

EXECUTIVE

| | Tues | day, 3 June | 2025 | 6.00 pm | Committee Room 1, City Hall | | | |
|-------|--------------|------------------|---|--|--|--|--|--|
| Men | nbersh | nip: | Councillors Naomi Tweddle (Chair), Donald Nannesta Chair), Rebecca Longbottom, Lucinda Preston, Callum R Joshua Wells | | | | | |
| Offic | cers at | tending: | Angela Andrews, Kate Ellis, Jaclyn Gibson, Democratic Services, Daren Turner, Simon Walters and Carolyn Wheater | | | | | |
| | | | | AGENDA | | | | |
| SEC | CTION | A | | | Page(s) | | | |
| 1. | Conf | irmation of Min | utes - Previ | ous Meetings | | | | |
| | (a) | 20 March 202 | 5 - Extraordi | nary Meeting | 5 - 6 | | | |
| | (b) | 24 March 202 | 5 | | 7 - 12 | | | |
| | (c) | 15 April 2025 | - Extraordina | ary Meeting | 13 - 16 | | | |
| 2. | Decl | arations of Inte | rest | | | | | |
| | wher natu | n declaring inte | erests memberest, and w | oers must disclose hether it is a dis | s' Code of Conduct, the existence and closable pecuniary | | | |
| INC | LUSIV | E ECONOMIC | GROWTH | | | | | |
| 3. | Resl | dents Parking | Scheme Ext | ension | 17 - 28 | | | |
| QU | ALITY | HOUSING | | | | | | |
| 4. | Hous | sing Asset Man | agement St | rategy | 29 - 48 | | | |
| 5. | Hous | sing Tenancy F | raud Policy | | 49 - 58 | | | |

REDUCING INEQUALITY

6. Future of Neighbourhood Working

59 - 90

| REN | MARKABLE PLACE | |
|-----|--|-----------|
| 7. | Lease Disposal - Sobraon Barracks | 91 - 114 |
| CUS | STOMER EXPERIENCE, REVIEW AND RESOURCES | |
| 8. | Treasury Management Stewardship and Actual Prudential Indicators Report 2024/25 | 115 - 134 |
| 9. | Q4 2024/25 Operational Performance Report | 135 - 182 |
| 10. | Financial Performance - Outturn 2024/25 | 183 - 222 |
| 11. | Strategic Risk Register - Quarterly Review | 223 - 226 |
| 12. | Exclusion of the Press and Public | 227 - 228 |
| | You are asked to resolve that the press and public be excluded from the meeting during the consideration of the following items because it is likely that if members of the press or public were present, there would be disclosure to them of 'exempt information'. | |
| | In accordance with the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, notice is hereby given of items which will be considered in private, for which either 28 days' notice has been given or approval has been granted by the appropriate person specified in the Regulations. For further details please visit our website at http://www.lincoln.gov.uk or contact Democratic Services at City Hall, Beaumont Fee, Lincoln. | |
| | These items are being considered in private as it is likely that exempt information may be disclosed, as defined in Schedule 12A of the Local Government Act 1972. No representations have been received in relation to the proposal to consider these items in private. | |

| SECTION B | | |
|--|-------------------|-----------|
| CUSTOMER EXPERIENCE, REVIEW AND RESOURCE | ES . | |
| 13. Strategic Risk Register - Quarterly Review | [Exempt Para 3] | 229 - 246 |
| 14. Write Outs of Irrecoverable Non-Domestic Rates and Council Tax | s, Sundry Debtors | 247 - 256 |
| and Council Tax | [Exempt Para 2] | |
| QUALITY HOUSING | | |
| 15. Technology to Monitor Alarms and Sensors | [Exempt Para 3] | 257 - 262 |



Executive 20 March 2025

Present: Councillor Naomi Tweddle (in the Chair),

Councillor Rebecca Longbottom and Councillor

Joshua Wells

Apologies for Absence: Councillor Donald Nannestad and Councillor Bob Bushell

99. <u>Declarations of Interest</u>

No declarations of interest were received.

100. Local Government Reorganisation

Purpose of Report

To seek Executive approval of the response to the Government's invitation to submit a proposal/interim plan for Local Government Reorganisation as detailed in Appendix 1.

Decision

That the response to the Government's invitation to submit a proposal/interim plan for Local Government Reorganisation as detailed in Appendix 1 to the report be approved.

Alternative Options Considered

All options must be presented against the criteria set out by the Ministry of Housing Communities & Local Government (MHCLG) and this included local proposals in the context of a wider geography, within a strategic authority area. For Lincolnshire, this meant two-tier councils, seven district councils, Lincolnshire County Council, unitary councils, North East Lincolnshire Council and North Lincolnshire Council. MHCLG expected that proposals for the whole area could be for one or more new unitary councils and should be complementary to devolution plans.

There had been several meetings of council Leaders and Chief Executives to review approaches to developing proposals. It was accepted that at this moment in time, only six weeks after the receipt of the Minister's letter it was unlikely that all 10 councils would reach a consensus on the best future model for unitary councils across Lincolnshire. There was a broad sense that the future model of delivery for local government would encompass two or three unitary councils across Greater Lincolnshire.

It was expected that there would be several different proposals submitted from Lincolnshire councils to Government that could be further discussed prior to the final November submission. This was likely to be the case in many two tier areas across the country.

Reasons for the Decision

The English Devolution White Paper published on the 16 December 2024 and the accompanying correspondence written on the same day, made clear the

Government's intention to devolve power from Westminster to strategic authorities across the whole of England. In addition, the White Paper outlined the requirement for all two-tier local authority areas, as well as smaller unitary authorities and failing unitary authorities, to reorganise to form new unitary authorities.

The White paper argued that the current system of local government was overly complex and fragmented and argued that any reorganisation would reduce fragmentation and duplication and enabled economies of scale to be realised. This placed the sector on a financially firmer footing to improve service delivery and outcomes.

The new system was envisaged to consist of two local authorities 'layers':

- Strategic Authorities the product of a devolution agreement led by mayors, which in Lincolnshire would be the Greater Lincolnshire Combined County Authority
- Principal Authorities any unitary authority.

On the 5 February 2025, Greater Lincolnshire authorities were informed by the MHCLG that they were not on the local government priority programme, therefore Lincolnshire County Council elections would be going ahead this May.

On the 5 February 2025, MHCLG wrote to all Greater Lincolnshire authorities formally issuing statutory invitations inviting them to work with other council leaders in the area to develop a proposal for local government reorganisation.

The letter asked for an interim plan to be submitted on or before the 21 March 2025, with the expectation that any full proposal would be submitted by the 28 November 2025. The letter gave guidance on what any proposal should consider including size, how efficiencies would be achieved, how capacity would improve and the ability to withstand financial shocks.

Council had no decision-making role as far as devolution and local government reorganisation was concerned since this was an Executive function, however as this was a subject matter of significant public interest, it was considered important to give all Members the ability to consider and debate the matter. On 4 March, Members debated Local Government Reorganisation at Council and views had been considered in the development of the proposed response. An Extraordinary Meeting of Council was scheduled for 6.30pm on 20 March ahead of this Extraordinary Executive meeting this evening.

(Members commended officers for their excellent work on the proposal/interim plan for Local Government Reorganisation).

