the above carry forward requests, a number of requests for additional transfers to reserves have been made, whereby Directorates have requested a transfer to a new, or existing, reserve for a number of underspent budgets, to be used for alternative purposes or to mitigate risks in future years. Following confirmation of the final cash limited outturn a list of requests is shown below totalling £785,130:

Directorate	Reason for Reserve Transfer	Amount £
DMD	To set aside un-ringfenced Levelling Up Fund Additional Capacity grant to be used to support delivery of major projects	60,000
DCE-ADHENV	To provide resource for the production of a Play Pitch & Built Facility Strategy.	20,000
DCE-ADHENV	To provide resources for leisure provision within the City.	370,000
CORP	To replenish the Business Rates Volatility Reserve, providing resources to cushion the impact of fluctuations in business rates income.	150,000
CORP	To provide further capacity in the Income Volatility Reserve to cushion the impact of fluctuations in income levels.	100,000
CORP	To set aside resources in the Inflation Volatility Reserve in order to respond to any fluctuations in budgeted inflation assumptions.	85,130
Total Reserve Transfers:		785,130

All of the above transfer to reserves are reflected in the provisional outturn position.

3.12. The remaining underspend of £7 will result in a contribution of £146,937 to balances (£146,930 budgeted), with balances as at 31st March 2025 of £2,392,096. This is £7 more than the balance assumed in the MTFS and is above prudent levels.

3.13. The level of each of the current earmarked reserves, as at 31st March 2025 is attached at Appendix G. The appendix takes account of the contributions to earmarked reserves and the drawdown of funding to cover expenditure as per budget approvals and the additional transfers set out in paragraph 3.10 and 3.11 above.

3.14. Towards Financial Sustainability Programme

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

Delivery against this target shows secured savings of £85,590, resulting in an under-achievement of £39,410 in year for the General Fund. While this is an under-

achievement against the target, the provisional outturn position for the General Fund is positive, with additional contributions to General Balances.

A summary of the specific reviews that have contributed to this delivery are shown in Appendix K.

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 yearend of £1,030,024 (after allowing for the 2023/24 outturn position).
- 4.2. The financial performance quarterly monitoring report for the 3rd quarter predicted an underspend of £714,390 (before additional transfers to earmarked reserves and carry forward requests). The provisional outturn for 2024/25 now indicates an overall budget underspend of £1,557,873 (before additional transfers to earmarked reserves and carry forward requests). Based on this position, additional transfers to earmarked reserves and carry forward requests totalling £1,404,580 have been proposed resulting in an overall budget underspend of £153,293. This would result in HRA balances as at 31st March 2025 of £1,183,317.
- 4.3. There are a significant number of variations in income and expenditure against the approved budget, full details of the main variances are provided in the Appendix D, while the table below sets out the key variances:

Housing Revenue Account Year-end key variances:	Outturn £'000
Increased Investment Interest & Reduced Borrowing Costs	(334)
Additional Rental Income	(228)
Staff Vacancy Savings	(218)
Increase Admin Overhead Recharges to Capital on External Contracts	(162)
Reduced Repairs Programme Costs	(112)
<u>Less:</u>	
Net additional contributions to Earmarked Reserves	600
Increased contribution to Bad Debt Provision	238
Additional contribution to the Major Repairs Reserve	386
National Pay Award Settlement	119
<u>HRS Recharges:</u>	
Housing Repairs Service Overall Surplus Repatriation	(113)
HRS Repairs – Increased Responsive jobs	498
HRS Repairs – Reduced level of Voids, Aids & Adaptations and Cleansing jobs	(846)
Net Other Variances	19
Overall deficit/(surplus)	(153)

- 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.
 - Bad Debt Provision – an increase in tenant arrears in year, as a result of resource issues within the recovery team, has increased the level of provision required for doubtful debts.
 - 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. In addition, an increase in the eligible admin recharge to capital has arisen from the increase in the investment programme contracts.
 - 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. Included within these variances is the Housing Repairs Services (HRS) outturn position which was a surplus of £113k. This surplus 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 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. HRA Earmarked Reserves

4.8. 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. The provisional outturn of a £199,090 budget underspend includes a number of carry forward requests, in addition to those transfers to/from earmarked reserves already approved and budgeted for, as follows totalling £418,310:

Reason for Carry Forward Request	Amount £
HRA Electrical Testing – in year underspend contributed to reserves to manage the cyclical nature of works in future years.	202,230
Smoke Alarm/CO2 Detector Testing – in year underspend contributed to reserves to manage the cyclical nature of works in future years.	132,810
HRA Training – in year underspend contributed to reserves to fund compulsory competence framework training next financial year	17,960
Tenant Satisfaction Survey – retain unspent grant income to fund ongoing costs in relation to tenant satisfaction measures.	18,290
HRS Social Value – transfer of contractor SV contributions to support future initiatives.	47,020
Total Carry Forward Requests:	418,310

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

4.9. 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 provisional outturn position for 2024/25, all of request(s) are shown below totalling £986,270:

Reason for Reserve Transfer	Amount £
Housing Business Plan – as part of the HRA 30 year BP a commitment was made to review the high rise provision and, where necessary, fund remediation requirements.	200,000
Regulator of Social Housing – service improvement acceleration in line with Core Service Improvements (specifically Tenancy Services) as required by 30 Year BP.	200,000

Invest to Save – to provide further resources for future invest to save opportunities.	100,000
HRA Training – to support future compulsory competence framework training requirements.	100,000
Major Repairs Reserve – to provide direct revenue financing of costs associated with the Council's Radon response.	200,000
Major Repairs Reserve – to provide direct revenue financing of additional HITREP project costs.	186,270
Total Transfer to Reserves Requests:	986,270

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

- 4.10. Following contributions to earmarked reserves the underspend of £153,293 would result in HRA general balance of £1,118,317 as at 31st March 2025, remaining within prudent levels.
- 4.11. The level of each of the current earmarked reserves, as at 31st March 2025 is attached at Appendix G. The appendix takes account of the contributions to earmarked reserves agreed as part of the revised budget and the drawdown of funding to cover expenditure and the additional transfers set out in para. 4.8 and 4.9 above.

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. The outturn for 2024/25 shows the HRS had a surplus of £112,647 which was 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 Year-end key variances:	Outturn £'000
Increased use of sub-contractors and increases in sub-contractor prices	840
Income shortfall as a result of a lower level of voids, aids & adapts and cleansing jobs	307
Increased skip hire costs	137
National Pay Award settlement	47
Less:	
Income surplus as a result of increase in responsive repairs, quoted jobs & other works	(666)
Staff vacancies due to recruitment and retention challenges	(409)
Decrease in material costs	(217)
Decrease in central support charges from the General Fund and HRA	(134)

Net other variances	(18)
Overall deficit/(surplus)	(113)

5.3. While overall the HRS has achieved a positive year-end position, with an overall budget underspend, 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 outturn position 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 outturn position for the HRS is a budget underspend this year, ongoing there still remains uncertainty in terms of service demands, due to increasing workloads linked to regulatory compliance works. The HRS are currently reviewing options to deliver these increased demands whilst avoiding the need to engage in premium sub-contractors, as such it is essential that the tight controls are maintained, whilst this exercise is ongoing, to mitigate against a deterioration in financial performance in 2025/26.

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 balance as at 31st March 2025 are attached in Appendix G, with further details in the MTFS 2025-2030. In summary:

Earmarked Reserves	Opening Balance 01/04/24 £'000	Increase £'000	Decrease £'000	Closing Balance 31/03/25 £'000
General Fund	8,234	2,691	(2,156)	8,769
Housing Revenue Account	4,507	1,436	(355)	5,588

7. Capital Programme

7.1. General Investment Programme

- 7.2. The revised General Investment Programme for 2024/25 amounted to £22m following the quarter 3 report. At quarter 4 the programme has reduced by £3.06m to £18.97m, as shown below:

General Investment Programme	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000
Budget following Q3 report	22,024	24,232	4,617	1,052	1,052
Budget changes for approval – Quarter 4	(3,058)	3,997	0	0	0
Revised Budget	18,966	28,229	7,563	1,052	1,052

- 7.3. New schemes, over an approved limit, are subject to Executive approval, during quarter 4 the following schemes were subject to separate Executive approval:

Approved by the Executive	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000
ICT Hardware (Executive 24/03/25)	0	300	0	0	0
UKSPF Shared Prosperity Fund (Executive 24/03/25)	0	144	0	0	0
Total Schemes approved by the Executive	0	444	0	0	0

- 7.4. There are no other new schemes that require the approval of the Executive.

- 7.5. Changes to current schemes, over an approved limit, are subject to Executive approval. There have been the following changes to current schemes in quarter 4 requiring Executive approval:

Changes requiring Executive approval:	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000
Better Care Fund (DFGs) – funded through additional grant allocation for 2024/25	128	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 4:

Changes approved by the Chief Finance Officer:	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000
Reprofiled Budgets to other years:					
The Terrace Heat Mitigation Works	28	(28)	0	0	0
Greyfriars	(421)	421	0	0	0
Charterholme Housing Delivery	(969)	969	0	0	0
Charterholme Phase1a Shared Infrastructure	(319)	319	0	0	0
Charterholme Phase1b Bridges	771	(771)	0	0	0
Charterholme Site Wide Costs	(15)	15	0	0	0
Charterholme Wider 1b Site Costs	(60)	60	0	0	0
Central Market	(229)	229	0	0	0
IT Reserve	(28)	28	0	0	0
Better Care Fund (DFG's)	(422)	422	0	0	0
Towns Deal Lincoln Connected	(38)	38	0	0	0
Towns Deal Lincoln City FC & Foundation	(250)	250	0	0	0
Towns Deal Hospitality Events & Tourism Institute	(100)	100	0	0	0
Towns Deal Tentercroft Street	17	(17)	0	0	0
Towns Deal Drill Hall	(113)	113	0	0	0
Towns Deal Barbican Production & Maker Hub	(148)	148	0	0	0
Towns Deal Store of Stories	(186)	186	0	0	0
Towns Deal Sincil Bank Gateway & Greening	(486)	486	0	0	0
Car Parking Software	(5)	5	0	0	0
Planned Capitalised Works	26	(26)			
Sudbrooke Drive CC Shower Refurb	(35)	35	0	0	0
City Hall Refurb level 3 toilets	(40)	40	0	0	0
Victoria St Car Park Wall	(99)	99	0	0	0
YLC mansafe system	(12)	12	0	0	0
Traveller deterrent	(6)	6	0	0	0
YLC - Energy Efficiency	(103)	103	0	0	0

Central Car Park - new payment system	(100)	100	0	0	0
Transfers between schemes					
Planned Capitalised Work – net movement	(26)	0	0	0	0
Sudbrooke Drive CC Shower refurb – move from Planned Capitalised Work	11	0	0	0	0
St Mary's Guildhall new heating - move from Planned Capitalised Work	15	0	0	0	0
IT Reserve – move to new scheme Agresso cloud migration	(46)	0	0	0	0
New Scheme - Agresso cloud migration – funded from IT Reserve	46	0	0	0	0
UKSPF Our Community Bakery – reallocation of schemes in programme	(98)	0	0	0	0
UKSPF Moorland Community Hub – reallocation of schemes in programme	35	0	0	0	0
UKSPF Sudbrooke Drive Hub – reallocation of schemes in programme	63	0	0	0	0
Increased budget allocations					
Charterholme Shared Infrastructure – budget provision for legal expenses, funded from DRF via LUF reserve	95	0	0	0	0
UKSPF Sudbrooke Drive Hub – increased scheme costs funded from DRF via UKSPF revenue grant	49	0	0	0	0
Towns Deal Programme Management – increased consultancy costs funded from DRF via Capacity Grant Reserve	11	0	0	0	0
Total Changes Approved by the CFO	(3,187)	3342	0	0	0
Total GIP Delegated Approvals and Approvals by/for Executive	(3,059)	3,786	0	0	0

- 7.7. The table below provides a summary of the provisional outturn position for the General Investment Programme at 31st March 2025:

General Investment Programme - Outturn	2024/25			
	Budget following Q3 Report	Revised Budget Q4	Outturn	Variance to Q3 Budget
	£'000	£'000	£'000	£'000
Active Programme				
Housing and Investment	0	0	0	0
Communities and Environment	1,978	1,470	1,470	(508)
Chief Executive	1,258	724	724	(534)
Major Developments	15,606	14,499	14,499	(1,107)
Total Active Schemes	18,842	16,693	16,693	(2,149)
Schemes on Hold/Contingencies	74	0	0	(74)
Externally Delivered Town Deal Schemes	3,108	2,273	2,273	(835)
Total Capital Programme	22,024	18,966	18,966	(3,058)

- 7.8. The overall spending on the General Investment Programme active schemes (excluding externally delivered schemes), for 2024/25 is £16.7m, which is 88.25% of the Q3 budget. This is detailed further at Appendix I. The main variances are in relation to the Better Care Fund, Greyfriars, Town Deal and Charterholme Housing Delivery. While these schemes are on site and/or in active delivery, slippage against their original budget profiles has occurred required budgets to be re-profiled to 2025/26.

7.9. Housing Investment Programme

- 7.10. The revised Housing Investment Programme for 2024/25 amounted to £17.615m following the Quarter 3 position. At quarter 4 the programme has been decreased by £1.308m to £16.308m, as shown below:

Housing Investment Programme	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000
Revised Budget at Q3	17,411	19,600	15,216	13,736	12,095
Budget changes for approval – Quarter 4	(1,104)	1,928	90	110	0
Revised Budget	16,308	21,528	15,306	13,847	12,095

- 7.11. New schemes, over an approved limit, are subject to Executive approval, during quarter 4 the following schemes were subject to separate Executive approval:

Changes requiring Executive approval	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000
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Jasmin Green (Executive 24/03/25)	0	550	0	0	0
Total changes requiring Executive Approval	0	550	0	0	0

- 7.12. New schemes, over an approved limit, are subject to Executive approval, the following new schemes require Executive approval:

Changes requiring Executive approval	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000
Radon Remediation – set aside of surplus revenue funds for future requirements (funded from DRF)	0	200	0	0	0
Total new schemes requiring Executive Approval	0	200	0	0	0

- 7.13. Changes to current schemes, over an approved limit, are subject to Executive approval. There have been the following changes to current schemes in quarter 4 requiring Executive approval are as follows:

Changes requiring Executive approval:	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000
Budget Under/Overspends returned to available resources (major repairs reserves)					
Kitchen Improvements	(154)	0	0	0	0
Replacement Door Entry Systems	(208)	0	0	0	0
Increased budget allocations					
DH Central Heating Upgrades (funded from major repairs reserve)	65	212	0	0	0
Property Acquisitions	204	0	0	0	0
Lincoln Standard Windows Replacement (funded from major repairs reserve)	476	0	0	0	0
Housing Support Services Computer Fund (funded from DRF)	0	96	90	0	0
Total changes requiring Executive Approval	383	309	90	0	0

- 7.14. 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 4:

Changes approved by the Chief Finance Officer:	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000
Reprofiled Budgets to other years					
Environmental Works	(110)	0	0	110	0
Victory Hotel Site	250	(250)	0	0	0
Jasmin Green	(50)	50	0	0	0
Housing Support Services Computer Fund	(17)	17	0	0	0
Charterholme	(486)	486	0	0	0
Property Acquisitions	(567)	567	0	0	0
Budget Under/Overspends returned to available resources (major repairs reserve and DRF)					
Bathrooms & WC's	13	0	0	0	0
Thermal Comfort Works	(8)	0	0	0	0
Rewiring	(11)	0	0	0	0
Re-roofing	29	0	0	0	0
Structural Defects	(62)	0	0	0	0
New Services	(20)	0	0	0	0
Door replacement	(12)	0	0	0	0
Aids & Adaptions	(3)	0	0	0	0
Over bath showers	(36)	0	0	0	0
Communal TV Aerials	(2)	0	0	0	0
Fire Doors	(47)	0	0	0	0
Fire Alarms	1	0	0	0	0
Landscaping & Boundaries	1	0	0	0	0
Asbestos Removals	(23)	0	0	0	0
Asbestos Surveys	(46)	0	0	0	0
Communal Electrics	(13)	0	0	0	0
Garages	(8)	0	0	0	0
Void Capitalised Works	(88)	0	0	0	0
Fire Compartment Works	(47)	0	0	0	0
Thurby Crescent	(7)	0	0	0	0
Budget Under/Overspends returned to available resources (Capital Receipts)					
Charterholme	(79)	0	0	0	0
New Build Capital Salaries	(31)	0	0	0	0
Property Acquisitions	(11)	0	0	0	0
Total Changes Approved by the CFO	(1,486)	870	0	110	0
Total HIP Delegated Approvals and	(1,104)	1,728	90	110	0

Approvals by/for Executive					
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- 7.15. The table below provides a summary of the projected outturn position for the Housing Investment Programme:

Housing Investment Programme – Outturn	2024/25			
	Budget Q3 £'000	Revised Budget Q4 £'000	Outturn £'000	Variance to Q3 Budget £'000
Decent Homes / Lincoln Standard	9,153	9,247	9,247	93
Health and Safety	580	304	304	(276)
Contingent Major Repairs / Works	0	0	0	0
New Build Programme	6,515	5,751	5,751	(764)
Other Schemes	856	715	715	(140)
Computer Fund / IT Schemes	306	290	290	(17)
Total Capital Programme	17,411	16,308	16,308	(1,104)

- 7.16. The overall expenditure on the Housing Investment Programme for the final quarter of 2024/25 was £16.508m, which is 93.66% of the budget. This is detailed further at Appendix J.

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 2030 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 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. Based on the provisional outturn position 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 ear-marked 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 provisional outturn the level of balances as at 31st March 2025 will be maintained within, or in excess of, these ranges.

Although this report sets out positive outturn positions for the General Fund and HRA, this does not mean that the financial issues for the Council are resolved. Beyond 2024/25 the Council is set to face ongoing pressures as a result of increasing baseline costs due to inflationary impacts, escalating service demands and income pressures. The Council will continue to face further financial challenges as it responds to the impact of these issues and an increased need to deliver ongoing reductions in the net cost base, as set out in the MTFS 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 provisional 2024/25 financial outturn for the General Fund, Housing Revenue Account, Housing Repairs Service and Capital Programmes as set out in sections 3 – 7 and, in particular the reasons for any variances.
- 11.2. Review the new General Fund carry forward requests and transfers to earmarked reserves, as detailed in paragraph 3.10 and 3.11, prior to reporting to the Executive.
- 11.3. Review the new HRA carry forward requests and transfers to earmarked reserves and the Major Repairs reserve detailed in paragraph 4.8 and 4.9, prior to reporting to the Executive.

- 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 7.6 and 7.14, prior to reporting to the Executive.
- 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, 7.5, 7.11, 7.12 and 7.13, prior to reporting to the Executive.
- 11.6. Refer the content of this report to the Executive.

Key Decision	No
Key Decision Reference No.	N/A
Do the exempt information categories apply?	No
Call in and Urgency: Is the decision one to which Rule 15 of the Scrutiny Procedure Rules apply?	No
Does the report contain appendices?	Yes
List of Background Papers:	Medium Term Financial Strategy 2024-2025 Medium Term Financial Strategy 2025-2030
Lead Officer:	Laura Shipley, Financial Services Manager Laura.shipley@lincoln.gov.uk

GENERAL FUND SUMMARY – OUTTURN 2024/25

Service Area	Ref	Revised Budget £'000	Projected Outturn £'000	Variance £'000
Strategic Development	A	2,228	2,192	(36)
Chief Finance Officer (S151)	B	(251)	(584)	(333)
City Solicitor	C	1,943	1,916	(28)
Revenues & Benefits	D	830	1,155	325
Housing	E	907	654	(254)
Director of Major Developments	F	(2,242)	(2,118)	125
Communities and Street Scene	G	6,047	6,258	211
Health and Environmental Services	H	1,959	1,686	(273)
Planning	I	(3,207)	(3,511)	(304)
		8,214	7,647	(567)
Corporate Expenditure	J	1,529	1,466	(63)
TOTAL SERVICE EXPENDITURE		9,743	9,113	(630)
Revenue Capital Accounting Costs	K	6,624	6,397	(227)
Specific Grants	L	(841)	(881)	(40)
Contingencies	M	62	0	(62)
Savings Targets	N	(39)	0	39
Earmarked Reserves	O	(292)	535	827
Insurance Reserve	P	23	98	75
TOTAL EXPENDITURE		15,281	15,262	(19)
CONTRIBUTION FROM BALANCES		147	147	(0)
NET REQUIREMENT		15,428	15,409	(19)
Retained Business Rates Income	Q	(6,972)	(6,953)	19
Collection Fund Surplus/(Deficit)	R	(364)	(364)	0
Revenue Support Grant	S	(187)	(187)	0
Council Tax	T	(7,905)	(7,905)	0
TOTAL RESOURCES		15,428	15,409	19

General Fund Variances – Outturn 2024/25

Figures in brackets indicate an underspend of expenditure or additional income.

Ref		£	
	<u>Increased Expenditure</u>		
B	Corporate Repairs & Maintenance Costs	38,970	Overspend against the corporate repairs & maintenance programme due to essential works required across the estate.
B	Corporate Management	45,870	Fee variations on external Audit Fees.
F	Cornhill Market	191,140	Increased expenditure as a result of additional staffing, utilities, contractor & legal costs required as part of initial operation of the newly re-opened market.
F	The Terrace	46,210	Additional costs predominantly in relation repairs & maintenance at The Terrace.
G	Crematorium	324,500	External industry professional support to the management and administration of the Crematorium.
H	Leisure Centres	59,070	External consultancy support and non-recoverable repairs & maintenance costs.
I	Car Parks	156,970	Re-profiling of historic premium on early repayment of debt
I	Car Parks	83,590	Additional charges due to increased pay by phone transactions (cost & volume) and maintenance works wholly offset by increased income below (net car parking surplus £507k).
M	National Pay Award	183,890	Impact of the National Employers pay settlement, in excess of budget assumptions.
M	Annual Vacancy Savings Target	192,150	YTD vacancy savings target, offset by savings in service areas.
O	Earmarked Reserves	826,660	Proposed carry forward & additional contributions to reserves, as outlined in paragraph 3.10 & 3.11.
	<u>Reduced Income</u>		
B	Internal Audit	38,430	Underachievement of income due to reduction in externally contracted services.

Ref		£	
D	Housing Benefits	287,840	Increased non recoverable supported (exempt) accommodation and other housing benefit costs, reduction in DWP grant funding and unbudgeted Discretionary Housing Payment.
D	Council Tax	59,880	Reduction in income as a result of delays in recovery due to billing changes on Universal Credit/benefits.
F	Cornhill Market	90,560	Rental income less than originally budgeted due to market not operating for the full financial year with all stalls let at full rent.
G	Crematorium	141,990	Reduction in income as a result of reduced cremation levels, partially offset by vacancy and utilities savings (net pressure £109k).
I	Building Regulations	56,160	Reduction in income as a result of current economic conditions, wholly offset by vacancy savings below above (net saving £73k).
I	Land Charges	44,380	Reduction in income as a result of current economic conditions.
J	Bad Debt Provision	102,740	Increase in bad debt provision as a result of increased write offs and general increases in aged debtors.
	<u>Reduced Expenditure</u>		
A	CX Corporate Policy	(31,130)	Vacancy savings pending recruitment, offset against corporate vacancy savings target.
B	City Hall	(48,170)	Underspend as a result of reduction in utility costs.
B	Lincoln Properties	(99,570)	Favourable negotiation of backdated rent review for externally leased property.
B	CX Workbased Learning	(36,440)	Underspends predominantly as a result of vacancy savings, offset against corporate vacancy savings target.
C	Homeless Bed & Breakfast	(76,810)	Reduction in number of presentations alongside new measures to reduce demand for B&B accommodation.
E	Rough Sleepers	(44,990)	Reduction in contracted out support for professional services.
E	Community Leadership & Sustainability	(30,700)	Reduction in scheme costs, programme reprofiled to next year.

Ref		£	
E	Major Developments Team	(94,490)	Underspend predominantly as a result of salary savings and a reduction in costs on consultancy and economic development project costs.
F	Public Conveniences	(31,800)	Vacancy savings pending recruitment, offset against corporate vacancy savings target.
G	Street Cleansing	(51,340)	Reduction in contracted charges and underspend on amenity cleaning.
G	Crematorium	(33,270)	Underspend predominantly owing to utilities and vacancy savings, offset by reduced income above (net pressure £109k).
G	Housing Regeneration	(79,140)	Vacancy savings pending recruitment, offset against corporate vacancy savings target.
H	Building Regulations	(129,040)	Vacancy savings offset against anticipated reduction in income above (net saving £73k).
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.
<u>Increased Income</u>			
B	City Hall	(64,110)	Increased income received from lease agreements.
B	Lincoln Properties & Industrial Estates	(62,860)	Increased income as a result of backdated rent reviews and lower level of void properties.
B	Other Interest	(232,980)	Increased investment income as a result of higher interest rates and additional dividend income.
B	Household Support Scheme	(33,640)	New Burdens grant funding for the administration of the Household Support Scheme phase 5 & 6.
D	Community Leadership & Sustainability	(32,730)	New Burdens grant funding for the administration of UKSPF project resulted in some staffing costs funded by grant
E	Major Developments Team	(60,000)	Additional Levelling Up Fund Capacity grant to support delivery of major projects.
F	Major Developments Team	(52,330)	New Burdens grant funding for the administration of UKSPF project.
F	Community Centres	(81,030)	Increased income levels, predominantly driven by ongoing contract at the Grandstand.

Ref		£	
H	Car Parks	(591,000)	Increase in season ticket income & forecast increase in pay and display income (net car parking surplus £507k).
I	Development Control	(73,720)	Increased fees & charges income
I	Capital Accounting Adjustment- Interest Payable	(319,220)	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.
J	Specific Grants	(31,990)	Additional government grant for Business Rate Levy/Safety Net Retention.

