

EXECUTIVE

Monday, 24 March 2025
6.00 pm
Committee Room 1, City Hall

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

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

A G E N D A

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Please note that, in accordance with the Members' Code of Conduct, when declaring interests members must disclose the existence and nature of the interest, and whether it is a disclosable pecuniary interest (DPI) or personal and/or pecuniary.

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

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

contact Democratic Services at City Hall, Beaumont Fee, Lincoln.

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

SECTION B

QUALITY HOUSING

- | | | |
|--|----------------------------|----------------|
| 7. Jasmin Green Housing Delivery and Funding | [Exempt Para 3] | 51 - 58 |
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| 9. Proposal to Transfer the Southern Area Maintenance of Telecare Service from North Kesteven District Council | [Exempt Paras 1, 2] | 67 - 72 |

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

Apologies for Absence: None.

82. Confirmation of Minutes - 20 January 2025

RESOLVED that the minutes of the meeting held on 20 January 2025 be confirmed and signed by the Chair as a true record.

83. Declarations of Interest

No declarations of interest were received.

84. Vision 2030 Strategic Plan

Purpose of Report

1. To present to members the final draft Vision 2030 content (Appendix A) which set the Council's strategic plan for the next five years.
2. To present to members the final draft Vision 2030 Delivery Plan for the first 12-18 months (Appendix B) which set initial priority actions and focus for resources.

Decision

1. That the final draft contents of Vision 2030 Strategic Plan (Appendix A) be agreed.
2. That the final draft Vision 2030 Delivery Plan for the first 12-18 months (Appendix B) be agreed.
3. That the Vision 2030 Strategic Plan and the Vision 2030 Delivery Plan be recommended to Council for approval.

Alternative Options Considered and Rejected

Reasons for the Decision

Vision 2030 set out the Council's priorities and ambitious aspirations for the city over the next 5 years. It built on progress made through Vision 2020 and Vision 2025 and formed phase three of the Council's vision for the city. The priorities and aspirations for the city had been effective in progressing the Council's long-term vision and further progress would be made through working in partnership and collaboration with others as well as through Council services and projects.

Vision 2030 had been developed recognising the impacts of national policy changes in a number of key areas, alongside Devolution and Local Government Reform and as such, the delivery plan supporting Vision 2030 focused on

priorities for the first 12-18 months. This would allow for adaptability to any legislative policy and economic changes.

Vision 2030 was built on the successes of Vision 2025 and had been developed by drawing on Lincoln's City Profile, performance data, feedback from Lincoln's communities and partners and through an assessment of the impact of key challenges and opportunities. Priorities had been set using a strong evidence base, a clear understanding of the city and its communities and a commitment to providing services to residents who needed them most.

To set the context of the future plans, a review had been conducted of progress so far as detailed within the officer's report, along with an assessment of evidence from the Lincoln City Profile outlining opportunities and challenges for the city.

The proposals for Vision 2030 and the action plan had been consulted on through a combination of face-to-face sessions and online surveys which had been used to engage with our residents and community, staff, elected members, businesses, key stakeholders and focus groups with Lincoln Tenants Panel and representatives from Lincoln's diverse community.

The feedback received through consultation helped shape the document, particularly in terms of being clearer on the meaning of each priority. It had also given further confidence that the areas of focus within Vision 2030 were the ones that mattered to our residents and stakeholders. This included an emphasis on the natural environment and action needed to address climate change, the importance of providing housing that met a range of needs, a focus on local neighbourhoods to be connected and engaged, the importance of understanding growth and climate change together, the value of tourism, art, culture and heritage and the need to make sure that core services continued to support the day to day lives of communities as well as delivering greater plans for the city.

Any key risks to delivery of Vision 2030 would be addressed through the Strategic Risk Register.

85. Accredited Real Living Wage Increase October 2024

Purpose of Report

To recommend the proposed increase to the living wage, as announced by the Living Wage Foundation in September 2024.

Decision

That the increase to the latest accredited living wage uplift be implemented during April 2025.

Alternative Options Considered and Rejected

None. The Council was committed to maintaining its Living Wage accreditation and to do so the Council had six months to implement the accredited living wage following an increase.

Reasons for the Decision

The aim of implementing the accredited living wage was to ensure that no employees were paid below the accredited living wage hourly rate. Since achieving accreditation, the Council had taken an active role externally to encourage Lincoln businesses to also pay the accredited living wage.

In October 2024 it was announced that the real living wage would increase from £12.00 an hour to £12.60 an hour.

As of 31 December 2024, there were 33 employees who were paid less than the proposed living wage rate of £12.60. 17 were on SP02 and 16 were on SP03.

There would be no financial impact as budgets took into account an assumed pay award which was over and above £12.60 per hour

86. Pay Policy Statement 2025/2026

Purpose of Report

To request that Executive recommend to Council that the Pay Policy Statement, drafted in compliance of section 38 (1) of the Localism Act 2011, be approved.

Decision

That Council be recommended to approve the Pay Policy Statement for 2025/26.

Alternative Options Considered and Rejected

None. Section 38 (1) of the Localism Act 2011 required local authorities to produce a Pay Policy Statement for each financial year. This must be approved by the Council by 31 March of each year, for it to be effective in the following financial year.

Reasons for the Decision

Each Council's pay policy statement was required to detail the Council's own policies on the pay of its workforce, particularly its senior staff and its lowest paid employees. The determination of the pay policy statement was reserved for the Council.

The Government also considered that decisions on pay policies should be taken by elected members, as those directly accountable to local communities. The Act therefore required the pay policy statement and any amendments to be considered by a meeting of full Council and not be delegated to any committee.

The pay policy statement must detail the level and elements of remuneration for chief officers; the remuneration of the lowest paid employee, and the definition of 'lowest paid employee'; the relationship between the remuneration of chief officers and other officers; and specific aspects of chief officers' remuneration, including at appointment, increases, termination and any other payments.

87. Pets, Medical Assistance Dogs and Emotional Support Animals' Policy (Housing Tenants)

Purpose of Report

To present to Executive the reviewed Pets, Medical Assistance Dogs and Emotional Support Animals Policy document and to highlight changes.

Decision

That the policy be approved as attached at Appendix A.

Alternative Options Considered and Rejected

None.

Reasons for the Decision

A report was presented to Housing Scrutiny Sub-Committee on 8 August 2024 to highlight the intention to fully review the existing Pet Policy following a new Dangerous Dogs ban and because it had not been reviewed since 2013.

This review had been completed in partnership with Lincoln Tenants Panel, who were satisfied that the attached Policy met legislation and the needs of our tenants. All references to legislation and guidance had been updated.

The Policy now made clear reference to current, and future, banned breeds with exemptions and how the Council would respond to them.

It contained information about supporting the health and wellbeing of tenants by clarifying our approach to Medical Assistance Dogs and Emotional Support animals, to ensure an emphasis on responsible animal care and a commitment to protect their welfare in our properties.

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

Purpose of Report

1. To brief Executive members on the process and consideration given to date, to review an existing Public Space Protection Order allowing for the gating of St Peter's Passage in the City Centre area of Lincoln.
2. To seek approval from the Executive on proposals regarding the review of the existing Public Space Protection Order (PSPO), which prevented access to this passageway.

Decision

1. That the comments from Policy Scrutiny Committee (Appendix C) be noted.
2. That the Public Spaces Protection Order allowing for the gating of St Peter's Passage in the City Centre area of Lincoln be renewed for a further period of 3 years.

Alternative Options Considered and Rejected

To remove the gates and reopen St Peter's Passage; from the consultation. Officer's believed this would lead to Anti-Social Behaviour (ASB) becoming

prevalent in that area and the feedback from Lincoln BIG was that when the passage gates were opened for a couple of days following the locks being damaged that ASB started again immediately.

Reasons for the Decision

Following increased complaints of drug use, drug paraphernalia, urination, defecation and criminal activity occurring in St Peter's passage in 2018 the initial PSPO was approved to gate the passageway restricting access for the public. This was renewed in 2021.

At the time of the decision the passageway was in an unsanitary condition and posed a health and safety risk to members of the Public, Street Cleaning Employees and Partner Agencies that accessed the Passage.

The Anti-Social Behaviour, Crime and Policing Act came into force on 20 October 2014. This Act contained the provisions for the Public Space Protection Order, which was enacted by order of the Secretary of State on the 20 October 2014.

Local authorities had the power to make Public Spaces Protection Orders (PSPO) if satisfied on reasonable grounds, subject to conditions.

A PSPO had a maximum duration of 3 years. It was therefore advisable to review the order after 3 years to determine whether it should be subject to extension or variation. As part of the review, the views were sought of both the public and relevant partner agencies by way of a public and partner consultation, this consultation had also been published on social media for greater reach. The consultation period opened on Friday 13 September 2024 and closed on Friday 11 October 2024.

In response to the consultation, a total of 180 maximum responses were received. 87.8% of the responses supported the continuation of the gating of St Peter's Passage. 12.2% opposed.

The preferred approach was to continue with the gating of St Peter's Passage. From the previous 3 years no key risks have been identified.

89. Procurement Act 2023 & Contract Procedure Rules

Purpose of Report

1. To seek Executive approval of the new Procurement Act 2023 and the subsequent revision of the Council's Contract Procedure Rules, and in doing so to note any comments from Audit Committee and Policy Scrutiny Committee.
2. To recommend the changes to the contract procedure rules to Council.

Decision

That the new Procurement Act and revision to the Contract Procedure Rules be noted, and the Contract Procedure Rules be referred to Council for approval.

Alternative Options Considered and Rejected

None. If the Council did not implement the Act properly or did not update the Contract Procedure Rules as necessary, there would be a risk of challenge to the procurement process.

Reasons for the Decision

The Procurement Act 2023 received Royal Assent in October 2023 and was due to come into force in February 2025. The Act would supersede existing legislation governing public procurement, including the Public Contract Regulations 2015.

The Procurement Act 2023 had been designed to create a simpler, more flexible commercial system which met the UK's needs. The aim of the Act was to provide a number of benefits to suppliers and buyers.

This transformation of public procurement represented a huge change for all public bodies and was seen as a significant opportunity to make procurement processes better to deliver outcomes for the taxpayer.

In order to comply with the Procurement Act 2023, the Procurement Manager had updated and refreshed the Council's Contract Procedure Rules. These Council's Contract Procedure Rules, as required by the Local Government Act 1972, set out the rules by which the Council spent money on the goods, services and works needed to deliver services to the residents of Lincoln.

The revised Council's Contract Procedure Rules adopted the whole procurement lifecycle approach, with the intention that they were easier to read, made clear the requirements linked to contract values and gave clarification to the limited circumstances where an exception to the normal route would be applied. The Council's Contract Procedure Rules set out the Council's own rules for contracts and procurement, and were the layer below procurement legislation.

Members thanked officers for all their hard work in relation to the new Procurement Act 2023, and making the changes to Council Procedure Rules as accessible as possible for all to understand.

90. Quarter 3 2024/2025 Operational Performance Report

Purpose of the Report

To present an outturn summary of the Council's operational performance in quarter three of 2024/25.

Decision

1. That the achievements and challenges identified in the Quarter 3 2024/25 operational performance report found at Appendices A and B be noted.
2. It be confirmed that the format of the performance report continued to meet requirements.

Alternative Options Considered and Rejected

None were considered.

Reasons for the Decision

Regular monitoring of the Council's performance was a key component of the Local Performance Management Framework. This report covered the key strategic performance measures identified by members and Corporate Management Team (CMT) as of strategic importance.

The outturn summary at the end of quarter 3 2024/25 detailed performance against a total of 87 quarterly performance measures and 4 annual performance measures, reported during the quarter across the Directorates of Chief Executive's, Communities & Environment, Housing & Investment and Major Developments:

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

Of the 91 performance measures monitored against targets, 12 were below target; 16 were within target boundaries; 38 had met or exceeded a higher target; 25 measures were recorded as volumetric and there were no measures recorded as data not available for this quarter.

It was important to note that the performance statuses of measures DMD 1–5 were 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 were taken into consideration such as milestone performance, financial performance and associated risks, amongst other factors.

Appendix A now contained a wider range of performance information, including qualitative data in the form of case studies and service highlights. These were grouped into seven themes, namely the five Vision Priorities and the two inward looking portfolios 'Our People and Resources' and 'Customer Experience and Review.'

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

When read together, Appendices A and B aimed 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.

91. Treasury Management and Prudential Code - Quarterly Update

Purpose of Report

To summarise and review the Council's treasury management activity and the actual prudential indicators at 31 December 2024, in accordance with the requirements of the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice. The report, therefore, ensured this Council was embracing best practice for the scrutiny of capital and investment activity in accordance with the Code of Practice (CIPFA).