Executive 24 March 2025

Present: Councillor Naomi Tweddle (in the Chair),

Councillor Bob Bushell, Councillor Rebecca Longbottom

and Councillor Joshua Wells

Apologies for Absence: Councillor Donald Nannestad

101. Confirmation of Minutes - 24 February 2025

RESOLVED that the minutes of the meeting held on 24 February 2025 be confirmed and signed by the Chair as a true record, subject to the following typographical amendment:

Minute No 85: Accredited Real Living Wage Increase October 2024 - All references made to the Accredited Living Wage to be corrected to 'Accredited Real Living Wage.'

102. <u>Declarations of Interest</u>

No declarations of interest were received.

103. Strategic Performance Measures & Targets 2025/26

Purpose of Report

To present to Executive the strategic performance measure targets for 2025/26 for final approval.

Decision

That the strategic performance measures and their targets for 2025/26, as set out within Appendix A to the officer's report, be approved.

Alternative Options Considered and Rejected

None.

Reasons for the Decision

Performance measure targets were reviewed on an annual basis This ensured the measures being reported to senior management and members on a quarterly basis continued to provide a clear picture of the council's service area performance. Additionally, all performance measure targets were reviewed annually to ensure the targets remained achievable but suitably challenging.

Target setting for 2025/26 had focused largely on the analysis of the council's performance outturn trend over recent quarters/years, alongside the expected impacts over the coming year. Benchmarking data had been used by service areas in this process, however, the availability of this data was 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.

As with previous years, some measures had 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 would inevitably continue to impact on performance. However, in some cases the targets had been made more stretching where some improvement in performance was expected.

The proposed measures were presented to Performance Scrutiny Committee for feedback on 13 March 2025. There were a couple of clarification questions asked on customer services and Public Protection and Anti-Social Behaviour and these were answered satisfactorily in the meeting.

Performance measures and targets were also reviewed with Portfolio Holders.

The performance measures, their high and low targets and details of the removed/new measures for 2025/26 were provided at Appendix A of the report.

Those measures performing above or below target were highlighted within a quarterly Operational Performance Report as success stories or measures of concern requiring monitoring action.

104. ICT Hardware

Purpose of Report

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

Decision

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 Direct Revenue Funding) for investment in the Council's ICT provision be approved.

Alternative Options Considered and Rejected

To do nothing – delaying replacing devices was not recommended at this time given the regular challenges the workforce was experiencing in connecting and operating their devices and systems and in turn undertaking their roles.

To replace all devices at once - this was not recommended, as although further existing laptops would need replacing in future years, they had not yet reached end of life and had value.

Reasons for the Decision

A number of interdependent workstreams needed addressing to support the ongoing provision of ICT at the Council. This included, replacement or alternative delivery of core infrastructure, review of applications and investment in desktop equipment.

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 were now ageing which

was affecting how well they currently operated. For officers using the remaining terminals, these were no longer fit for purpose causing significant operating challenges.

The platform that terminals currently needed to operate relied heavily on core infrastructure processing power (over 50%) and with the current infrastructure close to capacity, users were receiving a poor experience. Additionally, the desktop on terminals was slow to refresh as it was not carried with an individual and terminals could not be taken into meetings which was inefficient for the user when needing to access information to contribute, thus being reliant on taking notes by hand and then typing up or adding into the system.

The age of devices used by the Housing Repairs Service (HRS), alongside the need for devices that were compatible with applications and ways of working meant that these devices were also in need of replacement.

An assessment across services reviewing device models, options and docking stations needed over the coming year had been undertaken. 269 terminals need replacing with laptop devices and 99 laptops need replacing. The cost of this investment was £345,000. This included docking stations and monitors that were important for workplace health and safety requirements.

The HRS team were currently trialling device options to determine the most suitable rugged tablet device for the workforce. A budget of up to £60,000 would be needed, subject to final selection on the preferred device following the trial.

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 was needed.

Training and support would be given at roll out for those receiving new devices to make sure that they had the tools and skills to maximise the use of their device.

105. UK Shared Prosperity Fund 2025-26

Purpose of Report

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

Decision

- 1. That the proposed programme for the 2025-26 UKSPF funding in Lincoln as detailed within the recently circulated revised Appendix A to the report, be submitted to North East Lincolnshire Council (NELC) for inclusion in the Greater Lincolnshire Mayoral County Combined Authority (GLMCCA) government submission.
- 2. Subject to approval of the overall Investment Plan by GLMCCA partners, that the budget allocations set out in paragraph 4.1 of the officer's report be included in the General Investment Programme and General Fund revenue account in 2025/26.

Alternative Options Considered and Rejected

None.

Reasons for the Decision

City of Lincoln Council was previously directly awarded £2,810,773 of funding from the government's UKSPF programme between 2022-25 which had 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 needed to be fully spent and delivered by 31 March 2025 and was on track to do so.

The government announced in the Autumn Budget on 30 October 2024 that there would be a further one-year stand-alone UKSPF programme for 2025-26. As Lincoln was now part of a devolved combined county authority, this new allocation had been pooled into a single allocation for Greater Lincolnshire. North East Lincolnshire Council (NELC) was the accountable body for the funding in 2025-26 and would be managing, monitoring and reporting on the overall programme for the Greater Lincolnshire Mayoral County Combined Authority (GLMCCA).

Lincoln had been allocated a total of £874,295 under the one-year stand-alone UKSPF programme for 2025-26, which comprised £143,680 capital and £730,615 revenue funds for spend delivery by 31 March 2026.

An update from NELC on 5 March 2025 confirmed the following further requirements:

- NELC would issue a 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 had notified NELC that Executive would be held on 24 March 2025 and that was acceptable).
- Overall Investment Plan to be agreed by GLMCCA partners and uploaded by 18 April 2025.
- First payments by early June 2025 (anything prior was at risk).
- Review of delivery in September 2025 so programme needed 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.

The draft investment plan prioritised funding for the community and place and people and skills priorities given the GLMCCA's approach to the supporting Business priority.

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

The administration of the scheme would continue in the existing way with the Council directly delivering a number of schemes itself along with delivery through external organisations. Grant draw-downs and claims monitoring would be through NELC rather than through MHCLG. The current, robust, programme management and monitoring arrangements would continue to be in place.

106. 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.

107. Jasmin Green Housing Delivery and Funding

Purpose of Report

As detailed in the exempt report to the Executive.

Decision

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

Alternative Options Considered and Rejected

As detailed in the exempt report to the Executive.

Reasons for the Decision

As detailed in the exempt report to the Executive.

108. Rent Tenure - 9 Newbuild Homes at Boultham Park Road

Purpose of Report

As detailed in the exempt report to the Executive.

Decision

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

Alternative Options Considered and Rejected

As detailed in the exempt report to the Executive.

Reasons for the Decision

As detailed in the exempt report to the Executive.

109. <u>Proposal to Transfer the Southern Area Maintenance of Telecare Service from</u> North Kesteven District Council

Purpose of Report

As detailed in the exempt report to the Executive.

Decision

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

Alternative Options Considered and Rejected

As detailed in the exempt report to the Executive.

Reasons for the Decision

As detailed in the exempt report to the Executive.

Executive 15 April 2025

Present: Councillor Naomi Tweddle (in the Chair),

Councillor Bob Bushell, Councillor Rebecca Longbottom

and Councillor Joshua Wells

Apologies for Absence: Councillor Donald Nannestad

110. <u>Declarations of Interest</u>

No declarations of interest were received.

111. Leisure Centre Services - Urgent Appointment of an Interim Provider

(Councillor Donald Nannestad viewed the meeting remotely as an observer via video link. He was not permitted to take part in discussions at the meeting or vote on the matter to be determined, due to his absence in person, according to Constitutional Procedure Rules.)