HOUSING REVENUE ACCOUNT FUND SUMMARY – OUTTURN 2024/25

	Ref	Revised Budget £'000	Outturn £'000	Variance £'000
Gross Rental Income	A	(35,220)	(35,425)	(205)
Charges for Services & Facilities	B	(658)	(699)	(41)
Contribution towards Expenditure	C	(50)	(9)	41
Repairs Account – Income	D1	(68)	(166)	(98)
Supervision & Management – General	D2	(808)	(946)	(138)
Supervision & Management – Special	D3	(75)	(149)	(74)
Repairs & Maintenance	E	11,712	11,157	(555)
Supervision & Management – General	F1	7,627	7,779	173
Supervision & Management – Special	F2	1,897	2,008	111
Rents, Rates and Other Premises	G	861	826	(35)
Increase in Bad Debt Provisions	H	251	488	237
Insurance Claims Contingency	I	439	412	(27)
Contingencies	J	348	0	(348)
Depreciation	K	8,198	8,307	109
Impairments	L	0	0	0
Debt Management Expenses	M	16	9	(7)
HRS Trading (Surplus) / Deficit	N	0	(113)	(113)
Net Cost of Service	O	(5,530)	(6,499)	(970)
Loan Charges Interest	P	2,331	2,244	(87)
Investment/Mortgage Interest	Q	(427)	(674)	(247)
Net Operating Inc/Exp	R	(3,626)	(4,930)	(1,304)
Major Repairs Reserve Adjustment	T	3,423	3,809	386
Transfers to/from reserves	U	304	1,069	765
(Surplus)/Deficit in Year	V	101	(52)	(153)

Housing Revenue Account Variances – Outturn 2024/25

The variances analysed in the table below exclude any technical adjustments and only cover the true under of overspends. Figures in brackets indicate an underspend of expenditure or additional income.

Ref		£	Reason for variance
	<u>Increased Expenditure</u>		
U	Transfers To/(From) Reserves	600,000	Net transfer to reserves (as outlined in paragraph 4.9 and Appendix G).
E	Repairs & Maintenance - HRS	498,080	Increased HRS expenditure on Responsive Repairs (£498k), offset by underspend above (net underspend £348k)
T	Revenue Contribution to Capital Outlay	386,270	Increased revenue contribution to Major Repairs Reserve to provide direct revenue financing of additional HITREP project costs & Radon remediation works.
H	Bad Debt Provision	237,520	Increase in tenant arrears as a result of reduced resources within the Recovery Team.
F1	Pay Award Impact	119,390	Impact of National Employers pay award settlement in excess of budgeted assumptions.
K	Depreciation	108,660	Increase in depreciation costs following revaluation of housing stock, offset by Major Repairs Reserve.
F1	Membership Fees	57,540	Membership Fee increases on Housing Ombudsman and additional Regulator of Social Housing annual subscription costs.
E	HRS Skips	49,200	Increased skip charge from HRS.
F1	Fly Tipping	46,160	Caretakers fly tipping cost increase.
F1	Grounds Maintenance	43,730	Net increase of Grounds Maintenance expenditure.
E	Asbestos Surveys & Removal	40,090	Reactive asbestos removal & survey costs
F1	Agency	39,170	Cost of agency staff to cover staff vacancies within Supervision & Management, offset by Vacancy savings above.
E	Gas Servicing of Central Heating	37,640	Gas Servicing of Central Heating increase in market prices and addition of relet costs.
F1	Tenancy Services	37,520	Increase in Postage and IT costs.

Ref		£	Reason for variance
F1	Supervision & Management	36,910	Increased expenditure primarily due to additional Housing IT costs.
	<u>Reduced Income</u>		
C	Court Costs	40,910	Reduction in recovered income from court costs as less cases in year than anticipated.
	Reduced Expenditure		
E	Repairs & Maintenance – HRS	(846,060)	Reduced HRS expenditure on Voids (£768k), Aids and Adapts (£77k) and Cleansing (£1k), wholly offsetting the increase on Responsive Repairs costs below (net underspend £348k).
F	Employee Costs	(376,404)	Reduced expenditure on employee costs due to staff vacancies, offset by agency costs below (excl. Pay Award below).
T	Revenue Contribution to Capital Outlay	(108,660)	Reduced contribution to Major Repairs Reserve to offset the increase in depreciation costs following revaluations of properties in year.
P	Loan Charges Interest	(86,870)	Reprofiling of loans and adequate resources resulting in reduction in planned borrowing costs.
E	Gas Maintenance	(68,530)	Reduced expenditure due to a change in nature between capital and revenue costs with more costs being eligible to be capitalised.
E	Fire Risk Surveys	(43,810)	New contractor to be engaged – unable to procure in 24/25 due to timing delays
	<u>Increased Income</u>		
Q	Investment Interest	(247,360)	Increased investment income as a result of higher interest rates.
D2	Supervision & Management: General	(162,110)	Increase in admin overhead recharges to capital on external contracts.
A	Gross Rental Income	(176,780)	Additional rental income as a result of higher than budgeted opening housing stock levels.
N	HRS Surplus/Deficit	(112,650)	HRS surplus position (refer to further detail in Section 5 and Appendix F).
B	Non Dwelling Rents	(50,880)	Reduction in void loss garage rental income

HOUSING REPAIRS SERVICE SUMMARY – OUTTURN 2024/25

	Revised Budget	Forecast Outturn	Variance
	£'000	£'000	£'000
Employees	4,107	3,745	(362)
Premises	193	161	(32)
Transport	440	231	(208)
Materials	1,561	1,344	(217)
Sub-Contractors	2,635	3,475	840
Supplies & Services	323	496	173
Central Support Charges	707	573	(134)
Capital Charges	0	185	185
Total Expenditure	9,965	10,211	246
Income	(9,965)	(10,324)	(359)
(Surplus)/Deficit	0	(113)	(113)

Housing Repairs Service Variances – Outturn 2024/25

Figures in brackets indicate an underspend of expenditure or additional income.

	£	Reason for Variance
<u>Increased Expenditure</u>		
Sub-Contractors	840,426	Increased use of sub-contractors to meet void turnaround targets, new work streams and impact of Hermit Street properties becoming available.
Skip Hire	136,955	Increased usage of skips.
Employee Costs	46,570	Impact of the National Employers pay settlement, in excess of budget assumptions.
<u>Reduced Income</u>		
Voids, Aids & Adapts and Cleansing Works Income	306,826	Reduced income as a result of sub-contractor costs on overhead recovery and old SOR rates used for billing (pending update). Voids works at £201k, Aids & Adapts £87k and Cleansing works at £18k.
<u>Reduced Expenditure</u>		
Employee Costs	(408,412)	Vacancies within the Operative staff.
Premises	(31,603)	Reduction in utility forecasts due to delay in depot being in use.
Central Support Costs	(133,868)	Reduction in Corporate Support Service charges to the HRS due to savings within the General Fund and HRA.
Direct Materials	(217,408)	Reduction in material spend due to vacancies within the operatives.
<u>Increased Income</u>		
Response Repairs, Quoted Jobs & Other Income	(666,507)	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.

EARMARKED RESERVES – OUTTURN 2024/25

	Revised Opening Balance	In Year Increase	In Year Decrease	Closing Balance
	01/04/2024 £'000	£'000	£'000	31/03/2025 £'000
General Fund				
Budget Carry Forwards	553	20	(194)	379
Grants & Contributions	1,416	822	(478)	1,760
Active Nation Bond	100	-	-	100
AGP Sinking Fund	102	50	-	152
Air Quality Initiatives	22	-	-	22
Birchwood Leisure Centre	106	20	-	126
Business Rates Volatility	916	203	-	1,119
Christmas Decorations	14	-	-	14
City Centre Masterplan	75	-	-	75
City Hall Improvement Works	50	-	-	50
City Hall Sinking Fund	60	-	-	60
Climate Change, Greening the City & Biodiveristy	88	-	-	88
Commons Parking	28	13	-	41
Corporate Maintenance	100	-	-	100
Corporate Training	71	-	(13)	58
Council Tax Hardship Fund	-	-	-	-
Countrywide Devolution	16	-	-	16
Covid19 Recovery	1,047	-	(200)	847
Covid19 Response	354	-	-	354
CX Capacity	56	-	(23)	33
Electric Van replacement	31	4	-	35
HiMO CPN Appeals	110	3	-	113
Income Volatility Reserve	520	100	(50)	570
Inflation Volatility Reserve	466	85	(184)	367
Invest to Save (GF)	350	16	(88)	278
IT Reserve	393	86	-	478
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 (NEW)	-	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	-	(45)	41
Unused DRF	241	498	(525)	214

Vision 2030	386	338	(304)	420
	8,233	2,691	(2,156)	8,769
HRA				
Capital Fees Equalisation	110	-	-	110
Cyclical Smoke Alarm/CO2 Detector Testing	0	133	-	133
De Wint Court	73	-	-	73
De Wint Court Sinking Fund	113	74	-	187
Disrepairs Management	287	-	(31)	256
Housing Business Plan	842	200	(153)	889
Housing Repairs Service	76	-	(69)	7
HRA Electrical Testing	0	202	-	202
HRA IT	170	335	-	505
HRA Repairs Account	1,352	-	(55)	1,297
HRA Training	0	118	-	118
Housing Strategic Priority	764	-	-	764
HRS Social Value	111	47	-	158
Invest to Save (HRA)	375	100	(21)	454
NSAP/RSAP Sinking Fund	18	9	-	27
Regulator of Social Housing	180	200	(15)	365
Strategic Growth Reserve	5	-	-	5
Tenant Satisfaction Survey	31	18	(11)	38
	4,507	1,436	(355)	5,588
Total Earmarked Reserves	12,740	4,127	(2,511)	14,357

CAPITAL RESOURCES – OUTTURN 2024/25

	Opening balance 01/04/24	Contributions	Used in financing	Closing balance 31/03/25
	£'000	£'000	£'000	£'000
Capital Grants/Contributions General Fund	0	12,601	(12,601)	0
Capital Grants/Contributions HRA	275	1,155	(1,155)	275
Capital receipts General Fund	1,663	0	(14)	1,649
Capital receipts HRA	2,560	968	(294)	3,234
Capital receipts 1-4-1	3,780	1,666	(510)	4,935
Major Repairs Reserve	14,180	8,457	(9,240)	13,397
GENF DRF	141	4,158	(4,101)	198
HRA DRF	9,555	3,809	(3,802)	9,562
Total Capital Resources	32,154	32,814	(31,717)	33,250

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 March 2025

<u>GENERAL INVESTMENT PROGRAMME</u>	Budget 2024/25 - Reported at Q3	Q4 Budget Increase / Decrease	2024/25 Year End Reprofiling	2024/25 Revised Budget	2024/25 Actual Expenditure	Variance to Q3 Approved Budget	2024/25 % Spend to Q3 Revised Budget
<u>Housing and Investment</u>							
Housing Renewal Area Unallocated	0	0	0	0	0	0	0.00%
Housing and Investment Total	0	0	0	0	0	0	0.00%
<u>DCE - Health and Environmental Services</u>							
Better Care Fund (was Disabled Facilities Grant)	1,395,211	127,873	(421,526)	1,101,558	1,101,558	(293,653)	78.95%
Yarborough Leisure Centre - Energy Efficiency	380,000	0	(102,471)	277,529	277,529	(102,471)	73.03%
Yarborough Leisure Centre - Equipment	80,000	84	0	80,084	80,084	84	100.11%
DCE - Health and Environmental Services Total	1,855,211	127,957	(523,997)	1,459,171	1,459,171	(396,040)	78.65%
<u>DCE - Community Services</u>							
Traveller deterrent	6,200	0	(6,200)	0	0	(6,200)	0.00%
DCE - Community Services Total	6,200	0	(6,200)	0	0	(6,200)	0.00%
<u>DCE - Planning & City services</u>							
Car Parking Software	14,337	0	(5,225)	9,113	9,113	(5,224)	63.56%
Central Car Park - new payment system	100,000	0	(100,000)	0	0	(100,000)	0.00%
Windmill View	2,172	0	0	2,172	2,172	0	100.00%
DCE - Planning & City services Total	116,509	0	(105,225)	11,285	11,285	(105,224)	9.69%
<u>CX - Strategic Development & Transformation</u>							
IT - Agresso cloud migration	0	46,455	0	46,455	46,455	46,455	0.00%
CX – Strategic Development Total	0	46,455	0	46,455	46,455	46,455	0.00%
<u>CX - Chief Finance Officer</u>							
Planned Capitalised Works	0	(26,381)	26,381	0	0	0	0.00%

<u>GENERAL INVESTMENT PROGRAMME</u>	Budget 2024/25 - Reported at Q3	Q4 Budget Increase / Decrease	2024/25 Year End Reprofiling	2024/25 Revised Budget	2024/25 Actual Expenditure	Variance to Q3 Approved Budget	2024/25 % Spend to Q3 Revised Budget
City Hall Level 2 Ceiling & lights	22,961	0	0	22,961	22,961	0	100.00%
City Hall Refurb level 3 toilets	39,930	0	(39,930)	0	0	(39,930)	0.00%
Sudbrooke Drive CC Shower refurb	34,700	11,278	(34,700)	11,278	11,278	(23,422)	32.50%
Victoria St Car Park Wall	99,260	0	(99,260)	0	0	(99,260)	0.00%
Yarborough LC mansafe system	12,000	0	(12,000)	0	0	(12,000)	0.00%
St Mary's Guildhall new heating	0	15,103	0	15,103	15,103	15,103	0.00%
Greyfriars - Phase 2 Delivery	974,244	0	(421,082)	553,162	553,162	(421,082)	56.78%
Michaelgate	75,000	0	(393)	74,607	74,607	(393)	99.48%
CX - Chief Finance Officer Total	1,258,095	0	(580,984)	677,111	677,111	(580,984)	53.82%
<u>Major Developments</u>							
The Terrace Heat Mitigation Works	0	0	28,566	28,566	28,566	28,566	0.00%
Central Markets (All Funding Streams)	285,583	0	(229,455)	56,128	56,128	(229,455)	19.65%
TD Sincil Bank Gateway & Greening Project	555,028	0	(486,055)	68,973	68,973	(486,055)	12.43%
TD Tentercroft Street	0	0	17,250	17,250	17,250	17,250	0.00%
Towns Deal Programme Management	75,970	10,591	0	86,561	86,561	10,591	113.94%
UKSPF Moorland Community Hub	70,000	35,273	0	105,273	105,273	35,273	150.39%
UKSPF Sudbrooke Drive Hub	230,288	112,270	0	342,558	342,558	112,270	148.75%
UKSPF Our Community Bakery	130,000	(97,500)	0	32,500	32,500	(97,500)	25.00%
Charterholme Housing Delivery	2,796,850	0	(968,765)	1,828,085	1,828,085	(968,765)	65.36%
Charterholme Shared Infrastructure	1,011,645	94,885	(318,939)	787,591	787,591	(224,054)	77.85%
Charterholme Phase 1b Bridges	10,052,140	0	770,711	10,822,852	10,822,852	770,712	107.67%
Charterholme Site Wide Costs	324,487	0	(15,167)	309,320	309,320	(15,167)	95.33%
Charterholme Wider 1b Site Costs	73,810	0	(60,382)	13,428	13,428	(60,382)	18.19%
Major Developments Total	15,605,801	155,519	(1,262,236)	14,499,085	14,499,085	(1,106,716)	92.91%
TOTAL ACTIVE SCHEMES	18,841,816	329,931	(2,478,642)	16,693,107	16,693,107	(2,148,709)	88.60%
<u>Schemes Currently Under Review</u>							
IT Reserve	74,334	(46,455)	(27,879)	0	0	(74,334)	0.00%
Schemes Currently Under Review Total	74,334	(46,455)	(27,879)	0	0	(74,334)	0.00%

<u>GENERAL INVESTMENT PROGRAMME</u>	Budget 2024/25 - Reported at Q3	Q4 Budget Increase / Decrease	2024/25 Year End Reprofiling	2024/25 Revised Budget	2024/25 Actual Expenditure	Variance to Q3 Approved Budget	2024/25 % Spend to Q3 Revised Budget
TOTAL CAPITAL PROGRAMME EXCLUDING EXTERNALLY DELIVERED SCHEMES	18,916,150	283,476	(2,506,521)	16,693,107	16,693,107	(2,223,043)	88.25%
<u>Externally Delivered Town's Deal Schemes</u>							
TD Lincoln Connected	577,968	0	(37,585)	540,384	540,384	(37,584)	93.50%
Lincoln City FC & Foundation	250,960	0	(250,000)	960	960	(250,000)	0.38%
Hospitality Events & Tourism Institute (HEAT)	101,280	0	(100,400)	880	880	(100,400)	0.87%
Drill Hall Development	114,160	0	(113,200)	960	960	(113,200)	0.84%
TD Barbican Production & Maker Hub	1,848,960	0	(148,000)	1,700,960	1,700,960	(148,000)	92.00%
Store of Stories	214,480	0	(186,000)	28,480	28,480	(186,000)	13.28%
TD LSIP	0	0	0	0	0	0	0.00%
Externally Delivered Town's Deal Schemes Total	3,107,808	0	(835,185)	2,272,624	2,272,624	(835,184)	73.13%
Grand Total	22,023,958	283,476	(3,341,706)	18,965,731	18,965,731	(3,058,227)	86.11%

Housing Investment Programme – Summary of Expenditure as at 31st March 2025

<u>HOUSING INVESTMENT PROGRAMME</u>	Budget 2024/25 - Reported at Q3	Q4 Budget Increase / Decrease	Q4 Budget Reprofile	2024/25 Revised Budget	2024/25 Total Spend	Variance to Q3 Approved Budget	2024/25 % Spend to Q3 Revised Budget
<u>Contingency Schemes</u>							
Contingency Reserve	0	0	0	0	0	0	0.00%
Contingency Schemes Total	0	0	0	0	0	0	0.00%
<u>Decent Homes</u>							
Bathrooms & WC's	500,000	12,784	0	512,784	512,784	12,784	102.56%
DH Central Heating Upgrades	2,016,960	64,626	0	2,081,586	2,081,586	64,626	103.20%
Door Replacement	834,000	(12,114)	0	821,886	821,886	(12,114)	98.55%
Fire Compartment works	50,000	(47,191)	0	2,809	2,809	(47,191)	5.62%
Fire Doors	200,000	(47,319)	0	152,681	152,681	(47,319)	76.34%
Kitchen Improvements	1,680,000	(154,003)	0	1,525,997	1,525,997	(154,003)	90.83%
Lincoln Standard Windows Replacement	1,183,000	475,824	0	1,658,824	1,658,824	475,824	140.22%
New services	75,000	(19,570)	0	55,430	55,430	(19,570)	73.91%
Re-roofing	100,000	28,976	0	128,976	128,976	28,976	128.98%
Rewiring	20,000	(10,919)	0	9,081	9,081	(10,919)	45.41%
Structural Defects	100,000	(61,596)	0	38,404	38,404	(61,596)	38.40%
Thermal Comfort Works	8,000	(8,000)	0	0	0	(8,000)	0.00%
Aids & Adaptations	50,000	(3,121)	0	46,879	46,879	(3,121)	93.76%
Void Capitalised Works	2,300,000	(88,444)	0	2,211,556	2,211,556	(88,444)	96.15%
Decent Homes Total	9,116,959	129,933	0	9,246,892	9,246,892	129,933	101.43%
<u>Health and Safety</u>							
Asbestos Removal	198,702	(22,588)	0	176,114	176,114	(22,588)	88.63%
Asbestos Surveys	133,763	(45,707)	0	88,057	88,057	(45,707)	65.83%

<u>HOUSING INVESTMENT PROGRAMME</u>	Budget 2024/25 - Reported at Q3	Q4 Budget Increase / Decrease	Q4 Budget Reprofile	2024/25 Revised Budget	2024/25 Total Spend	Variance to Q3 Approved Budget	2024/25 % Spend to Q3 Revised Budget
Fire Alarms	9,062	453	0	9,515	9,515	453	105.00%
Renew stair structure	0	0	0	0	0	0	0.00%
Replacement Door Entry Systems	238,846	(208,287)	0	30,560	30,560	(208,287)	12.79%
Health and Safety Total	580,373	(276,128)	0	304,245	304,245	(276,128)	52.42%
<u>IT/Infrastructure</u>							
Housing Support Services Computer Fund	306,441	0	(16,625)	289,816	289,816	(16,625)	94.57%
IT/Infrastructure Total	306,441	0	(16,625)	289,816	289,816	(16,625)	94.57%
<u>Lincoln Standard</u>							
Over bath showers (10 year programme)	36,450	(36,450)	0	0	0	(36,450)	0.00%
Lincoln Standard Total	36,450	(36,450)	0	0	0	(36,450)	0.00%
<u>Other Current Developments</u>							
Communal Electrics	152,000	(13,423)	0	138,577	138,577	(13,423)	91.17%
Communal TV Aerials	13,000	(2,086)	0	10,914	10,914	(2,086)	83.95%
Environmental works	300,000	0	(110,494)	189,506	189,506	(110,494)	63.17%
Garages	60,000	(8,160)	0	51,840	51,840	(8,160)	86.40%
Hiab and Mule	130,689	0	0	130,689	130,689	0	100.00%
HRA Buildings	0	0	0	0	0	0	0.00%
Landscaping & Boundaries	200,000	518	0	200,518	200,518	518	100.26%
Thurlby Crescent	0	(6,615)	0	(6,615)	(6,615)	(6,615)	0.00%
Other Current Developments Total	855,689	(29,766)	(110,494)	715,429	715,429	(140,260)	83.61%
HOUSING INVESTMENT TOTAL	10,895,912	(212,411)	(110,494)	10,556,382	10,556,382	(322,905)	96.88%

<u>HOUSING INVESTMENT PROGRAMME</u>	Budget 2024/25 - Reported at Q3	Q4 Budget Increase / Decrease	Q4 Budget Reprofile	2024/25 Revised Budget	2024/25 Total Spend	Variance to Q3 Approved Budget	2024/25 % Spend to Q3 Revised Budget
<u>HOUSING STRATEGY AND INVESTMENT</u>							
<u>New Build Programme</u>							
Property Acquisitions	2,731,717	202,450	(566,629)	2,367,539	2,367,539	(364,179)	86.67%
Ermine Church Land	349,893	(9,736)	0	340,157	340,157	(9,736)	97.22%
New Build Capital Salaries	46,953	(30,683)	0	16,270	16,270	(30,683)	34.65%
Jasmin Green	50,000	0	(50,000)	0	0	(50,000)	0.00%
Victory Hotel Site Boultham Park Road	0	0	250,169	250,169	250,169	250,169	0.00%
Hermit Street	1,995,857	5,802	0	2,001,659	2,001,659	5,802	100.29%
Charterholme	1,340,941	(79,000)	(486,484)	775,457	775,457	(565,484)	57.83%
New Build Programme Total	6,515,361	88,834	(852,945)	5,751,250	5,751,250	(764,111)	88.27%
HOUSING STRATEGY AND INVESTMENT TOTAL	6,515,361	88,834	(852,945)	5,751,250	5,751,250	(764,111)	88.27%
TOTAL HOUSING INVESTMENT PROGRAMME	17,411,273	(123,577)	(980,063)	16,307,632	16,307,632	(1,103,641)	93.66%

TFS Phase7 programme: Provisional Outturn - 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 Q4 2024/25						
Major Developments	Maximise Towns Fund/Review of Workspaces	DMD	36	36	-	Complete for 24/25 - future business case required
City Solicitor	Review of Work-based Learning	CX	86	50	36	Complete for 24/25 - future business case required
TOTAL			122	86	36	

SUBJECT: QUARTER 4 2024/25 OPERATIONAL PERFORMANCE REPORT

DIRECTORATE: CHIEF EXECUTIVE AND TOWN CLERK

REPORT AUTHOR: BUSINESS INTELLIGENCE OFFICER

1. Purpose of Report

- 1.1 To present to CMT an outturn summary of the council's performance in quarter 4 of 2024/25.

2. Executive Summary

- 2.1 At the end of quarter 4 2024/25 of the **87** quarterly performance measures reported during the quarter across the Directorates of Chief Executive's, Communities & Environment, Housing & Investment and Major Developments:

- **13 measures (14.9%)** were Red (below lower target boundary)
- **11 measures (12.6%)** were Blue (within target boundaries – acceptable)
- **33 measures (37.9%)** were Green (meeting or exceeding the higher target)
- **23 measures (26.4%)** were recorded as volumetric
- **7 measures (8.0%)** were recorded as data not being available for this quarter

Out of the **87** performance measures monitored during the quarter **64** had targets allocated to them. Of these targeted measures **44 (68.7%)** 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 4 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 Human Resources team are pleased to announce that the City of Lincoln Council was successful in assessment for renewal of our status as a Disability Confident Employer. The Council commits to undertaking several actions, including ensuring the recruitment process is inclusive and accessible, communicating and promoting vacancies, offering an interview to disabled people if they meet the minimum criteria for the post, and anticipating and providing reasonable adjustments as required.

Following extensive consultation with residents, businesses, elected officials and key stakeholders, the Council have approved Vision 2030, setting out a clear roadmap for the City's future and priorities for the next 5 years, particularly its action plan for the next 12-18 months.

- 4.3 Within the **Reducing Inequality Vision Priority (RI)**, throughout the quarter City of Lincoln Council's Assistant Director for Shared Revenue and Benefits has attended events aimed at bringing residents and local organisations together, to discuss poverty within the region. Lincoln against Poverty Assembly and the Lincolnshire Financial Inclusion Partnership conference both focus on a range of critical topics including financial inclusion, skills, attainment and opportunities, food issues, gambling support, welfare transformation, accessibility and awareness. The well attended events are extremely important opportunities for connection, networking and coordination, whilst promoting and supporting City of Lincoln's anti-poverty strategy work, in a positive and innovative way.

Effective cross directorate collaboration is showcased in the safeguarding highlight, where customer services were able to raise concerns to a safeguarding lead, tenancy services and homelessness officers, who were able to provide support and encouragement to an individual with significant ill health, using vital links with agencies, to develop a safety plan to protect the individual from harm.

- 4.4 Within **Customer Experience and Review** theme (CE), the Council have successfully completed a complete rewrite of the Councils contract Procedure rules, following the most notable overhaul of procurement since 2006, with the Procurement Act 2023 coming into effect in February. A detailed training programme of the new act, contract procedure rules, and relevant teams requirements has been devised, and is currently being delivered to those relevant officers and teams across the Council.

The 2023/24 yearly Statement of Accounts has been produced by the Councils Finance team, receiving an 'unqualified audit opinion' by the external auditors. An unqualified audit opinion is the best type of report that can be received, concluding that accounts are accurately prepared following required accounting standards, there are no material errors or misstatements, and the councils financial reporting is transparent and reliable. This signals to the public, government bodies and stakeholders that the Council is managing public funds properly and maintaining solid financial governance.