Decision

That the Prudential and Treasury Indicators and the actual performance against the Treasury Management Strategy 2024/25 for the quarter ended 31 December 2024 be noted.

Alternative Options Considered and Rejected

None.

Reason for Decision

The Treasury Management position and performance results for the 9 months ended 31st December 2024 were set out in the body of the report and Appendix A (prudential Indicators).

Officers confirmed that the approved limits within the Annual Treasury Management Strategy were not breached during the quarter ended 31st December 2024.

The prudential system for capital expenditure was well established. One of the requirements of the Prudential Code was to ensure adequate monitoring of the capital expenditure plans, prudential indicators (PIs) and the treasury management response to these plans. This report fulfilled that requirement and included a review of compliance with Treasury and Prudential Limits and the Prudential Indicators at 31 December 2024. The Treasury Management Strategy and Prudential Indicators were previously reported to and approved by Council on 27 February 2024.

It was noted that the Council held £17.505 million of investments at 31 December 2024, achieving an average interest rate of 5.13% for the financial year to date (5.11% 2023/24). Actual interest earned in the 9 months period to 31st December 2024 totalled £978k.

100% of the Council's investment portfolio was held in low risk specified investments, the requirement for the year being a minimum of 25% of the portfolio to be specified investments.

Where possible the Council sought sustainable investments and was working with our advisors on the best way to score banks and funds ESG ratings, whilst balancing this against generating returns that were in the best interest of the tax payer.

It was noted that as at 31st December 2024 the Council held £107.067 million of external borrowing, of which 100% was fixed rate loans

As at 31st December 2024, the average rate of interest paid during the first three quarters of the year on external borrowing was 3.22%.

As part of the Treasury Management Strategy, the Council established a range of Prudential Indicators (in accordance with professional practice) to monitor both Treasury and Capital, as the two were intrinsically linked, as detailed at Appendix A of the report.

This Council had adopted the CIPFA Code of Practice for Treasury Management in the Public Sector and operated its treasury management service in compliance with this Code and the above requirements. These required that the prime objective of treasury management activity was the effective management of risk, and that its borrowing activities were undertaken in a prudent, affordable and sustainable basis.

The Council's treasury management activity and the actual prudential indicators at 31 December 2024 conformed with The Local Government Act 2003, the Prudential Code and the Treasury Management Code of Practice which included a key principal that an organisations appetite for risk was included in their annual Treasury Management Strategy and included any use of financial instruments for the prudent management of those risks, to ensure that priority was given to security and liquidity when investing.

92. Financial Performance - Quarterly Monitoring

Purpose of Report

To present the third quarter's performance (up to 31 December 2024) on the Council's General Fund, Housing Revenue Account, Housing Repairs Service and Capital Programmes, and to seek approval for changes to the capital programmes.

Decision

1. That the financial performance for the period 1 April 2024 to 31 December 2024 be noted.
2. That the underlying impact of the pressures and underspends identified in paragraphs 3.3 (and Appendix B), 4.3 (and Appendix D), and 5.2 (and Appendix F) of the officer's report be noted.
3. That the proposed carry forward requests and transfers to earmarked reserves detailed in paragraph 3.11, 3.12, 4.9 and 4.10 of the officer's report be approved;
4. That the changes to the General Investment Programme and Housing Investment Programme as approved by the Chief Finance Officer detailed in paragraphs 7.5 and 7.12 of the officer's report be noted.
5. That the changes to the General Investment Programme and Housing Investment Programme approved, or to be approved, by the Executive, as detailed in paragraphs 7.3, 7.10 and 7.11 of the officer's report, be approved.

Alternative Options Considered and Rejected

None.

Reason for Decision

Financial Procedure Rules required members to receive a report prepared jointly by the Chief Finance Officer and Corporate Management Team on a quarterly

basis commenting on financial performance to date. This report was designed to meet this requirement.

Whilst there were still a number of variables which were subject to a level of uncertainty, based on the latest set of assumptions as at the end of the third quarter (up to 31 December 2024), the forecast financial position of the Council for 2024/25 was detailed at paragraph 2.2 of the officer's report, together with the detailed financial position shown in sections 3-7 and the accompanying appendices.

Updates were reported as follows:

General Fund Revenue Account

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).

The General Fund Summary was currently projecting a forecast underspend of £138,429 (Appendix A provided a forecast General Fund Summary), resulting in a general balance at the year-end of £2,530,408. This position maintained balances above the prudent minimum of c.£1.5-£2m.

There were a number of forecast year-end variations in income and expenditure against the approved budget, as detailed at paragraphs 3.3-3.5 of the report, with the main variances provided in Appendix B to the report.

Alongside these variances, a significant variance against the Council's crematorium budget was also forecasted, resulting from a continuation of the reduction in income from cremations seen last financial year, driven by increasing competition from neighbouring Crematoriums and beyond. This position was being carefully monitored and an action plan developed. In addition, the service was currently being supported by external industry professionals, increasing the management and administration costs, this was being carefully monitored and would only remain in place for as long as required.

In addition, a significant in-year variance was now forecasted for the Cornhill Market. The refurbished Market opened on 17 May 2024 but the original budget for 2024/25 was set on the basis of a full year of operation and based on the draft business plan approved at Executive in July 2021. Now that the market was operational, a full review of the business plan based on the actual operating costs and income levels was underway, and would 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 would reflect the expected position. The in-year variance being reported at the end of Quarter 3 therefore reflected a number of one-off opening costs in three main areas.

Whilst the forecast outturn for the General Fund was a small budget underspend, there still remained uncertainty in terms of service demands and income forecasts. As such the final outturn position for the year was still subject to further change and would continue to be carefully monitored. While mitigating actions were underway as detailed within the officer's report, strong budgetary control should continue to be a focus to ensure expenditure and income remained

balanced within the budget, resulting in a positive contribution to reserves at outturn.

Earmarked Reserves

Details of carry forward requests and transfers to reserves were detailed at paragraphs 3.10 - 3.12 of the officer's report.

Towards Financial Sustainability Programme

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

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

Housing Revenue Account

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

The HRA was currently projecting a forecast underspend of £714,390 (Appendix C provided a forecast HRA Summary), which would result in HRA balances of £1,744,414 as at the end of 2024/25. This position maintained balances above the prudent minimum of c.£1-1.5m.

Although the forecast position was an underspend there were a number of significant variations in income and expenditure. against the approved budget as outlined at paragraph 4.3-4.5 of the report, with full details of the main variances provided in Appendix D of the report.

The potential impact beyond 2024/25 of these changes in key variables had been assessed and in some cases had required future years budgets to be reset as part of the refreshed MTFs 2025-2030. The additional staff costs arising as a result of the proposed pay award were unavoidable and had required an ongoing increase in future pay budgets. In relation to housing repairs, the Housing Directorate Management Team continued work on the individual repairs service areas, i.e. Aids & Adaptations, Voids, Responsive Repairs etc, in order for management of demand and cost drivers to be reviewed. Work also continued within the HRA and HRS to address the recruitment and retention challenges, (this also formed part of a wider scope of work developing the Council's Workforce Development Strategy), which was already seeing some success with a reduction in level of vacancies.

As outlined throughout this report, there still remained a number of variables in the forecast assumptions, and as such the final outturn position for the year was still subject to further change. At this stage no additional mitigations, other than those currently being implemented in response to the issues faced by the HRS were recommended. Strong budgetary control should continue to be a focus to ensure expenditure and income remained balanced within budget, resulting in a positive contribution to reserves at outturn.

Housing Repairs Service

For 2024/25 the Council's Housing Repairs Service net revenue budget was set at zero, reflecting its full cost recovery nature.

At quarter 3 the HRS was forecasting a surplus of £32,882 in 2024/25, an improvement of £50,136 since quarter two, which had subsequently been repatriated to the HRA, as detailed at the forecast HRS summary at Appendix E. Full details of the main variances were provided in Appendix F, together with a summary of the key variances at paragraphs 5.2 – 5.3 of the officer's report.

While the forecast outturn for the HRS was a small budget overspend, there still remained uncertainty in terms of service demands and income forecasts. As such it was essential that the tight controls implemented to monitor premium sub-contractor spend were maintained to minimise the projected surplus and mitigate against the potential for the current net underspend in the HRA, to deteriorate.

Earmarked Reserves

The Council held a number of earmarked revenue reserves over both the General Fund and HRA. These reserves were sums set aside for specific purposes and to mitigate against potential future known or predicted liabilities. Key reserves included income volatility, business rates volatility, IT investment fund, asset sinking funds for future refurbishment etc. A number of these reserves were budgeted for use over the period of the MTFS.

The details of all the earmarked reserves and their forecast balance as at 31 March 2025 were attached at Appendix G, and summarised at paragraph 6.2 of the officer's report, with further details in the MTFS 2024-2029.

General Fund Investment Programme

The revised General Investment Programme (GIP) for 2024/25 amounted to £27.9m following the quarter 2 report. At quarter 3 the programme had decreased by £5.9m to £22.0m, as detailed at paragraph 7.2 of the officer's report.

Changes over the approved limit which had already been approved by the Executive were detailed at paragraph 7.3 of the officer's report.

New schemes or changes to current schemes over an approved limit which required Executive approval in quarter 3 were detailed at paragraph 7.4 of the officer's report.

In addition to the changes to schemes that required the approval of the Executive, the General Investment Programme also included schemes as part of the Lincoln Town Deal, for which the Council was the Accountable Body. Changes to a number of schemes during quarter 3 had been approved by the Town Deal Board, under a separate governance framework, as detailed at paragraph 7.5 of the officer's report

Delegated authority to approve financial changes up to an approved limit or to reprofile the budget during quarter 3 given to the Chief Finance Officer, as set out under Financial Procedure Rules were detailed at paragraph 7.6 of the officer's report

The overall spending on the General Investment Programme active schemes (excluding externally delivered schemes), at the end of quarter 3 was £10.1m, which was 53.1% of the budget as detailed further at Appendix I of the report.

The low capital spend at this stage of the year was primarily mainly due to the profiling of a number of large schemes only starting on site towards the end of quarter 2, beginning of quarter 3, e.g. Greyfriars, Yarborough Leisure Centre, Western Growth Corridor Phase 1a Homes and the LUF2 Eastern Access Bridge.

Housing Investment Programme

The revised Housing Investment Programme for 2024/25 amounted to £17.432m following the quarter 2 position. At quarter 3 the programme had been decreased by £0.020m to £17.411m, as detailed within paragraph 7.11 of the officer's report.

All changes over the approved limit already approved by the Executive for quarter 3 were detailed at paragraph 7.12 of the officer's report.

New schemes, or changes to current schemes, over an approved limit, in quarter 3 requiring Executive approval were detailed at paragraph 7.13 of the officer's report.

New projects added to the Housing Investment Programme under delegated authority given up to an approved limit to the Chief Finance Officer during quarter 3 were detailed at paragraph 7.14 of the officers report.

The financial changes delegated to the Chief Finance Officer for approval as set out under Financial Procedure Rules for the third quarter 2024/2025 were detailed at paragraph 7.15 and a summary of the projected outturn position for the Housing Investment Programme at paragraph 7.16 of the officer's report.

The overall expenditure on the Housing Investment Programme at the end of quarter 3 was £8.861m, which was 50.89% of the 2024/25 revised programme. This excluded expenditure relating to Western Growth Corridor, which was currently shown on the GIP, to be apportioned at year end (current forecast outturn £1.3m), as detailed further at Appendix J.

A further £0.680m had been spent as at the end of January 2025, although this was still a low percentage of expenditure at this stage of the financial year, works had been constrained by the availability of contractors and billing of capital works.

Members praised officers for accomplished governance of the Council's finances despite there having been significant cuts in resources over recent years, which was testament to their excellent management skills.

93. Medium Term Financial Strategy 2025-2030

Purpose of Report

1. To recommend to Executive the Medium-Term Financial Strategy for the period 2025-2030 and the budget for 2025/26, for referral to Full Council.
2. To recommend to the Executive the Capital Strategy 2025-2030 for referral to Full Council

Decision

That the Council be recommended to approve the Medium Term Financial Strategy 2025-2030, and the Capital Strategy 2025-2030, which included the following specific elements:

- a proposed council tax Increase of 2.9% for 2025/26;
- the Council being a member of the Lincolnshire Business Rates Pool in 2025/26;
- the General Fund Revenue Forecast 2025/26-2029/30, as shown in Appendix 1 and the main basis on which this budget had been calculated (as set out in paragraph 4);
- the Housing Revenue Account Forecast 2025/26-2029/30, as shown in Appendix 2 and the main basis on which this budget had been calculated (as set out in paragraph 5);
- the General Investment Programme 2025/26-2029/30, as shown in Appendix 3, and the main basis on which the programme had been calculated (as set out in paragraph 6).
- The Housing Investment Programme 2025/26-2029/30, as shown in Appendix 4, and the main basis on which the programme had been calculated (as set out in paragraph 7).