Purpose of Report

Following the announcement that Active Nation ceased trading on Thursday 3 April 2025, to seek authority to urgently procure a new leisure provider for Yarborough Leisure Centre and Birchwood Leisure Centre, utilising emergency provisions contained within the public procurement regulations governing public sector contracting.

As reported in the January 2025 report to committee, the charity was finding it increasingly difficult to maintain a positive trading position due to the double impact of both dramatically increased energy costs and a client base affected by the cost-of-living crises, necessitating the offer of a support package from the City Council at that time. This package was unfortunately turned down by Active Nation and a series of related events ensued that ultimately led to the charity ceasing to trade. This had left the City Council with no leisure provider and the centres closed.

This report therefore sought urgent approval to commence the procurement of an interim provider for the City Council's outdoor and indoor leisure centre provision at Yarborough Leisure Centre and Birchwood Leisure Centre for a two-year period whilst longer term options were more fully developed and appraised.

Decision

- 1. That the urgent commencement of the procurement process for a new leisure operator for the indoor and outdoor facilities at both Yarborough Leisure centre and Birchwood Leisure centre for a two-year period be approved.
- 2. That the outcome of that process prior to entering into the contract and to set out the cost implications and funding package be reported back to Executive.

Alternative Options Considered and Rejected

Various options had been considered including:

- A. Urgent procurement of an interim leisure provider for up to two years to replace Active Nation and use this period to pause and reflect on the future of leisure provision
- B. Urgent procurement of an interim leisure provider for up to two years to replace Active Nation and then straight after that, start the process of procuring a long-term provider
- C. To consider the Council's role in direct provision of leisure facilities in the city and the role of other providers in the City to see if the mix could change
- D. To bring the service 'in house.'

Reasons for the Decision

The City Council was supported by a very experienced consultancy firm in the leisure industry (Max Associates). They had provided support, advice and financial modelling to help officers navigate the way forward.

A full appraisal of all the options by both Max Associates (financial business case assessment) and officers (high level strategic case) had been undertaken, driven by a very strong desire to see the leisure centres re-opened as quickly as possible. It was noted that the centres played a vital role in supporting the physical and mental health of residents of the city and beyond. Therefore, Option A was considered the most appropriate route to follow. This option offered the best balance as it:

- Offered the fastest route to re-opening the two centres
- Would enable a leisure provider to take control who had the necessary experience, expertise, knowledge and resources to make it a success
- Gave Members and officers the time and space to carefully consider the changing local government landscape and leisure industry itself before committing to a longer-term contract. That did not need to happen now and could be developed over the months ahead.

Option A supported the Council's strategic aims which included the importance of maintaining access to leisure facilities as soon as possible to help both physical and mental well-being within our local communities.

Further details of the challenging financial implications included within this evaluation were covered in the separate report within Part B of this agenda.

Max Associates had developed a specification for delivery of the service. This was designed to offer a range of indoor and outdoor facilities which would be retained at both Yarborough Leisure Centre and Birchwood Leisure Centre. It was further anticipated that any new provider would use their knowledge of the industry to introduce new initiatives as well.

The authority had already been approached by a number of national operators of leisure centres, many with numerous facilities around the country. It was

anticipated that a contract to deliver services from these two centres will be popular.

The Procurement Act 2023 under section 41 allowed for the appointment of a supplier by direct award in special cases. The Council would still be required to demonstrate that this direct award met one of the justifications as set out within the Act and that a Transparency Notice was published (as detailed in section 44) prior to the award of a public contract.

Officers had explored options that could bring some limited facilities back sooner i.e. prior to the new provider taking over. Officers had secured a temporary contract for three months with partners in the Lincoln City Foundation, to make facilities available sooner for clubs who had competitions to deliver or who had members in training or who provided vital diversionary services to young people in the city.

Members gave heartfelt thanks to officers at the Council for their speedy intervention and hard work in seeking a resolution to current leisure facility issues in our City which had been forced upon them and to Lincoln City Foundation for their support to our communities and excellent partnership working.

112. 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.

113. <u>Leisure Centre Services - Urgent Appointment of an Interim Provider</u>

Purpose of Report

As detailed in the exempt report to the Executive.

Decision

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

Alternative Options Considered and Rejected

As detailed in the exempt report to the Executive.

Reasons for the Decision

As detailed in the exempt report to the Executive.



EXECUTIVE 3 JUNE 2025

SUBJECT: RESIDENTS PARKING SCHEME EXTENSION

DIRECTORATE: COMMUNITIES AND ENVIRONMENT

REPORT AUTHOR: KIERON MANNING, ASSISTANT DIRECTOR OF PLANNING

1. Purpose of Report

1.1 To seek the Executive's approval to make a formal request to The County Council as Local Highway Authority for the extension of the recently introduced Residents Parking Scheme in Sincil Bank.

2. Executive Summary

- 2.1 The provision of adequate and efficient parking in the City is crucial in helping ensure Lincoln successfully continues in its role as the key urban centre for Lincolnshire and the wider area. Resident Parking Schemes (RPS) are a key component to balancing the requitement to provide visitor parking with safeguarding adequate provision for residents of a number of our more central wards.
- 2.2 This report identifies areas where there is evidence for the extension of the Resident Parking Scheme in the Sincil Bank area. It sets out the process for pursuing this, and the costs involved.

3. Background

- 3.1 The development and implementation of Residents' Parking Schemes (RPS) in Lincoln has been well established over many years, and zones now cover a significant part of the central wards of the city. Although no resident would wish to pay for onstreet parking, it is generally acknowledged that in order to defend residents' ability to find a place to park near their homes, then an authorisation scheme has to be operated, and that there is a cost to this.
- 3.2 In 2018 The City of Lincoln Council sought to create an RPS scheme in Sincil Bank. This originally included zones 5B, C, D, E and F. Following engagement with The County Council they determined that at that time the scheme was too large to implement in one go. Consequently, zones 5B, C, D were implemented on the understanding that it was likely to expand into zones 5E and F post implementation.

Since implementation, several enquiries from both Ward Members and local residents regarding the potential extension of the scheme have been received, citing increased non-resident parking on the streets within zones 5E and F. The City Council therefore commissioned survey work on the remaining zones 5E and F to understand the impact on these areas now the earlier zones have been operating for some time. The survey results are attached at Appendix 1.

4. Existing Qualifying Criteria

- 4.1 Whilst as a City Council we administer such schemes through our Parking Services team the ultimate responsibility and decision making for any schemes as well as their enforcement rests with the County Council as the Highway Authority.
- 4.2 There are set criteria that The County Council work to before agreeing to implement a new RPS. Firstly, there needs to be evidenced support of at least 50% of the residents in the proposed zone and secondly there needs to be evidence of a measurable problem of non-resident parking on the effected streets. They also screen out streets which have at least 50% provision of off-street parking within the curtilage of a property or within 30m already in place.
- 4.3 There needs to be a daytime impact demonstrated that shows more than 60% of available kerbside space taken up by non-residents parking for over 6 hours with more than 80% of available kerbside space taken up with all vehicles for the same 6-hour period. At night-time it needs to show more than 40% of available kerbside space taken by non-residents for a 4-hour period, and 80% of available space taken by all vehicles for the same 4-hour period.
- 4.4 The County Council will also consider whether an appropriate level of enforcement could occur to ensure effectiveness and that the scheme would not create wider impacts on the highway network.
- 4.5 In addition to this there will also be an assessment of resource allocation by the County Council to establish whether such a proposal can be accommodated given the officer work required.