- 4.5 Within the **Remarkable Place Vision Priority (RP)**, the teams have been invited to submit a full application for funding for Nature Towns and Cities, following a successful Expressions of Interest bid in January 2025. The proposal is to use the funding to employ a Nature Towns and Cities Project Engagement Manager and Nature Towns and Cities Project Assistant, who will enable research and testing of new models of governance, management, funding and partnering across a range of assets.

- 4.6 Within the **Quality Housing Vision Priority (QH)**, City of Lincoln Tenants were sent the first Winter edition of the Home Digital Newsletter. Through the newsletter, Housing teams are pleased to be able to provide tenants with the latest news, upcoming events, and important updates to keep them informed about their homes and community.

The newsletter contains helpful and informative articles that include information about scheduled repairs and a calendar of works, how to reduce, prevent or report damp and mould within properties, Tenant Satisfaction Measures and how happy tenants are with how COLC maintains homes and delivers key services, fire, electrical and gas safety checks, information and responsibilities, antisocial behaviour updates including a new online reporting form, 'you said/we did' feedback and some of the changes made in response to input received, resident involvement opportunities through various groups and online surveys, Lincoln Tenants Panel and their role in ensuring residents views are represented and considered when decisions are being made, monitoring and reviewing the council's service delivery and performance, as well as current vacancies within specialised working groups, and much more.

- 4.7 Within the Inclusive **Economic Growth Vision Priority (EG)**, the Events Tourism and Culture team received multiple awards and nominations recognising their hard work and contribution to Lincolns tourism. At the Destination Lincolnshire Excellence Awards the teams achieved shortlisting for the 'Going places' and 'Events/Festival of the Year' awards, 'Outstanding contribution to tourism' and winning 'Award for Excellence' by the Society for Lincolnshire History and Archaeology.

Throughout the summer the tourism team supported Zest, a key advocate of local creative initiatives, to deliver 'The Zone' an inclusive pop up youth arts space, held at City square, Moorland Community Centre and Pelham Bridge. Zest won 'Best Product Design of the Year' for 'The Zone' and were finalists for 'Best Theatre Company of the

Year' at the We Are Creative awards, celebrating the Midlands most innovative organisations and projects.

A key milestone has been reached in the construction of Charterholme's vehicular and multi-user bridge over the railway, with successful installation of bridge beams completed without any issues. Network Rail praised the professionalism of the delivery team and commended the management of the site.

- 4.8 Within the Addressing **Climate Change Vision Priority (CC)**, working alongside ClimateEQ, the council have delivered fully accredited Carbon Literacy training courses to businesses across the city, supported by the UK Shared Prosperity Fund. Training has been held throughout the quarter at several sites to enable individuals and organisation to attend the free 8-hour course, empowering them to implement effective carbon reduction strategies in their workplace and communities.

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 –The average wait for a call into the contact centre has increased since the previous quarter, and 6,238 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, by the customer service advisor. 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. A review into call data is underway to help identify any changes that could be made to improve call wait times and understand in more detail the areas of highest demand.

BE 3 - Number of Housing Benefits / Council Tax support customers awaiting assessment - Extremely high volumes of demand are experienced in Quarter 4, alongside resourcing pressures and other areas of vital work (such as cost of living support), this has led to outstanding work levels increasing. Of the 2,567 reported, 2,228 customers are awaiting a first contact, officers are working hard to reduce these levels through Quarter 1, by allocating resources accordingly. The impact of Universal Credit is also increasing the team's workload, as well as higher volumes or pensioner Housing Benefit claims being expected due to increased take-up of Pension Credit, - these matters are being factored into performance targets moving forward.

- 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 decrease in performance when compared to the previous quarter, and remains slightly below low target. The service area reports a number of long-term sicknesses within the area team, additional to some operatives currently working on restricted duties within the plumbing trade, which has a large number of priority and urgent repairs, however the area are pleased to have recently

recruited to a vacant plumber position that will help to support this team in the coming months.

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, 120 voids were held in the process during this quarter, all impacting rent loss. The number of properties entering the void process does not show any signs of slowing down with an estimated 47 sets of keys expected in by the end of April. 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 deterioration during quarter 4 and is impacted along with the above measure HV1 by the significant number of voids within the system during the period, with a further 47 expected into the voids process by the end of April.

February and March saw the highest number of void properties in the system since July 2022, a significant number require cleansing prior to repairs being undertaken, impacting the repair team's capacity and increasing the overall timeframes.

There were a number of longer-term voids over 100 days signed up over this period that impact this average, whilst the Housing Repair Service try to limit the amount of properties going to subcontractors due to contractual cost increases, inevitably this is going to further increase void timeframes. 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) - 0 affordable homes were completed this quarter. From Q1 2025/26 this measure will be reported as volumetric, as there is limited control from the service area as to the number of affordable homes delivered. 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.

PH2 Average time from date of inspection of accommodation to removing a severe hazard to an acceptable level – The performance for this measure has seen a slight improvement since the previous quarter, additionally, the service area is introducing a stop clock action for the new year to allow the time period for removal of a hazard to be paused when tenants vacate dwellings during the investigation, whereby action of the service must cease until reoccupation. The team anticipate a reduction in the number of HMO licence applications in the new year compared to 2024/25, which will increase officer capacity to carry out inspections and take appropriate action.

SC 1 - Contractor points recorded against target standards specified in contract - Street Cleansing - 470 points were awarded against the contractor in Q4, increasing from 95 points in the previous quarter. A new rectifications system is in place which means that staff can easily process rectifications whilst visiting sites, which automatically gives the contractor a set amount of time to respond and rectify the issue. The large increase in points is due to proactive checks taking place. The

contractor is responding positively and constructively, and a reduction is anticipated in the future.

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 4 2024/25 there were 14 leavers, which equated to a turnover figure of 2.2% (based upon employee headcount at the end of March 2025 excluding apprentices). This figure is the same when compared to the previous quarter 3 2024/25 figure of 2.2%. The vacancy figure as at the end of quarter 4 2024/25 stood at 60.8 FTE. Please note that any posts with less than 37 hours per week vacant have been removed when calculating this figure.

6.3 42 appraisals were recorded as being completed within the ITrent system, with 251 appraisals completed over the last 12 months.

Following a review of the appraisal processes, changes will be made whereby appraisals will now be carried out between April and June (quarter 1) every year with effect from 1st April 2025. This is to ensure that a cascade approach to objectives can be facilitated in line with the Councils Vision and Service Plans.

6.4 The Council has continued its proactive approach to staff wellbeing, promoting and raising awareness of campaigns such as **Dry January** for Drink Awareness and **Time To Talk Day** for MIND which is about ending mental health stigma and having supportive conversations with family, friends, or colleagues.

The council continued to promote and run physio appointments carried out by a MSK Physio. These took place at Hamilton House, with the option to attend offered out to all council staff who may benefit. Further sessions have been scheduled for April 2025.

6.5 Total sickness levels for the council stood at 2.38 days lost per FTE at quarter 4. When compared to the previous quarter, sickness levels have decreased (quarter 3 2024/25 figure stood at 2.61 days lost per FTE). Additionally, when compared to the same quarter last year sickness levels have decreased (quarter 4 2023/24 figure was 2.44 days lost per FTE).

6.6 In quarter 4 2024/25 there were **146** complaints dealt with across the council. In quarter 4 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 maintained this quarter and is 95% overall. Only 8 complaints of the 146 responded to were outside of the target times. This boosts the year-to-date response rate to 93%. Alongside complaints monitoring we also monitor compliments that come into the council, with 35 during this quarter across all services.

6.7 Throughout quarter 4 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 n 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 4 2024/25 Operational Performance Report, found at Appendices A and B, ahead of the report being presented to Executive on 2nd June 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:
Lead Officers:**

None
Business Intelligence Officer
Policy & Performance Officer(s)

Quarter 4 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 4 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 4 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 4 2024/25 the council monitored performance against **87** quarterly performance measures and **0** annual measures. Of these measures **64** had targets allocated to them, of which **42 (65.6%)** were within or exceeding the targets set. The remaining **23** measures were volumetric (untargeted) measures reported for contextual purposes, **7** measures had no data available.

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 4 2024/25 performance measure outturns by status and by direction of travel. These are displayed by each Directorate and by Portfolio.

Directorate Summary

Performance measure outturns by status					
Status	Chief Executives Directorate	Directorate of Communities & Environment	Directorate of Housing Investment	Directorate of Major Developments	Total
Below target	5 (20.0%)	5 (14.3%)	3 (16.7%)	0 (0.0%)	13 (14.9%)
Acceptable	2 (8.0%)	8 (22.9%)	1 (5.6%)	0 (0.0%)	11 (12.6%)
Above target	10 (40.0%)	11 (31.4%)	7 (38.9%)	5 (55.6%)	33 (37.9%)
Volumetric	7 (28.0%)	6 (17.1%)	6 (33.3%)	4 (44.4%)	23 (26.4%)
Data not available	1 (4.0%)	5 (14.3%)	1 (5.6%)	0 (0.0%)	7 (8.0%)
Total	25	35	18	9	87

Performance measure outturns by direction of travel					
Status	Chief Executives Directorate	Directorate of Communities & Environment	Directorate of Housing Investment	Directorate of Major Developments	Total
Deteriorating	8 (32.0%)	10 (28.6%)	6 (33.3%)	0 (0.0%)	24 (27.6%)
No change	3 (12.0%)	4 (11.4%)	1 (5.6%)	2 (22.2%)	10 (11.5%)
Improving	6 (24.0%)	10 (28.6%)	4 (22.2%)	3 (33.3%)	23 (26.4%)
Volumetric	7 (28.0%)	6 (17.1%)	6 (33.3%)	4 (44.4%)	23 (26.4%)
Data not available	1 (4.0%)	5 (14.3%)	1 (5.6%)	0 (0.0%)	7 (8.0%)
Total	25	35	18	9	87

Priority Summary

Performance measure outturns by status							
	Our People and Resources	Reducing Inequality	Customer Experience & Review	Remarkable Place	Quality Housing	Inclusive Economic Growth	Addressing the challenge of Climate Change
Below target	0 (0.0%)	2 (20.0%)	4 (23.5%)	2 (12.5%)	5 (22.7%)	0 (0.0%)	Currently no measures reported through the quarterly performance reporting process. Progress updates provided
Acceptable	0 (0.0%)	0 (0.0%)	2 (11.8%)	3 (18.8%)	2 (9.1%)	4 (20.0%)	
Above target	2 (100.0%)	3 (30.0%)	5 (29.4%)	4 (25.0%)	8 (36.4%)	11 (55.0%)	
Volumetric	0 (0.0%)	5 (50.0%)	5 (29.4%)	2 (12.5%)	6 (27.3%)	5 (25.0%)	
Data not available	1 (0.0%)	0 (0.0%)	1 (5.9%)	5 (31.3%)	1 (4.5%)	0 (0.0%)	
TOTAL	2	10	17	16	22	20	

	Performance measure outturns by direction of travel						
	Our People and Resources	Reducing Inequality	Customer Experience & Review	Remarkable Place	Quality Housing	Inclusive Economic Growth	Addressing the challenge of Climate Change
Deteriorating	0 (0.0%)	3 (30.0%)	6 (35.3%)	5 (31.3%)	8 (36.4%)	3 (15.0%)	Currently no measures reported through the quarterly performance reporting process. Progress updates provided
No change	2 (100.0%)	0 (0.0%)	1 (5.9%)	0 (0.0%)	1 (9.1%)	5 (25.0%)	
Improving	0 (0.0%)	2 (20.0%)	4 (23.5%)	4 (25.0%)	6 (27.3%)	7 (35.0%)	
Volumetric	0 (0.0%)	5 (50.0%)	5 (29.4%)	2 (12.5%)	6 (27.3%)	5 (25.0%)	
Data not available	0 (0.0%)	0 (0.0%)	1 (5.9%)	5 (31.3%)	1 (4.5%)	0 (0.0%)	
TOTAL	2	10	17	16	22	20	

Factors such as resource pressures, recruitment challenges and the ongoing cost of living challenges have continued to have an impact on performance in quarter 4 2024/25.

The following pages provide an overview of council performance by Vision Priority during quarter 4 2024/25. Also provided are highlight reports for quarter 4 2024/25.

Quarter 4 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	2 (100.0%)
Above target	2 (100.0%)	Improving	0 (0.0%)
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 4 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.

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 Human Resources team are pleased to announce that the City of Lincoln Council was successful in assessment for renewal of our status as a Disability Confident Employer. The Council commits to undertaking several actions, including ensuring the recruitment process is inclusive and accessible, communicating and promoting vacancies, offering an interview to disabled people if they meet the minimum criteria for the post, and anticipating and providing reasonable adjustments as required.

Following extensive consultation with residents, businesses, elected officials and key stakeholders, the Council have approved Vision 2030, setting out a clear roadmap for the City's future and priorities for the next 5 years, particularly its action plan for the next 12-18 months.

OUR PEOPLE AND RESOURCES

DISABILITY CONFIDENT EMPLOYER RENEWAL

Disability Confident is creating a movement of change, encouraging employers to think differently about disability and take action to improve how they recruit, retain and develop disabled people.

City of Lincoln council's accredited status as a Disability Confident Employer has been renewed following assessment. As such, we undertake actions on the following commitments:

1. Ensure the recruitment process is inclusive and accessible
2. Communicate and promote vacancies
3. Offer an interview to disabled people if they meet the minimum criteria for the post
4. Anticipate and provide reasonable adjustments as required



Our People
and Resources

Through our Health and Wellbeing commitment and action plan, we continue to take a proactive and engaging approach to enhancing the health and wellbeing of our employees.



OUR PEOPLE AND RESOURCES

VISION 2030

The Council has approved its Vision 2030 strategy, which sets a clear roadmap for the city's future and its priorities for the next five years, particularly its action plan for the next 12-18 months.

Vision 2030 will guide the city's development over the next five years, focusing on five key priorities:

- Let's drive inclusive, sustainable, 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

Our People
and Resources

The plan was shaped by extensive consultation with residents, businesses, elected officials, and key stakeholders.





Vision Priority – Reducing Inequality

Quarter 4 2024/25 performance measure outturns by status and direction of travel

Measure status	Total	Measure direction of travel	Total
Below target	2 (20.0%)	Deteriorating	3 (30.0%)
Acceptable performance	0 (0.0%)	No change	0 (0.0%)
Above target	3 (30.0%)	Improving	2 (20.0%)
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 4 2024/25, within the Reducing Inequality Vision Priority there were 3 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 4 - Percentage of risk-based quality checks made where benefit entitlement is correct.

2 of the measures BE 1 and BE 4 also improved in their direction of travel when compared to the previous quarter.

During the quarter, 2 measures delivered below target, BE 3 - Number of Housing Benefits / Council Tax support customers awaiting assessment, which also reports a deterioration in performance when compared to the same quarter of the previous year, and PPASB 3 - Number of live cases open at the end of the quarter (across full PPASB service), with the outturn remaining consistent when compared to previous quarters, however it is important to note the measure is being replaced for 2025/26 to report on the average days to close a case in quarter across the full service, to better reflect the volume of work undertaken by the team on case management.

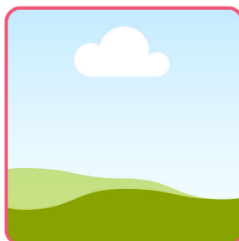
5 measures within this Vision Priority report as a volumetric outturn, including CPT 1 - Number of internal safeguarding referrals received, BE 5 - Number of new benefit claims year to date (Housing Benefits/Council Tax Support), PPASB 1 - Number of cases received in the quarter (ASB cases only), PPASB 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 City of Lincoln Council's Assistant Director for Shared Revenue and Benefits has attended events aimed at bringing residents and local organisations together, to discuss poverty within the region. Lincoln against Poverty Assembly and the Lincolnshire Financial Inclusion Partnership conference both focus on a range of critical topics including financial inclusion, skills, attainment and opportunities, food issues, gambling support, welfare transformation, accessibility and awareness. The well attended events are extremely important opportunities for connection, networking and coordination, whilst promoting and supporting City of Lincoln's anti-poverty strategy work, in a positive and innovative way.

Effective cross directorate collaboration is showcased in the safeguarding highlight, where customer services were able to raise concerns to a safeguarding lead, tenancy services and homelessness officers, who were able to provide support and encouragement to an individual with significant ill health, using vital links with agencies, to develop a safety plan to protect the individual from harm.



LINCOLN AGAINST POVERTY ASSEMBLY

149 people attended this event held on 16th January 2025, aiming to bring together a whole range of local residents and local organisations to get talking about poverty in a positive and innovative way.

A number of stage performances took place and roundtable discussions on some specific issues – including Welfare Transformation, Accessibility, Awareness and One Stop Shop/ Central Contact Point. The event was co-ordinated by several partners including LocalMotion and City of Lincoln Council.



LINCOLNSHIRE FINANCIAL INCLUSION PARTNERSHIP CONFERENCE

The third post-pandemic Lincolnshire Financial Inclusion Partnership (LFIP) annual conference was attended by around 115 people at The Storehouse in Skegness, focussing on a range of topics relating to financial inclusion – including: Skills attainment and opportunities, Credit Union, Universal Credit, food issues in the county, LFIP social media and communications, and gambling support.

City of Lincoln Council and North Kesteven District Council's Assistant Director Shared Revenues and Benefits is currently LFIP Chair, and the importance of the wider impacts of financial inclusion in Lincolnshire are extremely important, with the connecting and networking from such events being vital to the success of City of Lincoln's anti-poverty strategy work.



Reducing Inequality



REDUCING INEQUALITY

Safeguarding

The council has seen over the last few months effective cross-directorate collaboration in safeguarding customers and staff, exemplified in Q4 (24/25), showcasing its commitment to statutory safeguarding duties.

Case Background:

An individual with significant mental and physical ill-health, previously hospitalised for 6 years, was discharged in December to live with their partner in insecure housing without a care plan. Between December 22nd and January 3rd, Customer Services received multiple calls from this individual, which were reviewed and referred to the safeguarding lead.

Over 12 days the safeguarding lead and staff from Housing Solutions, Tenancy, and Customer Services used their training and professional curiosity to piece together the individual's situation. The individual disclosed small pieces of information in each call, sometimes indicating distress or hiding from danger.

Through numerous calls, Housing and Homelessness Officers built trust with the individual, completed a DASH risk assessment, and developed a safety plan. The individual was moved to temporary accommodation, disclosed their pregnancy, and was transferred to another local authority to protect against domestic violence.

Reducing Inequality

Customer services were able to piece together the numerous dropped calls and raise their concerns accordingly with the safeguarding lead. The Tenancy Housing Officer persisted with the individual, ensuring the person would call back and provided support and encouragement to complete the DASH risk assessment to understand the situation the person was facing. The Homelessness Officer, making vital links with agencies to support the individual as best possible, with mental health, Adult Services and IDVA (Independent Domestic Violence Advisor).



Together, let's deliver Lincoln's ambitious future

Quarter 4 2024/25 performance measure outturns by status and direction of travel

Measure status	Total	Measure direction of travel	Total
Below target	4 (23.5%)	Deteriorating	6 (35.3%)
Acceptable performance	2 (11.8%)	No change	1 (5.9%)
Above target	5 (29.4%)	Improving	4 (23.5%)
Volumetric	5 (29.4%)	Volumetric	5 (29.4%)
Data not available	1 (5.9%)	Data not available	1 (5.9%)
TOTAL	17	TOTAL	17

Performance measure overview

During quarter 4 2024/25, within Customer Experience and Review, there were 5 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 1 Percentage of invoices paid within 30 days, DCT 2 Percentage of invoices that have a Purchase Order completed, REV 2 Business Rates – in year collection rate for Lincoln (cumulative).

Of these 5 measures performing above their high targets, 2 measures (DCT 2 and DCT 2) improved in performance when compared to the previous quarter. 3 measures (ACC 1, ACC 2 and REV 2) showed slight deterioration in direction of travel, whilst continuing to perform above their target boundary.

4 measures delivered below target during the reporting period, CS 3 - Average time taken to answer a call to customer services, AUD 1 - Completion of the Internal Audit annual plan, REV 1 - Council Tax – in year collection rate for Lincoln (cumulative) and REV 3 - Number of outstanding customer changes in the Revenues Team, with only REV 1 showing an improvement in direction of travel when compared to the same quarter of the previous year.

5 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.

Data for the performance measure PRO 1 - Percentage spend on contracts that have been awarded to "local" contractors (as the primary contractor) for quarter 4 2024/25 is not available until mid June 2025, so that it reflects the final spend for the financial year (24-25). Therefore quarter 4 data will be provided in quarter 1 2025/26. This will be the position for quarter 4 data for all years moving forwards.

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

Highlight Reports

Within Customer Experience and Review, the Council have successfully completed a complete rewrite of the Councils contract Procedure rules, following the most notable overhaul of procurement since 2006, with the Procurement Act 2023 coming into effect in February. A detailed training programme of the new act, contract procedure rules, and relevant teams requirements has been devised, and is currently being delivered to those relevant officers and teams across the Council.

The 2023/24 yearly Statement of Accounts has been produced by the Councils Finance team, receiving an 'unqualified audit opinion' by the external auditors. An unqualified audit opinion is the best type of report that can be received, concluding that accounts are accurately prepared following required accounting standards, there are no material errors or misstatements, and the councils financial reporting is transparent and reliable. This signals to the public, government bodies and stakeholders that the Council is managing public funds properly and maintaining solid financial governance.

CUSTOMER EXPERIENCE AND REVIEW


Procurement Act

The new Procurement Act 2023 came into force on 24th February 2025. Significant work has taken place by the Procurement Manager and the City Solicitor to plan and be ready for the commencement of the new requirements. Part of this planning has included the complete rewrite of the Council's Contract Procedure Rules, and these have been presented to various committees for feedback/comments. This consultation process culminated in the final version being presented to Full Council on 4th March 2025 and adoption into the Council's Constitution.

Training of relevant Officers including the Corporate Management Team, Assistant Directors, Service Managers and Contract Managers is currently being delivered to ensure that all are aware of the requirements of the PA23 and the new CPR's. This should be completed by the end of April 2025.

The Procurement Act 2023 sees the **most notable overhaul of procurement since 2006 and will have a significant impact on resources within the Council with all the new reporting & publication of notices requirements.**

Customer Experience and Review

 Together, let's deliver Lincoln's ambitious future

CUSTOMER EXPERIENCE AND REVIEW

Financial Statements External Audit

Each year the City of Lincoln Council produce a Statement of Accounts detailing how the council has spent it's money for the financial year. This is accompanied by the external auditor's report.


The external audit report expresses an opinion on whether the financial statements give a true and fair view of the financial position of us, our expenditure, and income for the year then ended; and have been prepared properly in accordance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom.

We have recently received an unqualified audit opinion on the financial statements for the year ended 31 March 2024. This is a significant achievement as we are in the minority of Councils in the country that have received an unqualified opinion for 2023/24. Performance of councils against the 28 February 2025 backstop date for the sign off of 2023/24 accounts nationally shows that of the 459 accounts:

- 174 received unqualified audit opinions (38%)
- 216 disclaimed audit opinions (47%)
- 48 have yet to be signed (10%).

This is due to the hard work and determination of the Finance Team, and the support of service areas in the preparation of the Statement of Accounts.

Customer Experience and Review

 Together, let's deliver Lincoln's ambitious future



Vision Priority – Remarkable Place

Quarter 4 2024/25 performance measure outturns by status and direction of travel

Measure status	Total	Measure direction of travel	Total
Below target	2 (12.5%)	Deteriorating	5 (31.3%)
Acceptable performance	3 (18.8%)	No change	0 (0.0%)
Above target	4 (25.0%)	Improving	4 (25.0%)
Volumetric	2 (12.5%)	Volumetric	2 (12.5%)
Data not available	5 (31.3%)	Data not available	5 (31.3%)
TOTAL	16	TOTAL	16

Performance measure overview

During quarter 4 2024/25, within the Remarkable Place Vision Priority there were 4 performance outturns that have delivered above their high targets, these include FHS 1 - Percentage of premises fully or broadly compliant with Food Health & Safety inspection, FHS 2 - Average time from actual date of inspection to achieving compliance, FHS 3 - Percentage of food inspections that should have been completed and have been in that time period, LIC 1 - Percentage of premises licences issued within 28 days of grant.

2 measures delivered below target during the reporting period, SC 1 - Contractor points recorded against target standards specified in contract - Street Cleansing and WM 1 - Percentage of waste recycled or composted (seasonal).


2 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).

Following the announcement that Active Nation ceased trading on Thursday 3 April 2025, collection of 5 quarterly performance measures relating to Yarborough Leisure Centre & Birchwood Leisure Centre will be paused. These will be reviewed as the Council proceeds with proposals to procure an interim leisure provider.

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

Highlight Report

Within the Remarkable Place Vision Priority, the teams have been invited to submit a full application for funding for Nature Towns and Cities, following a successful Expressions of Interest bid in January 2025. The proposal is to use the funding to employ a Nature Towns and Cities Project Engagement Manager and Nature Towns and Cities Project Assistant, who will enable research and testing of new models of governance, management, funding and partnering across a range of assets.



REMARKABLE PLACE





Expression of Interest Bid successful for Nature Towns & Cities Funding

Following a successful Expression of Interest bid in January, we have been invited to submit a full application for funding for Nature Towns & Cities. This is jointly funded scheme administered by National Lottery, National Trust and Natural England which is aimed at increasing people's access to Nature in towns and cities across England.

The bid is for capacity building and revenue costs only and our proposal is to use the funding to employ two members of staff (a Nature Towns & Cities Project Engagement Manager and Nature Towns & Cities Project Assistant) who will enable research and testing of new models of governance, management, funding and partnering across a range of assets (Registered Historic Park, SSSI, LNR, flood plain, waterways, city greenspace, and new provision) in the context of a new urban extension, City Centre Masterplan review and Local Government reorganisation.

Remarkable Place

The aim is to harness the opportunities to address the challenges to ensure resilience, enhancement and sustainability across the City's natural and cultural assets now and into the future.

    Together, let's deliver Lincoln's sustainable future

Quarter 4 2024/25 performance measure outturns by status and direction of travel

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

Performance measure overview

During quarter 4 2024/25, within the Quality Housing Vision Priority there were 8 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), HI 3 - Percentage of dwellings with a valid gas safety certificate, 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, 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 8 above target outturns, 4 have further improved since last quarter (HI 1, HI 3, HM 2 and CC 2), 3 measures (PH 3, RC 1 and RC 2) report a deterioration in direction of travel whilst continuing to perform well above target boundaries, and HM 1b maintained its performance direction when compared to the previous quarter.