Alternative Options Considered and Rejected

None.

Reasons for the Decision

The refresh of the Medium-Term Financial Strategy (MTFS) needed to be seen in the context of a high level of financial uncertainty for the Council in relation to future Government funding levels. Significant changes to future public sector departmental spending through the Spending Review 2025, the allocation of this funding to local government through reforms to the distribution methodologies, and the implementation of a Business Rates Reset, were as yet unknown but all of which had the potential to fundamentally affect the Council's funding trajectory and MTFS.

In addition, the announcement of the English Devolution White Paper, which set out the Government's plans to widen and deepen devolution in England and reform local government structures, could have fundamental implications for all tiers of local government.

Furthermore, the Council continued to face cost and demand pressures, along with pressures on income streams and new statutory requirements. Inflation, pay awards, national insurance contribution increases, higher maintenance and construction costs, higher borrowing costs and reductions in local income streams all had a significant impact on the Council's cost base. The Council also continued to see increased demand for services, by those who relied on the safety net provided by local government, driven in part by the cost-of-living crisis and housing shortfall. In addition, new regulatory and statutory requirements added further cost pressures particularly in relation to recycling and housing standards/building safety.

As a result of these factors, the Council, and local government as a whole, were yet again having to update their medium-term financial strategies in an uncertain environment. It was a long time since the Council had any stability and certainty beyond a one-year timeframe, which made financial planning, and the subsequent impact on service delivery, in this climate extremely challenging.

Alongside the financial pressures and funding uncertainty that it was facing, the Council still needed to ensure that its financial resources were directed towards delivery of its vision and priorities. Following the natural conclusion of the Council's strategic plan, Vision 2025, the new Vision 2030 built upon its progress and presented a roadmap to address today's most pressing issues while embracing opportunities for the future, progressing a vision for both the City and Council through to 2030. Recognising the potential impacts of national policy changes in a number of areas, alongside devolution and local government reform, the action plans supporting Vision 2030 prioritised its first 12 to 18 months, ensuring adaptability to legislative, policy and economic changes.

The development of Vision 2030 also acknowledged that the Council still had a significant financial savings target to realise over the period of the MTFS, so there did have to be a careful balance between delivering a range of new projects that would make a real difference for the City and the need to keep tight control of the Council's financial position.

Prior to submission of the MTFS 2025-2030 and budget to the Executive and Full Council, public consultation and member scrutiny had been undertaken.

The MTFS set out the overall framework on which the Council planned and managed its financial resources to ensure that they fitted with, and supported, the direction of the Council's vision and strategic priorities.

The MTFS integrated revenue allocations, savings targets and capital investment, provided the budget for the next financial year and provided indicative budgets and future council tax and housing rent levels for the period covered by the strategy.

In light of the uncertainty the Council faced in its financial planning assumptions and the forthcoming reforms to local authority funding mechanisms, which were likely to result in reduced resources for the Council, the existing objectives of the MTFS had been reviewed to ensure they remained relevant. As a result, the key overriding objective continued to be;

- To drive down the Council's net cost base, in line with available resources, to ensure it maintained a sound and sustainable financial base, delivering a balanced budget over the life of the MTFS;

The further objectives that the MTFS sought to achieve were detailed within the officer's report.

Over the last decade and a half, the Council, alongside the majority of other local authorities, had experienced unprecedented financial challenges in various forms. Councils had to adapt to; the impact of severe, unprecedented, central government funding reductions; radical reform of the methodology for funding local government - where Councils were self-sufficient funded from local taxes with limited reliance on Central Government, changes in the use and demand for

services; as well as escalating costs. The reform of the methodology of funding local government had in particular transferred a significant amount of financial risk and uncertainty to local authorities, creating a greater degree of uncertainty over the budget planning parameters for the Council than was experienced previously.

Despite the significant reduction in income and increasing expenditure, the Council had, in recent years, been successful in protecting core services most needed by local residents and businesses, while still delivering plans for growth and maintaining a sound financial position. Although, given the scale of the savings delivered, this had required the Council to take some difficult decisions in terms of which services it continued to provide. This was an approach that had served the Council well and allowed savings of nearly £10.5m to be delivered over the last decade and half.

Looking ahead, the financial and operational landscape for local government continued to pose a high level of uncertainty, with a number of significant unknowns in relation to; the level of overall resources for local government following the Spending Review, the distribution of these resources to individual authorities following implementation of local authority funding reforms and the potential for local government re-organisation. Therefore, in order to ensure that the Council maintained a robust and sustainable financial position and was able to respond to the impact of external events and increased financial risks that it faced, the MTFS needed to remain flexible, the Council's reserves resilient and the sound track record of delivering savings needed to be sustained, whilst ensuring that resources were directed towards its vision and strategic priorities.

94. Council Tax 2025/2026

Purpose of Report

In light of the report on the Medium-Term Financial Strategy 2025-2030, which appeared elsewhere on this agenda, this report would set out the City Council's council tax requirement and, together with the requirements of the County Council and the Police & Crime Commissioner Lincolnshire, would allow Members to make a formal recommendation to Council for the overall levels of council tax for 2025/26.

Decision

That the following recommendations be made to the Council:

1. That the recommendation of the Executive on 6 January 2025 be accepted that the Council Tax Base for 2025/26, as calculated in accordance with The Local Authorities (Calculation of Council tax Base) (England) Regulations 2012, be 25,764.25.
2. That the following amounts be calculated for the year 2025/26 in accordance with Sections 31 to 36 of the Local Government Finance Act 1992:
 - (a) £123,900,580 being the aggregate of the amounts which the Council estimated for the items set out in Section 31A(2) of the Act taking into account all precepts issued to it by Parish Councils.

- (b) £115,733,830 being the aggregate of the amounts which the Council estimated for the items set out in Section 31A(3) of the Act.
- (c) £8,166,750 being the amount by which the aggregate at 2(a) above exceeded the aggregate at 2(b) above, calculated by the Council in accordance with Section 31A(4) of the Act as its Council Tax requirement for the year. (Item R in the formula in Section 31A (4) of the Act).
- (d) £316.98 being the amount at 2(c) above (Item R), all divided by Item T (1 above), calculated by the Council, in accordance with Section 31B(1) of the Act, as the basic amount of its Council Tax for the year (including Parish precepts).
- (e) £0 being the aggregate amount of all special items (Parish precepts) referred to in Section 34(1) of the Act.
- (f) £316.98 being the amount at 2(c) above less the amount at 2(e) above, all divided by the amount at 1 above, calculated by the Council in accordance with Section 33(1) of the Act, as the basic amount of its Council Tax for the year.

(g) City of Lincoln Council

A	B	C	D
£211.32	£246.54	£281.76	£316.98
E	F	G	H
£387.42	£457.86	£528.30	£633.96

being the amounts given by multiplying the amount at 2(f) above by the number which, in proportion set out in Section 5(1) of the Act, was applicable to dwellings listed in a particular band divided by the number which in proportion was applicable to dwellings listed in Valuation Band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken for the year in respect of categories of dwellings listed in different bands.

3. That it be noted that for the year 2025/26 Lincolnshire County Council had provisionally stated the following amounts in precepts issued to the Council, in accordance with the dwelling bandings shown below:

Lincolnshire County Council

A	B	C	D
£1,083.90	£1,264.55	£1,445.20	£1,625.85
E	F	G	H
£1,987.15	£2,348.45	£2,709.75	£3,251.70

4. That it be noted that for the year 2025/26 Police & Crime Commissioner Lincolnshire had provisionally stated the following amounts in precepts issued to the Council, in accordance with the dwelling bandings shown below:

Police & Crime Commissioner Lincolnshire

A	B	C	D
£212.10	£247.45	£282.80	£318.15
E	F	G	H
£388.85	£459.55	£530.25	£636.30

5. That having calculated the aggregate in each case of the amounts at 2(g), 3 and 4 above, the Council, in accordance with Section 30(2) of the Local Government Finance Act 1992, hereby set the following as the amounts of Council Tax for the year 2025/26 in accordance with the dwelling bandings shown below:

Total Council Tax Charge 2025/26

A	B	C	D
£1,507.32	£1,758.54	£2,009.76	£2,260.98
E	F	G	H
£2,763.42	£3,265.86	£3,768.30	£4,521.96

Alternative Options Considered and Rejected

None.

Reasons for the Decision

The net General Fund Budget requirement for 2025/26, as set out in the Medium Term Financial Strategy 2025-2030, totalled £14,832,290 which included a contribution to balances of £129,440. For 2025/26 a council tax increase of 2.9% had been applied. The council tax requirement for 2024/25 was £8,166,750. By reference to the Band D level, the 2024/25 council tax would rise by £9.00 to £316.98 per annum.

The requirements of Lincolnshire County Council and the Lincolnshire Police and Crime Commissioner were detailed in the report.

95. Prudential Indicators 2024/2025 to 2027/2028 and Treasury Management Strategy 2025/2026

Purpose of Report

To review and to recommend to the Council the adoption of the:

- Treasury Management Strategy 2025/26;
- Prudential Indicators;
- Minimum Revenue Provision (MRP) Policy;
- Treasury Management Practices (TMP's)

Decision

That the Council be recommended:

- (a) To approve the Treasury Management Strategy 2025/26, including the Prudential Indicators;

(b) To approve the Minimum Revenue Position Policy 2024/25;

(c) To approve the Treasury Management Practices

Alternative Options Considered and Rejected

None.

Reasons for the Decision

The report set out the operation of the Council's prudential indicators, its treasury function and its likely activities for the forthcoming year which incorporated the following four key elements:

- Prudential and Treasury Indicators – the reporting of the statutory prudential indicators together with local indicators, in accordance with the requirements of the CIPFA Prudential Code for Capital Finance in Local Authorities and the CIPFA Treasury Management Code of Practice.
- Minimum Revenue Provision (MRP) Statement – the reporting of the MRP policy which set out how the Council would pay for capital assets through revenue each year (as required by regulation under the Local Government Act 2003).
- Treasury Management Strategy – which set out how the Council's treasury activity would support capital decisions, the day-to-day treasury management and the limitations on activity through treasury prudential indicators. The key indicator was the Authorised Limit, the maximum amount of debt the Council could afford in the short term, but which would not be sustainable in the longer term. This was the Authorised Borrowing Limit required by s3 of the Local Government Act 2003 and was in accordance with the CIPFA Code of Practice on Treasury Management and the CIPFA Prudential Code.
- Investment Strategy – this was included within the Treasury Management Strategy and set out the criteria for choosing investment counterparties and limiting exposure to the risk of loss. It was reported annually (in accordance with Department for Levelling Up, Housing and Communities (DLUHC) Investment Guidance).

This report had been considered by Audit Committee on 4 February 2025.

96. Strategic Risk Register - Quarterly Review

Purpose of Report

To provide a status report on the revised Strategic Risk Register as at the end of the third quarter 2024/25.

Decision

That the Council's strategic risks as at the end of quarter three 2024/25, be noted.

Alternative Options Considered and Rejected

None were considered. The Strategic Risk Register contained the key strategic risks to the delivery of the Council's medium and longer term priorities. A failure to monitor the action that was being taken to manage those risks would undermine the Council's governance arrangements.

Reasons for the Decision

An update of the Strategic Risk Register, developed under the risk management approach of 'risk appetite', was last presented to Members in November 2024 and contained fifteen strategic risks.

Since reporting to Members in November, the Strategic Risk Register had been refreshed and updated by the Risk Owners and Corporate Management Team. This update had reviewed each risk in terms of the level of assessed risk, control measures in place and mitigating actions required, and had identified that there had been some positive movement in the Risk Register. It had also considered whether there were new risks that needed to be assessed.

The updated register was contained with Part B of this agenda, it contained fifteen strategic risks along with details of relevant mitigations.

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

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

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

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

The assessed level of each of the fifteen risks was outlined at paragraph 3.4 of the officer's report.

97. Exclusion of the Press and Public

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

98. Strategic Risk Register - Quarterly Review

Purpose of Report

To receive the revised Strategic Risk Register as at the end of quarter three 2024/25.

Decision

That the Council's strategic risks, as at the end of quarter three 2024/25, be noted.

Alternative Options Considered and Rejected

None were considered. The Strategic Risk Register contained the key strategic risks to the delivery of the Council's medium and longer term priorities. A failure to monitor the action that was being taken to manage those risks would undermine the Council's governance arrangements.

Reasons for the Decision

The reasons for the decision were set out at Minute 96 above.