5. Results of Survey/Next Steps

5.1 As can be seen in the survey results at Appendix 1 officers consider there is an impact on the streets within the proposed zones 5E and F sufficient to make a formal request of the Highway Authority to consider expanding the RPS to include these areas. This evidence would appear to substantiate the anecdotal feedback received from Ward Members and a number of residents within these zones regarding commuter parking.

The results have been shared and discussed with the Council's Portfolio Holder for Economic Growth who agrees that the evidence supports pursuing the RPS expansion. Officers at The Highway Authority have therefore been informally contacted with the survey results and have raised no objections at this stage.

If a formal request to extend the RPS is submitted to The County Council they will need to conduct a local referendum covering the affected zones and would need at least 51% of responding residents to vote in favour of the scheme before it could be implemented, and ultimately the formal decision would be made by the relevant committee within the County Council.

Should the RPS extension be approved by the County Council, it would operate in the same way as the existing zones in that The City of Lincoln Council administer the scheme on behalf of the County Council with the enforcement undertaken by a contractor appointed by the County Council directly. The costs of the enforcement are underwritten by The City Council, but no charge has ever been made as the

enforcement ticketing costs cover this function on all other zones, and this is anticipated to be the case here. The County Council have also provided the indicative one-off set up costs of £70,000 which is close to the cost of implementing the earlier zones and this includes lining, signing and the required notices. It is estimated that this cost is to be recovered from the income received by the scheme over a 12-month period.

6. Strategic Priorities

6.1 <u>Let's Drive Inclusive Economic Growth</u>

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

6.2 Let's Reduce All Kinds of Inequality

The RPS extension will help ensure that residents in the effected zones have an increased likelihood of being able to park close to their home. Those commuters currently parking in the area have a range of alternative parking options close by at a range of price points as well as public transport or cycling.

6.3 Let's Enhance Our Remarkable Place

The RPS extension supports the effective creation and maintenance of RPS zones which help in the overall management of on-street parking in the central wards of the City.

6.4 Let's Address the Challenge of Climate Change

An effective process for RPS could help to reduce the volume of cars entering the central wards, making positive localised environmental benefits for those residents close by in terms of air quality, as well as encouraging existing commuters to consider alternatives such as public transport.

7. Organisational Impacts

7.1 Finance (including whole life costs where applicable)

The table below shows the financial implications arising from the extension of the RPS to Zones 5E and 5F, effective from September 2026.

| Extension of RPS to cover Zones 5E and 5F | 2025/26 £ | 2026/27 £ | 2027/28 £ | 2028/29 £ | 2029/30 £ |
|---|--------------|--------------|--------------|--------------|--------------|
| Expenditure | | | | | |
| TRO, Signage & Markings | | 70,000 | | | |
| Stationery | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| Staffing | 37,940 | 38,720 | 39,510 | 40,300 | 41,100 |
| Enforcement - removed pending review in 24/25 | - | - | - | - | - |
| Enforcement provision | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| Income | | | | | |
| 5B - Foster Street - Start date Sep-23 | (13,440) | (13,440) | (13,440) | (13,440) | (13,440) |
| 5C - Sincil Bank - Start date Sep-23 | (27,790) | (27,790) | (27,790) | (27,790) | (27,790) |
| 5D - Kesteven Street - Start date Sep-23 | (58,020) | (58,020) | (58,020) | (58,020) | (58,020) |
| 5E - Start date Sep-26 | | (9,760) | (16,730) | (16,730) | (16,730) |
| 5F - Start date Sep-26 | | (18,680) | (32,030) | (32,030) | (32,030) |
| Contribution from reserves for one off costs | | (70,000) | | | |
| Repayment of reserves | | 28,440 | 41,560 | | |
| In Year total | (31,310) | (30,530) | (36,948) | (77,715) | (76,915) |
| Existing MTFS 2526-2930 | (31,310) | (30,530) | (29,740) | (28,950) | (28,150) |
| Additional (Surplus)/Deficit | 0 | 0 | (7,208) | (48,765) | (48,765) |

Total additional ringfenced income over the existing MTFS

(104,737)

The proposed scheme is forecast to generate an additional £175k income from the rollout across Zones 5E and 5F over the existing MTFS 25/26-29/30. Whilst there is an additional investment of £70k required to support additional signage and line markings as part of the set-up of the scheme, this will result in an additional contribution of £105k over and above the current MTFS. This income will be ringfenced for reinvestment within the service. The £70k set up cost will be funded by the invest to save reserve.

7.2 Legal Implications Including Procurement Rules

Use of surplus income from parking charges is governed by Section 55 of the Road Traffic Regulation Act 1984 and is currently confined to the provision of public transport services, road improvements and environmental improvements.

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

The extension to the current RPS zones does not discriminate against any groups of people and indeed ensures that residents in these zones enjoy the same rights as those in the adjacent scheme. Due to the required referendum all residents in these areas will have the opportunity to vote on the matter and the decision will be made by the County Council only where majority support is demonstrated.

8. Risk Implications

8.1 (i) Options Explored

Not requesting The County Council pursue the RPS extension would mean that residents on these streets continue to suffer with undue commuter parking pressure. This can also lead to a loss in the sense of community ownership and pride of the street when parking is dominated by non-residents that change day to day, preventing residents form parking close to their home.

8.2 (ii) Key Risks Associated with the Preferred Approach

As The County Council are responsible for enforcing the scheme, there is a cost to this which is typically covered by the fines attached to the contravention notices served by the enforcement agent. However, should this enforcement income not cover the cost of providing the enforcement service, any shortfall would fall to the City Council to subsidise. This has not happened to date on any of the existing RPS zones and is anticipated to work in the same way here. In any case the RPS permit costs allow for a small reserve to be established to ensure these potential enforcement costs could be covered if necessary.

As we have seen with commuter displacement from zones 5B, C and D to zones 5E and F, there is a possibility that implementing this extension may further displace the commuter parking even further south beyond St. Catherines roundabout. Whilst officers consider this is unlikely due to the distance these streets are from the city centre, if this displacement did occur it could be further reviewed to determine if the impact meets the criteria for a further extension. Due to the advice from the County Council about the size of the zones to be considered in one extension, it is not possible to proactively include any further zones at this time.

9. Recommendation

9.1 That the Executive approve a formal submission to the County Council requesting an extension of the current RPS zones into zones 5E and F.

Is this a key decision?

Do the exempt information categories apply?

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

How many appendices does the report contain?