During the quarter there were 5 measures that delivered below target, AH 1 - Number of affordable homes delivered (cumulative), PH 2 - Average time from date of inspection of accommodation to removing a severe hazard to an acceptable level, - HM1b Percentage of reactive repairs completed within target time (urgent 3 day repairs only), 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 5 outturns performing below target, PH 2 showed an improvement in direction of travel, while AH 1, HM 1b, HV1 and HV 3 deteriorated in direction of travel, when compared to the previous quarter.

6 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, HS 5 - Number of successful preventions and relief of homelessness.

Measure CC 1 - Percentage of customers satisfied with their new Lincare Housing Assistance service connection to the control centre had no data available, due to the pre-election period falling within the quarter, whereby no surveys can be sent out, this will recommence for Q1 2025/26.

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

Highlight Report

Within the Quality Housing Vision Priority, City of Lincoln Tenants were sent the first Winter edition of the Home Digital Newsletter. Through the newsletter, Housing teams are pleased to be able to provide tenants with the latest news, upcoming events, and important updates to keep them informed about their homes and community.

The newsletter contains helpful and informative articles that include information about scheduled repairs and a calendar of works, how to reduce, prevent or report damp and mould within properties, Tenant Satisfaction Measures and how happy tenants are with how COLC maintains homes and delivers key services, fire, electrical and gas safety checks, information and responsibilities, antisocial behaviour updates including a new online reporting form, 'you said/we did' feedback and some of the changes made in response to input received, resident involvement opportunities through various groups and online surveys, Lincoln Tenants Panel and their role in ensuring residents views are represented and considered when decisions are being made, monitoring and reviewing the council's service delivery and performance, as well as current vacancies within specialised working groups, and much more.

Tenants can sign up to the newsletter using the QR code below, or read the newsletter at:

<https://www.lincoln.gov.uk/resident-involvement-newsletter>

QUALITY HOUSING

Tenants' Digital Newsletter

We launched our new tenants' quarterly digital newsletter in March 2025, improving our approach to keeping tenants informed about the services we provide and how they can access support and advice.

The newsletter has been developed by the Resident Involvement Team, in partnership with Lincoln Tenants' Panel who have overseen its design and content. The first edition has been well received and included a wide range of articles on topics like our Scheduled Repairs service, Tenant Satisfaction Measures, fire safety and safety in communal areas, and information about gas and electrical safety testing.

We're also using the newsletter to help signpost tenants to other services, with the first issue informing people how to access free advice from the Local Energy Advice Partnership (LEAP).

Quality Housing Signing up is easy, just scan the QR code and enter your email:

City of Lincoln Tenants

Resident Newsletter

Each quarter, we will inform tenants how we have used their feedback to improve how we work and the different ways they can get involved in shaping our services. We want as many of our tenants as possible to engage with us and are actively promoting the newsletter to encourage more tenants to sign up.

We will be continuing to further expand our tenant communications over next few months, to ensure everyone who lives in our homes is informed about issues important to them.

Quarter 4 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	3 (15.0%)
Acceptable performance	4 (20.0%)	No change	5 (25.0%)
Above target	11 (55.0%)	Improving	7 (35.0%)
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 4 2024/25, within the Inclusive Economic Growth Vision Priority, 11 performance outturns performed above their high targets, these include DM 2 - End to end time to determine a planning application (Days), 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.

7 measures, DM 2, DM 4, DM 6, DM 7, DMD 1, DMD 2 and DMD 5 reported an improving direction of travel compared to the previous quarter, 5 measures DM 5, DM 5a, DM 5b, DMD 3, DMD 4 had no change, and 3 measures DM 3, PS 1 and PS 2, whilst deteriorating in direction of travel, continued to perform well above and within their target boundaries.

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, the Events Tourism and Culture team received multiple awards and nominations recognising their hard work and contribution to Lincoln's tourism. At the Destination Lincolnshire Excellence Awards the teams achieved shortlisting for the 'Going places' and 'Events/Festival of the Year' awards, 'Outstanding contribution to tourism' and winning 'Award for Excellence' by the Society for Lincolnshire History and Archaeology.

Throughout the summer the tourism team supported Zest, a key advocate of local creative initiatives, to deliver 'The Zone' an inclusive pop up youth arts space, held at City square, Moorland Community Centre and Pelham Bridge. Zest won 'Best Product Design of the Year' for 'The Zone' and were finalists for 'Best Theatre Company of the Year' at the We Are Creative awards, celebrating the Midlands most innovative organisations and projects.

A key milestone has been reached in the construction of Charterholme's vehicular and multi-user bridge over the railway, with successful installation of bridge beams completed without any issues. Network Rail praised the professionalism of the delivery team and commended the management of the site.



INCLUSIVE ECONOMIC GROWTH

Lincoln's Tourism and Creative Excellence Celebrated with Prestigious Awards

The Events Tourism and Culture Team had a highly successful quarter, receiving multiple awards and nominations that recognised their contributions to Lincoln's tourism sector. At the Destination Lincolnshire Tourism Excellence Awards 2024-25, the team was nominated in three categories, reflecting the City of Lincoln Council's commitment to promoting Lincoln as a remarkable place to live and visit. Lucy Russon was shortlisted for the 'Going Places Award' as a rising talent, having started her career as an apprentice. Michele Sims, Manager of the Visitor Information Centre, was honoured with the 'Outstanding Contribution to Tourism' award for her more than 25 years of service.

The Lincoln Visitor Information Centre also won the Society for Lincolnshire History and Archaeology's 'Award for Excellence' for the Lincoln Heritage Leaflet, a new city guide launched at the Festival of History. This well-received guide will be reprinted due to popular demand. Meanwhile, the first-ever Lincoln Festival of History, shortlisted for 'Events/Festival of the Year,' will return from 3rd-5th May, bringing immersive historical re-enactments and themed experiences across the city.

Inclusive Economic Growth

Zest, a key supporter of creative initiatives, achieved major success at the We Are Creative Awards, which celebrate the Midlands' most innovative projects and organisations. Judged by industry leaders, Zest won Best Product Design of the Year for "The Zone," an inclusive pop-up youth arts space, and was also a finalist for Best Theatre Company of the Year. City of Lincoln Council supported Zest throughout last summer to deliver The Zone which was held on city square, at Moorland Community Centre and under Pelham Bridge.



Together, let's deliver Lincoln's ambitious future

INCLUSIVE ECONOMIC GROWTH

Major Milestone Achieved for Charterholme's New Railway Bridge

A key milestone has been reached in the construction of Charterholme's vehicular and multi-user bridge over the railway, with the successful installation of bridge beams in the early hours of Sunday, 23 March 2025.

This bridge, which is being built at the Eastern Access on Tritton Road, is a crucial infrastructure addition supporting the Charterholme development.

Previously referred to as the Western Growth Corridor, Charterholme has been more than 100 years in the making and will evolve over the next 25 years to create 3,200 homes, a school, local services, open spaces for leisure and recreation and wider land uses together with improved transport infrastructure.

The new bridge will provide the eastern access into the site to unlock the development as well as providing the opportunity for the delivery of a connecting link route between the western, Skellingthorpe Road access and Tritton Road, subject to future funding.

Inclusive Economic Growth

The installation was completed without any issues, and possession of the railway was handed back to Network Rail at 3:25am. Network Rail have praised the professionalism of the delivery team and commended the management of the site. This milestone marks a significant step forward in delivering vital infrastructure for the growing community.



Together, let's deliver Lincoln's ambitious future

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, working alongside ClimateEQ, the council have delivered fully accredited Carbon Literacy training courses to businesses across the city, supported by the UK Shared Prosperity Fund. Training has been held throughout the quarter at several sites to enable individuals and organisation to attend the free 8-hour course, empowering them to implement effective carbon reduction strategies in their workplace and communities.

ADDRESSING THE CHALLENGE OF CLIMATE CHANGE


Carbon Literacy Scheme

Climate Change City of Lincoln Council worked alongside ClimateEQ to deliver free Carbon Literacy training to businesses across the city, supported by the UK Shared Prosperity Fund.

The fully accredited, 8-hour training course focuses on building “awareness of the carbon costs and impacts of everyday activities, and the ability and motivation to reduce emissions, on an individual, community and organisational basis”.

The training empowers individuals and organisations to implement effective carbon reduction strategies in their workplace and communities, and provides individuals with the tools required to continue vital conversations around the climate change emergency and consider how we can work together to build a low-carbon future.

Three sessions were held across the city across January, February and March at Bishop Grosseteste University, Mosaic Digital Hub and Think Tank, University of Lincoln, with 38 people attending in total.



**Quarter 4 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	Q4 - 24/25 outturn	Status		Service Area Commentary
CX	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	Q3 - 24/25	39.47	N/A	No data	—	The data for quarter 4 2024/25 is not available until mid June 2025 so that it reflects the final spend for the financial year (24-25). Therefore quarter 4 data will be provided in quarter 1 2025/26. This will be the position for quarter 4 data for all years moving forwards.
		Work Based Learning	PR	WBL 1	Percentage of apprentices completing their qualification on time	%	High is good	95.00	100.00	Q3 - 24/25	100.00	100.00	G	—	In Q4 24/25, the number of apprentices completing their apprenticeship on time was 100% (4/4).
		Work Based Learning	PR	WBL 2	Percentage of apprentices moving into Education, Employment or Training	%	High is good	90.00	95.00	Q3 - 24/25	100.00	100.00	G	—	In Q4 2024/25 100% (4/4) of apprentices on programme moved into Employment, Education or Training. There were 4 new starters on the apprenticeship scheme during Q4 2024/25. Cumulative figure for 24/25 is 11.
	Emily Holmes - Assistant Director Transformation & Strategic Development	Corporate Policy & Transformation	RI	CPT 1	Number of internal safeguarding referrals received	Number	N/A	Volumetric	Volumetric	Q3 - 24/25	89	197	V		The number of safeguarding referrals is increasing, which can be attributed to increased awareness and reporting. 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. Of the 197 referrals received, 4 related to children and 193 related to adults.
		Customer Services	CE	CS 2	Number of telephone enquiries answered in Customer Services	Number	N/A	Volumetric	Volumetric	Q3 - 24/25	35,905	41,353	V		Customer services received a total of 41353 calls, more than the last quarter. Of those 13,997 were housing related, 6,576 were council tax/benefits, 2,685 were refuse, and 95 for garden waste and elections. Switchboard received 18,000 calls with an average wait of 50seconds.
		Customer Services	CE	CS 3	Average time taken to answer a call to customer services	Seconds	Low is good	600.00	300.00	Q3 - 24/25	697.91	997.51	R	▼	The average wait for a call into the contact centre has increased this quarter, the team handled 5,448 more calls in Q4 compared with Q3 and were also carrying 3 vacancies in Q4. One of these was filled at the end of March and the other 2 are out to advert. Customer Services contacted 6238 customers following a call back request. The call wait times include the time taken for call

	Assistant Director	Service Area	PH	Measure ID	Measure	Unit	High Or Low is Good	Low Target	High Target	Previous Data Period	Previous Value	Q4 - 24/25 outturn	Status		Service Area Commentary
															backs to take place. Although the customer is not waiting in the queue, the length of time is still included in the figure currently. The system is currently being reviewed to determine the impact of call backs on overall call wait times. If switchboard were included the average wait would be 579.31 seconds.
		Customer Services	CE	CS 4	Average customer feedback score (telephone, face to face and e-mail enquiries)	%	High is good	75.00	90.00	Q3 - 24/25	74.66	87.20	A	▲	Throughout the quarter the service area received 105 responses, mainly via email, 58 responses responded to the feedback score. Comments received ranged from - "Most helpful and solved my problem. Many thanks.", "Prompt action to reply was taken", "I am impressed how quickly the issue was dealt with: within 2 hours of my reporting it.", "I don't understand how I asked a question that didn't get answered and got an answer to a question I didn't ask!", "It was unhelpful.". Three members of the team were named and given praise.
		Customer Services	CE	CS 5	Footfall into City Hall reception desk	Number	N/A	Volumetric	Volumetric	Q3 - 24/25	10,777	12,126	V		In quarter 4 there were 12,126 interactions at the main reception desk, this is an increase of 1,349 when compared to last quarter. This included 609 people presenting as homeless, 301 directed to other places other than city hall, 347 had an enquiry for Citizens Advice and 895 were directed to the job centre.
		IT	CE	ICT 1	Number of calls logged to IT helpdesk	Number	N/A	Volumetric	Volumetric	Q3 - 24/25	1,077	1,178	V		Some increase in Q4 as normally happens. More emails have been quarantined and released in the period reflecting the ongoing increase in Cyber Threat
		IT	CE	ICT 2	Percentage of first time fixes	%	N/A	Volumetric	Volumetric	Q3 - 24/25	70.30	73.50	V		More emails have been quarantined and released in the period reflecting the ongoing increase in Cyber Threat. Some increase in logging in problems - which should be alleviated by upcoming investment in new desktop equipment
	Jaclyn Gibson - Chief Finance Officer	Financial Services	CE	ACC 1	Average return on investment portfolio	%	High is good	3.50	4.50	Q3 - 24/25	4.89	4.77	G	▼	Reduction in average interest received following reduction in BOE base rate.
		Financial Services	CE	ACC 2	Average interest rate on external borrowing	%	Low is good	5.50	3.50	Q3 - 24/25	3.17	3.21	G	▼	Increase in average interest payable due to repayment of a historic Local Authority loan taken at a rate lower than the current average.
		Internal Audit	CE	AUD 1	Completion of the Internal Audit annual plan	%	High is good	85.00	95.00			77.00	R	—	Q4 is slightly below target at 77% compared to 85%. This is predominately due to 2 audits being postponed by the auditees until April, 2 limited reports which have taken longer to finalise and a delay in commencing one audit due to additional work required by the standards.
		Financial Services	CE	DCT 1	Percentage of invoices paid within 30 days	%	High is good	95.00	97.00	Q3 - 24/25	96.70	97.85	G	▲	This measure has seen a slight improvement in performance since the previous quarter. Figures are calculated on all supplier invoices and credit notes (not refunds or grants) paid 01/01/2025 - 31/03/2025. 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.

	Assistant Director	Service Area	PH	Measure ID	Measure	Unit	High Or Low is Good	Low Target	High Target	Previous Data Period	Previous Value	Q4 - 24/25 outturn	Status		Service Area Commentary
		Financial Services	CE	DCT 2	Percentage of invoices that have a Purchase Order completed	%	High is good	65.00	75.00	Q3 - 24/25	76.00	77.00	G	▲	Based on supplier expenditure only (none supplier expenditure is excluded) i.e. all invoices and credit notes dated between 01/01/2025 and 31/03/2025. Starting figure: 4,272 invoices and credit notes. Adjustments to starting figure: - Less utility bills where purchase orders are not required (520), Less supplier invoices where a purchase order would be unsuitable for processing (459). Final number of invoices included - 3,293 of which 2,537 were linked to either an Agresso or Universal Housing order number and 756 were not.
		Financial Services	CE	DCT 3	Average number of days to pay invoices	Days	Low is good	20	15	Q3 - 24/25	14	17	A	▼	Figures calculated on all supplier invoices and credit notes paid between 01/01/2025 - 31/03/2025. 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	19.00	17.00	Q4 - 23/24	14.32	13.20	G	▲	The service area reports a further decrease in the number of days to process new housing benefit claims from date received during quarter 4. 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 1.12 days.
		Housing Benefit Administration	RI	BE 2	Average days to process housing benefit claim changes of circumstances from date received (cumulative)	Days	Low is good	7.00	5.50	Q4 - 23/24	3.42	3.72	G	▼	Performance has further improved in the final quarter, due to the number of changes made in advance of the quarter end (these count as 1 day), as customers report increases in rent and income, due to the new financial year.
		Housing Benefit Administration	RI	BE 3	Number of Housing Benefits / Council Tax support customers awaiting assessment	Number	Low is good	2,000	1,900	Q4 - 23/24	2,274	2,567	R	▼	Extremely high volumes of demand are experienced in Quarter 4, alongside resourcing pressures and other areas of vital work (such as cost of living support), this has led to outstanding work levels increasing. Of the 2,567 reported, 2,228 customers are awaiting a first contact, officers are working hard to reduce these levels through Quarter 1, by allocating resources accordingly. The impact of Universal Credit is also increasing the team's workload, as well as higher volumes or pensioner Housing Benefit claims being expected due to increased take-up of Pension Credit, - these matters are being factored into performance targets moving forward.
		Housing Benefit Administration	RI	BE 4	Percentage of risk-based quality checks made where benefit entitlement is correct (cumulative)	%	High is good	91.00	94.00	Q4 - 23/24	93.05	95.05	G	▲	Throughout quarter 4, the Benefits and Subsidy team completed 614 checks on benefits assessments, with 594 of the checks correctly assessed in both the Subsidy checks and assessment checks. This is a reduction of 236 checks on the previous quarter, with 95.05% correctly assessed. Cumulatively this year the Benefit and Subsidy team have completed 2,183 checks on benefits assessments, with 2,075 of the checks correctly assessed in both the Subsidy checks and assessment checks. The service area have reduced the number of Quality Checks completed for new members of the team due to the increased percentage of correct claims processed in previous quarters by the newest members, as well as year-end reports completed by the staff members, which has reduced the time available to deal

Assistant Director	Service Area	PH	Measure ID	Measure	Unit	High Or Low is Good	Low Target	High Target	Previous Data Period	Previous Value	Q4 - 24/25 outturn	Status	Service Area Commentary
													with quality checks.
	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	Q3 - 24/25	3,519	4,709	V	This year the Benefits Team have processed 4,709 new claims in total, of these 1,023 were for Housing Benefit and 3,686 were for Council Tax Support.
	Revenues Administration	CE	REV 1	Council Tax – in year collection rate for Lincoln (cumulative)	%	High is good	95.10	96.10	Q4 - 23/24	94.04	94.73	R	<p>There has been an improvement in the collection figure for 2024/25 against the collection figure for 2023/24, and the highest in-year collection rate achieved since 2020/21. However, cost of living pressures continues to impact the collection rate and the service area in general, and the in-year collection rate has not as yet returned to pre-pandemic levels.</p> <p>Additional problems this year were in relation around student properties with non-provision of student information from certain managing agents, resulting in likely Council Tax discounts/exemptions not being in place, which if they had been would have increased the percentage of in-year collection.</p>
	Revenues Administration	CE	REV 2	Business Rates – in year collection rate for Lincoln (cumulative)	%	High is good	97.10	98.10	Q4 - 23/24	98.32	98.20	G	<p>The outturn for this measure has exceeded the high target by 0.10%</p> <p>Cost of living continues to impact businesses, and meeting their bills is a continuing struggle for many.</p> <p>April 2024 saw legislative changes to payment of rates on long term empty properties, leading to a reduction in the awards of empty rate relief during 2024-25 by £135,000 (0.33%).</p> <p>The Retail, Leisure and Hospitality sections have received various business rates support since 2019/20, however from 1st April 2025 customers must pay 60% of their bill, a significant increase from the 25% required for the past 2 years.</p> <p>In conjunction with increased costs for 2025/26, it is anticipated that collection rates will remain challenging.</p>
	Revenues Administration	CE	REV 3	Number of outstanding customer changes in the Revenues Team	Number	Low is good	1,500	1,450	Q4 - 23/24	1,745	1,832	R	<p>Demands on our Revenues Team remain extremely high, with contact from customers through various channels, such as: on-line self-service, e-mail, telephone and in-person. For 2024/25 outstanding work data now includes information from other sources (such as on-line self-serve requests), so is a new 'baseline' year for outstanding work statistics and not directly comparable to 2023/24.</p>
	Revenues Administration	CE	REV 4	Number of accounts created for the My Lincoln Accounts system (to date)	Number	N/A	Volumetric	Volumetric	Q3 - 24/25	6,831	7,898	V	<p>The total number of customers who have registered on the My Lincoln Accounts system by 31st March 2025 has further increased to 7,898.</p> <p>This is an increase of 2,993 since quarter 4 2023-24.</p> <p>Customers do not always request e-billing when they register on My Account, the service area will look to promote this over the next 12 months with an aim to reduce postage costs, and where this can be utilised for issuing reminders and other communications.</p>

	Assistant Director	Service Area	PH	Measure ID	Measure	Unit	High Or Low is Good	Low Target	High Target	Previous Data Period	Previous Value	Q4 - 24/25 outturn	Status		Service Area Commentary
DC E	Kieron Manning - Assistant Director Development Management	Affordable Housing	QH	AH 1	Number of affordable homes delivered (cumulative)	Number	High is good	20	100	Q4 - 23/24	17	11	R	▼	<p>There have been 0 affordable homes completed this quarter. This is due to a lack of major sites being completed in the City which in itself is reflective of the national downturn in housing completions and increasing viability constraints, which results in increasing challenges in securing affordable housing. 11 affordable homes have been delivered in 2024/25.</p> <p>From Q1 2025/26 this measure will be reported as volumetric, as there is limited control from the service area as to the number of affordable homes delivered. This is largely dependent on whether large scale housing applications are submitted and where viability is not used to avoid provision. There are also other mechanisms in Housing to capture those affordable units directly provided by the council.</p>
		Development Management (Planning)	EG	DM 1	Number of applications in the quarter	Number	N/A	Volumetric	Volumetric	Q3 - 24/25	175	170	V		Very little change in the overall number of applications submitted. This may be indicative of a general reduction of applications and is likely due to national and global issues than anything that has changed locally.
		Development Management (Planning)	EG	DM 2	End to end time to determine a planning application (Days)	Days	Low is good	85.00	65.00	Q3 - 24/25	86.39	61.54	G	▲	As predicted at Q3 end to end times have shortened significantly as all staff have now returned from various periods of sickness and is also partly due to a reduced number of applications being submitted this quarter.
		Development Management (Planning)	EG	DM 3	Number of live planning applications open	Number	Low is good	180	120	Q3 - 24/25	90	96	G	▼	A negligible change from Q3 in the context of total work undertaken across the year. 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	Q3 - 24/25	91.00	95.00	A	▲	This figure remains consistently high and indeed hasn't dropped below 90% in over 6 years, reflecting the positive approach of the team in resolving issues at pre-application and application stage.
		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	Q3 - 24/25	0.00	0.00	G	—	No appeals in the quarter. To some extent this reflects the percentage of applications approved but if this figure were higher it wouldn't necessarily indicate a dip in the quality of decisions by the Planning Authority.
		Development Management (Planning)	EG	DM 5a	Number of decisions appealed in the quarter	Number	Low is good	5	1	Q3 - 24/25	0	0	G	—	No appeals in the quarter. To some extent this reflects the percentage of applications approved but if this figure were higher it wouldn't necessarily indicate a dip in the quality of decisions by the Planning Authority.
		Development Management (Planning)	EG	DM 5b	Number of appealed decisions in the quarter overturned by the inspectorate	Number	Low is good	5	1	Q3 - 24/25	0	0	G	—	No appeals in the quarter. To some extent this reflects the percentage of applications approved but if this figure were higher it wouldn't necessarily indicate a dip in the quality of decisions by the Planning Authority.
		Development Management (Planning)	EG	DM 6	Percentage of Non-Major Planning	%	High is good	70.00	90.00	Q3 - 24/25	78.00	80.77	A	▲	A good improvement in end to end times in part due to work volume but more significantly that officers have now returned from sickness absence.

	Assistant Director	Service Area	PH	Measure ID	Measure	Unit	High Or Low is Good	Low Target	High Target	Previous Data Period	Previous Value	Q4 - 24/25 outturn	Status		Service Area Commentary
					Applications determined within the government target (70% in 8 weeks) measured on a 2 year rolling basis (including extensions of time)										
		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	Q3 - 24/25	73.08	75.00	A	▲	A good improvement in end to end times in part due to work volume but more significantly that officers have now returned from sickness absence.
		Parking Services	EG	PS 1	Overall percentage utilisation of all car parks	%	High is good	50.00	60.00	Q3 - 24/25	59.00	56.00	A	▼	The performance for this measure covers the winter period and has remained consistent in achieving within acceptable target boundaries, with an increase in performance of 2% when compared to quarter 4 2023/24.
		Parking Services	EG	PS 2	Sessional car parking income as a percentage of budget requirement	%	High is good	91.00	96.00	Q3 - 24/25	114.04	110.24	G	▼	Income for the quarter is £1,545,566.77 against a budget of £1,401,883.00. The annual budget of £6,245,221.00 has been surpassed by £491,985.37 so a good year. This figure relates to income received from cash, card and PayByPhone.
	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	Q3 - 24/25	98.90	99.99	G	▲	<p>The percentage of food businesses that are Broadly or Fully Compliant with Food Safety requirements has increased during this quarter.</p> <p>There are currently, 1,127 registered food businesses, which is an increase from the last quarter and this figure fluctuates daily, with businesses ceasing to trade and new businesses registering to trade.</p> <p>The service area are pleased to report that there has been a fall in the number of non-compliant businesses, currently standing at 10. The team prioritise working with these non-compliant businesses to make sure that they are operating at a level that is generally satisfactory (Broadly Complaint) in order to protect residents and visitors to the city.</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	Q3 - 24/25	7.54	7.76	G	▼	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 115 businesses inspected during quarter 4.