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SUBJECT: STRATEGIC PERFORMANCE MEASURES & TARGETS 2025/26

DIRECTORATE: CHIEF EXECUTIVE AND TOWN CLERK

REPORT AUTHOR: BUSINESS INTELLIGENCE OFFICER

1. Purpose of Report

- 1.1 To present the strategic performance measures and their targets for 2025/26 to Executive for final approval.

2. Executive Summary

- 2.1 Strategic performance measures are reviewed on an annual basis. This ensures the measures being reported to senior management and members on a quarterly basis continue to provide a clear picture of the council's service area performance. Additionally, all performance measure targets are reviewed annually to ensure the targets remain achievable but suitably challenging.
- 2.2 The target setting element of this work for 2025/26 has focused largely on the analysis of the council's performance outturn trend over recent quarters / years, alongside considering the expected impacts over the coming year. Benchmarking data has been used by service areas in this process, however, the availability of this data is limited due to local authorities reporting on the measures most relevant to their own authority and services, rather than there currently being a requirement for all local authorities to report on all measures in the same way.
- 2.3 As with previous years, some measures have seen their targets relaxed due to increasing financial pressures on the Council, resource impacts, recruitment pressures and the cost-of-living crisis - all of which will inevitably continue to impact on performance. However, in some cases the targets have been made more stretching where some improvement in performance is expected.

3. Background

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

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

4. Performance Measure Review and Target Setting for 2025/26

- 4.1 During December 2024 and January 2025, Directors, Assistant Directors and Service Managers, working with Portfolio Holders, were asked to review the existing strategic performance measures and their targets to ensure they remained suitable for monitoring service performance during 2025/26.
- 4.2 Following approval by PSC, the final measure set and their targets will be presented to Executive in March 2025.
- 4.3 The performance measures, their high and low targets and details of the removed / new measures for 2025/26 are provided at Appendix A. Justifications for changes to measures and targets have been provided by the service area within this appendix.

5. Summary of Changes for 2025/26

- 5.1 In total there are 68 targeted and 28 volumetric measures within the strategic performance measure set for 2025/26 (total of 96 measures).

5.2 New Performance Measures for 2025/26

3 performance measures have been added to the measure set for 2025/26 (see sections 5.2 & 5.3).

Directorate for Communities & Environment (DCE)

- Events, Tourism and Culture – Visitor satisfaction with Events in Lincoln programme
- Public Protection and Anti-Social Behaviour – Total cases received in quarter (full service)
- Public Protection and Anti-Social Behaviour – Average days to close a case in quarter (full service)

5.3 Directorate for Major Developments Measures

Together with the performance measures above for the directorates of CX, DCE and DHI, the Directorate for Major Development reports on a range of measures to provide members with and insight into the progress being made on the key work programmes within the directorate. These measures include:

Town Deal

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

UK Shared Prosperity Fund (UKSPF)

- Percentage spend on UKSPF programme

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

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

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

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

In 2025/26 the business plan for the Cornhill market will be developed and new measures considered for inclusion in the current measure set during 2025/26. Measures for Climate Change will be considered during consultation with the new Portfolio Holder, as well as the new Climate Change Manager due to join the authority in the coming quarter.

5.4 Performance Measures Removed from the Measure Set for 2025/26

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

The performance measures removed from the measure set include:

Directorate for Communities & Environment (DCE)

- PPASB1 - Number of cases received in the quarter (ASB cases only)
- PPASB 3 - Number of live cases open at the end of the quarter (across full PPASB service)

5.5 Performance Measures with Revised Targets for 2025/26

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

Chief Executive Directorate (CX)

- PRO 1 - Percentage spend on contracts that have been awarded to "local" contractors (as the primary contractor)
- CS 3 - Average time taken to answer a call to customer services
- ACC 1 - Average return on investment portfolio
- ACC 2 - Average interest rate on external borrowing
- BE 1 - Average days to process new housing benefit claims from date received (cumulative)

- BE 2 - Average days to process housing benefit claim changes of circumstances from date received (cumulative)
- BE 3 - Number of Housing Benefits / Council Tax support customers awaiting assessment
- BE 4 - Percentage of risk-based quality checks made where Benefit entitlement is correct (cumulative)
- REV 2 - Business Rates - in year collection rate for Lincoln (cumulative)
- REV 3 - Number of outstanding customer changes in the Revenues team

Directorate for Communities & Environment (DCE)

- DM 5 - Percentage of total decisions made in the quarter that have subsequently been overturned at appeal
- 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
- LIC 1 - Percentage of premises licences issued within 28 days of grant
- 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)

Directorate for Housing & Investment (DHI)

- CC 1 - Percentage of customers satisfied with their new Lincare Housing Assistance service connection to the control centre.

5.6 Performance Measures with Name Amendments / a Change of Focus

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

Directorate for Housing & Investment (DHI)

- HS 3 - Successful preventions and relief of homelessness against total number of homelessness approaches (name amended and focus change to report as a volumetric measure)

1 continuing performance measure has had a change of focus to report as a volumetric measure.

Directorate for Communities & Environment (DCE)

- AH 1- Number of affordable homes delivered (cumulative)

5.7 Performance Measure with Reporting Frequency Changed for 2025/26

0 continuing performance measures have had their reporting frequency changed from annual to quarterly for 2025/26.

5.8 Performance Measures with No Changes for 2025/26

73 continuing performance measures across the three directorates will continue without any changes for 2025/26 and will retain their existing targets.

6. Strategic Priorities

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

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

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

7. Organisational Impacts

7.1 Finance (including whole life costs where applicable)

There are no direct financial implications because of this report.

7.2 Legal Implications including Procurement Rules

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

7.3 Equality, Diversity and Human Rights

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

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

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

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

8. Risk Implications

8.1 (i) Options Explored

8.2 N/A.

(ii) Key Risks Associated with the Preferred Approach

N/A.

9. Recommendations

9.1 Executive is asked to review and approve the strategic performance measures and their targets for 2025/26.

Is this a key decision?

No

Do the exempt information categories apply?

No

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

No

How many appendices does the report contain?

One

List of Background Papers:

None

Lead Officers:

Business Intelligence Officer – Corporate Policy and Transformation

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Performance Measure Review and Target Setting 2024/25 - Quarterly Measures																				
Directorate	Assistant Director	Service Area	Portfolio Holder	Measure ID	Measure	Quarterly, Cumulative or Seasonal	Unit	High or Low is good	Low Target 2024/25	High Target 2024/25	Q3 - 2023/24 outturn	Q4 - 2023/24 outturn	Q1 2024/25 outturn	Q2 2024/25 outturn	Q3 2024/25 outturn	Measure being retained for 2025/26?	Low Target 2025/26	High Target 2025/26	Change for 2025/26	Service area comments
CX	City Solicitor	Procurement Services	Customer experience and review	PRO 1	Percentage spend on contracts that have been awarded to "local" contractors (as the primary contractor)	Quarterly	%	High is good	20.00	45.00	N/A	N/A	54.05	64.47	39.47	Y	30.00	50.00	Target change	slight change to both low & high target based on current year performance
	City Solicitor	Work Based Learning	Our people and resources	WBL 1	Percentage of apprentices completing their qualification on time	Quarterly	%	High is good	95.00	100.00	50.00	67.00	50.00	66.60	100.00	Y	95.00	100.00	No change	Measure to remain in strategic measure set. Targets continue to be appropriate as performance is expected to be similar to current year as capacity remains similar.
CX	City Solicitor	Work Based Learning	Our people and resources	WBL 2	Percentage of apprentices moving into Education, Employment or Training	Quarterly	%	High is good	90.00	95.00	100.00	100.00	50.00	100.00	100.00	Y	90.00	95.00	No change	Measure to remain in strategic measure set. Targets continue to be appropriate as performance is expected to be similar to current year as capacity remains similar.
CX	Assistant Director -Transformation & Strategic Development	Corporate Policy & Transformation	Reducing Inequality	CPT 1	Number of internal safeguarding referrals received	Quarterly	Number	N/A	Volumetric	Volumetric	N/A	N/A	75	73	89.00	Y	Volumetric	Volumetric	No change	Measure to be retained as a volumetric measure.
CX	Assistant Director - Strategic Development	Customer Services	Customer experience and review	CS 2	Number of telephone enquiries answered in Customer Services	Quarterly	Number	N/A	Volumetric	Volumetric	24,512	25,838	43,759	41,961	21,517	Y	Volumetric	Volumetric	No change	include rather than exclude the switchboard calls, as these are still being answered by the C/S team and vary in length and complexity. We can split out the calls by contact centre and switchboard in the commentary going forward. The control sheet will be amended to clarify
CX	Assistant Director - Strategic Development	Customer Services	Customer experience and review	CS 3	Average time taken to answer a call to customer services	Quarterly	Seconds	Low is good	600.00	300.00	471	607	817	795	697.91	Y	700.00	500.00	Target change	Targets amended to reflect the increase in call volumes and complexity, which are expected to increase this year, with capacity remaining similar within the team. It is understood that good performance is within the quality of the response and for the caller's issues to be resolved wherever possible, first time. These calls can take some time to resolve while the customer is on the phone, to make sure appropriate action is taken and reducing where possible, the need for follow up calls. However, we will continue to reduce call wait times where possible, without detriment to the service offered. Additionally, this target measure will help us continue to monitor peak demand and resource levels.
CX	Assistant Director - Strategic Development	Customer Services	Customer experience and review	CS 4	Average customer feedback score (telephone, face to face and e-mail enquiries)	Quarterly	%	High is good	75.00	95.00	83.60	83.28	86.50	61.40	74.66	Y	75.00	95.00	No change	Measure to be retained as a volumetric measure.
CX	Assistant Director - Strategic Development	Customer Services	Customer experience and review	CS 5	Footfall into City Hall reception desk	Quarterly	Number	N/A	Volumetric	Volumetric	N/A	N/A	8,868	10,471	10,777	Y	Volumetric	Volumetric	No change	Measure to be retained as a volumetric measure.
CX	Assistant Director - Strategic Development	IT	Customer experience and review	ICT 1	Number of calls logged to IT helpdesk	Quarterly	Number	N/A	Volumetric	Volumetric	907	1,230	1,004	1,007	1,077	Y	Volumetric	Volumetric	No change	Measure to remain in strategic measure set. Targets continue to be appropriate.
CX	Assistant Director - Strategic Development	IT	Customer experience and review	ICT 2	Percentage of first time fixes	Quarterly	%	N/A	Volumetric	Volumetric	65.20	63.20	70.00	73.70	70.30	Y	Volumetric	Volumetric	No change	Measure to remain in strategic measure set. Targets continue to be appropriate.
CX	Chief Finance Officer	Accountancy	Customer experience and review	ACC 1	Average return on investment portfolio	Quarterly	%	High is good	3.50	4.50	5.54	5.60	5.30	5.20	4.89	Y	3.00	4.00	Target change	Reduction in BOE base rates expected
CX	Chief Finance Officer	Accountancy	Customer experience and review	ACC 2	Average interest rate on external borrowing	Quarterly	%	Low is good	5.50	3.50	3.26	3.28	3.26	3.26	3.17	Y	5.00	3.50	Target change	Reduction in BOE base rates expected
CX	Chief Finance Officer	Internal Audit	Customer experience and review	AUD 1	Completion of the Internal Audit Annual Plan	Cumulative	%	High is good	Q1 - 5 Q2 - 20 Q3 - 55 Q4 - 85	Q1 - 15 Q2 - 35 Q3 - 65 Q4 - 95	N/A	N/A	15.00	31.00	48.00	Y	Q1 - 5 Q2 - 20 Q3 - 55 Q4 - 85	Q1 - 15 Q2 - 35 Q3 - 65 Q4 - 95	No change	Measure to remain in strategic measure set. Targets continue to be appropriate.
CX	Chief Finance Officer	Financial Services	Customer experience and review	DCT 1	Percentage of invoices paid within 30 days	Quarterly	%	High is good	95.00	97.00	96.42	86.86	95.70	95.48	96.70	Y	95.00	97.00	No change	Measure to remain in strategic measure set. Targets continue to be appropriate.
CX	Chief Finance Officer	Financial Services	Customer experience and review	DCT 2	Percentage of invoices that have a Purchase Order completed	Quarterly	%	High is good	65.00	75.00	78.00	77.00	75.00	71.00	76.00	Y	65.00	75.00	No change	Measure to remain in strategic measure set. Targets continue to be appropriate.
CX	Chief Finance Officer	Financial Services	Customer experience and review	DCT 3	Average number of days to pay invoices	Quarterly	Days	Low is good	20	15	18.00	22.00	15.00	14.00	14.00	Y	20	15	No change	Measure to remain in strategic measure set. Targets continue to be appropriate.
CX	Assistant Director -Shared Revenues & Benefits	Housing Benefit Administration	Reducing Inequality	BE 1	Average days to process new housing benefit claims from date received (cumulative)	Cumulative	Days	Low is good	Q1 - 21.00 Q2 - 20.00 Q3 - 19.50 Q4 - 19.00	Q1 - 19.00 Q2 - 18.50 Q3 - 17.50 Q4 - 17.00	15.24	14.32	14.20	13.78	13.23	Y	Q1 - 20.00 Q2 - 19.00 Q3 - 18.00 Q4 - 17.00	Q1 - 19.50 Q2 - 18.50 Q3 - 17.50 Q4 - 16.50	Target change	Impact of continuing rollout of Universal Credit unknown at this time, also in relation to potentially increased number of pension-age Housing Benefit claims due to increase in applications for Pension Credit.
CX	Assistant Director - Shared Revenues & Benefits	Housing Benefit Administration	Reducing Inequality	BE 2	Average days to process housing benefit claim changes of circumstances from date received (cumulative)	Cumulative	Days	Low is good	Q1 - 10.50 Q2 - 9.50 Q3 - 8.50 Q4 - 7.00	Q1 - 8.00 Q2 - 7.50 Q3 - 7.00 Q4 - 5.50	5.52	3.42	4.54	5.18	4.77	Y	Q1 - 10.00 Q2 - 9.00 Q3 - 8.00 Q4 - 7.00	Q1 - 7.50 Q2 - 7.00 Q3 - 6.50 Q4 - 5.00	Target change	Impact of continuing rollout of Universal Credit unknown at this time, also in relation to potentially increased number of pension-age Housing Benefit claims due to increase in applications for Pension Credit.
CX	Assistant Director -Shared Revenues & Benefits	Housing Benefit Administration	Reducing Inequality	BE 3	Number of Housing Benefits / Council Tax support customers awaiting assessment	Quarterly - individual quarter targets	Number	Low is good	Q1 - 2,500 Q2 - 2,000 Q3 - 1,750 Q4 - 2,000	Q1 - 2,000 Q2 - 1,800 Q3 - 1,600 Q4 - 1,900	1,481	2,274	2,997	1,670	866	Y	Q1 - 2,500 Q2 - 2,000 Q3 - 1,700 Q4 - 2,250	Q1 - 2,000 Q2 - 1,800 Q3 - 1,600 Q4 - 2,000	Target change	Impact of continuing rollout of Universal Credit unknown at this time, also in relation to potentially increased number of pension-age Housing Benefit claims due to increase in applications for Pension Credit. Workload builds up in quarter 4 due to annual benefits upratings, rent increases, etc.
CX	Assistant Director -Shared Revenues & Benefits	Housing Benefit Administration	Reducing Inequality	BE 4	Percentage of risk-based quality checks made where Benefit entitlement is correct (cumulative)	Cumulative	%	High is good	Q1 - 88.00 Q2 - 89.00 Q3 - 90.00 Q4 - 91.00	Q1 - 91.00 Q2 - 92.00 Q3 - 93.00 Q4 - 94.00	92.29	93.05	95.68	95.13	94.39	Y	Q1 - 89.00 Q2 - 90.00 Q3 - 91.00 Q4 - 92.00	Q1 - 91.00 Q2 - 92.00 Q3 - 93.00 Q4 - 94.00	Target change	Slight increase to the low target as performance continues to be positive.
CX	Assistant Director -Shared Revenues & Benefits	Housing Benefit Administration	Reducing Inequality	BE 5	The number of new benefit claims year to date (Housing Benefits/Council Tax Support)	Quarterly	Number	N/A	Volumetric	Volumetric	3,255	4,189	1,073	2,290	3,519	Y	Volumetric	Volumetric	No change	Measure to be retained as a volumetric measure.
CX	Assistant Director -Shared Revenues & Benefits	Revenues Administration	Customer experience and review	REV 1	Council Tax - in year collection rate for Lincoln (cumulative)	Cumulative	%	High is good	Q1 - 25.00 Q2 - 50.00 Q3 - 75.00 Q4 - 95.10	Q1 - 26.00 Q2 - 51.50 Q3 - 77.00 Q4 - 96.10	76.11	94.04	25.64	50.26	76.02	Y	Q1 - 25.00 Q2 - 50.00 Q3 - 75.00 Q4 - 94.50	Q1 - 26.00 Q2 - 51.50 Q3 - 77.00 Q4 - 95.50	No change	Measure to remain in strategic measure set. Targets continue to be appropriate.
CX	Assistant Director -Shared Revenues & Benefits	Revenues Administration	Customer experience and review	REV 2	Business Rates - in year collection rate for Lincoln (cumulative)	Cumulative	%	High is good	Q1 - 29.00 Q2 - 54.00 Q3 - 81.00 Q4 - 97.10	Q1 - 32.00 Q2 - 57.00 Q3 - 84.00 Q4 - 98.10	85.60	98.32	25.64	61.00	85.72	Y	Q1 - 24.00 Q2 - 48.00 Q3 - 72.00 Q4 - 95.00	Q1 - 30.00 Q2 - 50.00 Q3 - 80.00 Q4 - 97.00	Target change	Expected increased challenges in collecting Business Rates due to economic climate, in particular the reduction of Retail Hospitality & Leisure relief from 75% to 40% for 2025/26.
CX	Assistant Director -Shared Revenues & Benefits	Revenues Administration	Customer experience and review	REV 3	Number of outstanding customer changes in the Revenues team	Quarterly - individual quarter targets	Number	Low is good	Q1 - 1,800 Q2 - 1,700 Q3 - 1,600 Q4 - 1,500	Q1 - 1,700 Q2 - 1,600 Q3 - 1,500 Q4 - 1, 450	907	1,745	1,775	2,789	1,116	Y	Q1 - 2,250 Q2 - 2,150 Q3 - 2,050 Q4 - 2,000	Q1 - 2,100 Q2 - 2,000 Q3 - 1,900 Q4 - 1, 850	Target change	New 'baseline' of outstanding Revenues workload from 2024/25, as now includes items that come through the 'Citizens Access Revenues' self-serve portal.
CX	Assistant Director - Shared Revenues & Benefits	Revenues Administration	Customer experience and review	REV 4	Number of accounts created for the My Lincoln Accounts system (to date)	Quarterly	Number	N/A	Volumetric	Volumetric	3,760	4,905	5,552	6,222	6,831	Y	Volumetric	Volumetric	No change	Measure to be retained as a volumetric measure.