List of Background Papers: None

Lead Officer: Kieron Manning – Assistant Director Planning and City

Services

Email address: Kieron.manning@lincoln.gov.uk

| Appendix A Reg Numbers for RPZ | Tues 9- | - Jul-24 M | % Taken | Tues 9- | | % Taken | Sat 13-Jul-24 MIDDAY | % Taken | Thurs 18-Jul-24 AM | % Taken | Thurs 18 | | % Taken | Sat 20-Ju AM | ul-24 | % Taken | Set 20-J MIDDA | | % Taken | Total Street capacit |
|-----------------------------------|-------------------|---------------|---------|-------------------|--------------|---------|--------------------------------|---------|-----------------------------|-----------|-------------------|--------------|---------|-------------------|---------------|---------|-------------------|--------------|---------|----------------------|
| | No of cars parked | No of spaces | | No of cars parked | No of spaces | | No of cars parked No of spaces | | No of cars parked No of spe | | No of cars parked | No of graces | | No of cars parked | No of spaces | | No of cars parked | No of maces | | |
| Sewell's Walk | NA | NA | | NA. | NA NA | | NA NA | | 32 | 0 94, 19 | | | 70,6% | | III OI BPACOS | 88, 2% | | NO OI SPECOS | 97, 1% | 3.4 |
| | | | | | | | | | | - | | | | | | | | | | |
| Smith Street | NA | NA | | NA | NA | | NA NA | | 29 | 0 60.49 | 26 | 0 | 54.2% | 31 | 13 | 64, 6% | 33 | 15 | 68.8% | 48 |
| lueen Street | NA | NA | | NA | NA | | NA NA | | 21 | 0 100, 09 | | 6 | | 21 | 0 | 100.0% | 19 | 1 | 90, 6% | 21 |
| (night Street | NA | NA | | NA | NA | | NA NA | | 18 | 0 100, 09 | | | 66, 7% | | 0 | 100.0% | 17 | 0 | 94, 45 | |
| Inight Place (on road | | | | | | | | | | | - | | | | | | | | | |
| parking section) | NA | NA | | NA | NA | | NA NA | | 16 | 0 72, 73 | 5 | 10 | 22, 75 | 16 | 6 | 72, 7% | 11 | 5 | 50.0% | 22 |
| (night Place (end of | | | | | | | | | | | | | | | | | | | | |
| he road parking area) | NA | NA | | NA | NA | | NA NA | | 17 | 2 89,59 | 11 | 7 | 57, 9% | 17 | 1 | 89,5% | 17 | 1 | 89, 5% | 19 |
| Shakespeare Street | NA | NA | | NA | NA | | NA NA | | 24 | 3 88.99 | 18 | 5 | 66.7% | 22 | 4 | 81.5% | 18 | 6 | 66.7% | 27 |
| ittle Bargate Street | NA | NA | | NA | NA | | NA NA | | 32 | 1 97.09 | | 2 | 63.6% | | 1 | 90.9% | 29 | 1 | 87.9% | |
| Spencer Street | NA | NA | | NA | NA | | NA NA | | 16 | 2 88, 99 | | | 66, 7% | | 0 | 100.0% | 14 | 1 | 77.8% | |
| libbeson Street | NA | NA | | NA | NA | | NA NA | | 35 | 5 87.59 | 30 | 8 | 75, 0% | 36 | 2 | 90,0% | 26 | 11 | 65.0% | 40 |
| Ultham Terrace | NA | NA | | NA | NA | | NA NA | | 22 | 5 81.58 | 16 | 10 | 59, 3% | 26 | 1 | 96.3% | 25 | 0 | 92, 6% | 27 |
| lebb Street | NA | NA | | NA | NA | | NA NA | | 20 | 2 76, 99 | | 9 | 50, 0% | 20 | 5 | 76, 9% | 15 | 11 | 57, 7% | 26 |
| Bargate | NA | NA | | NA | NA | | NA NA | | 48 | 0 92.38 | 32 | 18 | 61.5% | 45 | 3 | 86.5% | 40 | 12 | 76, 9% | 52 |
| Craven Street | NA | NA | | NA | NA | | NA NA | | 41 | 2 96.38 | | 18 | | | 1 | 88.4% | 27 | 10 | 62.8% | 43 |
| ealby Street | NA | NA | | NA | NA | | NA NA | | 32 | 0 100, 09 | | | | | 2 | 90.6% | 26 | 6 | 81, 3% | |
| Sidney Street | NA | NA | | NA | NA | | NA NA | | 28 | 0 82, 49 | 25 | 9 | 73, 5% | 32 | 2 | 94.1% | 22 | 7 | 64, 7% | 34 |
| Henley Street | NA | NA | | NA | NA | | NA NA | | 27 | 23 38.68 | 40 | 24 | 57. 1% | 49 | 17 | 70.0% | 45 | 25 | 64. 3% | 70 |
| St Botolphs Crescent | NA | NA | | NA | NA | | NA NA | | 33 | 20 62.39 | | 21 | | | 12 | 62. 3% | 25 | 27 | 47. 2% | 53 |
| Robey Street | NA | NA | | NA | NA | | NA NA | | 49 | 1 89.19 | 38 | 9 | 69.1% | 54 | 1 | 98. 2% | 48 | 5 | 87. 3% | 55 |
| Edward Street | NA | NA | | NA | NA | | NA NA | | 2 | 1 50.09 | 3 | 1 | 75.0% | 3 | 0 | 75.0% | 2 | 1 | 50.0% | 4 |
| | | | | | | | | | | | | | | | | | | • | | |
| 55-80 High Street | 2 | 0 | 18. 2% | 5 | 6 | 45.5% | 6 1 | 54. EV | NA NA | | NA | NA | | NA : | NA. | | NA | NA | | 11 |
| Boultham Avenue | 47 | 5 | 88. 7% | 45 | 2 | 84.9% | 48 0 | 90. 69 | NA NA | | NA | NA | | NA 1 | NA | | NA | NA | | 53 |
| rith Road/Eastern | | | | | | | | 1 | | | | | | | | | | | | |
| errace | NA | NA | 0.0% | NA | NA | 0.0% | 4 0 | 100.09 | NA NA | | NA | NA | | NA 1 | NA | | NA | NA | | 4 |
| Gresley Drive | 6 | 7 | 37.5% | 8 | 4 | 50.0% | 11 5 | 68, 81 | NA NA | 1 | NA | NA | i . | NA 1 | NA | | NA | NA | | 16 |
| eppercorn Close | 4 | 10 | 28.6% | 6 | 6 | 42.9% | 8 4 | 57. 19 | | | NA | NA | | NA 1 | NA | | NA | NA | | 14 |
| Coulson Road | 26 | 4 | 59.1% | 37 | 6 | 84.1% | 36 8 | 81.89 | NA NA | | NA | NA | | NA 1 | NA | | NA | NA | | 44 |
| Materloo Street | 13 | 0 | 92.9% | 12 | 2 | 85.7% | 13 1 | 92.91 | NA NA | | NA | NA | | NA 1 | NA | | NA | NA | | 14 |
| Railway Park Close | 7 | 1 | 63. 6% | 7 | 4 | 63.6% | 7 1 | 63. 69 | NA NA | | NA | NA | | NA 1 | NA | | NA | NA | | 11 |
| Moultham Park Road 1-27 | 25 | 18 | 58. 1% | 24 | 12 | 55.8% | 32 4 | 74. 49 | NA NA | | NA | NA | | NA 1 | NA | | NA | NA | | 43 |
| Church Drive | 25 | 4 | 86. 2% | 14 | 11 | 48.3% | 19 9 | 65. 59 | NA NA | | NA | NA | | NA 1 | NA | | NA | NA | | 29 |
| St Matthews Close | 8 | 3 | 72. 7% | 3 | 8 | 27. 3% | 8 1 | 72. 79 | NA NA | 1 | NA | NA | 1 | NA 1 | NA | | NA | NA | | 11 |
| eel Street | 47 | 7 | 83.9% | 50 | 2 | 89.3% | 50 6 | 89. 31 | | 1 | NA | NA | 1 | NA 1 | NA | | NA | NA | | 56 |
| rank Street | 10 | 0 | 100.0% | 5 | 4 | 50.0% | 9 0 | 90.01 | NA NA | 1 | NA | NA | 1 | NA 1 | NA | | NA | NA | | 10 |
| The Paddock | 2 | 1 | 66.7% | none parked | none parked | 0.0% | none parked none parked | 0.01 | NA NA | 1 | NA | NA | 1 | NA 1 | NA | | NA | NA | | 3 |
| Dixon Street | 13 | doesn't say | | none parked | none parked | 0.0% | none parked none parked | 0.09 | NA NA | 1 | NA | NA | 1 | NA : | NA | | NA | NA | | 13 |
| | 57 | | 87.7% | | | | 64 1 | 98, 59 | | | | | | | | | | | | |