	Assistant Director	Service Area	PH	Measure ID	Measure	Unit	High Or Low is Good	Low Target	High Target	Previous Data Period	Previous Value	Q4 - 24/25 outturn	Status		Service Area Commentary
															The slight increase can be attributed to resources with a current team vacancy and an officer acting up into the team leader role whilst the TL focused on a health & safety case.
		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	Q3 - 24/25	96.87	99.99	G	▲	<p>The outturn for this measure has further increased since the previous quarter, performing well above the high target, with 99.99% of the inspections due completed. In addition to the programmed inspections, 85 new food businesses registered during this quarter.</p> <p>Of the 8 that are outstanding, only one is outside the 28 day period in which a business is due to be inspected, it is a new, evening economy business. Of the other 7, 5 are new businesses and 2 have recently become due. The Food Law Cope of Practice states that food businesses should be inspected within 28 days of the due date.</p> <p>The service area continues to prioritise working with non compliant businesses that are of most risk to public health, to protect residents and visitors to the City.</p>
		Licensing	RP	LIC 1	Percentage of premises licences issued within 28 days of grant	%	High is good	80.00	100.00	Q3 - 24/25	96.67	100.00	G	▲	All licences issued were within the selected timeframe during this quarter. The figure for the current outturn includes any new applications, variations, transfers and other changes affecting the licences, which would lead to a new premises licence being produced (physically). Depending on the type of application there are different timeframes as to when the licence can be produced.
		Licensing	RP	LIC 2	Total number of active premises licences	Number	N/A	Volumetric	Volumetric	Q3 - 24/25	406	412	V		The total number of 'active' premises licences at end of quarter 4 was 412. This was a slight increase from previous quarter outturn of 406, due to a number of new licences being granted outweighing those being surrendered or revoked.
		Licensing	RP	LIC 3	Total number of active private hire / hackney carriage licences (operators, vehicles and drivers)	Number	N/A	Volumetric	Volumetric	Q3 - 24/25	899	905	V		The total number of active private hire/hackney carriage licences at the end of the quarter was 905. The breakdown was as follows: Private Hire Drivers - 473 Private Hire Vehicles - 348 Private Hire Operators - 19 Hackney Carriage Drivers - 34 Hackney Carriage Vehicles - 31. The service area has reported a slight increase in licences is due to a recovery in the number of new PH driver applications, which has outweighed those falling out the system.
		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	19	Q3 - 24/25	28	25	A	▲	<p>28 adaptations were completed January to March. This was a good output as the team usually process around 90 adaptations within a full year.</p> <p>Cumulatively the service area has processed 122 mandatory adaptations during the year 2024/25.</p> <p>The team also saw an increase in DFG case referrals during quarter 4, with a total of 36.</p> <p>At the end of the quarter the service area reports they had 35 cases awaiting to be allocated and the oldest case was just over 3 months.</p> <p>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. The team is still operating at a reduced</p>

	Assistant Director	Service Area	PH	Measure ID	Measure	Unit	High Or Low is Good	Low Target	High Target	Previous Data Period	Previous Value	Q4 - 24/25 outturn	Status		Service Area Commentary
															capacity with a recent recruited Technical Officer and Technical Assistant being brought up to speed. There are a number of factors that are extending the time scale that are out of the teams control. These include - clients being unsure on if they want to proceed, lack of response from clients, contractors failing to respond to timescale targets and amended referrals from the occupational therapists.
		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	Q3 - 24/25	22.40	22.00	R	▲	<p>43 cases were closed during this quarter. However, there are 48 open cases being worked on and 38 cases are awaiting to be allocated. Park and Abbey wards continues to have the highest number of properties that report complaints of disrepair. The number of new cases received during the quarter was 33. In addition, 6 straight red priority cases were received within Q4 which required immediate attention.</p> <p>The service area is introducing a stop clock action for the new year within the APP system, to allow the time period for removal of a hazard to be paused when tenants vacate dwellings during the investigation, whereby action of the service must cease until reoccupation.</p> <p>The service area continues to work with contractors and landlords as there is nationwide difficulty in obtaining swift start dates for commencement of works, therefore evidence of reasonable efforts by landlords to rectify hazards will allow for extensions in time scales to complete.</p> <p>The service area anticipates a reduction in the number of HMO licence applications in the new year compared to 2024/25, which will increase officer capacity to carry out inspections and take appropriate action.</p>
		Private Housing	QH	PH 3	Number of empty homes brought back into use (cumulative)	Number	High is good	15	30	Q4 - 23/24	42	38	G	▼	The number of empty homes brought back into use during quarter 4 was 7. This brings the number of empty homes brought back into use during 2024/25 to 38. The team have focused on the long term problematic empty properties during the year. Consequently all 38 properties brought back into use have had a positive effect on the City. Changes to classification of empty homes will offer new challenges next financial year.
		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	Q3 - 24/25	185	173	V		<p>This is a 6.5% decrease when compared to the last quarter. It is a 31.1% increase when compared with Q4 of 23/24. This measure appears to be stabilising following the increase in cases the team received during Q's 1 and 2 of 24/25.</p> <p>This measure has been revised for 2025/26 to report cases received across the full service, which will provide a more comprehensive view of the work undertaken.</p>
		Public Protection and Anti-Social Behaviour Team	RI	PPASB 2	Number of cases closed in the quarter (across full PPASB service)	Number	N/A	Volumetric	Volumetric	Q3 - 24/25	1,114	1,063	V		The outturn for the measure is a 4.6% decrease when compared with Q3 of 24/25 and a 4.8% increase when compared Q4 of 23/24. This outturn is relatively stable.
		Public Protection and Anti-Social	RI	PPASB 3	Number of live cases open at the end of the quarter (across	Number	Low is good	240	200	Q3 - 24/25	272	280	R	▼	<p>This outturn has remained stable over the past financial year. It is also stable when compared with Q4 of 23/24 which was 279.</p> <p>This measure is being replaced for 2025/26 to report 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	Q4 - 24/25 outturn	Status		Service Area Commentary
		Behaviour Team			full PPASB service)										average days to close a case in quarter across the full service, to better reflect the volume of work undertaken by the team on case management.
		Sport & Leisure	RP	SP 1a	Quarterly visitor numbers to Birchwood Leisure Centre	Number	N/A	Volumetric	Volumetric	Q3 - 24/25	41551.00	N/A	No data		<p>Following the announcement that Active Nation ceased trading on Thursday 3 April 2025, collection of quarterly performance measures relating to Yarborough Leisure Centre & Birchwood Leisure Centre will be paused.</p> <p>These will be reviewed as the Council proceeds with proposals to procure an interim leisure provider.</p>
		Sport & Leisure	RP	SP 1b	Quarterly visitor numbers to Yarborough Leisure Centre	Number	N/A	Volumetric	Volumetric	Q3 - 24/25	106701.00	N/A	No data		<p>Following the announcement that Active Nation ceased trading on Thursday 3 April 2025, collection of quarterly performance measures relating to Yarborough Leisure Centre & Birchwood Leisure Centre will be paused.</p> <p>These will be reviewed as the Council proceeds with proposals to procure an interim leisure provider.</p>
		Sport & Leisure	RP	SP 2	Artificial Grass Pitch usage at Yarborough Leisure Centre & Birchwood Leisure Centre	Hours	High is good	520.00	700.00	Q3 - 24/25	751.00	N/A	No data	—	<p>Following the announcement that Active Nation ceased trading on Thursday 3 April 2025, collection of quarterly performance measures relating to Yarborough Leisure Centre & Birchwood Leisure Centre will be paused.</p> <p>These will be reviewed as the Council proceeds with proposals to procure an interim leisure provider.</p>
		Sport & Leisure	RP	SP 3a	Birchwood Leisure Centre - Number of net promoter score points above or below the average Net Promoter Score for England	Number	High is good	0.00	2.00	Q3 - 24/25	17.00	N/A	No data	—	<p>Following the announcement that Active Nation ceased trading on Thursday 3 April 2025, collection of quarterly performance measures relating to Yarborough Leisure Centre & Birchwood Leisure Centre will be paused.</p> <p>These will be reviewed as the Council proceeds with proposals to procure an interim leisure provider.</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	Q3 - 24/25	5.00	N/A	No data	—	<p>Following the announcement that Active Nation ceased trading on Thursday 3 April 2025, collection of quarterly performance measures relating to Yarborough Leisure Centre & Birchwood Leisure Centre will be paused.</p> <p>These will be reviewed as the Council proceeds with proposals to procure an interim leisure provider.</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	Q3 - 24/25	95.00	93.00	A	—	<p>As of the end of March 2025 the Council has 1,185 allotment plots, 1,129 of these are lettable and 1,048 are let.</p> <p>There is an increase in the number of allotments available this quarter, following the new allotment officer reducing the size of some existing plots, creating more plots that are of a more manageable size, which are attractive to new allotment holders.</p> <p>The occupancy rate following the increase in number of allotments, with the tenancy renewal process currently underway, is 93%.</p>

	Assistant Director	Service Area	PH	Measure ID	Measure	Unit	High Or Low is Good	Low Target	High Target	Previous Data Period	Previous Value	Q4 - 24/25 outturn	Status	Service Area Commentary
														<p>Several plots that have been previously unlettable have now been identified for rotorvation in order to make them easier to work, these are already proving popular.</p> <p>The Boultham Glebe woodland allotment project has progressed exceptionally well and is now clear of rubbish and ready for the growing season.</p> <p>The demand for allotments continues to grow, with vacant plots being offered as quickly as possible.</p>
		CCTV	RI	CCTV 1	Total number of incidents handled by CCTV operators	Number	N/A	Volumetric	Volumetric	Q3 - 24/25	3,102	2,262	V	<p>Incident numbers have reduced in Q4 following Christmas and New Year, plus the poor weather keeps numbers in the city down.</p> <p>All incident areas report a decrease consistent with the overall reduction, apart from PPASB where numbers are significantly down compared to the last quarter, which is attributed to a designated police officer working with the service area and CoLC ASB team to target these groups.</p>
		Grounds Maintenance	RP	GM 1	Contractor points recorded against target standards specified in contract - Grounds Maintenance	Number	Low is good	200	75	Q3 - 24/25	30	79	A	<p>▼ The collective points for the quarter totalled 80. This has been broken down into 40 in January 2025, 25 in February 2025, and 15 in March 2025. The majority of points in the quarter were recorded for shrub maintenance.</p>
		Street Cleansing	RP	SC 1	Contractor points recorded against target standards specified in contract - Street Cleansing	Number	Low is good	150	50	Q3 - 24/25	95	470	R	<p>▼ 470 points were awarded against the contractor in Q4 equating to 95 points in January, 135 points in February and 240 points in March. A breakdown shows 215 points were awarded for full litter bins (43 rectifications) and 250 for leafing and littering gradings (50 rectifications) The remaining 5 points was for a failure to collect a fly tipped mattress in the required time.</p> <p>We have a new rectifications system in place which means that staff can easily process rectifications whilst visiting sites, which automatically gives the contractor a set amount of time to respond and rectify the issue. The large increase in points is due to proactive checks taking place. The contractor is responding positively and constructively, and a reduction is anticipated in the future.</p>
		Waste & Recycling	RP	WM 1	Percentage of waste recycled or composted (seasonal)	%	High is good	30.50	35.00	Q4 - 23/24	29.43	30.30	R	<p>▲ This figure relates to quarter 3 (October 2024 - December 2024) as data received from Lincolnshire County Council is lagged. 18.82% has been recorded as waste being recycled, whereas 11.44% was recorded as waste being composted, equating to 30.3% being composted or recycled. 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> <p>An education campaign is planned for summer 2025, for 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	Q4 - 24/25 outturn	Status	Service Area Commentary
														the service area anticipates presenting a report for member sign off, to be taken to executive in June.
		Waste & Recycling	RP	WM 2	Contractor points recorded against target standards specified in contract - Waste Management	Number	Low is good	150	50	Q3 - 24/25	90	100	A	100 points were recorded against the contractor during the quarter. Of these points, 40 were recorded in January, 40 in February, and 20 in March. The points in the quarter were equally spread across both refuse and recycling. To contextualise this, 100 points equates to 20 missed bins whilst servicing over 47,000 properties over a 3-month period.
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	Q3 - 24/25	0.45	0.26	G	<p>Overall levels have fallen despite additional failures being identified from stock condition surveys undertaken in the final quarter of 2024/25. Notable progress was also made gaining access for Electrical tests.</p> <p>There are now a total of 20 failures (including 2 properties failing 2 criteria) due to 9 Electrics, 9 Doors, 1 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	Q3 - 24/25	235	226	V	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.
		Housing Investment	QH	HI 3	Percentage of dwellings with a valid gas safety certificate	%	High is good	98.60	99.00	Q3 - 24/25	98.96	99.01	G	<p>Year to date – 99.01%.</p> <p>There has been a slight improvement in performance this quarter. The annual gas servicing programme continually runs twelve months a year. The number of failed access cases has been 17 properties this quarter. 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.</p>
		Housing Maintenance	QH	HM 1a	Percentage of reactive repairs completed within target time (priority 1 day only)	%	High is good	98.50	99.50	Q3 - 24/25	100.00	100.00	G	<p>Year to date – 99.92%.</p> <p>The outturn for this measure has achieved above its high target and at the highest possible performance level for the measure, 100%.</p> <p>Processes are in place to manage the priority workload throughout the day, these are prioritised against other repairs to ensure attendance and actions are completed 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	Q3 - 24/25	94.52	93.22	R	<p>Year to date – 95.85%.</p> <p>Q4 has seen a slight decrease in performance when compared to the previous quarter, and remains slightly below our low target,</p> <p>The service area reports a number of long-term sicknesses within the area team, additional to some operatives currently working on restricted duties within one of the trades, which has a</p>

	Assistant Director	Service Area	PH	Measure ID	Measure	Unit	High Or Low is Good	Low Target	High Target	Previous Data Period	Previous Value	Q4 - 24/25 outturn	Status	Service Area Commentary
														<p>large number of priority and urgent repairs.</p> <p>The service area is pleased to have recently recruited to a vacant position that will help to support this team in the coming months.</p>
		Housing Maintenance	QH	HM 2	Percentage of repairs fixed first time (priority and urgent repairs) - HRS only	%	High is good	90.00	92.00	Q3 - 24/25	96.39	98.29	G	<p>Year to date – 97.31%</p> <p>Q4 has seen further improvements in the performance of this outturn, delivering above both the high target for the quarter and the year to date.</p> <p>Operatives have received their new impress stocks this quarter and the service area have implemented the stock management system to ensure this is kept up to date to further aid the teams abilities to complete repairs first time.</p>
		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	Q3 - 24/25	99.42	97.73	A	<p>Year to date – 98.78%.</p> <p>The outturn for quarter 4 continues to perform above it's low target, whilst slightly reduced from last quarter. Additionally, the measure has achieved above its high target for the year to date.</p> <p>The service area have proactively re-allocated appointments due to operative availability, which has been impacted particularly within the repairs team, due to a number of long-term sicknesses during the quarter as well as operatives working under restricted duties.</p> <p>Recent recruitment is expected to support this area to continue to reduce failed appointments.</p>
		Housing Maintenance	QH	HM 5	Satisfaction with Repairs (Regulator of Social Housing Tenant Satisfaction Measure – TP02)	%	N/A	Volumetric	Volumetric	Q3 - 24/25	72.00	75.00	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 has been a slight increase in satisfaction levels compared to the previous quarter. In addition to the 75% of tenants who told us they were 'satisfied' or 'very satisfied', 8% told us they were neither satisfied nor dissatisfied, and 17% 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	Q3 - 24/25	95.35	N/A	No data	<p>Due to the pre-election period falling within the quarter, no satisfaction surveys were sent to customers of the Lincare Housing Assistance Service, as advised by the legal services team. This will recommence for quarter 1 25/26.</p>

	Assistant Director	Service Area	PH	Measure ID	Measure	Unit	High Or Low is Good	Low Target	High Target	Previous Data Period	Previous Value	Q4 - 24/25 outturn	Status		Service Area Commentary
		Control Centre	QH	CC 2	Percentage of Lincare Housing Assistance calls answered within 60 seconds	%	High is good	97.50	98.00	Q3 - 24/25	98.98	99.26	G	▲	<p>Year to date – 99.04%.</p> <p>Performance for this quarter has improved with 99.26% of calls answered within 60 Seconds well above the high target of 98.00%. 14,530 alarm calls were received in the quarter, a reduction of 1,326 from the previous quarter.</p>
		Housing Solutions	QH	HS 1	The number of people currently on the Housing Register	Number	N/A	Volumetric	Volumetric	Q3 - 24/25	2,057	2,227	V		<p>There has been an increase in the number of applications to the housing register when compared to the previous quarter, with an additional 170 during quarter 4.</p> <p>The service area report a small backlog of setting applications to housed, few renewals being processed and therefore not closing off applications, and an increase in the number of applications being assessed towards the end of March, the service area have.</p>
		Housing Solutions	QH	HS 2	The number of people approaching the council as homeless	Number	N/A	Volumetric	Volumetric	Q3 - 24/25	296	318	V		<p>Year to date – 1,252</p> <p>The number of approaches is consistent with the previous two quarters, there continues to be a high demand for the service with the year to date total of approaches 1,252.</p>
		Housing Solutions	QH	HS 4	Number of rough sleepers	Number	N/A	Volumetric	Volumetric	Q3 - 24/25	18	8	V		<p>The number of rough sleepers has decreased to 8 since the previous quarter 3 outturn of 18. The team, with the new Programme Lead appointed in November, are working to find rough sleepers' suitable accommodation which has the support required for their needs.</p>
		Housing Solutions	QH	HS 5	Number of successful preventions and relief of homelessness	Number	N/A	Volumetric	Volumetric	Q3 - 24/25	115	134	V		<p>Year to date – 476</p> <p>There has been an increase in the number of successful preventions when compared with the previous quarter, which shows the continuing work the team do to prevent and relieve homelessness.</p>
		Housing Voids	QH	HV 1	Percentage of rent lost through dwelling being vacant	%	Low is good	1.10	1.00	Q3 - 24/25	1.46	1.53	R	▼	<p>Year to date – 1.40%</p> <p>The outturn for the measure has been impacted by the large number of voids held in the process during this quarter, there were 120 voids in the process all impacting the rent loss.</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	Q3 - 24/25	50.94	58.78	R	▼	<p>Year to date – 52.53 days</p> <p>The service area report a significant number of voids within the system currently and during the quarter, with currently 120 voids in the process and a further 47 expected by the end of April.</p> <p>February and March saw the highest number of void properties in the system since July 2022, which has impacted the repair team's capacity.</p> <p>A significant number of void properties require cleansing prior to repairs being undertaken, further increasing the overall timeframes. There were also a number of longer-term voids of over 100 days signed up over this period that impacts the average – one of which required substantial structural repairs.</p>

	Assistant Director	Service Area	PH	Measure ID	Measure	Unit	High Or Low is Good	Low Target	High Target	Previous Data Period	Previous Value	Q4 - 24/25 outturn	Status		Service Area Commentary
															The Housing Repair Service are seeing an increase in repair timeframes whilst they are trying to limit the amount of properties going to subcontractors due to contractual cost increases and the impact this has on budgets. Inevitably this is going to further increase void timeframes as these properties move through the system and more being undertaken by the inhouse team.
		Rent Collection	QH	RC 1	Rent collected as a proportion of rent owed	%	High is good	96.50	97.50	Q3 - 24/25	109.60	98.74	G	▼	<p>Year to date – 99.87%.</p> <p>Rent collection performance is above target for the quarter and financial year. The final collection amount for the year was £35,794,800.23.</p> <p>Performance in collection levels will always decrease between Quarters 4 and 3, as Quarter 3 has the Christmas rent free weeks resulting in significantly high level of collection rate.</p> <p>The specialist team to manage rent collection and arrears are performing well and proactively contacting tenants having difficulty paying their rent & supporting them with appropriate referrals to services to help with maximising income & dealing with debt.</p>
		Rent Collection	QH	RC 2	Current tenant arrears as a percentage of the annual rent debit	%	Low is good	4.15	4.00	Q3 - 24/25	3.33	3.38	G	▼	<p>Year to date – 99.87%.</p> <p>Rent collection performance is above target for the quarter and financial year. The final collection amount for the year was £35,794,800.23.</p> <p>Performance in collection levels will always decrease between Quarters 4 and 3, as Quarter 3 has the Christmas rent free weeks resulting in significantly high level of collection rate.</p> <p>The specialist team to manage rent collection and arrears are performing well and proactively contacting tenants having difficulty paying their rent & supporting them with appropriate referrals to services to help with maximising income & dealing with debt.</p>

Table 2 - Directorate for Major Developments – Performance Measure Outturns – Quarter 4 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 4 2024/25 outturn	Status (determined by external partner and DMD where not volumetric measure)	Trend (Improving, No change, Deteriorating)	Outturn commentary
DMD	Assistant Director – Growth & Development – Simon Kirk	EG	Major Developments	DMD 1	Percentage spend on Town Deal programme	%	High is good	Q3 2024/2025	62%	68%	G	▲	<p>Note – As updates for this measure are monitored every 6 months, the Q3 update remains the most up to date for this quarter.</p> <p>12 Projects in programme (1 dropped out). All remaining funds have now been reallocated and signed off by Gov and Board, 4 are financially complete, 5 are on target and 3 are within programme.</p> <p>The programme now has an extension to 26/27.</p>
DMD	Assistant Director – Growth & Development – Simon Kirk	EG	Major Developments	DMD 2	Percentage of Town Deal projects on target	%	High is good	Q3 2024/2025	75%	83%	G	▲	<p>Note – As updates for this measure are monitored every 6 months, the Q3 update remains the most up to date for this quarter.</p> <p>12 Projects in programme (1 dropped out). All remaining funds have now been reallocated and signed off by Gov and Board, 4 are financially complete, 5 are on target and 3 are within programme.</p> <p>The programme now has an extension to 26/27.</p>
DMD	Assistant Director – Growth & Development – Simon Kirk	EG	Major Developments	DMD 3	Percentage spend on UKSPF programme	%	High is good	Q3 2024/2025	64%	100%	G	▬	<p>Up to March 2025 there have been 16 Projects allocated. All figures are reported outside of a formal claim being approved and submitted.</p> <p>This programme is now complete.</p>
DMD	Assistant Director – Growth & Development – Simon irk	EG	Major Developments	DMD 4	Percentage of UKSPF projects on target	%	High is good	Q3 2024/2025	81%	100%	G	▬	<p>Up to March 2025 there have been 16 Projects allocated. All figures are reported outside of a formal claim being approved and submitted.</p> <p>This programme is now complete.</p>
DMD	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	Q3 2024/2025	18	46	G	▲	<p>The Business Advisor service area reports a total of 46 businesses have been supported during the quarter, up to March 2025.</p>
DMD	Assistant Director – Growth & Development – Simon Kirk	EG	Major Developments	DMD 6	Percentage occupancy of Greetwell Place	%	Volumetric	Q3 2024/2025	98%	96%	Volumetric	Volumetric	<p>The outturn for the quarter reports a decrease due to a tenant leaving who occupied 5 offices, however these are under new offers from the waiting list.</p>
DMD	Assistant Director – Growth & Development – Simon Kirk	EG	Major Developments	DMD 7	Percentage occupancy of The Terrace	%	Volumetric	Q3 2024/2025	94%	97%	Volumetric	Volumetric	<p>Only one office is now vacant.</p>
DMD	Assistant Director – Growth & Development – Simon Kirk	EG	Major Developments	DMD 8	Unemployment rate within Lincoln	%	Volumetric	Q3 2024/2025	4.1% (2,910 people)	4.1% (2,815 people)	Volumetric	Volumetric	<p>This figure is from the ONS figures for Feb 2025.</p>

	Assistant Director	PH	Service area	Measure ID	Measure	Unit	High or low is good	Previous data period	Previous outturn	Quarter 4 2024/25 outturn	Status (determined by external partner and DMD where not volumetric measure)	Trend (Improving, No change, Deteriorating)	Outturn commentary
DMD	Assistant Director – Growth & Development – Simon Kirk	EG	Major Developments	DMD 9	Average wage in Lincoln	£	Volumetric	Q3 2024/2025	£34,720 per annum	£33,815 per annum	Volumetric	Volumetric	This figure is from the ONS latest figures for 2024. The figure is the average gross weekly wage of £650.30 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 4 2024/25 there were 14 leavers, which equated to a turnover figure of 2.2% (based upon employee headcount at the end of March 2025 excluding apprentices). This figure is the same compared to the previous quarter 3 2024/25 figure also of 2.2%.

The vacancy figure as at the end of quarter 4 2024/25 stood at 60.8 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 March 2025, the council were recruiting to 31.3 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	183.04	129.28	19.33	230.09	561.74
Average number of apprentices (as at quarter end)	Authority Wide				8.02
Percentage of staff turnover	Authority Wide				2.2%
Active vacancies which are being recruited (FTE)	Authority Wide				31.3

Appraisals completed up to the end of quarter 4 2024/25 as recorded in ITrent

Directorate	Appraisals completed in quarter 4 2024/25	Appraisals completed over the last 12 months *
CX	14	78
DCE	15	87
DMD	0	8
DHI	13	78
Authority Wide	42	251

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

A summary of appraisals completed during the previous 12 months and those completed in quarter 4 2024/25 have been provided above, however following a review of our appraisal processes, changes will be made whereby appraisals will now be carried out between April and June (quarter 1) every year with effect from 1st April 2025. This is to ensure that a cascade approach to objectives can be facilitated in line with the Councils Vision and Service Plans.

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

In quarter 4 2024/25, we continued to promote and run physio appointments carried out by a MSK Physio. These took place at Hamilton House, with the option to attend offered out to all council staff who may benefit. Further sessions have been scheduled for April 2025.

We also promoted and raised awareness of campaigns such as **Dry January** for Drink Awareness and **Time To Talk Day** for MIND which is about ending mental health stigma and having supportive conversations with family, friends, or colleagues.

Sickness Performance

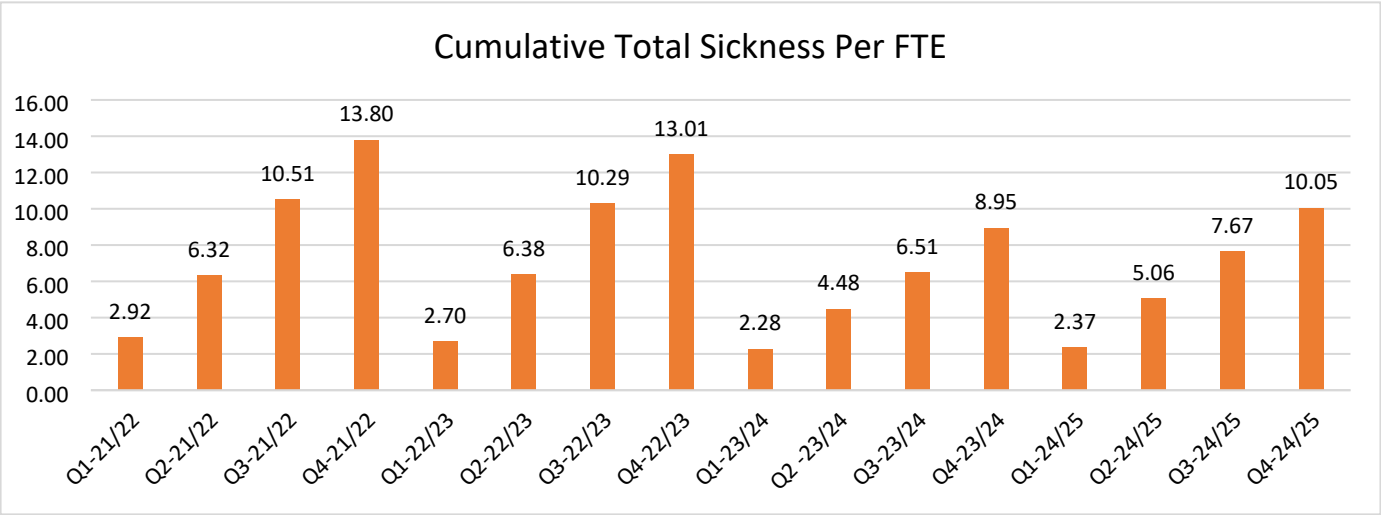
During quarter 4 2024/25 the total sickness levels for the council stood at 2.38 days lost per FTE. When compared to the previous quarter, sickness levels have decreased (quarter 3 2024/25 figure stood at 2.61 days lost per FTE). Additionally, when compared to the same quarter last year sickness levels have decreased (quarter 4 2023/24 figure was 2.44 days lost per FTE).