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

Directorate	Assistant Director	Service Area	Portfolio Holder	Measure ID	Measure	Quarterly, Cumulative or Seasonal	Unit	High or Low is good	Low Target 2024/25	High Target 2024/25	Q3 - 2023/24 outturn	Q4 - 2023/24 outturn	Q1 2024/25 outturn	Q2 2024/25 outturn	Q3 2024/25 outturn	Measure being retained for 2025/26?	Low Target 2025/26	High Target 2025/26	Change for 2025/26	Service area comments
DCE	Assistant Director -Planning	Affordable Housing	Quality Housing	AH1	Number of affordable homes delivered (cumulative)	Cumulative	Number	High is good	Q1 - 5 Q2 - 10 Q3 - 15 Q4 - 20	Q1 - 25 Q2 - 50 Q3 - 75 Q4 - 100	17	17	0	0	11	Y	Volumetric	Volumetric	Change from a targeted measure to volumetric	Move to volumetric as there is limited control from the service area as to the number of affordable homes delivered. This is largely dependent on whether or not large scale housing applications are submitted and where viability is not used to avoid provision. There are also other mechansims in Housing to capture those affordable units directly provided by the council
DCE	Assistant Director -Planning	Development Management (Planning)	Inclusive Economic Growth	DM 1	Number of applications in the quarter	Quarterly	Number	N/A	Volumetric	Volumetric	191	199	169	199	175	Y	Volumetric	Volumetric	No change	Measure is being retained as a volumetric measure.
DCE	Assistant Director -Planning	Development Management (Planning)	Inclusive Economic Growth	DM 2	End to end time to determine a planning application (Days)	Quarterly	Days	Low is good	85.00	65.00	73.96	67.70	62.70	83.84	86.39	Y	85.00	65	No change	Measure to be retained, it is an indicator of work load and productivity.
DCE	Assistant Director -Planning	Development Management (Planning)	Inclusive Economic Growth	DM 3	Number of live planning applications open	Quarterly	Number	Low is good	180	120	115	115	95	92	90	Y	180	120	No change	Measure to be retained, it is an indicator of work load and productivity.
DCE	Assistant Director -Planning	Development Management (Planning)	Inclusive Economic Growth	DM 4	Percentage of applications approved	Quarterly	%	High is good	85.00	97.00	93.00	95.00	97.00	94.00	91.00	Y	85.00	97.00	No change	Measure to be retained, it is an indicator of quality deision making and positive and proactive work.
DCE	Assistant Director -Planning	Development Management (Planning)	Inclusive Economic Growth	DM 5	Percentage of total decisions made in the quarter that have subsequently been overturned at appeal	Quarterly	%	Low is good	10.00	5.00	0.00	0.69	0.70	1.83	0.00	Y	10.00	2.00	Target change	Changes to the targets to be more stretching given the long term performance of the service delivering performance at a higher level. The high target has therefore been changed but the low target needs to remain at 10% as this is a national target
DCE	Assistant Director -Planning	Development Management (Planning)	Inclusive Economic Growth	DM 5a	Number of decisions appealed in the quarter	Quarterly	Number	Low is good	5.00	1.00	2	5	2	3	0	Y	5.00	1.00	No change	Measure to be retained, it is an indicator of quality deision making
DCE	Assistant Director -Planning	Development Management (Planning)	Inclusive Economic Growth	DM 5b	Number of appealed decisions in the quarter overturned by the inspectorate	Quarterly	Number	Low is good	5.00	1.00	9	1	1	2	0	Y	5.00	1.00	No change	Measure to be retained, it is a national indicator.
DCE	Assistant Director -Planning	Development Management (Planning)	Inclusive Economic Growth	DM 6	Percentage of Non-Major Planning Applications determined within the government target (70% in 8 weeks) measured on a 2 year rolling basis (including extensions of time)	Quarterly	%	High is good	70.00	90.00	85.00	87.00	78.44	78.59	78.00	Y	70.00	90.00	No change	Measure to be retained, it is a national indicator.
DCE	Assistant Director -Planning	Development Management (Planning)	Inclusive Economic Growth	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)	Quarterly	%	High is good	60.00	90.00	70.97	100.00	72.41	74.00	73.08	Y	60.00	90.00	No change	Measure to be retained, it is a national indicator.
DCE	Assistant Director -Planning	Parking Services	Inclusive Economic Growth	PS 1	Overall percentage utilisation of all car parks	Quarterly	%	High is good	50.00	60.00	56.00	54.00	54.00	51.33	59.00	Y	50.00	60.00	No change	Measure being retained, targets continue to be appropriate and consistent with usage following review.
DCE	Assistant Director -Planning	Parking Services	Inclusive Economic Growth	PS 2	Sessional car parking income as a percentage of budget requirement	Quarterly	%	High is good	91.00	96.00	113.18	112.04	103.42	103.78	114.04	Y	91.00	96.00	No change	This is a new measure so not changing for now as we may not consistently overachieve target in future quarters. The target is not increasing because there is a natural increase anyway due to increased income targets each year
DCE	Assistant Director -Health & Environmental Services	Food and Health & Safety Enforcement	Remarkable Place	FHS 1	Percentage of premises fully or broadly compliant with Food Health & Safety inspection	Quarterly	%	High is good	95.00	99.00	98.78	99.99	98.63	99.96	98.90	Y	96.00	99.00	Target change	Slight increase in lower target as there is evidence that existing lower target is always being overachieved.
DCE	Assistant Director -Health & Environmental Services	Food and Health & Safety Enforcement	Remarkable Place	FHS 2	Average time from actual date of inspection to achieving compliance	Quarterly	Days	Low is good	15.00	10.00	6.20	4.60	5.28	6.73	7.54	Y	15.00	8.00	Target change	Look to increase the upper target to make it more stretching, however due to staff resource retain the low target.
DCE	Assistant Director -Health & Environmental Services	Food and Health & Safety Enforcement	Remarkable Place	FHS 3	Percentage of food inspections that should have been completed and have been in that time period	Quarterly	%	High is good	90.00	97.00	94.24	99.52	91.58	87.12	96.97	Y	90.00	97.00	No change	Retain the targets as these have been challenging due to staffing resource within the small team
DCE	Assistant Director -Health & Environmental Services	Licensing	Remarkable Place	LIC 1	Percentage of premises licences issued within 28 days of grant	Quarterly	%	High is good	80.00	100.00	94.44	100.00	98.25	100.00	96.67	Y	90.00	100.00	Target change	Low target increased due to historic trend above target
DCE	Assistant Director -Health & Environmental Services	Licensing	Remarkable Place	LIC 2	Total number of active premises licences	Quarterly	Number	N/A	Volumetric	Volumetric	405	404	410	409	406	Y	Volumetric	Volumetric	No change	Measure is being retained as a volumetric measure which is dictated by market forces so there can be no influence over the target.
DCE	Assistant Director -Health & Environmental Services	Licensing	Remarkable Place	LIC 3	Total number of active private hire / hackney carriage licences (operators, vehicles and drivers)	Quarterly	Number	N/A	Volumetric	Volumetric	828	837	878	901	899	Y	Volumetric	Volumetric	No change	Measure is being retained as a volumetric measure which is dictated by market forces so there can be no influence over the target.
DCE	Assistant Director -Health & Environmental Services	Private Housing	Quality Housing	PH 1	Average time in weeks from occupational therapy notification to completion of works on site for a DFG grant (all DFG's exc. extensions)	Quarterly	Weeks	Low is good	26.00	19.00	36.00	31.00	30.90	32.00	28.00	Y	31.00	26.00	Target change	The targets for both low and high are not realistic as demonstrated by the targets being significantly and persistently under achieved. There have been process changes within the delivery of DFG's which will seek to make some improvement in the end to end time however it will not reach these target levels. The challenge for this service delivery is multifaceted, including contractor availability and design and build. The target should be stretching but not unachievable. Having reviewed the performance over the last 8 quarters the targets for both low and high are proposed.
DCE	Assistant Director -Health & Environmental Services	Private Housing	Quality Housing	PH 2	Average time from date of inspection of accommodation to removing a severe hazard to an acceptable level	Quarterly	Weeks	Low is good	20.00	12.00	11.00	20.50	19.00	22.00	22.40	Y	20.00	12.00	No change	Measure being retained and targets continue to be appropriate following review.
DCE	Assistant Director -Health & Environmental Services	Private Housing	Quality Housing	PH 3	Number of empty homes brought back into use (cumulative)	Cumulative	Number	High is good	Q1 - 1 Q2 - 8 Q3 - 11 Q4 - 15	Q1 - 8 Q2 - 18 Q3 - 23 Q4 - 30	34	42	8	23	31	Y	Q1 - 1 Q2 - 8 Q3 - 11 Q4 - 15	Q1 - 8 Q2 - 18 Q3 - 23 Q4 - 30	No change	Measure being retained and targets continue to be appropriate following review.