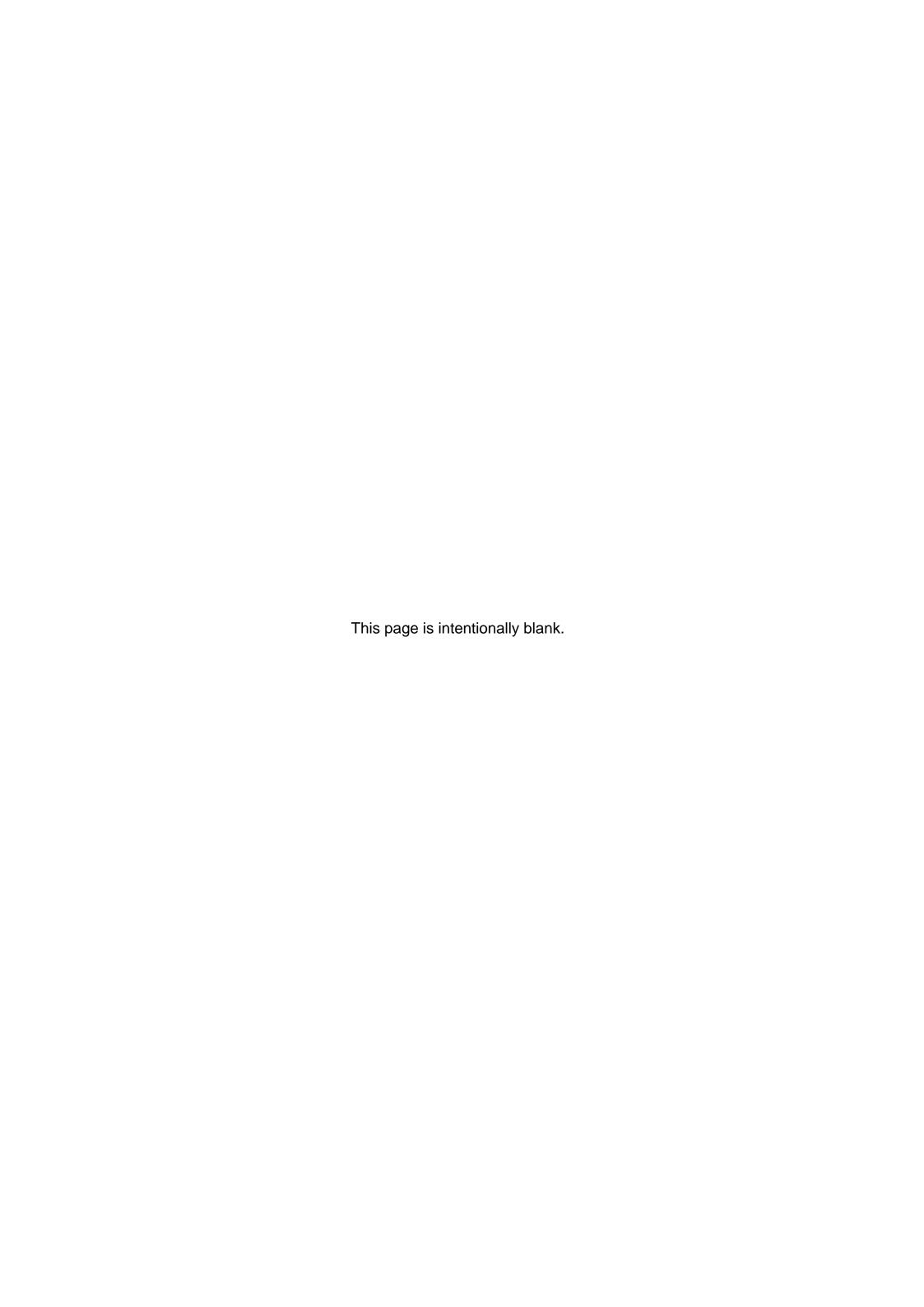
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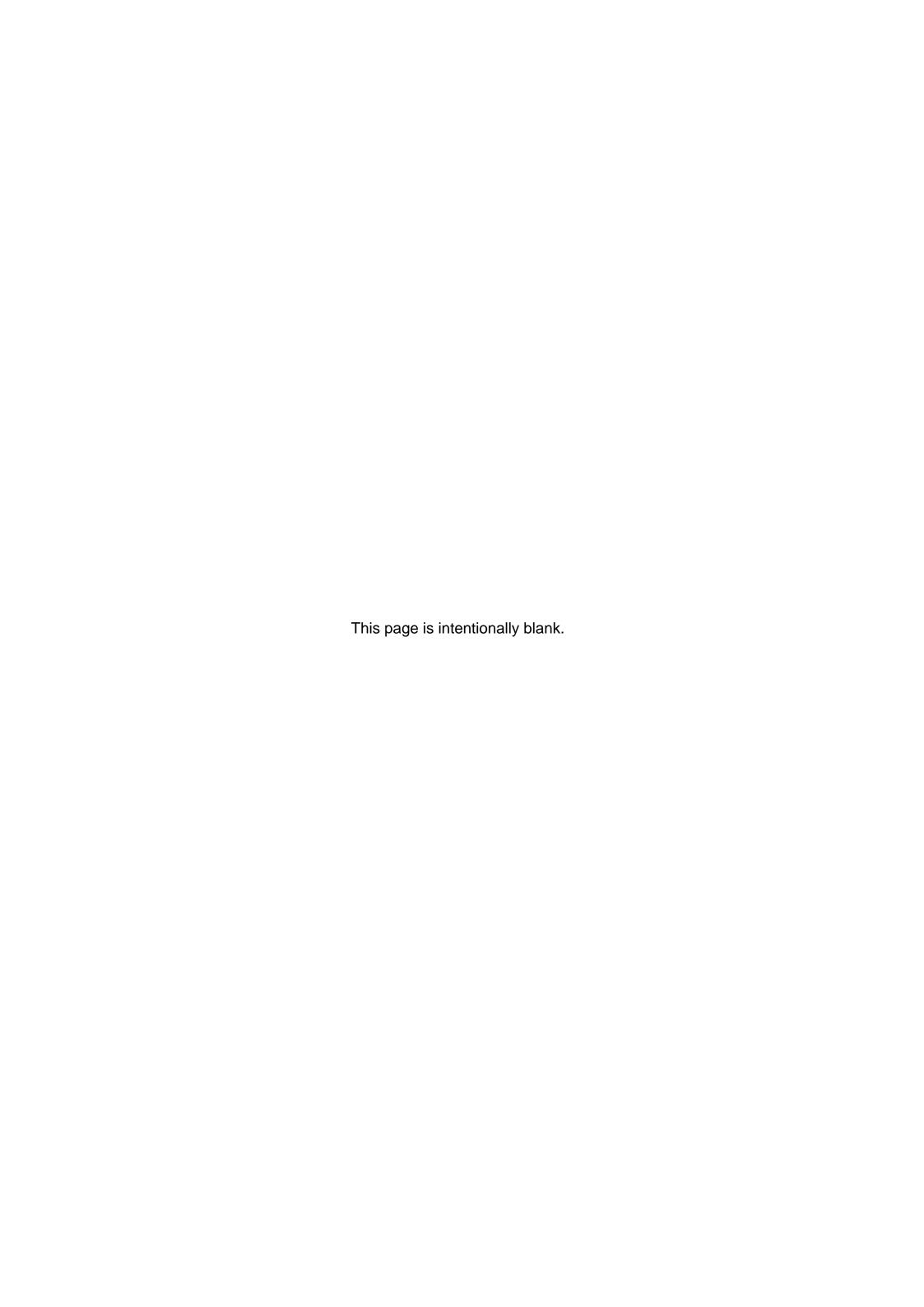