During quarter 4 2024/25, the highest number of days lost due to short term absence was as a result of flu. The highest number of days lost due to long term absence was as a result of Musculo Skeletal problems.

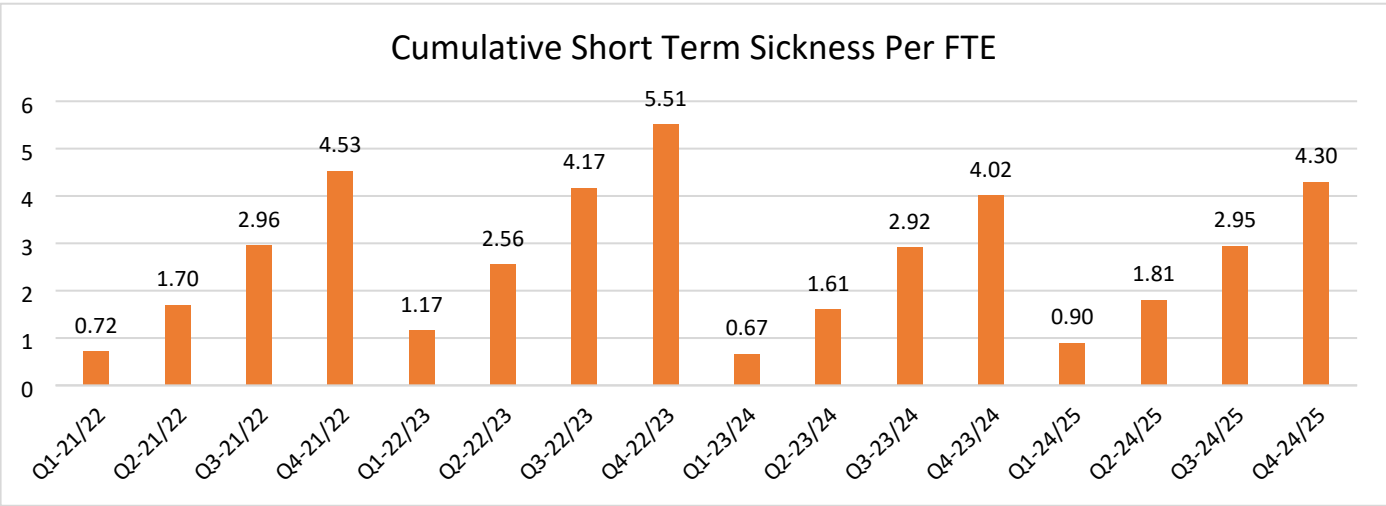
Quarter 4 2024/25 ONLY

	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	261	108	369	183.04	1.43	0.59	2.02
Apprentices	31.5	0	31.5	8.02	3.93	0.00	3.93
DCE	147.5	116	263.5	129.28	1.14	0.90	2.04
DMD	17	0	17	19.33	0.88	0.00	0.88
DHI	332.04	354	686.04	230.09	1.44	1.54	2.98
Total	789.04	578	1,367.04	569.76	1.38	1.01	2.40
Less Apprentices	757.54	578	1,335.54	561.74	1.35	1.03	2.38

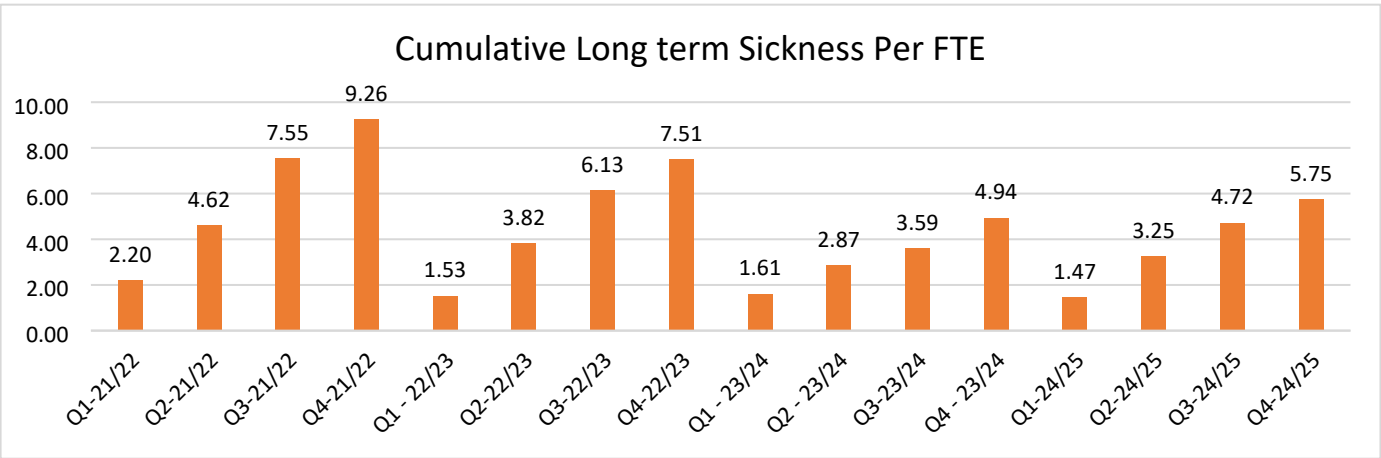
Cumulative total sickness per FTE in days (excluding apprentices)



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



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



Complaints Performance

In quarter 4 2024/25 there were **146** 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 93% (520). In quarter 4 2024/25, there were 0 Local Government Ombudsman (LGO) complaints decided and 1 Local Housing Ombudsman (LHO) complaints decided.

Quarter 4 2024/25

	CX	DCE	DHI	DMD	TOTAL
Number of formal complaints dealt with this quarter (Q4)	15	30	101	0	146
Number of formal complaints upheld this quarter (Q4)	2 (13%)	16 (53%)	52 (52%)	0	70 (48%)
YTD total number of complaints investigated	30	97	433	2	562
YTD number of formal complaints Upheld	8 (27%)	34 (35%)	254 (59%)	1 (50%)	297 (53%)
No / % of responses within target time this quarter (Q4)	14 (93%)	30 (100%)	94 (93%)	0	138 (95%)
No / % of responses within target time YTD	28 (93%)	90 (93%)	400 (92%)	2 (100%)	520 (93%)
LGO complaints decided (Q4)	0	0	0	0	0
LHO complaints decided (Q4)	0	0	1	0	1

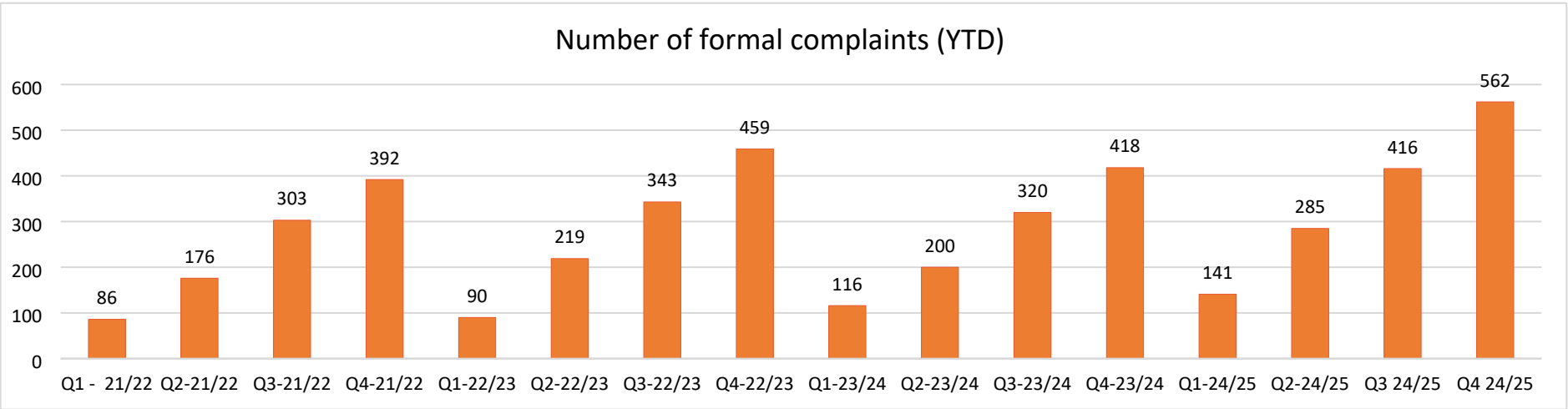
The percentage of complaints responded to within the service standard has been maintained this quarter and is 95% overall.

Only 8 complaints of the 146 responded to in this quarter were outside of the target times. This boosts the full year response rate to 93%.

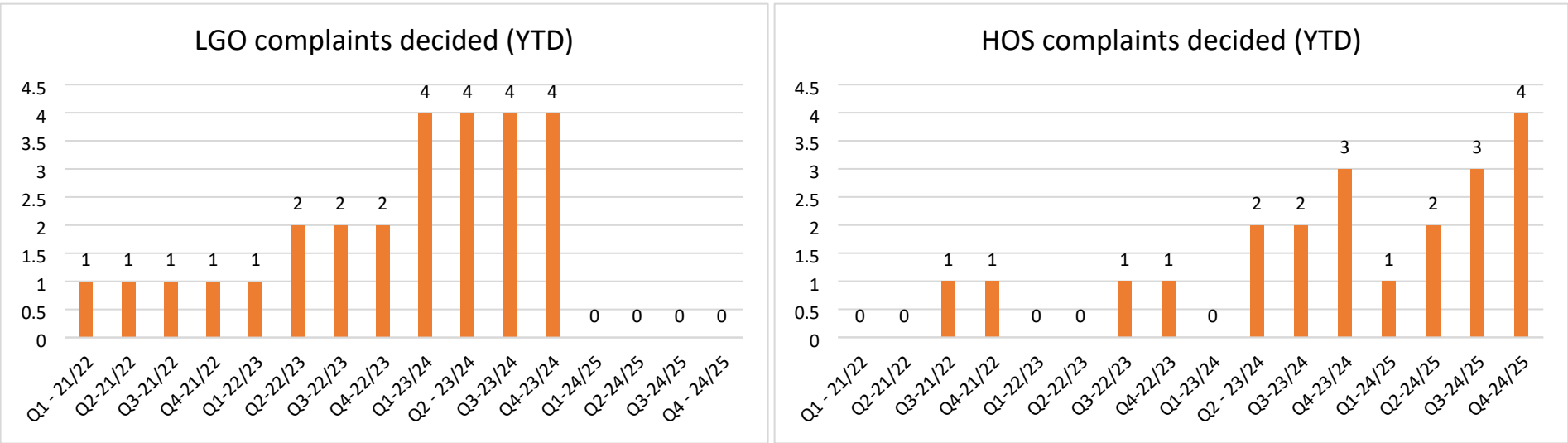
We have seen an increase in complaint numbers in quarter 4 with CX having 15 this quarter which makes up 50% of their annual figure. This reflects the high volume of resident and business interactions in quarter 4 with annual billing for Council Tax and National Non-Domestic Rates. Housing also saw an increase from 88 complaints in quarter 3 to 101 in quarter 4. We will be undertaking an analysis of the trends and including details in the annual complaints report.

In quarter 4 we received notification of un upheld complaint by the Housing Ombudsman (HOS) with a finding of service failure in our handling of the resident’s reports across a number of areas and our handling of the associated complaint.

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 4 2024/25 there were **35** compliments recorded across the council through the formal compliment recording process.

	CX	DCE	DHI	DMD	TOTAL
Number of compliments received	13	4	13	5	35

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

CX	Support from Revenues and Benefits Team, support from Customer Services Team, support from Cost of Living Team, support from Business Management Team, support with Council Tax and Housing Benefits systems.
DCE	Wide parking bays in car parks, support offered by Parking Services Team, excellent standard at Broadgate car park.
DMD	Support relating to Windmill View, support with allocating UKSPF funding, support with Town Deal Projects, support with capital projects, UKSPF Business Support
DHI	Support from staff in Housing Solutions, support with Council Tax from Tenancy staff, support at Derek Miller Court, excellent work at team briefings by Tenancy staff, excellent work carried out by Housing Maintenance, support with Community Hall clearance, support by Finance and Leasehold Team.

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

CX

Support with Council Tax and Housing Benefit systems

“Wanted to express my thanks to the Welfare Team for taking the time and trouble today to help me navigate the very complex Council Tax and Housing benefit systems on behalf of my brother (who has a diagnosis of ASD). Their kindness and knowledge were much appreciated - I did not even know the Welfare Team existed”!

Support from Customer Services Team

“Good morning, I have just got off the phone from Altham Court Care Home whom a member of the team spoke with yesterday. They wanted me to pass on her thanks for being some kind and helpful yesterday, she said talking to the staff member made her feel a lot better after a difficult day of dealing with the passing of a resident. Thank you from everyone”.

DCE

Support offered by Parking Services Team

“Thank you for your very prompt reply and pleasant manner when I telephoned to clarify one or two points”.

Excellent standard at Broadgate car park

“Just visited for 2 days from Cheshire and want to congratulate the Council on the parking experience in Broadgate Car Park. Reasonably priced and (best of all) the beautiful wide spaces. Absolutely brilliant. Takes a lot of worry out of visiting a new place, wondering who might prang your car or if you'll need a can opener to get back in. Thank you so much - other councils could (and should) take a leaf out of your book. One of the reasons to recommend Lincoln to others for a visit.

DMD

Support with allocating UKSPF Funding

“Thank you for your work in allocating the UKSPF funds towards the purchase of the cameras along with funds from the Carholme Community Forum. It is very pleasing to see public funds being used so positively to improve people's lives.”

Support with Town Deal projects

“Just a short note to say a very big and sincere thank you for all of your ongoing support with both of our Town Deal projects. It's in no way an exaggeration to say that we literally couldn't have done them without you!”

DHI

Excellent work carried out by Housing Maintenance

“I would just like to say how incredibly professional and informative the plasterers were who came today to plaster my living room. They have done a fantastic job. I've suffered with OCD for a long time and they was really good and clean because I explained to them about my OCD”.

“Thank you, you really have been a rock to me. You really are tops. Your kindness & professional attitude is greatly appreciated”.



Communications Update

Throughout quarter 4 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.

This quarter saw a big push on communications for Events in Lincoln’s Festival of History, taking place on May 3 to 5 for its second year. Utilising footage created from the previous year, we’ve created teaser trailers and videos to promote the second year for the event, building anticipation for the festival.

Communications for events also saw the promotion of the successful Lincoln Lights across the city, Lincoln 10K Run For All, and Sprites and Spirits at Sundown at Lincoln Arboretum.

Other milestones over this quarter saw the launch of our Vision 2030 campaign, with a series of videos from councillors highlighting the strategy and priorities, updates on the ever-changing situation with the closure of Yarborough and Birchwood leisure centres and their futures, and the local Park Ward elections.

Internal communications saw Local Government Reorganisation be centred to reassure staff on the plans and proposals. Our apprentice in the communications team, also won the Highly Commended award at the Apprenticeship Awards in February.

Overview of social media account statistics:

Channel	Followers	Followers – direction of travel	Reactions/ Interactions	Reach	Post Impressions	Shares	Engagement
City of Lincoln Council - Instagram	3,123	↑221	813	21,761	17,607	21	N/A
City of Lincoln Council - Facebook	12,720	↑500	2,518	452,187	471,561	644	39,863
Be Lincoln – Instagram	514	↑72	277	7,192	2,241	20	N/A
Be Lincoln - Facebook	679	↑48	368	8,884	10,211	70	466
Events in Lincoln – Instagram	5,046	↑140	447	22,665	21,141	32	N/A
Events in Lincoln - Facebook	45,681	↑489	940	438,669	445,322	346	14,619

Social media campaigns, leaflets, posters, press releases and promotional videos were created to support key projects as well as responding to press enquiries. An installation of illuminated signage replaced the TV screens in Lincoln Bus Station, which will be used to promote council led events, projects and key messages.

The council’s website www.lincoln.gov.uk received 579,587 views and 579,587 active users.

The most visited pages were bin collection days, my accounts, job vacancies, council tax, council tax bands and pay council tax.

SUBJECT: ANNUAL COMPLAINTS PERFORMANCE AND SERVICE IMPROVEMENT REPORT 2024-2025

DIRECTORATE: CHIEF EXECUTIVE AND TOWN CLERK

REPORT AUTHOR: JOANNE CROOKES, CUSTOMER SERVICES MANAGER

1. Purpose of Report

- 1.1 To present an annual complaints report including details from the Annual Review of Local Authority Complaints issued by the Local Government and Social Care Ombudsman (LGSCO) and the decisions of the Housing Ombudsman Service (HOS).
- 1.2 To report on the overall number of complaints received by the Council on a Directorate basis for the full year 2024-2025, including performance against target response times and the percentage of complaints which were upheld.
- 1.3 To provide details of those complaints which were upheld and the lessons learnt from them.

2. Background

- 2.1 The council's complaints procedure includes two levels in response to formal complaints. Once the complaint has been considered and responded to by two separate officers the complainant is advised that if they are not satisfied with the final response, they can seek redress from the relevant Ombudsman service.
- 2.2 Complaints relating to the landlord function of the council, as a provider of social housing, are escalated to the Housing Ombudsman Service. All other complaints, about any other service or aspect of council business fall under the jurisdiction of the Local Government and Social Care Ombudsman.
- 2.3 In April 2024, the Housing Ombudsman Complaint Handling Code (The Code), became statutory for all social housing providers. The Council's policy was updated to ensure compliance with the code and, as it represents best practice in dealing with customer complaints, the principles of the code were adopted as a corporate policy across all directorates. This report summarises the council performance in 2024-2025 and includes the annual self-assessment against The Code.
- 2.4 There are a number of elements in The Code which are designed to ensure that our complaint handling performance is both effective and transparent. The HOS has a statutory duty to monitor compliance with the code and they have powers to issue Complaint Handling Failure Orders where they find that performance is not conforming with The Code.
- 2.5 The Code requires an annual self-assessment where each of the 78 elements of the code is considered and certified as either "Complied with" or "Not Complied".

- 2.6 The self-assessment shows that there is a high level of compliance with The Code. The self-assessment must be available for inspection on the Council's website and is attached to this report as Appendix A. Once approved, this will replace the previous assessment currently published.

3. Complaints – Annual Performance (1 April 2024 – 31 March 2025)

- 3.1 Please see the comparison figures in the table below at 3.3. It is worth noting that there were some council services who had suspended their operations for several months in the year 2020-2021, due to Covid restrictions, and this will have reduced the potential for something to go wrong in that time and consequently kept complaints low.
- 3.2 In 2021, following the publication of the Housing Ombudsman's Complaint Handling Code, the council's measure of response times was updated to reflect the expectation that all complaints should be responded to within the agreed target time of 10 days for level one or 20 days for level two. Prior to this development the council reported on the overall average response time across all complaints.

3.3

Year	Number complaints	of	Average response time
2020-2021	260		8.1 days
2021-2022	392		66% within target
2022-2023	459		70% within target
2023-2024	418		67% within target
2024-2025	562		93% within target

4 Breakdown of Complaints

- 4.1 Of the 562 complaints received for 2024-2025 the broad categories they relate to are set out in the table below. The figures for the previous 2 years are included for comparative purposes.

4.2

Service area or responsibility	2023-2022	2023-2024		2024-2025
Repairs & Maintenance	199	178		228
Tenancy issues	75	29		97

Housing Solutions	51	26	67
Housing Investment	17	16	41
Community Services	15	36	38
Parking	39	33	32
Council Tax / NNDR	22	18	15
PPASB service	5	15	12
Customer Services	2	3	9
Planning and building control	9	17	5
Recreation and Leisure	1	7	4
Private Housing	7	6	3
Benefits	0	3	3
Major developments	1	7	2
Civic & Democratic Services	2	0	2
Bereavement Services	1	5	0
Events	7	13	1
Legal Services	2	1	1
Environmental Health	1	0	1
Neighbourhood Working	0	0	1
Financial Services	0	2	0
Licensing	0	2	0
I.T (website)	0	1	0
Property Services	2	0	0
Bus Station	1	0	0
Total complaints	392	418	562

- 4.3 Upheld complaints: Of the 562 complaints responded to in 2024-2025, Just over 53% (297) were upheld. This is in line with the 50% upheld last year.

In instances where a complaint is upheld customers are offered an explanation and an apology. In certain circumstances they may also be offered some other form of redress. Additionally, the officer upholding the complaint completes a feedback form for the Directorate Complaints Officer outlining lessons learned, training needs and any recommended changes to procedures.

- 4.4 Of the 562 complaints received across the year, there was little difference from quarter to quarter so there is no particular period where there has been peak in complaints. The complaints numbers were as follows: Quarter 1 – 141, Quarter 2 – 144, Quarter 3 – 131 and Quarter 4 – 146.
- 4.5 504 complaints logged were level 1 and 474 or 94% of these were responded to within the target response time. The remaining 58 complaints were escalations to level 2 and 46 (80%) of these were investigated and answered within target. Managers have been reminded of the importance of the target response times and this will be closely monitored over the coming year.
- 4.6 The lessons learned are reported through each Directorate Management Team (DMT) by the Directorate Complaints Officer. DMTs are aware of the complaints received. Where any changes to procedure are required or potential policy developments are needed these are discussed and taken forward as appropriate. For 2025/2026, DMTs will be presented complaints information in

a revised format to support service developments.

5. Lessons Learned from 2024-2025 Complaints

- 5.1 When an individual complaint is investigated and responded to, the responding manager or team-leader is required to complete a Complaint Outcome Report.
- 5.2 The Complaint Outcome Report asks for details about the response and the decision to uphold the complaint or otherwise. Where there is learning as a result of the complaint this is outlined on the report and details of changes to policies, processes, or information is described and recorded.
- 5.3 As part of the complaint process, as set out in our Corporate Complaints Policy a random sample of complaints are scrutinised to check the quality of the response and the outcome. Outcomes outlined in the response letters are examined to ensure that they were carried out and any promises complied with. Learning points are also recorded, and a sample are checked to ensure that lessons learned are acted upon to improve future performance.
- 5.4 In the CX directorate there were 8 upheld complaints this year. Learning points included individual training updates for staff in Council Tax and refresher procedure training in Customer Services. One of the complaints highlighted the potential for compromises in data security in future and therefore a full review of shared email inboxes and distribution lists was carried out across the authority.
- 5.5 In the Directorate of Communities and the Environment there were 34 upheld complaints. These varied between Parking Services, Community Services, Sports and Recreation and PPASB.
- 5.6 The largest single area of upheld issues at 18, was the Community Services Department where a number of complaints were about services provided by contractors. Although in some instances these may be classed as service requests, a senior manager has consulted with the contractor to remind them of the expected standards and their contract responsibilities.
- 5.7 A number of complaints upheld were regarding the Central Car Park and as a result various improvements have been/will be undertaken this year. One complaint which was upheld for PPASB has resulted in a procedure change between the council and another district council with which we have a shared service.
- 5.8 The Directorate of Housing and Investments received 433 complaints in total, which reflects the nature of the services provided, and the awareness of residents on how to make complaints. In terms of upheld complaints, last year there were 254 DHI complaints where the complainant's case was upheld and in many of these there were lessons that led to corrective action on our part.
- 5.9 For the purposes of this report, a random sample of 10% (26) of the upheld complaints were reviewed for details of the learning points and action plans. We also ensured that where remedial action or redress was offered to the

complainant, this sample check followed the process through to the end to confirm that this action was completed.

- 5.10 We found no instances where the promised solution, action or redress had not been carried out. In all cases reviewed, where the issue was an incomplete repair, a missed appointment, or a recurring issue the customer has now confirmed that they are satisfied with the completion of the works.
- 5.11 Where learning points identified a training need or a refresher briefing session for the tradesmen, checks have shown that this has taken place. One complaint referred to a data breach which was reported, and actions were taken to prevent a recurrence. Another example of remedial action taken included providing and reinforcing code of conduct information and details on standards of behaviour when visiting tenants homes to a new contractor.
- 5.12 Complaints about the Housing Solutions team are generally about the length of time that applicants wait, or the difficulty that they have getting responses to emails or phone calls once individuals are on the waiting list. This has been identified as an issue, and the team are reviewing how they work to seek a resolution to the backlog of applications.

6. Local Government and Social Care Ombudsman Complaints

- 6.1 The LGSCO Advice team provides comprehensive information and advice to both the public and local authorities on complaints. It also produces an annual review of local government complaints which includes an overview of trends, followed by statistical tables detailing the numbers of complaints received from each local authority area broken down into general service areas. This data is published on their website. The published data for 2024-2025 is not yet available.
- 6.2 From council records it can be reported that in the year to 31 March 2025 the LGSCO made decisions on 4 new complaints about City of Lincoln Council services. This is a significant reduction compared with the previous two years, which had 13 complaints moving to the Ombudsman stage.

- 6.3 The general service areas of these were as follows:

Service Area	2022-2023	2023-2024	2024-2025
Environmental Services	1	0	1
Housing	7	6	1
Revenues and Benefits	3	1	1
Corporate Services	0	0	0
Highways and Transport	2	2	0
Planning and Development	0	4	1
Totals	13	13	4

- 6.4 All four of the complaints taken to the LGSCO were closed after initial enquiries: These complaints are where the Ombudsman has decided that it could not or should not investigate the complaint; this can be because the

complaint is outside LGSCO's jurisdiction, and they cannot lawfully investigate it. The early assessment of a complaint may also show there was little injustice to a complainant that would need an LGSCO investigation of the matter, or that an investigation could not achieve anything, either because there was no fault, or the outcome a complainant wants is not one that the LGSCO could achieve, for example overturning a court order.