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

Directorate	Assistant Director	Service Area	Portfolio Holder	Measure ID	Measure	Quarterly, Cumulative or Seasonal	Unit	High or Low is good	Low Target 2024/25	High Target 2024/25	Q3 - 2023/24 outturn	Q4 - 2023/24 outturn	Q1 2024/25 outturn	Q2 2024/25 outturn	Q3 2024/25 outturn	Measure being retained for 2025/26?	Low Target 2025/26	High Target 2025/26	Change for 2025/26	Service area comments
DCE	Assistant Director -Health & Environmental Services	Public Protection and Anti-Social Behaviour Team	Reducing Inequality	PPASB 1	Number of cases received in the quarter (ASB cases only)	Quarterly	Number	N/A	Volumetric	Volumetric	111	131	234	224	185	N	N/A	N/A	Remove measure	Measure being removed, new measure will detail full service
DCE	Assistant Director -Health & Environmental Services	Public Protection and Anti-Social Behaviour Team	Reducing Inequality	PPASB 2	Number of cases closed in the quarter (across full PPASB service)	Quarterly	Number	N/A	Volumetric	Volumetric	1,006	1,014	1,279	1,362	1,114	Y	Volumetric	Volumetric	No change	Measure being retained and targets continue to be appropriate following review.
DCE	Assistant Director -Health & Environmental Services	Public Protection and Anti-Social Behaviour Team	Reducing Inequality	PPASB 3	Number of live cases open at the end of the quarter (across full PPASB service)	Quarterly	Number	Low is good	240	200	226	279	278	295	272	N	N/A	N/A	Remove measure	Measure being removed, new measure will detail full picture of service area work
DCE	Assistant Director -Health & Environmental Services	Public Protection and Anti-Social Behaviour Team	Reducing Inequality	PPASB 4	Total cases received in quarter (full service)	Quarterly	Number	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Volumetric	Volumetric	New measure	New revised measure to replace the previous measure PPASB1 which was limited to 1 workstream within the service, the new measure will provide a more comprehensive view.
DCE	Assistant Director -Health & Environmental Services	Public Protection and Anti-Social Behaviour Team	Reducing Inequality	PPASB 5	Average days to close a case in quarter (full service)	Quarterly	Days	Low is good	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	50	70	New measure	New measure to better reflect the volume of work undertaken by the team on case management.
DCE	Assistant Director -Health & Environmental Services	Sport & Leisure	Remarkable Place	SP 1a	Quarterly visitor numbers to Birchwood Leisure Centre	Quarterly	Number	N/A	Volumetric	Volumetric	38,687	44,443	41,503	42,623		Y	Volumetric	Volumetric	No change	Measure is being retained as a volumetric measure.
DCE	Assistant Director -Health & Environmental Services	Sport & Leisure	Remarkable Place	SP 1b	Quarterly visitor numbers to Yarborough Leisure Centre	Quarterly	Number	N/A	Volumetric	Volumetric	98,617	115,974	113,680	113,933		Y	Volumetric	Volumetric	No change	Measure is being retained as a volumetric measure.
DCE	Assistant Director -Health & Environmental Services	Sport & Leisure	Remarkable Place	SP 2	Artificial Grass Pitch usage at Yarborough Leisure Centre & Birchwood Leisure Centre	Quarterly	Hours	High is good	520	700	858.00	825.50	773.50	802.75		Y	520	700	No change	Measure being retained and targets continue to be appropriate following review.
DCE	Assistant Director -Health & Environmental Services	Sport & Leisure	Remarkable Place	SP 3a	Birchwood Leisure Centre - Number of net promoter score points above or below the average Net Promoter Score for England	Quarterly	Number	High is good	0	2	11	11	7	6		Y	0	2	No change	Measure being retained and targets continue to be appropriate following review.
DCE	Assistant Director -Health & Environmental Services	Sport & Leisure	Remarkable Place	SP 3b	Yarborough Leisure Centre - Number of net promoter score points above or below the average Net Promoter Score for England	Quarterly	Number	High is good	0	2	5	16	-30	2		Y	0	2	No change	Measure being retained and targets continue to be appropriate following review.
DCE	Assistant Director - Communities & Street Scene	Allotments	Remarkable Place	AM 1	Percentage occupancy of allotment plots	Quarterly	%	High is good	90.00	95.00	95.00	94.00	93.00	93.00	95.00	Y	90.00	95.00	No change	Measure being retained and targets continue to be appropriate following review of current high performance within the service area capacity.
DCE	Assistant Director - Communities & Street Scene	CCTV	Reducing Inequality	CCTV 1	Total number of incidents handled by CCTV operators	Quarterly	Number	N/A	Volumetric	Volumetric	2,887	2,852	3,183	3,055	3,102	Y	Volumetric	Volumetric	No change	Measure is being retained as a volumetric measure.
DCE	Assistant Director - Communities & Street Scene	Grounds Maintenance	Remarkable Place	GM 1	Contractor points recorded against target standards specified in contract - Grounds Maintenance	Quarterly	Number	Low is good	200	75	85	20	185	190	30	Y	200	75	No change	The contract for this service is being re-let, with a new contract starting Sept 2026. In preparation for this the Council is reviewing and refocusing on the formal contract rectification and default procedures, and as such a slightly higher level of points might be expected in the run up to the new contract starting. Looking at the past performance, it is considered to be reasonably challenging to retain the existing targets.
DCE	Assistant Director - Communities & Street Scene	Street Cleansing	Remarkable Place	SC 1	Contractor points recorded against target standards specified in contract - Street Cleansing	Quarterly	Number	Low is good	150	50	60	55	35	10	95	Y	150	50	No change	The contract for this service has been re-let, with a new contract starting Sept 2026. In preparation for this the Council is reviewing and refocusing on the formal contract rectification and default procedures, and as such a slightly higher level of points might be expected in the run up to the new contract starting. Looking at the past performance, it is considered to be reasonably challenging to retain the existing targets.
DCE	Assistant Director - Communities & Street Scene	Waste & Recycling	Remarkable Place	WM 1	Percentage of waste recycled or composted (seasonal)	Seasonal	%	High is good	Q1 - 26.00 Q2 - 34.00 Q3 - 32.50 Q4 - 30.50	Q1 - 30.00 Q2 - 37.00 Q3 - 38.00 Q4 - 35.00	34.95	29.43	26.30	35.00	33.50	Y	Q1 - 26.00 Q2 - 34.00 Q3 - 32.50 Q4 - 30.50	Q1 - 30.00 Q2 - 37.00 Q3 - 38.00 Q4 - 35.00	No change	The waste/recycling performance has broadly been within target, with a small slip in Q4. As the government has mandated significant changes in service in 2026, and no known changes are proposed in 2025, it is proposed to retain these targets for the coming year.
DCE	Assistant Director - Communities & Street Scene	Waste & Recycling	Remarkable Place	WM 2	Contractor points recorded against target standards specified in contract - Waste Management	Quarterly	Number	Low is good	150	50	40	100	100	131	90	Y	150	50	No change	The contract for this service has been re-let, with a new contract starting Sept 2026. In preparation for this the Council is reviewing and refocusing on the formal contract rectification and default procedures, and as such a slightly higher level of points might be expected in the run up to the new contract starting. Looking at the past performance, it is considered to be reasonably challenging to retain the existing targets.