Scale: 1:2800 at A3 Version 1: 19-May-2025





EXECUTIVE 3 JUNE 2025

SUBJECT: HOUSING ASSET MANAGEMENT STRATEGY

DIRECTORATE: HOUSING AND INVESTMENT

REPORT AUTHORS: MATTHEW HILLMAN, ASSISTANT DIRECTOR (HOUSING

ASSETS)

MICHELLE HOYLES, HOUSING STRATEGY MANAGER

1. Purpose of Report

1.1 To present to Executive the Directorate of Housing and Investment's Asset Management Strategy; and

1.2 To propose that Executive resolves to adopt the strategy attached as '**Appendix A**' to this report.

2 Summary

- 2.1 In November 2023, the Council adopted its 30-Year HRA Business Plan, which sets out a series of core objectives, including:
 - Developing and improving core landlord services
 - Providing additional affordable housing
 - Regenerating our estates and neighbourhoods
 - Reducing our carbon emissions
- 2.2 Alongside development of the Business Plan, the Housing Assets directorate has also developed a series of policies to support effective delivery of its services. There remains a gap in the directorate's governance 'golden thread', between the Business Plan and these policies; a Housing Asset Management Strategy has been identified as a means of bridging this gap, and will help ensure the council meets the requirements of the Regulator of Social Housing's Consumer Standards that were introduced in April 2024:



- 2.3 A Housing Asset Management Strategy is attached as '**Appendix A**' to this report. The Strategy has four key outcomes:
 - Health and safety compliance
 - Planned investment
 - Decarbonisation
 - Responsive repairs (including aids and adaptations)
- 2.4 This Housing Asset Management Strategy sets out how the council will effectively maintain tenants' homes. A separate 'Land and Property Strategy' is also being developed that will complement this Strategy, and will propose how the council will acquire, dispose of, and make the most effective use of Housing land assets including garage sites and other types of under-utilised land.

3. Strategy Development

- 3.1 The Strategy has been developed with tenants as its primary audience, with a more visual format and simplified content. It addresses all relevant parts of the Regulator's Consumer Standards, and each of the four outcomes is accompanied by an action plan that sets out key activities the directorate will undertake to further enhance and improve the quality of Council's homes and how it engages with tenants throughout. The action plan also identifies key activities the Council needs to undertake to ensure it continues to meet the requirements of the Building Safety Regulator.
- 3.2 The lifespan of the Strategy is five years, both to coincide with Vision 2030 and in anticipation of the energy efficiency standards all landlords are required to meet by 2030, when all rented homes will be mandated to have minimum EPC 'C' rating.

3.3 Lincoln Tenants' Panel has been briefed on the Strategy given its support to the content and format.

4. Strategic Priorities

4.1 Let's Deliver Quality Housing

Having a Housing Asset Management Strategy ensures the council has a complete governance framework for how it oversees management of its housing stock and ensures continuous improvement of its services. The Strategy also helps to ensure the Council is meeting the requirements of both the Regulator of Social Housing's Consumer Standards, and the Building Safety Regulator.

5. Organisational Impacts

5.1 Finance (including whole life costs where applicable)

There are no direct financial implications arising from the report recommendations. The Medium Term Financial Strategy (MTFS) 2025-2030 sets out the Housing Revenue Account and Housing Investment Programme budgets, which support the 30-Year Business Plan, and the overall financial framework in which this Housing Asset Management Strategy will be delivered. Individual projects and schemes will be subject to Executive approval as required under Financial Procedure Rules.

5.2 Legal Implications including Procurement Rules

None identified.

5.3 Equality, Diversity & 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; and
- Foster good relations between different people when carrying out their activities.

There will be Equality & Diversity implications arising from this Strategy, however all impacts are expected to be positive. No adverse impacts are identified, as the purpose of the strategy is to support the Council in meeting the requirements of the Regulator of Social Housing, by continuing to enhance and improve the quality of its homes.

6. Risk Implications

- 6.1 (i) Options Explored
- Not applicable to this report, as the Council needs a Housing Asset Management Strategy.
 - (ii) Key Risks Associated with the Preferred Approach

None identified; having a Housing Asset Management Strategy enables the Council to demonstrate its commitment to the continuous improvement of its homes, and implementation and monitoring of the action plan is expected to reduce the corporate risks associated with its housing stock.

7. Recommendations

7.1 That Executive resolves to approve adoption of the Housing Asset Management Strategy attached as '**Appendix A**' to this report.

Is this a key decision?

Do the exempt information No categories apply?

Does Rule 15 of the Scrutiny

Procedure Rules (call-in and urgency) apply?

How many appendices does the report contain?

No

One (Appendix A)

List of Background Papers: None

Lead Officer: Matthew Hillman – Assistant Director Housing Assets

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Michelle Hoyles – Housing Strategy Manager

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Appendix A









Housing and Investment

Asset Management Strategy

2025-2030





Contents

| Strategy One-Page Summary | C |
|---|----------|
| Section 1 - Context | 1 |
| Section 2 – Our vision and priorities | 2 |
| Our Strategic Plan | 2 |
| Our 30-Year Business Plan | 2 |
| Section 3 – Strategy objectives | 3 |
| Strategy outcomes | 4 |
| Section 4 – Our homes | 5 |
| Our property types, and where they are | 5 |
| Section 5 – Outcomes | 6 |
| Outcome 1: Health and safety | 6 |
| Outcome 2: Planned investment | 7 |
| Outcome 3: Decarbonisation | <u> </u> |
| Outcome 4: Responsive repairs (Inc. aids and adaptations) | 10 |
| Conclusion | 1.1 |