7. Housing Ombudsman Service Complaints

- 7.1 Tenancy related complaints i.e., those which are classed as a landlord function, are referred to The Housing Ombudsman Service (HOS), rather than being dealt with by the LGSCO.
- 7.2 The Housing Ombudsman publishes its decisions and a summary of landlord performance on its website. They create individual reports for landlords with 5 or more findings in the year. These findings are counted individually and there may be multiple findings from a single complaint.
- 7.3 In 2024-2025 The Housing Ombudsman upheld 4 complaints made to it by council tenants. These 4 complaints resulted in 11 separate findings, and the Council will receive an individual report to this effect. The details of the findings were as follows in para 7.4:
- 7.4 Upheld Housing Ombudsman Complaints:
- a) The tenant complained about ongoing outstanding repairs which were not completed. There were reports of damp and mould which were not dealt with in accordance with policy, and there was a delay in responding to the tenant's complaints. This one complaint resulted in two findings. The HOS found fault with the council and issued a finding of Severe Maladministration in dealing with the reports of Damp and Mould and Maladministration for delays in responding to the complaint.

For this complainant, the following remedies were ordered:

- The council to perform an independent survey of the resident's property and provide the resident with a list of the works needed to combat any damp and mould identified in this survey along with timescales for completing the work.
 - Payment of compensation for loss of enjoyment of the property calculated as a percentage of the rent.
 - Payment of further compensation for distress caused by the delays.
 - Provide evidence to the HOS that we have complied with the orders.
- b) The tenant complained about incorrect information being issued at the time of signing up for a new tenancy. This included being told the incorrect postcode and 3 different rent figures for the property. A further issue was the condition of the property including the property being let in a poor state of repair and poor internal decoration. While the HOS did not find the errors to be severe enough to warrant a finding of Maladministration, this complaint resulted in two separate findings of

Service Failure. The following remedies were ordered:

- Payment of compensation for receiving poor information.
 - Payment of further compensation for missed repair appointments
- c) The tenant complained about damp and mould in the property and the HOS found that the council did not address the issues in line with policy. The Ombudsman found Maladministration in the handling of damp and mould and Service Failure in the handling of the complaint. The two findings in this investigation resulted in orders to:
- Pay compensation for the distress and inconvenience of the mould in the home.
 - Pay compensation in recognition for the delay in resolving the complaint.
 - Update the tenant's records to ensure that vulnerabilities are documented and referred to.
- d) This complainant made a complaint which covered 10 different issues and aspects of their property and tenancy. The HOS found no case to answer in respect of 5 of the issues. These were the information available on the Homefinder service; the issue of maintenance of leaves and gutters; the procedure followed for rent arrears and scheduled kitchen replacements. The fifth complaint, which the HOS did not investigate, was a complaint about another tenancy which the complainant had no authority to make. In 5 of the issues the HOS found incidents of service failures and delays. These included delays in responding to communication about staff, dog nuisance in communal areas, repairs to communal areas, repairs to the individual's home and complaint handling. This complaint led to 5 findings of Service Failures. The orders in this case were:
- A letter of apology
 - Compensation for the service failures.

8. Complaint Trends

- 8.1 In the full year to 31 March 2025 there has been a marked increase in the overall number of complaints received compared to the previous year. This increase has occurred across all sections of DHI; Repairs, Tenancy, Investment and Housing Solutions have all seen a rise in the number of complaints compared to 2023-2024. This increase was anticipated due to changes made following the introduction of the Housing Ombudsman Service Complaint Handling Code.

- 8.2 This has been the first year of reporting on a full year of complaints following our introduction of the statutory Housing Ombudsman Service Complaint Handling Code. The council made changes to our complaint policy and, significantly, trained front-line staff to recognise and record expressions of dissatisfaction as formal complaints in line with the best practice outlined in the Code. Where the council might have previously received an “informal complaint” and dealt with it to the customers satisfaction without recording it as such, this is no longer how these issues are dealt with.
- 8.3 In these four areas complaints have risen from a total of 249 to 433 complaints which represents an increase of 73.9% on the previous year. While complaints from tenants about repairs to their homes, continue to be the most common complaint, the areas which have seen the biggest increase in complaints are Tenancy and Housing Solutions which have increased by 234% and 158%, respectively. Complaints about Customer Services, mainly in terms of call waiting times have also increased by 200%, although the numbers remain relatively low at 9 complaints in total over the 12 months.
- 8.4 In the Annual Complaints Performance and Service Improvement Report 2023-2024 it was noted that following introduction of the Code we expected to see an increase in formal complaints, including an increase in complaints escalated to level 2. This has happened and we are confident that a considerable proportion of this increase can be attributed to our HOS Complaint Handling Code compliant policy and guidelines.

9. Compliments

- 9.1 Despite the current challenges and pressures, the council continues to receive regular compliments from the public. These tend to acknowledge the professionalism of staff and occur across all service areas. Residents often take the time to appreciate the care and consideration demonstrated by council officers.
- 9.2 Examples of positive feedback are as follows:

Community Services – I just wanted to take a moment to say a huge thank you to the council for their prompt action. I'm sure you get inundated with complaints, but it is really important to acknowledge the good work that has been done. I bombarded you with emails ... It started off with a bit of graffiti and after a few weeks it was becoming a fly tipping site. Because of your prompt action it is clear of litter, the graffiti has been removed and all of the abandoned furniture cleared! You have no idea how much it was affecting my mental health, and I feel that a weight has been lifted from my shoulders. Thank you!

Parking Services - “Thank you so much for your amazingly fast response and rectification to my problem. This was our first visit to your wonderful city, and it won't be long before we return.”

Customer Service – “The man on the phone 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 options and advised me about a different payment plan.”

Housing Repairs Service

“I called at 4pm yesterday about a blocked drain, just wanted to say thank you, someone attended in the dark and resolved the matter. Very happy with speed at which it was dealt with.”

“I would just like to say how incredibly professional and informative the plasterers came today to plaster my living room. They have done a fantastic job. I've suffered with OCD for a long time and they was really good and clean because I explained to them about my OCD.”

10. Organisational Impacts

Strategic Priority: High Performing Services

Finance – There are no direct financial implications arising from this report.

Legal – There are no direct legal implications arising from this report.

Equality and diversity –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. To ensure that we deliver our Equality Duty we accept complaints from customers via all communication channels. Customers can complain in person, verbally, in writing or via our online complaints template. Customers who need assistance to log a complaint can get help from Customer Services to ensure that they are heard. All complaints received are dealt with equally regardless of how they are made.

Community engagement and communications. The council encourages customer feedback and clearly promotes the Complaints procedure on our website and in public buildings, offering different ways for customers to raise complaints and supporting them to do so if they need assistance.

11. Recommendations

- 11.1 Members to consider and comment on the complaints report for 2024-2025

No

Is this a key decision?

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?

1

List of Background Papers:

None

Lead Officer:

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Appendix 1: City of Lincoln Council - Annual Complaints Self-assessment 2024-2025

Section 1: Definition of a complaint

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
1.2	A complaint must be defined as: <i>'an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the landlord, its own staff, or those acting on its behalf, affecting a resident or group of residents.'</i>	Yes	This is section 3.1 of the corporate complaints policy.	
1.3	A resident does not have to use the word 'complaint' for it to be treated as such. Whenever a resident expresses dissatisfaction landlords must give them the choice to make complaint. A complaint that is submitted via a third party or representative must be handled in line with the landlord's complaints policy.	Yes	See section 3.2 of the corporate complaints policy.	We consider that this provision has led to an increase in the number of complaints recorded over this year compared to previous years. See below. 2021-2022 – 392 complaints 2022-2023 – 459 complaints 2023-2024 – 418 complaints 2024-2025- 562 complaints
1.4	Landlords must recognise the difference between a service request and a complaint. This must be set out in their complaints policy. A service request is a request from a resident to	Yes	See sections 3.4 through 3.6 of the corporate complaints policy.	Quite often a customer will state that they want to complain that their refuse has not been collected. In this instance – where this is

	the landlord requiring action to be taken to put something right. Service requests are not complaints, but must be recorded, monitored and reviewed regularly.			a one-off service request, and the customer is satisfied when we either return to rectify the missed collection or explain the reasons why their bin has not yet been emptied. This is not recorded or dealt with as a complaint.
1.5	A complaint must be raised when the resident expresses dissatisfaction with the response to their service request, even if the handling of the service request remains ongoing. Landlords must not stop their efforts to address the service request if the resident complains.	Yes	See section 3.6 of the corporate complaints policy.	
1.6	An expression of dissatisfaction with services made through a survey is not defined as a complaint, though wherever possible, the person completing the survey should be made aware of how they can pursue a complaint if they wish to. Where landlords ask for wider feedback about their services, they also must provide details of how residents can complain.	Yes	See section 3.7 of the corporate complaints policy. In all surveys sent to tenants and general citizens surveys we include the following statement: "If you would like to make a complaint about any of our services you can do this by completing our on-line form at https://lincoln.gov.uk/y/provide-us-feedback or call our Customer Services team on 01522 881188"	

Section 2: Exclusions

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
2.1	Landlords must accept a complaint unless there is a valid reason not to do so. If landlords decide not to accept a complaint, they must be able to evidence their reasoning. Each complaint must be considered on its own merits	Yes	See Section 6 of our corporate complaints policy which sets out the limited circumstances when we would justify excluding a complaint from the process.	We have no recorded instances of any complaints being refused during the year.
2.2	<p>A complaints policy must set out the circumstances in which a matter will not be considered as a complaint or escalated, and these circumstances must be fair and reasonable to residents. Acceptable exclusions include:</p> <ul style="list-style-type: none"> • The issue giving rise to the complaint occurred over twelve months ago. • Legal proceedings have started. This is defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court. • Matters that have previously been considered under the complaints policy. 	Yes	See Section 6 of our corporate complaints policy which sets out the limited circumstances when we would justify excluding a complaint from the process.	

2.3	Landlords must accept complaints referred to them within 12 months of the issue occurring or the resident becoming aware of the issue, unless they are excluded on other grounds. Landlords must consider whether to apply discretion to accept complaints made outside this time limit where there are good reasons to do so.	Yes	Section 6.2 of the corporate complaints policy.	Where a customer had good reason for a delay in complaining we would always consider and investigate the complaint.
2.4	If a landlord decides not to accept a complaint, an explanation must be provided to the resident setting out the reasons why the matter is not suitable for the complaints process and the right to take that decision to the Ombudsman. If the Ombudsman does not agree that the exclusion has been fairly applied, the Ombudsman may tell the landlord to take on the complaint.	Yes	Section 6.5 of the corporate complaints policy.	There have been no excluded complaints in the last 12 months and therefore we have not had to apply this part of the policy.
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	Section 6.1 through 6.5 of the corporate complaints policy. Each complaint received will be considered under the provisions set out in our policy.	

Section 3: Accessibility and Awareness

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
3.1	Landlords must make it easy for residents to complain by providing different channels through which they can make a complaint. Landlords must consider their duties under the Equality Act 2010 and anticipate the needs and reasonable adjustments of residents who may need to access the complaints process.	Yes	See section 7 of the corporate complaints policy	We accept complaints via any channel which the customer wishes to use. Where a customer makes a verbal complaint, it is often to a Customer Service adviser who will complete the online complaint form on behalf of the customer if possible. This is to ensure that as much relevant data as possible is captured and provides an audit trail for the complaint.
3.2	Residents must be able to raise their complaints in any way and with any member of staff. All staff must be aware of the complaints process and be able to pass details of the complaint to the appropriate person within the landlord.	Yes	See section 7 of the corporate complaints policy.	The complaints officer has completed a staff briefing shared with all staff either in meetings or via a recording published on the Hub. This sets out the provisions of the policy and the important role of all staff in ensuring compliance.

3.3	High volumes of complaints must not be seen as a negative, as they can be indicative of a well-publicised and accessible complaints process. Low complaint volumes are potentially a sign that residents are unable to complain.	Yes		We have seen an increase in the number of complaints recorded since changing our policy. See below. 2021-2022 – 392 complaints 2022-2023 – 459 complaints 2023-2024 – 418 complaints 2024-2025 - 562 complaints These complaints have been discussed and learning points recorded.
3.4	Landlords must make their complaint policy available in a clear and accessible format for all residents. This will detail the two-stage process, what will happen at each stage, and the timeframes for responding. The policy must also be published on the landlord's website.	Yes	The policy is on our website. It can be viewed via this link: Corporate customer complaints policy.docx (live.com)	We do not print leaflets as they go out of date easily and potentially deliver the wrong information. However, staff will print the policy and send in the post or issue to face to face customers on request.
3.5	The policy must explain how the landlord will publicise details of the complaints policy, including information about the Ombudsman and this Code.	Yes	See section 11 of the corporate complaints Policy which outlines how we will demonstrate our compliance with the code and where the public can access our reports.	

3.6	Landlords must give residents the opportunity to have a representative deal with their complaint on their behalf, and to be represented or accompanied at any meeting with the landlord.	Yes	See the corporate complaints policy - section 3.3	
3.7	Landlords must provide residents with information on their right to access the Ombudsman service and how the individual can engage with the Ombudsman about their complaint.	Yes	See the corporate complaints policy section 7.4 and Appendix 1. All level 2 complaint response letters include information about the relevant Ombudsman Service and how to contact them.	

Section 4: Complaint Handling Staff

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
4.1	Landlords must have a person or team assigned to take responsibility for complaint handling, including liaison with the Ombudsman and ensuring complaints are reported to the governing body (or equivalent). This Code will refer to that person or team as the 'complaints officer'. This role may be in addition to other duties.	Yes		The responsible person for handling and reporting on corporate complaints is the Customer Services Manager.

4.2	The complaints officer must have access to staff at all levels to facilitate the prompt resolution of complaints. They must also have the authority and autonomy to act to resolve disputes promptly and fairly.	Yes		The Complaints Officer is able to contact staff at all levels including the CEO. As Customer Services Manager they are able to contact staff at all levels across the organisation and request information or escalate for action.
4.3	Landlords are expected to prioritise complaint handling and a culture of learning from complaints. All relevant staff must be suitably trained in the importance of complaint handling. It is important that complaints are seen as a core service and must be resourced to handle complaints effectively	Yes		In addition to the Corporate Complaints Officer, each Directorate has its own Complaints Officer. Complaints Outcome forms are completed for all complaints, and these are monitored for trends, learning points and follow-up action.

Section 5: The Complaint Handling Process

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
5.1	Landlords must have a single policy in place for dealing with complaints covered by this Code. Residents must not be treated differently if they complain.	Yes	The corporate complaints policy is applied across all services and for all complainants	

5.2	The early and local resolution of issues between landlords and residents is key to effective complaint handling. It is not appropriate to have extra named stages (such as 'stage 0' or 'informal complaint') as this causes unnecessary confusion.	Yes	We have a 2-stage complaints process which sees all complaints as 'formal'. There are no informal levels or pre-complaint stages.	
5.3	A process with more than two stages is not acceptable under any circumstances as this will make the complaint process unduly long and delay access to the Ombudsman.	Yes	We have a 2-stage process which ends at the level 2 response. Complainants who remain dissatisfied at this stage are directed to the Ombudsman.	
5.4	Where a landlord's complaint response is handled by a third party (e.g. a contractor or independent adjudicator) at any stage, it must form part of the two stage complaints process set out in this Code. Residents must not be expected to go through two complaints processes.	Yes		All complaints received about our services, whether they are delivered in-house or by a contractor are dealt with through our complaint policy. Customers are not directed to complain direct to the contractor.
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes		All complaints received about our services, whether they are delivered in-house or by a contractor are dealt with through our complaint policy. Customers are not directed to complain direct to the contractor.
5.6	When a complaint is logged at Stage 1 or escalated to Stage 2, landlords must set out their understanding of the	Yes	See corporate complaint policy section 4.10	

	complaint and the outcomes the resident is seeking. The Code will refer to this as “the complaint definition”. If any aspect of the complaint is unclear, the resident must be asked for clarification.			
5.7	When a complaint is acknowledged at either stage, landlords must be clear which aspects of the complaint they are, and are not, responsible for and clarify any areas where this is not clear.	Yes	The manner in which staff are expected to investigate and respond to a complaint is set out in the policy and also in internal staff guidance which exists to clarify how complaints should be approached and dealt with.	
5.8	At each stage of the complaints process, complaint handlers must: <ul style="list-style-type: none"> a. deal with complaints on their merits, act independently, and have an open mind. b. give the resident a fair chance to set out their position. c. take measures to address any actual or perceived conflict of interest; and d. consider all relevant information and evidence carefully. 	Yes	The manner in which staff are expected to investigate and respond to a complaint is set out in the policy and also in internal staff guidance which exists to clarify how complaints should be approached and dealt with.	
5.9	Where a response to a complaint will fall outside the timescales set out in this Code, the landlord must agree with the resident suitable intervals for keeping them informed about their complaint.	Yes	This is in our complaint handling guidance which is issued to all staff who investigate complaints. Section 2.6 of the guidance document refers.	

5.10	Landlords must make reasonable adjustments for residents where appropriate under the Equality Act 2010. Landlords must keep a record of any reasonable adjustments agreed, as well as a record of any disabilities a resident has disclosed. Any agreed reasonable adjustments must be kept under active review.	Yes	Reasonable adjustments for residents are made where appropriate under the Equality Act 2010. Individual vulnerability assessments or equality impact assessments are completed when appropriate. A full tenant census is in progress and providing updated information about the current needs of our tenants.	The new housing system which is in the process of development will allow for improved recording and review of tenant needs and preferences.
5.11	Landlords must not refuse to escalate a complaint through all stages of the complaints procedure unless it has valid reasons to do so. Landlords must clearly set out these reasons, and they must comply with the provisions set out in section 2 of this Code.	Yes	All valid complaints are investigated at level one and escalated to level two at the request of the complainant or their representative.	
5.12	A full record must be kept of the complaint, and the outcomes at each stage. This must include the original complaint, and the date received, all correspondence with the resident, correspondence with other parties, and any relevant supporting documentation such as reports or surveys.	Yes	Records are currently kept in spreadsheets and individual files by the Directorate Complaints Officers. These are then sent to the Corporate Complaints Officer on a quarterly basis for reporting to Members and senior management. We are developing an automated process and database which will collate all the complaints in one place and make reporting a simpler process.	

5.13	Landlords must have processes in place to ensure a complaint can be remedied at any stage of its complaints process. Landlords must ensure appropriate remedies can be provided at any stage of the complaints process without the need for escalation.	Yes	See section 9 of the corporate complaint policy and the separate DHI Remedies Policy.	
5.14	Landlords must have policies and procedures in place for managing unacceptable behaviour from residents and/or their representatives. Landlords must be able to evidence reasons for putting any restrictions in place and must keep restrictions under regular review.	Yes	The Unreasonable Customer Actions policy covers complainants as well as other kinds of unacceptable customer contact.	
5.15	Any restrictions placed on contact due to unacceptable behaviour must be proportionate and demonstrate regard for the provisions of the Equality Act 2010.	Yes	The Unreasonable Customer Actions policy has regard to the Equality act 2010 and other relevant legislation.	Where appropriate an Equality Impact Assessment will be undertaken before taking enforcement action.

Section 6: Complaints Stages

Stage 1

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.1	Landlords must have processes in place to consider which complaints can be responded to as early as possible, and which require further investigation.	Yes	The manner in which staff are expected to investigate and respond to a complaint is set out in the policy and also in internal	

	Landlords must consider factors such as the complexity of the complaint and whether the resident is vulnerable or at risk. Most stage 1 complaints can be resolved promptly, and an explanation, apology or resolution provided to the resident.		staff guidance which exists to clarify how complaints should be approached and dealt with.	
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure <u>within five working days of the complaint being received</u> .	Yes	The corporate complaints policy has this standard – see section 2.2	Performance for 2024-2025 demonstrates that 100% of all complaints dealt with were acknowledged and allocated to an investigator within 5 working days.
6.3	Landlords must issue a full response to stage 1 complaints <u>within 10 working days</u> of the complaint being acknowledged.	Yes	The corporate complaints policy has this standard – see section 2.2	We endeavoured to achieve full compliance, however there were 30 out of a total of 504 level 1 complaints responded to, which were not answered within 10 working days. This is a 94% compliance at level 1 with 6% not reaching the target response time. We have made a huge improvement on 67% compliance last year, but we will work to achieve full compliance in the coming year.
6.4	Landlords must decide whether an extension to this timescale is needed	Yes	Section 4.9 in the corporate Complaint Policy and set out in	

	when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 10 working days without good reason, and the reason(s) must be clearly explained to the resident.		Complaint Handling Guidance section 2.6	
6.5	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	Yes	Section 4.9 in the corporate Complaint Policy and set out in Complaint Handling Guidance section 2.6	
6.6	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	Yes	See section 3.6 in the Complaint handling guidance for staff. This contains the text as set out in the commentary column to the right.	Where relevant, ensure that remedial work has been done or is planned to put things right as soon as possible. Where it has not yet been completed ensure that you follow-up the issue to make sure that the customer is satisfied that the issue has been resolved.
6.7	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes	This is set out in our policy and in the complaint handling guidance issued to staff. See section 3.	
6.8	Where residents raise additional complaints during the investigation, these must be incorporated into the stage 1 response if they are related,	Yes	Section 4.8 in the corporate Complaint Policy	

	and the stage 1 response has not been issued. Where the stage 1 response has been issued, the new issues are unrelated to the issues already being investigated or it would unreasonably delay the response, the new issues must be logged as a new complaint.			
6.9	Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language: <ul style="list-style-type: none"> a. the complaint stage. b. the complaint definition. c. the decision on the complaint. d. the reasons for any decisions made. e. the details of any remedy offered to put things right. f. details of any outstanding actions; and g. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response. 	Yes	This is set out in our corporate complaints policy at section 4.10. The manner in which staff are expected to investigate and respond to a complaint is set out in the policy and also in internal staff guidance which exists to clarify how complaints should be approached and dealt with. It sets out clearly what information should be included in letters to the complainant.	

Stage 2

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.10	If all or part of the complaint is not resolved to the resident's satisfaction at stage 1, it must be progressed to stage	Yes	The corporate complaints policy complies with this provision	

	2 of the landlord's procedure. Stage 2 is the landlord's final response.			
6.11	Requests for stage 2 must be acknowledged, defined and logged at stage 2 of the complaints procedure within five working days of the escalation request being received.	Yes	The corporate complaints policy complies with this provision. Additionally, we have guidance documents setting out the process for all staff.	
6.12	Residents must not be required to explain their reasons for requesting a stage 2 consideration. Landlords are expected to make reasonable efforts to understand why a resident remains unhappy as part of its stage 2 response.	Yes	The corporate complaints policy complies with this provision	
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	The corporate complaints policy complies with this provision	In the past this is an area where we have received a finding of maladministration from the HOS. We made a mistake where a staff member responded to the level 1 and then as they had been promoted to a senior position, they responded at the level 2 as well. This was an uncomfortable situation for the council and has been a lesson learnt.
6.14	Landlords must issue a final response to the stage 2 <u>within 20 working days</u> of the complaint being acknowledged.	Yes	The corporate complaints policy has this standard – see section 2.2	We endeavoured to achieve 100% compliance, however there were 12 out of 58 level 2 complaints responded to which were not answered

				within 20 working days. This is a compliance of just under 80%. level 2 complaints have performed worse than those dealt with at level 1, so this is an area that we need to focus on going forwards.
6.15	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 20 working days without good reason, and the reason(s) must be clearly explained to the resident.	Yes	Section 4.9 in the corporate Complaint Policy and set out in Complaint Handling Guidance section 2.6	
6.16	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	Yes	Section 4.9 in the corporate Complaint Policy and set out in Complaint Handling Guidance section 2.6	
6.17	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	Yes	The principle is that the response should be sent at the earliest possible opportunity. See points 2.2 and 2.3 and 2.5 in our guidance to complaint handling staff.	
6.18	Landlords must address all points raised in the complaint definition and provide clear reasons for any	Yes	This is set out in our policy and in the complaint handling	

	decisions, referencing the relevant policy, law and good practice where appropriate.		guidance issued to staff. See section 3.	
6.19	<p>Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language:</p> <ul style="list-style-type: none"> a. the complaint stage. b. the complaint definition. c. the decision on the complaint. d. the reasons for any decisions made. e. the details of any remedy offered to put things right. f. details of any outstanding actions; and g. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied. 	Yes	<p>This is set out in our corporate complaints policy at section 4.10. The manner in which staff are expected to investigate and respond to a complaint is set out in the policy and also in internal staff guidance which exists to clarify how complaints should be approached and dealt with. It sets out clearly what information should be included in letters to the complainant.</p>	
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes	<p>The manner in which staff are expected to investigate and respond to a complaint is set out in the policy and also in internal staff guidance which exists to clarify how complaints should be approached and dealt with.</p>	

Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
7.1	<p>Where something has gone wrong a landlord must acknowledge this and set out the actions it has already taken, or intends to take, to put things right. These can include:</p> <ul style="list-style-type: none"> • Apologising. • Acknowledging where things have gone wrong. • Providing an explanation, assistance or reasons. • Taking action if there has been delay. • Reconsidering or changing a decision. • Amending a record or adding a correction or addendum. • Providing a financial remedy. • Changing policies, procedures or practices. 	Yes	This is set out in our corporate complaints policy at section 9	
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes	Remedies outlined in the Remedies policy look at impact on the complainant as well as actual financial loss if applicable.	
7.3	The remedy offer must clearly set out what will happen and by when, in agreement with the resident where appropriate. Any remedy proposed must be followed through to completion.	Yes	All upheld complaints are monitored to ensure that outstanding services are delivered and any redress that has been agreed is served.	