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

Directorate	Assistant Director	Service Area	Portfolio Holder	Measure ID	Measure	Quarterly, Cumulative or Seasonal	Unit	High or Low is good	Low Target 2024/25	High Target 2024/25	Q3 - 2023/24 outturn	Q4 - 2023/24 outturn	Q1 2024/25 outturn	Q2 2024/25 outturn	Q3 2024/25 outturn	Measure being retained for 2025/26?	Low Target 2025/26	High Target 2025/26	Change for 2025/26	Service area comments
DHI	Assistant Director - Housing Management	Control Centre	Quality Housing	CC 1	Percentage of customers satisfied with their new Lincare Housing Assistance service connection to the control centre	Quarterly	%	High is good	90.00	95.00	95.92	96.30	100.00	100.00	94.74	Y	95.00	99.00	Target change	Increase by 5%. Stretching the target
DHI	Assistant Director - Housing Management	Control Centre	Quality Housing	CC 2	Percentage of Lincare Housing Assistance calls answered within 60 seconds	Quarterly	%	High is good	97.50	98.00	97.77	98.32	98.97	98.95	98.98	Y	97.50	98.00	No change	Telecare Services Association targets so would only change if altered by the Telecare Services Association.
DHI	Assistant Director - Housing Management	Housing Solutions	Quality Housing	HS 1	The number of people currently on the Housing Register	Quarterly	Number	N/A	Volumetric	Volumetric	1,998	2,036	2,029	2,076	2,057	Y	Volumetric	Volumetric	No change	Measure is being retained as a volumetric measure.
DHI	Assistant Director - Housing Management	Housing Solutions	Quality Housing	HS 2	The number of people approaching the council as homeless	Quarterly	Number	N/A	Volumetric	Volumetric	334	332	330	328	296	Y	Volumetric	Volumetric	No change	Measure is being retained as a volumetric measure.
DHI	Assistant Director - Housing Management	Housing Solutions	Quality Housing	HS 3	Successful preventions and relief of homelessness against total number of homelessness approaches	Quarterly	%	High is good	45.00	50.00	50.37	52.22	37.87	36.14	42.63	Y	N/A	N/A	Measure removed for name change/change to volumetric	Measure to be amended to a volumetric measure, and change of name to be 'Number of sucessful preventions and relief of homelessness'
DHI	Assistant Director - Housing Management	Housing Solutions	Quality Housing	HS 4	Number of rough sleepers	Quarterly	Number	N/A	Volumetric	Volumetric	N/A	N/A	11	13	18	Y	Volumetric	Volumetric	No change	Measure is being retained as a volumetric measure.
DHI	Assistant Director - Housing Management	Housing Voids	Quality Housing	HV 1	Percentage of rent lost through dwelling being vacant	Quarterly	%	Low is good	1.10	1.00	1.07	1.14	1.27	1.36	1.46	Y	1.10	1.00	No change	Measure to remain and targets continue to be suitable following review.
DHI	Assistant Director - Asset Management	Housing Voids	Quality Housing	HV 3	Average re-let time calendar days for all dwellings (including major works)	Quarterly	Days	Low is good	45.00	42.00	45.50	43.46	48.79	51.59	50.94	Y	Volumetric	Volumetric	No change	Measure is being retained as a volumetric measure.
DHI	Assistant Director - Housing Management	Rent Collection	Quality Housing	RC 1	Rent collected as a proportion of rent owed	Quarterly	%	High is good	96.50	97.50	108.05	97.50	96.48	96.37	109.60	Y	96.50	97.50	No change	Measure to remain and targets continue to be suitable following review.
DHI	Assistant Director - Housing Management	Rent Collection	Quality Housing	RC 2	Current tenant arrears as a percentage of the annual rent debit	Quarterly	%	Low is good	4.15	4.00	2.86	2.88	3.50	4.47	3.33	Y	4.15	4.00	No change	Measure to remain and targets continue to be suitable following review.
DHI	Assistant Director - Asset Management	Housing Investment	Quality Housing	HI 1	Percentage of council properties that are not at the 'Decent Homes' standard (excluding refusals)	Quarterly	%	Low is good	1.20	1.00	0.86	0.24	0.36	0.64	0.45	Y	1.20	1.00	No change	This target should be profiled as the levels of decency are expected to be higher at the beginning of a year (component's Age and become non Decent) and then fall as work is undertaken to return the property to Decency. Info to be sent over
DHI	Assistant Director - Asset Management	Housing Investment	Quality Housing	HI 2	Number of properties 'not decent' as a result of tenants refusal to allow work (excluding referrals)	Quarterly	Number	N/A	Volumetric	Volumetric	232	221	225	243	2.35	Y	Volumetric	Volumetric	No change	Measure is being retained as a volumetric measure. The number of refusals cannot be controlled by the Council.
DHI	Assistant Director - Asset Management	Housing Investment	Quality Housing	HI 3	Percentage of dwellings with a valid gas safety certificate	Quarterly	%	High is good	98.60	99.00	97.83	98.66	98.68	99.27	98.96	Y	98.6	99	No change	Measure being retained and targets continue to be appropriate following review.
DHI	Assistant Director - Asset Management	Housing Maintenance	Quality Housing	HM 1a	Percentage of reactive repairs completed within target time (priority 1 day only)	Quarterly	%	High is good	98.50	99.50	99.04	99.84	99.89	99.89	100.00	Y	98.50	99.50	No change	Measure being retained and targets continue to be appropriate following review. targets are set to meet the upper quartile of Housemark benchmarking.
DHI	Assistant Director - Asset Management	Housing Maintenance	Quality Housing	HM 1b	Percentage of reactive repairs completed within target time (urgent 3 day repairs only)	Quarterly	%	High is good	95.00	97.50	83.28	88.76	99.32	97.24	94.52	Y	95.00	97.50	No change	Measure being retained and targets continue to be appropriate following review. targets are set to meet the upper quartile of Housemark benchmarking.
DHI	Assistant Director - Asset Management	Housing Maintenance	Quality Housing	HM 2	Percentage of repairs fixed first time (priority and urgent repairs) - HRS only	Quarterly	%	High is good	90.00	92.00	94.32	92.29	98.00	98.68	95.13	Y	90.00	92.00	No change	Measure being retained and targets continue to be appropriate following review.
DHI	Assistant Director - Asset Management	Housing Maintenance	Quality Housing	HM 4	Appointments kept as a percentage of appointments made (priority and urgent repairs) - HRS only	Quarterly	%	High is good	96.00	98.00	96.24	97.71	98.76	99.27	99.42	Y	96.00	98.00	No change	Measure being retained and targets continue to be appropriate following review.
DHI	Assistant Director - Asset Management	Housing Maintenance	Quality Housing	HM 5	Satisfaction with Repairs (Regulator of Social Housing Tenant Satisfaction Measure – TP02)	Quarterly	N/A	N/A	Volumetric	Volumetric	N/A	N/A	73.00	71.00	72.00	Y	Volumetric	Volumetric	No change	Measure is being retained as a volumetric measure.

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

Directorate	Assistant Director	Service Area	Portfolio Holder	Measure ID	Measure	Quarterly, Cumulative or Seasonal	Unit	High or Low is good	Low Target 2024/25	High Target 2024/25	Q3 - 2023/24 outturn	Q4 - 2023/24 outturn	Q1 2024/25 outturn	Q2 2024/25 outturn	Q3 2024/25 outturn	Measure being retained for 2025/26?	Low Target 2025/26	High Target 2025/26	Change for 2025/26	Service area comments
DMD	Assistant Director - DMD	Major Developments	Inclusive Economic Growth	DMD 1	Percentage spend on Town Deal programme	Quarterly	%	N/A	N/A	N/A	N/A	N/A	54.00	62.00	62.00	Y	N/A	N/A	No change	Staying the same as % of delivery programme.
DMD	Assistant Director - DMD	Major Developments	Inclusive Economic Growth	DMD 2	Percentage / number of Town Deal projects on target	Quarterly	%	N/A	N/A	N/A	N/A	N/A	75.00	75.00	75.00	Y	N/A	N/A	No change	Staying the same as % of delivery programme.
DMD	Assistant Director - DMD	Major Developments	Inclusive Economic Growth	DMD 3	Percentage spend on UKSPF programme	Quarterly	%	N/A	N/A	N/A	N/A	N/A	24.00	64.00	64.00	Y	N/A	N/A	No change	Measure to be retained subject to confirmation of funding and programme content.
DMD	Assistant Director - DMD	Major Developments	Inclusive Economic Growth	DMD 4	Percentage / number of UKSPF projects on target	Quarterly	%	N/A	N/A	N/A	N/A	N/A	38.00	81.00	81.00	Y	N/A	N/A	No change	Measure to be retained subject to confirmation of funding and programme content.
DMD	Assistant Director - DMD	Major Developments	Inclusive Economic Growth	DMD 5	Number of businesses receiving business support utilising the UKSPF fund	Quarterly	Number	N/A	N/A	N/A	N/A	N/A	69	18	18	Y	Volumetric	Volumetric	No change	Measure to be retained subject to confirmation of funding and programme content.
DMD	Assistant Director - DMD	Major Developments	Inclusive Economic Growth	DMD 6	Percentage occupancy of Greetwell Place	Quarterly	%	N/A	Volumetric	Volumetric	N/A	N/A	98.00	98.00	98.00	Y	Volumetric	Volumetric	No change	Remaining the same as % of data collection. Measure to be retained as a volumetric measure.
DMD	Assistant Director - DMD	Major Developments	Inclusive Economic Growth	DMD 7	Percentage occupancy of The Terrace	Quarterly	%	N/A	Volumetric	Volumetric	N/A	N/A	99.00	94.00	94.00	Y	Volumetric	Volumetric	No change	Remaining the same as % of data collection. Measure to be retained as a volumetric measure.
DMD	Assistant Director - DMD	Major Developments	Inclusive Economic Growth	DMD 8	Unemployment rate within Lincoln	Quarterly	Number	N/A	Volumetric	Volumetric	N/A	N/A	3.90	4.10	4.00	Y	Volumetric	Volumetric	No change	Remaining the same as % of data collection. Measure to be retained as a volumetric measure.
DMD	Assistant Director - DMD	Major Developments	Inclusive Economic Growth	DMD 9	Average wage in Lincoln	Quarterly	Number	N/A	Volumetric	Volumetric	N/A	N/A	32,402	33,598	34,720	Y	Volumetric	Volumetric	No change	Remaining the same as % of data collection. Measure to be retained as a volumetric measure.

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

	Assistant Director	Service Area	Portfolio Holder	Measure ID	Measure	Collection frequency	Unit	High or low is good	Low Target 2024/25	High Target 2024/25	2021/22 outturn	2022/23 outturn	2023/24 outturn	2024/25 outturn	Measure being retained for 2025/26?	Low Target 2024/25	High Target 2024/25	Change for 2025/26	Service area comments
CX	City Solicitor	Democratic Services	Customer experience and review	DEM 1	The number of individuals registered on the electoral register as at 1st December (local elections)	Annual Q3	Number	N/A	Volumetric	Volumetric	62,292	61,778	62,045	64,813	Y	Volumetric	Volumetric	No change	This measure will remain volumetric as we have no control over the electorate figure.
DCE	Assistant Director Health & Environmental Services	Events, Tourism and Culture	Inclusive Economic Growth	ETC 1	Visitor satisfaction with Events in Lincoln programme	Annual Q4	%	High is good	N/A	N/A	N/A	N/A	N/A	N/A	N/A	95.00	98.00	New measure	The Events in Lincoln programme was launched in 2023 following the reprofiling of the Christmas Market and lights budget. There are currently no indicators for the objectives for the EIL programme
DCE	Assistant Director Health & Environmental Services	Food and Health & Safety Enforcement	Remarkable Place	FHS 4	Percentage of Citizens' Panel respondents who are satisfied with the standard of hygiene in restaurants/cafes/shops and takeaways in Lincoln	Annual Q3	%	High is good	85.00	90.00	87.80	87.50	90.70	91.40	Y	85.00	90.00	No change	The target is not always being achieved therefore should stay the same as a stretching target.
DCE	Assistant Director Communities & Street Scene	Grounds Maintenance	Remarkable Place	GM 2	Satisfaction with our public open spaces overall (collected via Citizens' Panel)	Annual Q2	%	High is good	80.00	90.00	77.80	80.00	83.50	76.50	Y	80	90	No change	The last year's figures shows that these targets are already challenging, and that despite promising trajectory over the last few years, achieving target consistently remains a challenge.
DCE	Assistant Director Communities & Street Scene	Street Cleansing	Remarkable Place	SC 2	Satisfaction that public land and public highways are kept clear of litter and refuse (Street Cleansing) (collected via Citizens' Panel)	Annual Q2	%	High is good	68.00	78.00	62.50	72.80	69.50	72.80	Y	68	78	No change	Performance remains volatile, and the top of target remains elusive. Targets have not however been reduced, so they will remain stretching.
DCE	Assistant Director Communities & Street Scene	Waste & Recycling	Remarkable Place	WM 3	Satisfaction with refuse service (collected via Citizens' Panel)	Annual Q3	%	High is good	94.00	97.00	97.00	95.30	94.80	95.60	Y	94	97	No change	The targets for this service are very high, and continue to be achieved. However, raising the target further would potentially make them impossible to achieve, without significant additional resources, which would not be appropriate given the high scores being achieved.
DCE	Assistant Director Communities & Street Scene	Waste & Recycling	Remarkable Place	WM 4	Satisfaction with recycling service (collected via Citizens' Panel)	Annual Q3	%	High is good	92.00	97.00	94.50	93.60	94.10	95.10	Y	92	97	No change	The targets for this service are very high, and continue to be achieved. However, raising the target further would potentially make them impossible to achieve, without significant additional resources, which would not be appropriate given the high scores being achieved.

EXECUTIVE**24 MARCH 2025**

SUBJECT: ICT HARDWARE

DIRECTORATE: CHIEF EXECUTIVE AND TOWN CLERK

**REPORT AUTHORS: EMILY KATE HOLMES, ASSISTANT DIRECTOR-
TRANSFORMATION & STRATEGIC DEVELOPMENT
& MATT SMITH, BUSINESS DEVELOPMENT & IT
MANAGER**

1. Purpose of Report

- 1.1 To consider proposals for ICT provision and approve budget allocations in the General and Housing Investment Programmes for implementation.

2. Background

- 2.1 A number of interdependent workstreams need addressing to support the ongoing provision of ICT at the Council. This includes, replacement or alternative delivery of core infrastructure, review of applications and investment in desktop equipment.
- 2.2 When workstyles were introduced, different job roles were assigned different types of desktop equipment suited to the requirements of their work. Some roles were issued laptops and others retained fixed terminals at their workspace. For those issued laptops in the initial roll out, these devices are ageing which is affecting how well they currently operate. For officers using the remaining terminals, these are no longer fit for purpose causing significant operating challenges.
- 2.3 The platform that terminals currently need to operate relies heavily on core infrastructure processing power (over 50%) and with the current infrastructure close to capacity, users are receiving a poor experience. Additionally, the desktop on terminals is slow to refresh as it is not carried with an individual and terminals cannot be taken into meetings which is inefficient for the user when needing to access information to contribute and is reliant on taking notes by hand and then typing up or adding into the system.
- 2.4 The age of devices used by the Housing Repairs Service (HRS), alongside the need for devices that are compatible with applications and ways of working means that these devices are also in need of replacement.
- 2.5 The tablet devices used by elected members are also end of life and due for replacement.

3. Proposal

- 3.1 An assessment across services reviewing device models, options and docking stations needed over the coming year has been undertaken. 269 terminals need replacing with laptop devices and 99 laptops need replacing. The cost of this investment is £345,000. This includes docking stations and monitors that are important for workplace health and safety requirements.
- 3.2 The HRS team are currently trialling device options to determine the most suitable rugged tablet device for the workforce. A budget of up to £60,000 will be needed, subject to final selection on the preferred device following the trial.
- 3.3 Members may find a laptop device more practical to undertake their roles, being able to view and annotate papers and to easily navigate the hub and other online directories, enabling them to find information to signpost and support residents, make online reports and access guidance. A budget of up to £20,000 to replace member devices following further engagement is needed.
- 3.4 Training and support at roll out for those receiving new devices to make sure that they have the tools and skills to maximise the use of their device.

4. Benefits

- 4.1 Staff will see an improvement in efficiency with their devices and how these connect with the server and applications and will address some of the challenges and delays currently being experienced across services.
- 4.2 The improvements will help both staff and members find information quickly and be able to provide more immediate support for residents seeking advice or making reports by enabling information to be shared or reported into services there and then, wherever they are working from.
- 4.3 The way that new devices are rolled out and the allocation to individuals will support improvements needed in relation to asset management identified by audit.
- 4.4 Replacing terminals with laptops is an important factor in developing options for replacing the Council's infrastructure and upgrading applications as needed as these impact how devices connect to the servers and networks.
- 4.5 A reduction in printing is also expected as individuals will have devices that they take with them to access papers.

5. Options Considered

- 5.1 Do nothing – delaying replacing devices is not recommended at this time given the regular challenges the workforce is experiencing in connecting and operating their devices and systems and in turn undertaking their roles.

- 5.2 Replace all devices at once - this is not recommended, as although further existing laptops will need replacing in future years, they have not yet reached end of life and have value.

6. Strategic Priorities

- 6.1 The recommendations in this report support City of Lincoln Council's One Council approach, in turn enabling delivery of the Council's strategic priorities.

7. Organisational Impacts

7.1 Finance

7.1.1 Capital Implications

Desktop provision devices, whether those are laptops or tablets, meet the definition of capital expenditure of "an asset that yields benefits to the Council and the services it provides for a period of more than one year" and that by treating the number of laptops as one acquisition, the de-minimis levels are achieved for capitalisation.

- 7.1.2 As set out in this report, the estimated cost of the new devices, split across the General Fund and HRA (this includes the costs of devices in the Housing Repairs Service), are estimated to be as follows:

	General Fund £	HRA £	Total £
Laptops/Monitors/Docks	280,000	65,000	345,000
Rugged Devices	0	60,000	60,000
Member Devices	20,000	0	20,000
Total	300,000	125,000	425,000

- 7.1.3 The General Fund cost of £300,000 will be funded from unallocated General Fund capital receipts, of which there is currently a balance of £1.159m.

- 7.1.4 The HRA cost of £125,000 will be funded through Direct Revenue Financing (DRF) allocated from the Housing IT earmarked reserve.

7.1.5 Revenue Implications

There are no direct revenue implications arising as the expenditure is being classified as capital. However, any future replacement of individual devices or the acquisition of new devices will be treated as revenue expenditure unless the de-minimis level is reached. These costs will be required to be funded from within existing cash limited service budgets.

7.2 Legal Implications Including Procurement Rules

The procurement of new desktop devices will be undertaken in accordance with the Procurement Act 2023. These are being reviewed to determine the appropriate procurement route for the devices with advice from procurement and legal services.

7.3 Equality, Diversity and Human Rights

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

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

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

There are no direct implications from this report, however there are some additional benefits that laptop devices have in relation to accessibility and alternative format options available.

8. Risk Implications

- 8.1 There are no risks identified with the recommendations in this report. There are associated risks with the 'do nothing' option as this could result in decline in device operability, and at some stage loss of service. Delays in device replacement from terminals to laptops is a risk to preparing options for updating the Council's infrastructure.

9. Recommendation

- 9.1 Executive are asked to approve the inclusion of the budget allocations of £300,000 in the General Investment Programme and £125,000 in the Housing Investment Programme (funded through capital receipts and DRF) for investment in the Council's ICT provision.

Is this a key decision?	Yes
Do the exempt information categories apply?	No
Does Rule 15 of the Scrutiny Procedure Rules (call-in and urgency) apply?	No
How many appendices does the report contain?	None
List of Background Papers:	None
Lead Officer:	Emily Kate Holmes, Assistant Director, Transformation & Strategic Development Emily.holmes@lincoln.gov.uk

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EXECUTIVE**24 MARCH 2025**

SUBJECT: UK SHARED PROSPERITY FUND 2025/26

DIRECTORATE: MAJOR DEVELOPMENTS

REPORT AUTHOR: KATE ELLIS – STRATEGIC DIRECTOR MAJOR DEVELOPMENTS

1. Purpose of Report

- 1.1 To seek Executive approval to submit Lincoln's project programme for the one-year UKSPF (UK Shared Prosperity Fund) funding available for 2025-26.

2. UKSPF 2025-26

- 2.1 City of Lincoln Council was previously directly awarded £2,810,773 of funding from the government's UKSPF programme between 2022-25 which has enabled us to deliver a comprehensive programme of projects across Lincoln particularly focusing on community and people projects within our most deprived areas, alongside business support, employment, and skills. That programme needs to be fully and spent and delivered by 31 March 2025 and is on track to do.
- 2.2 The government announced in the Autumn Budget on 30 October 2024 that there would be a further one-year standalone UKSPF programme for 2025-26. As Lincoln is now part of a devolved combined county authority, this new allocation has been pooled into a single allocation for Greater Lincolnshire. North East Lincolnshire Council (NELC) is the accountable body for the funding in 2025-26 and will be managing, monitoring and reporting on the overall programme for the Greater Lincolnshire Mayoral County Combined Authority (GLMCCA).
- 2.3 The GLMCCA confirmed on 14 February 2025 that:
- Allocations have been made to each area based on the methodology for the 2022-25 programme.
 - No new investment plans are required but a refresh of the existing investment plans is expected to ensure activity reflects the programme and GLMCCA priorities.
 - The GLMCCA have centralised the funding for the Supporting Business Priority and are administering all supporting initiatives through the Lincolnshire Business Hub under a separate Investment Plan proposal.
 - Revised investment plans for each area should go through their own relevant governance process to ensure alignment, local approval and political sign-off. For Lincoln this means the Town Board for comment/input/recommendations and then the City Council's Executive Committee for final decision and approval.
 - Draft revised investment plans to be submitted to NELC by 28 February 2025.

- 2.4 Lincoln's allocation on this basis is a total of £880,902 which comprises £143,680 capital and £737,222 revenue funds for spend and delivery by 31 March 2026.
- 2.5 A refreshed draft investment plan for Lincoln's UKSPF 2025-26 allocation was submitted on 27 February 2025 following a discussion at Town Fund Investment Sub Committee on 18 February 2025. This follows a review of projects within the existing programme that were successfully and effectively delivering the target outcomes and outputs and the capital projects where early activity could be continued and built upon to maximise their impact in those deprived areas. In addition, there was a review of the evidence base, the emerging anti-poverty strategy work in Lincoln and consultation feedback on the Council's Vision 2030 work to ensure projects and activity met local needs and priorities. The draft investment plan prioritises funding for the community and place and people and skills priorities given the GLMCCA's approach to the Supporting Business priority. The submitted draft investment plan is attached below as Appendix A.
- 2.6 A further update was received on 05 March 2025 from NELC which confirms the following:
- NELC will issue Memorandum of Understanding (MOU) to each council area in April 2025.
 - Individual Investment Plans should be locally approved with a target date of 21 March 2025 (Lincoln has notified NELC that Executive will be 24 March 2025 and that is acceptable).
 - Overall Investment Plan agreed by GLMCCA partners and uploaded by 18 April 2025.
 - First payments by early June 2025 (anything prior is at risk).
 - Review of delivery in September 2025 so programme needs to be well underway and committed to avoid clawback/reduction of funding.
 - Full review of programme in January 2026 to ensure spend and delivery achievable by 31 March 2026.
- 2.7 Lincoln's Town Deal Board is meeting on Friday 14 March 2025 to consider the proposed UKSPF 2025-26 programme and their comments will be circulated to the Executive for the 24 March 2025 meeting.

3. Strategic Priorities

- 3.1 The UKSPF programme will deliver a range of outputs contributing to all of the Council's strategic priorities.

4. Organisational Impacts

4.1 Finance (Including Whole Life Costs where Applicable)

Under the original UKSPF allocation for 2022-2025 the Council acted as the accountable body, for 2025/26 that responsibility now sits with NELC.

The administration of the scheme will continue in the existing way with the Council directly delivering a number of schemes itself along with delivery through external organisations. Grant drawdowns and claims monitoring will be through NELC rather

than through MHCLG. The current, robust, programme management and monitoring arrangements will continue to be in place.

As with the current scheme, there remains a risk to the Council of any cost overruns on projects that it will directly deliver, as there is no guarantee that there will be any underspends on other projects and activity in the year that could be reallocated. The Council will need to continue to ensure its projects are managed effectively and that any potential overspends are identified and mitigated where possible.

The capital allocation of £143,680 will require inclusion in the General Investment Programme for 2025/26, fully funded through external grant.

The revenue allocation of £737,222 will be included in the General Fund revenue account, fully funded through grant.

4.2 Legal Implications Including Procurement Rules

No direct legal impacts arising from this report.

4.3 Equality, Diversity and Human Rights

No direct impacts arising from this report.

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

5. Risk Implications

There are no risks identified arising from this report.

6. Recommendation

- 6.1 To approve the proposed programme for the 2025-26 UKSPF funding in Lincoln to be submitted to NEL for inclusion in the GLMCCA government submission.
- 6.2 Subject to approval of the overall Investment Plan by GLMCCA partners, that the budget allocations set out in paragraph 4.1 are included in the General Investment Programme and General Fund revenue account in 2025/26.

Is this a key decision? No

Do the exempt information categories apply? No

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

How many appendices does the report contain? One

List of Background Papers: None

Lead Officer: Kate Ellis – Strategic Director Major Development
Email address: kate.ellis@lincoln.gov.uk

APPENDIX A – Proposed Lincoln 2025/26 UKSPF Investment Plan

Investment Priority; Communities and Place		Project						
Theme	Sub-theme:	Title and brief description	New or continuation from 22-25	Is the project specific to location, or could it be delivered across a	Revenue Grant (£)	Capital Grant	Match Funding (£)	Total Cost
Healthy, Safe and Inclusive Communities	Healthy: Improve health and wellbeing	Initiatives will include; Cost of living programme; No Wrong Door project; Age UK project . These initiatives are targeted at addressing the health and well being issues associated with cost of living crisis, isolation amongst the elderly and vulnerable and digital exclusion.	Continuation	Local	£186,755.00	£0.00	£0.00	£186,755.00
Healthy, Safe and Inclusive Communities	Inclusive: Bringing communities together, tackling homelessness	Initiatives will include Anti Poverty Strategy and action plan and Neighbourhood working engagement toolkit ; A Citywide Community Grant Scheme ; Ermine Community Hub Project - a programme of community engagement targeted to local need, including better digital connectivity and safe places for the young. Moorland Community Hub - programme of activity targeted to community need. A programme of initiatives targeted at community development and cohesion.	Continuation	Local	£386,602.00	£43,680.00		£430,282.00
Healthy, Safe and Inclusive Communities	High streets and town centres improvements	South High Street place-shaping framework to promote and enable South High Street to be a diverse, vibrant and sustainable neighbourhood; Greening the City Project - capital works aimed at supporting City centre vibrancy	New	Local	£20,000.00	£100,000.00		£120,000.00
					£593,357.00	£143,680.00	£0.00	£737,037.00
Investment Priority; Supporting Local Business		Project						
Theme	Sub-theme:	Title and brief description	New or continuation from 22-25	Is the project specific to location, or could it be delivered across a wider area?	Revenue Grant (£)	Capital Grant	Match Funding (£)	Total Cost
					£0.00	£0.00	£0.00	£0.00
Investment Priority; People and Skills		Project						
Theme	Sub-theme:	Title and brief description	New or continuation from 22-25	Is the project specific to location, or could it be delivered across a wider area?	Revenue Grant (£)	Capital Grant	Match Funding (£)	Total Cost
Employability		Our Community Bakery - support for hard to reach NEETs to access education, training and employment.	Continuation	Local	£60,000.00			£60,000.00
Employability	Supporting people to progress towards and into employment	Teenage Market Project - upskilling young people to use their creativity, entrepreneurship and innovation to explore self employment opportunities through local market use and targeted events.	New	Local	£20,000.00			£20,000.00
					£80,000.00	£0.00	£0.00	£80,000.00

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

1. Purpose of Report

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

2. Recommendation

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

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