7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes	The DHI remedies policy was developed to take reflect the HOS guidance on Remedies.	
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Section 8: Self-assessment, reporting and compliance

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.1	Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include: a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements. b. a qualitative and quantitative analysis of the landlord's complaint handling performance. This must also include a summary of the types of complaints the landlord has refused to accept. c. any findings of non-compliance with this Code by the Ombudsman. d. the service improvements made as a result of the learning from complaints.	Yes	This is the first year since the Code was introduced, and we have been in a position to do the self-assessment having filled gaps in our existing provision. a. Our policy reflects the code and is in line with the provisions that it requires. b. The report details a quantitative analysis of the numbers of complaints and the response times. It also refers to the level of upheld complaints. We have not refused to accept any complaints this year. c. Ombudsman decisions are reported	

	<p>e. any annual report about the landlord's performance from the Ombudsman; and</p> <p>f. any other relevant reports or publications produced by the Ombudsman in relation to the work of the landlord.</p>		<p>d. There is a section on lessons learnt and service improvements.</p> <p>e. Where available the Ombudsman annual report will be included</p> <p>f. Any reports or published decisions will be included</p>	
8.2	The annual complaints performance and service improvement report must be reported to the landlord's governing body (or equivalent) and published on the section of its website relating to complaints. The governing body's response to the report must be published alongside this.	Yes	The annual Complaints Performance and Service Improvement Report will be reported to Performance Scrutiny Committee on 22 May 2025. Once commented on it will be published on our website and submitted to the Housing Ombudsman Service by the deadline date of 30 June 2025	
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes	Not applicable during the period covered by this report.	
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes	Not applicable during the period covered by this report	
8.5	If a landlord is unable to comply with the Code due to exceptional circumstances, such as a cyber incident, they must inform the Ombudsman, provide information to residents who may be affected, and publish this on their website Landlords	Yes	Not applicable during the period covered by this report	

	must provide a timescale for returning to compliance with the Code.			
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Section 9: Scrutiny & oversight: continuous learning and improvement

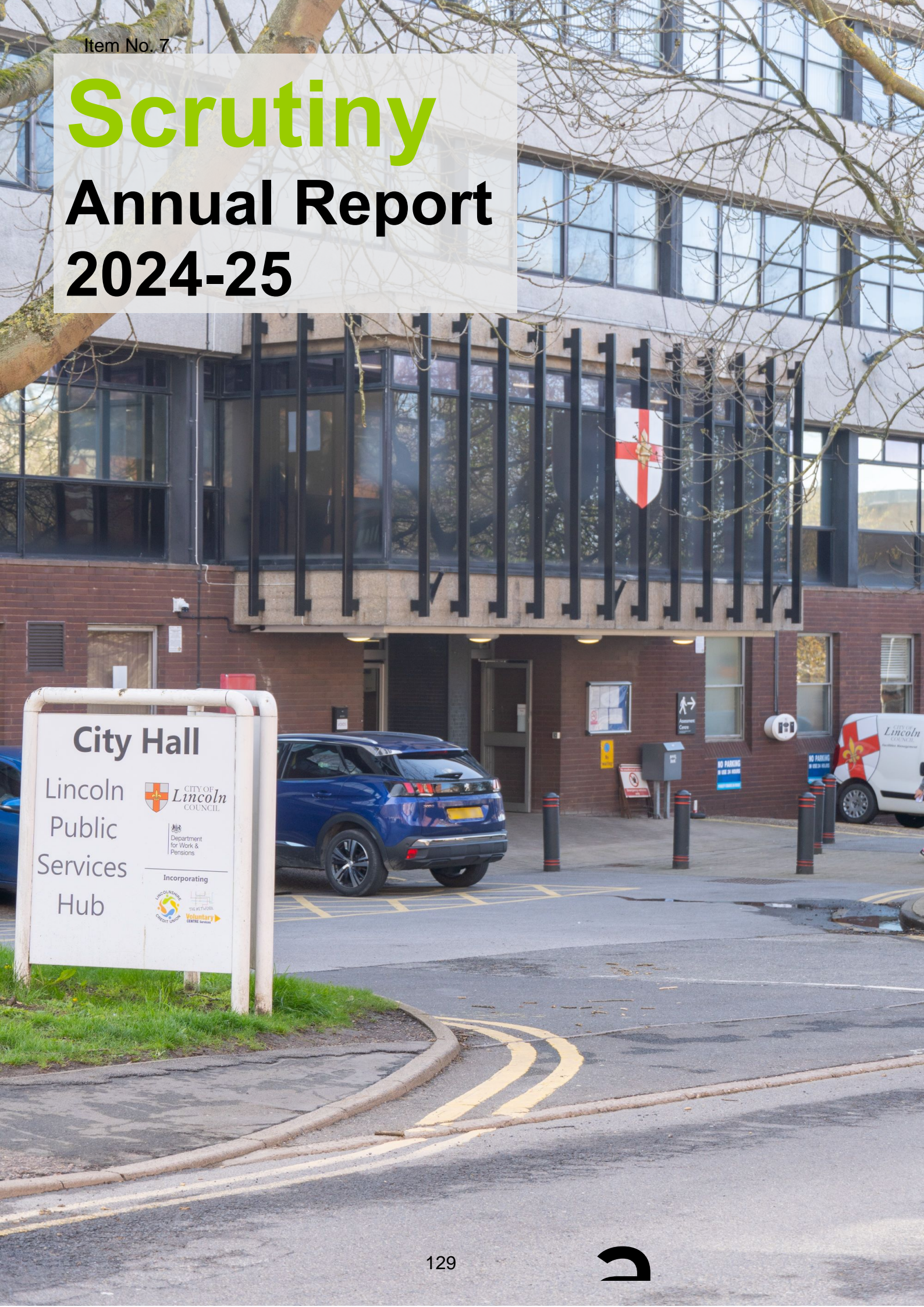
Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
9.1	Landlords must look beyond the circumstances of the individual complaint and consider whether service improvements can be made as a result of any learning from the complaint.	Yes	Annual Complaints Performance and Service Improvement Report being presented to CMT (6 May 2025) and Performance Scrutiny Committee (22 May 2025)	
9.2	A positive complaint handling culture is integral to the effectiveness with which landlords resolve disputes. Landlords must use complaints as a source of intelligence to identify issues and introduce positive changes in service delivery.	Yes		All upheld complaints are examined to identify lessons learnt and opportunities for service improvements and changes to process. Lessons earned are recorded and reported on. These are discussed at Directorate management level.
9.3	Accountability and transparency are also integral to a positive complaint handling culture. Landlords must report back on wider learning and improvements from complaints to stakeholders, such as residents' panels, staff and relevant committees.	Yes	The lessons learnt from complaints will form part of the Annual Complaints Performance and Service Improvement Report. This will be presented to our Tenants Panel as well as elected members. It will be	

			available on our website for public scrutiny	
9.4	Landlords must appoint a suitably senior lead person as accountable for their complaint handling. This person must assess any themes or trends to identify potential systemic issues, serious risks, or policies and procedures that require revision.	Yes	Customer Services Manager	
9.5	In addition to this a member of the governing body (or equivalent) must be appointed to have lead responsibility for complaints to support a positive complaint handling culture. This person is referred to as the Member Responsible for Complaints ('the MRC').	Yes	This is our Portfolio Holder for Customer Experience, Review and Resources.	Our current MRC has attended the 2024 conference for MRC's held by the HOS
9.6	The MRC will be responsible for ensuring the governing body receives regular information on complaints that provides insight on the landlord's complaint handling performance. This person must have access to suitable information and staff to perform this role and report on their findings.	Yes		
9.7	As a minimum, the MRC and the governing body (or equivalent) must receive: a. regular updates on the volume, categories and outcomes of complaints,	Yes	Volume, outcomes and complaint handling performance are reported to the MRC at a quarterly meeting.	

	<p>alongside complaint handling performance.</p> <p>b. regular reviews of issues and trends arising from complaint handling.</p> <p>c. regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings; and</p> <p>d. annual complaints performance and service improvement report.</p>		<p>Outcomes from Ombudsman investigations are reported quarterly via CMT and to the MRC</p> <p>Annual Complaints Performance and Service Improvement Report being presented to CMT (6 May 2025) and Performance Scrutiny Committee (22 May 2025)</p>	
9.8	<p>Landlords must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to:</p> <p>a. have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments.</p> <p>b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and</p> <p>c. act within the professional standards for engaging with complaints as set by any relevant professional body.</p>	Yes	<p>This is a standard requirement under the corporate section of every job description</p>	

Scrutiny

Annual Report 2024-25



Introduction

During 2024-25, the City of Lincoln Council continued to operate executive arrangements with its Executive appointed in May 2024 comprising of the Leader of the Council and five other councillors as Portfolio Holders. Most of the Council's decisions are made by the Executive. To improve the quality of the Executive's decisions, Scrutiny Committees remained in place which provided the opportunity for the remaining 27 non-executive councillors to challenge decisions made by the Executive, as well as to help the Executive in reviewing and developing new policies.

This report covers the council year from May 2024 until March 2025.

Background to Scrutiny

The scrutiny committee structure is: -

- Performance Scrutiny Committee
 - Policy Scrutiny Committee
 - Community Leadership Scrutiny Committee
 - Select Scrutiny Committee
 - Housing Scrutiny Sub-Committee
-

What Did We Achieve in 2024/25?

The Council appointed the following scrutiny Committees for 2024/25:

Overview and Scrutiny Committee	Chair
Community Leadership Scrutiny Committee	Councillor Calum Watt
Performance Scrutiny Committee	Councillor Gary Hewson
Policy Scrutiny Committee	Councillor Chris Burke
Select Scrutiny Committee	Councillor Calum Watt
Housing Scrutiny Sub Committee*	Councillor Gary Hewson

*The Housing Scrutiny Sub Committee is a sub-committee of the Performance Scrutiny Committee and reports to this Committee on a quarterly basis.

With the exception of the Select Scrutiny Committee, the work programmes for these scrutiny committees were formally approved by the respective Committees at their first meeting of the 2024/25 Municipal Year and regularly updated throughout the Council year after this time.

The Select Scrutiny Committee meets once each year as the statutory Crime and Disorder Committee, as well as considering any call-in requests made throughout the year.

This report identifies some of the key achievements made by the committees.

Current work programmes for scrutiny committees can be found on the Council's website.

Community Leadership Scrutiny Committee

Between June 2024 and March 2025, the Community Leadership Scrutiny Committee met on five occasions and focused on the following topics:

- Sheltering our Citizens
- Youth Engagement Update
- Consultation to close Sixth Form Provision at Lincoln Castle Academy
- Introduction to Anti-Poverty Strategy Proposals
- Education and the Cost of Living
- Poverty and Health Inequalities – Mental Health and Physical Health
- Lincoln Against Poverty Assembly Update

In addition to the Council's Executive and its senior and front-line officers, external contributors included:

- Lynsey Collinson, Chief Executive – DevelopmentPlus
- Caylie Jago, Project Manager – DevelopmentPlus
- Toby Ealden, Artistic Director and CEO – Zest Theatre
- Adam Perkins, Participation Co-Ordinator – Zest Theatre
- Richard Hanson, Principle – Lincoln Castle Academy
- Matthew Clayton, Head of Education Support, Children's Services – Lincolnshire County Council
- Sian Wade, Active Faith Lead – Transform Lincoln
- Amy Colley, Relationships Manager – Acts Trust
- Dr Lucy Gavens, Consultant in Public Health – Lincolnshire County Council
- Charlotte Brooks, Director – Local Motion
- Simon Hawking, Chief Executive – Acts Trust

The Committee recorded its thanks to all its contributors and Council staff who stayed for long and sometimes late meetings during the year, and whose contributions were so helpful and enlightening.

The Committee's recommendations concerned a variety of topics such as the consideration of the causes of poverty and the focus on mental health and wellbeing through support projects, the opening of 'The Zone' in June 2024; a facility which encouraged young people outside of their own communities, the development of 'Lincoln Against Poverty'; a refresh of the Anti-Poverty strategy proposals, linked in to Vision 2030 priorities and the Consultation to close Sixth Form Provision at Lincoln Castle Academy.

The Committee scrutinised Poverty and Health Inequalities and noted the progress that had been through the Lincoln Against Poverty Assembly.

Discussions also took place around the links between financial inclusion and mental health and noted the co-ordinated programme of activity through the Lincolnshire Financial Inclusion Partnership (LFIP).

Performance Scrutiny Committee

As part of the Performance Scrutiny Committee's remit, it held regular 'Portfolio under Scrutiny' sessions, where Portfolio Holders were invited to report on service achievements under their portfolio. Members were then able to ask questions about the performance of these service areas. The consideration of portfolio reports included a list of each Portfolio Holders responsibilities to allow members to focus on the relevant performance information relating to the appropriate member's portfolio.

Performance Scrutiny Committee received the minutes of it's Housing Scrutiny Sub-Committee meetings for information.

In addition to the regular scrutiny of portfolio holders, the Committee received reports in the following areas:

- Quarterly financial monitoring to provide members with a summary of actual income and expenditure compared to the revised budget and appropriate allocation of any surpluses to reserves.
- Quarterly performance update reports to ensure regular monitoring of the Council's operational performance as a key component of the Local Performance Management Framework.
- A quarterly review of the Strategic Risk Register - what improvements or issues have been identified.
- A quarterly report on Treasury Management and Actual Prudential Indicators as a requirement of the Council's reporting procedures under regulations issued under the Local Government Act 2003.
- An annual report detailing progress made by the Central Lincolnshire Joint Strategic Planning Committee.
- An update report on Section 106 contributions.
- Income and arrears monitoring reports providing updates to members on the position with regard to amounts of monies owed to the City Council as of 1st April 2024.
- Revenues and Benefits performance updates providing members with an update on performance in the Revenues and Benefits Shared Service.
- Strategic Performance Measures and Targets 2025/26 - for review prior to being presented to Executive for consideration.

Members took part in the budget review process for the scrutiny of the proposed budget and Council Tax for the 2025/26 financial year and the Medium Term Financial Strategy 2025-2030, undertaken in two separate stages; firstly all members were invited to a briefing session to afford all members the opportunity to gain a greater understanding and awareness of the Council's financial position, thus aiding further scrutiny of the budget and in the case of the opposition party if desired

the preparation of an alternative budget. This was followed by a more traditional scrutiny process undertaken to review in more detail the MTFS and the robustness of the proposed budget options and Council Tax for the 2025/26 financial year. This was undertaken in a committee format as the Budget Review Group with the appropriate governance arrangements in place.

The Committee held scrutiny reviews during the 2024/25 year in respect of:

Addressing the Challenge of Climate Change Vision 2025 Progress Report

A report was presented to Performance Scrutiny Committee on the strategic priority contained in Vision 2025 called 'addressing the challenge of climate change'.

This report provided an update on the progress of the group in addressing climate change and its live projects for this strategic priority, also looking towards Lincoln 2030 with new projects either in the pipeline or currently being set up.

Vision 2025 - Remarkable Place Progress Report

This report focused on progress made on the Let's enhance our remarkable place strategic priority, and covered those projects delivered/ being progressed as part of the delivery plan. It represented a high-level summary, designed to give Members a quick overview of the entire programme, together with an updated status on projects remaining within the programme as Vision 2025 drew to a close in March 2025.

Protecting Vulnerable People

Performance Scrutiny Committee were provided with a summary of the key issues, trends and statistical data associated with Protecting Vulnerable People in the city. This summary included an overview of the types of cases being reported or occurring within Lincoln, and performance information which demonstrated the Council's continued compliance with statutory safeguarding requirements.

Annual Complaints Performance and Service Improvement 2023/24

Members received an annual complaints report including details from the Annual Review of Local Authority Complaints issued by the Local Government and Social Care Ombudsman (LGSCO) and the decisions of the Housing Ombudsman Service (HOS).

The report provided an update on the overall number of complaints received by the Council on a Directorate basis for the full year 2023-2024, including performance against target response times and the percentage of complaints which were upheld.

Fire Safety

A report was presented to members on the current position regarding Fire Safety to the housing stock including high rise tower blocks, supported housing schemes and low risk flats.

The report focused on Fire Risk Assessments (FRA) that had been carried out on high-rise and low-rise tower blocks and their review frequencies. All three tower

blocks were registered with the building safety regulator prior to the deadline date for registering existing occupied higher-risk buildings which was 30 September 2023. The work to produce the building safety case report is in progress with the report for Trent View in the final stages, and the reports for the other two high rise blocks planned to be completed by the end of the year.

Policy Scrutiny Committee

During 2024/25, the Committee met five times and provided insights and recommendations on a variety of topics which were suitably reflected in the eventual decision-making process.

The Committee scrutinised the following topics in particular detail:

City of Lincoln Homelessness Strategy

A report introducing the Strategy was presented along with the supporting action plan for consideration prior to being referred to Executive for approval.

The Committee discussed the impact of homelessness on children's education and mental health and were assured that, as landlord, the Council took the highest care to support families in temporary accommodation in conjunction with Lincolnshire County Council.

Funding provision for homelessness services was considered by the Committee. Grants were provided on a three-year cycle which were predominantly used to pay for staffing.

The Strategy was flexible which would allow the Council to adapt and respond to challenges, however changes were needed to national policy to address increased homelessness due to the early release of prisoners.

Parking Strategy Review

The Committee reviewed the Parking Strategy and delivery plan which followed an all-member workshop on the subject. The Strategy was recommended to Executive for approval.

The delivery plan set out the parking service priorities and policies to be delivered by the Council over the following five years. The Strategy focussed on off-street parking provided in Council car parks and covered the City Council's role with on-street resident parking, some of which was delegated from Lincolnshire County Council.

Questions from the Committee established that there were several aspirations over the next five years for car parking in Lincoln which would consider number plate recognition at Council car parks, and the ability to pre-book spaces. Also to be considered was the installation of electric vehicle charging points in disabled bays.

Procurement Act 2023 and Contract Procedure Rules

A report summarising the new Procurement Act 2023 was considered (which came into effect on 24 February 2025) alongside revision to the Council's Contract Procedure Rules.

A change brought in by the legislation was the introduction of a central government portal which would improve transparency within local government procurement and centralise the publication of statutory notices by authorities.

The Committee was assured that staff involved in procurement would be well informed of the changes, and the requirements of the Act would remain high on departmental teams' agendas.

The Council would identify social value within the procurement process through a monitoring matrix which was in development, and the opportunity for community legacy would be considered at all stages to continue reducing inequality.

Comments from the Committee were referred to Executive for its consideration.

Renewal of Public Spaces Protection Order Allowing for the Gating of St Peter's Passage

Approval was being sought for renewal of the existing Public Space Protection Order (PSPO) for the gating of St Peter's Passage in the upper High Street area of Lincoln city centre. The Committee considered the proposal before recommending the renewal to Executive.

The upper High Street was a hotspot within the city's night-time economy, and the alleyway had previously attracted anti-social behaviour.

A public consultation asking if the PSPO should be renewed had received 180 responses, 87.8% of which were in favour of continuing with restricted public access.

The Committee heard that due to certain streams of the Safer Streets funding coming to an end at the close of the financial year, it was important to continue the gating of the passage to help keep the city centre safe.

Select Scrutiny Committee

The principal functions of the Select Scrutiny Committee are to meet once per year as the Crime and Disorder Committee; and to consider any requests for the call-in of Executive decisions, which allows scrutiny members to challenge a decision made by the Executive or any of its individual portfolio holders, prior to implementation. This gives the Select Scrutiny Committee the opportunity to examine a decision where particular concerns have been raised and respond accordingly.

There was one call-in request during 2024/25 on the Western Growth Corridor Scheme Delivery - Phase 1A & Phase 1B, which was considered on 28 August

2024. After consideration of all the evidence and submissions made, the Committee decided to refuse the call-in request.

The Committee sat as the Crime and Disorder Committee on 17 July 2024.

Housing Scrutiny Sub-Committee

The Housing Scrutiny Sub-Committee is a sub-committee of Performance Scrutiny Committee. It was established in 2008 to increase engagement between backbench Members and Tenant Advisory Panel representatives. The Sub-Committee has continued to meet and tenants on the Committee consider that it has helped them have their say when scrutinising housing matters.

The Chair of Lincoln Tenants Panel provided a regular written report on the Panel's continued work on a variety of projects with officers in the Housing Service.

Over the last thirteen years the Council had been working with Lincoln Tenants Panel to improve external scrutiny and to meet standards implemented by the Tenant Services Authority.

From April 2010 all social landlords were required to have local offers in place alongside the national standards as set out in the new Regulatory Framework for Social Housing, which was amended with effect from April 2012 although the principles remained the same.

The Committee met six times during 2024/25 and considered many reports which included the following topics:

- Tenant Satisfaction Measures
- Income Management and Arrears Policy
- Pet Policy (Housing Tenants)
- Neighbourhood Management Policy (Housing Tenants and Land)
- Income Management and Arrears Policy (Housing Tenants)
- Tenancy Services Structure Update
- Directorate of Housing and Investment Building Compliance
- Voids Recharges
- Housing Management Structure Update
- Downsizing Policy Review/Updates
- Right to Buy and Section 106 Funds
- Reasons for performance downturn and targets being missed", "action plans and activity to redress- Customer Services Calls
- Anti-Social Behaviour Update
- Unacceptable Customer Actions Policy
- Remedies Policy
- Estate Inspections
- Estate Regeneration Investment Programme

- Acquisition, Disposal and Land Use Strategy Update
- Asset Disposal Policy Update
- Discretionary Housing Payments Update
- Tenancy Agreement Update
- Wider Estate Inspection Review
- Rent Increase Update
- Building Compliance 6 monthly update (3 of 6 Key Areas)
- Targets Setting 2025/26
- Report by Councillor Donald Cllr Nannestad, Portfolio Holder for Quality Housing

The Committee also effectively scrutinised Housing performance (including Anti-Social Behaviour) and finance on a quarterly basis and received regular updates on the progress of the Lincoln Tenants Panel.

Contact Us

Democratic Services

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 Democratic Services Team
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 Lincoln
 LN1 1DD

Or visit our website: www.lincoln.gov.uk

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PERFORMANCE SCRUTINY COMMITTEE**22 MAY 2025**

SUBJECT: DRAFT WORK PROGRAMME FOR 2025/26

DIRECTORATE: CHIEF EXECUTIVE AND TOWN CLERK

LEAD OFFICER: JESSICA CULLEN, DEMOCRATIC SERVICES OFFICER

1. Purpose of Report

- 1.1 To present members with the Draft Performance Scrutiny Committee work programme for 2025/26 (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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22 May 2025

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Financial Performance (Detailed): Outturn 2024/25 Quarter 4	Laura Shipley	Quarterly Report Professional High Performing Services
Treasury Management Stewardship and Actual Prudential Indicators Report 2024/25 (Outturn)	Laura Shipley	Six Monthly Report Professional High Performing Services
Performance Monitoring Outturn 2024/25 Quarter 4	Lara Wells	Quarterly Report-Professional High Performing Services
Annual Scrutiny Report 2024/25	Jess Cullen	Annual Report
Annual Complaints Report	Jo Crookes	Annual Report
Strategic Risk Register – Quarterly Report Quarter 4	Jaclyn Gibson	Quarterly Report Professional High Performing Services

19 June 2025

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
OD Group and Workforce Strategy to Performance	Carolyn Wheater/Ali Thacker	Professional High Performing Services
Fire Safety Update – Inspections of Flats owned by Leaseholders	Matt Hillman/ Martin Kerrigan	Annual Report
Work Programme for 2025-26 - Update	Democratic Services	Regular Report

10 July 2025 (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 2025-26 - Update	Democratic Services	Regular Report
Portfolio Under Scrutiny Session – Reducing Inequality	Portfolio Holder	Annual Session Reducing Inequality
Monitoring Items		
Central Lincolnshire Local Plan Annual Report 2025/26 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>

14 August 2025 (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 2025-26 - 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	Lara Wells	Quarterly Report Professional High Performing Services
Quarterly Strategic Risk Register Report-Quarter1	Jaclyn Gibson	Quarterly Report Professional High Performing Services

25 September 2025

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 2025-26 – Update	Democratic Services	Regular Report
Portfolio Under Scrutiny Remarkable Place	Portfolio Holder	Annual Session
Annual Report for Remarkable Place V2030 Theme	Simon Walters	Annual Report
Protecting Vulnerable People Update	Emily Holmes	Regular Report

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 2025-26 - 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	Lara Wells	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

4 December 2025

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Let's Deliver Quality Housing
Work Programme for 2025-26 - 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

January 2026

Item(s)	Responsible Person(s)	Strategic Priority/ Comments
Standard Items		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Let's Deliver Quality Housing
OD Group and Workforce Strategy to Performance	Carolyn Wheater/Ali Thacker	Professional High Performing Services
Work Programme for 2025-26 - Update	Democratic Services	Regular Report
Portfolio Under Scrutiny – Inclusive Economic Growth	Portfolio Holder	Annual Session Let's Drive Economic Growth
Annual Scrutiny Report	Democratic Services	Annual Report

February 2026

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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	Lara Wells	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 – Annual Infrastructure Funding Statement	Kieron Manning	Annual Report Lets Drive Economic Growth

March 2026

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Standard Items		
Housing Scrutiny Sub-Committee Minutes	Democratic Services	Regular Report Let's Deliver Quality Housing
Draft Work Programme for 2025-2026	Democratic Services	Regular Report
Monitoring Items		
Targets for 2025/26	Emily Holmes/Lara Wells	Annual Report

Portfolio Under Scrutiny Sessions

Date	Portfolio
July 2025	Reducing Inequality
August 2025	Climate and Corporate Strategy
September 2025	Remarkable Place
November 2025	Customer Experience, Review and Resources
December 2025	Quality Housing
January 2026	Inclusive Economic Growth

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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 fourth 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 February 2025 and contained fifteen strategic risks.
- 2.2 Since reporting to Members in February, 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 and other public sector organisations 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 one of the risks, as follows:
- Risk 3 has increased from Amber: Probable/Major to Red: Almost Certain/Major.

This increase reflects the current level of financial challenges the Council is facing.

- 3.4 The assessed level of each of these fifteen risks is as follows:

Risk No.	Risk Rating	Likelihood	Impact
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1.	Medium	Probable	Major
2.	High	Almost Certain	Critical
3.	Medium	Almost Certain	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

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

4. Strategic Priorities

4.1 Sound risk management is one way in which the Council ensures that it discharges its functions in accordance with its expressed priorities, as set out in the Vision 2030, 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 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 4 2024/25.

Is this a key decision? No

Do the exempt information categories apply? No

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

How many appendices does the report contain? None

List of Background Papers: None

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SUBJECT:	EXCLUSION OF THE PRESS & PUBLIC
DIRECTORATE:	CHIEF EXECUTIVE & TOWN CLERK
REPORT AUTHOR:	CAROLYN WHEATER, MONITORING OFFICER

1. Purpose of Report

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

2. Recommendation

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

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