Strategy One-Page Summary

Vision priority - Let's deliver quality housing

| vision priority | Let's deliver quality | | | | | | | | | | | |
|-----------------|---|---------------------|---------------------------|------------------------------|--|--|--|--|--|--|--|--|
| Strategy | To support impleme | ntation of our Hous | ing Revenue Account 30-Ye | ear Business Plan by: | | | | | | | | |
| objectives | Giving all our tenants a safe, well maintained and secure home | | | | | | | | | | | |
| | Ensuring our homes comply with all health and safety requirements | | | | | | | | | | | |
| | Delivering value for money and maximise the value of our homes through sound investment | | | | | | | | | | | |
| | Minimising our spend on responsive repairs through better, more targeted planned | | | | | | | | | | | |
| | investment in our homes | | | | | | | | | | | |
| | Decarbonising our housing stock and make our homes more energy efficient | | | | | | | | | | | |
| | Delivering social value through how we manage our assets | | | | | | | | | | | |
| Outcomes | Health and safety Planned investment Decarbonisation Responsive repairs (ir aids and adaptation) | | | | | | | | | | | |
| Why this is | To ensure all our | To proactively | To make our homes | To keep our homes safe, | | | | | | | | |
| important | tenants have a | maintain the | more energy efficient | secure and well maintained | | | | | | | | |
| • | safe, secure home | condition and | and cheaper to heat; | by providing a reactive | | | | | | | | |
| | • | quality of our | and to contribute to the | maintenance service our | | | | | | | | |
| | | homes and | council's commitment | tenants trust | | | | | | | | |
| | | protect them for | to net zero carbon by | | | | | | | | | |
| | | the future | 2030 | | | | | | | | | |
| What have | High compliance | Over £26.2 | Achieved an EPC rating | Improved and sustained high | | | | | | | | |
| we done | across H&S | million | of C or above for 94% of | performance across our | | | | | | | | |
| already | requirements (fire | investment in | our homes | Housing Repairs Service; | | | | | | | | |
| | risk assessments; | our homes since | | cleared our backlog of | | | | | | | | |
| | gas safety; | 2020; letting our | | scheduled repairs | | | | | | | | |
| | electrical safety; | homes to the | | | | | | | | | | |
| | lift safety; water | 'Lincoln Property | | | | | | | | | | |
| | hygiene) | Standard' | | | | | | | | | | |
| What we are | Achieve 100% | Invest a further | Achieve an EPC rating of | Further enhance our Housing | | | | | | | | |
| going to do | compliance across | £60 million in | C or above for all our | Repairs Service by improving | | | | | | | | |
| | all H&S | our homes; | homes | communication with tenants; | | | | | | | | |
| | requirements | complete stock | | making it easier for tenants | | | | | | | | |
| | | condition | | to report and track repairs | | | | | | | | |
| | | surveys for all | | online; and maximise how | | | | | | | | |
| | | homes; new ICT | | efficiently we allocate and | | | | | | | | |
| | | system to | | book repairs | | | | | | | | |
| | | improve our | | | | | | | | | | |
| | | property records | | | | | | | | | | |
| When we will | 2025 | 2030 | 2030 | 2025 | | | | | | | | |
| do this by | | (ICT system | | | | | | | | | | |
| | | 2025) | | | | | | | | | | |
| | | | | | | | | | | | | |
| How we will | Quarterly | Quarterly | Verified EPC | Tenant Satisfaction | | | | | | | | |
| measure | performance | performance | assessments for all our | Measures; Quarterly | | | | | | | | |
| success | monitoring and | monitoring; | homes | performance monitoring and | | | | | | | | |
| | reporting; Tenant | programme and | | reporting | | | | | | | | |
| | Satisfaction | project | | | | | | | | | | |
| | Measures | management | | | | | | | | | | |
| | Regulator of Social Housing inspection and grading | | | | | | | | | | | |

Section 1 - Context

Continued investment in our homes is essential and enables us to provide all our tenants with a safe, secure and well-maintained home, now and in the future. It also helps us to maximise the value of our homes by maintaining their quality and condition.

As a council with a Housing Revenue Account (HRA), we must be financially viable and self-financing and make the best use of our tenants' rent. We believe the most important way we deliver best value to our tenants is to invest in their homes and neighbourhoods, creating living environments that are clean, green and safe. To deliver this we need to understand the condition of our homes and other property assets and use this information to make sound investment decisions.

Whilst responsive repairs will always be necessary, proactively investing in our homes reduces some repairs through regular maintenance and replacement. Over the next five years, the Council will invest over £60 million in capital improvements to our housing stock, and an estimated £54 million on responsive repairs.

Having a diverse property portfolio, we need a flexible approach to asset management that recognises the different types of homes we own and the different types of investment and maintenance they require. This strategy prioritises health and safety compliance and planned investment, setting high standards for the homes we own and supporting us in our commitment to deliver quality housing.

Regulator of Social Housing and Consumer Standards

The social housing sector has faced many challenges over the last decade, including increased demand, operational cost inflation and below-inflation rent increases.

There have also been lasting impacts on the sector, following Grenfell and the tragic death of Awaab Ishak due to exposure to damp and mould. These events, and other cases of poor practice by social housing landlords, have led to introduction of additional regulation and regulatory oversight across the sector.

The Regulator of Social Housing introduced new Consumer Standards in April 2024, which apply to all social housing providers and set specific expectations and outcomes:

- Safety & Quality Standard
- Tenancy Standard
- Neighbourhood and Community Standard
- Transparency, Influence and Accountability Standard

Section 2 - Our vision and priorities

Our Strategic Plan

The council's strategic plan has the following five strategic priorities which, together, aim to help deliver Lincoln's ambitious future:

- 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



Our 'Quality Housing' priority has the following objectives:

- To provide housing which meets the varied needs of our residents
- To build sustainable communities
- To improve housing standards for all

Our 30-Year Business Plan

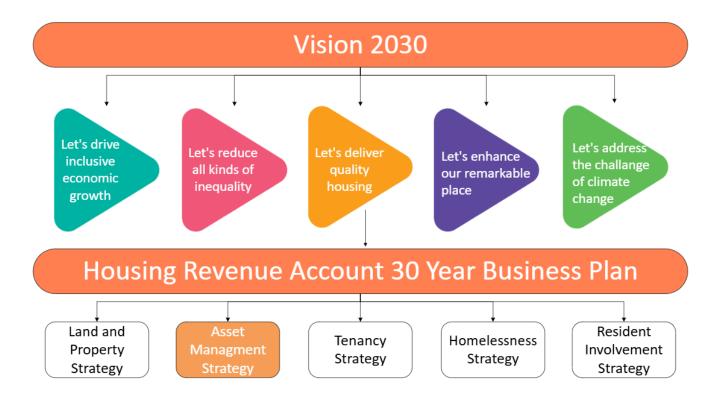
Our Housing Revenue Account (HRA) 30-Year Business Plan sets out what we want to achieve for our housing and landlord service by 2054, and commits to:

- Ensuring the housing services funded through the HRA are efficient and effective
- Maintaining the quality and safety of the existing supply of council housing stock
- Delivering major repair and component replacement programmes to the stock
- Investing in new homes
- Increasing the supply of housing to tackle homelessness
- Investing in the delivery of new affordable homes for rent
- Reviewing HRA assets to maximise their effectiveness and efficiency
- Improving the quality of neighbourhoods
- Supporting the Council's goal to achieve net zero carbon by 2030

Section 3 – Strategy objectives

This Asset Management Strategy sets out how we will sustainably manage our homes and property assets in the best interests of our current and future tenants.

This is one of a range of strategies that aims to support effective delivery of our 'Quality Housing' vision priority, and our Housing Revenue Account 30-Year Business Plan:



The objectives of this strategy are to:

- Give all our tenants a safe, well maintained and secure home
- Ensure our homes comply with all health and safety requirements
- Deliver value for money and maximise the value of our homes through sound investment
- Minimise our spend on responsive repairs through better, more targeted planned investment in our homes
- Decarbonise our housing stock and make our homes more energy efficient
- Deliver social value through how we manage our assets

To deliver these objectives we will:

Continually improve the design and specifications of our newbuild homes, to give our tenants a high-quality home at social/affordable rent and minimise life cycle costs and carbon emissions

- Redress the balance of what we spend on planned investment versus what we spend on responsive repairs, to help us maximise capital investment in our homes and minimise responsive repair costs (which can fluctuate)
- Prioritise investing in our homes to make them safe, easy to maintain, and more energy efficient
- Ensure all our homes have a stock condition survey, and collate all our property data so we better understand our tenants' homes and take a data-informed approach to investing in them
- Continually review our financial performance, and the value of our property assets, to ensure we're making the best use of our resources

Strategy outcomes

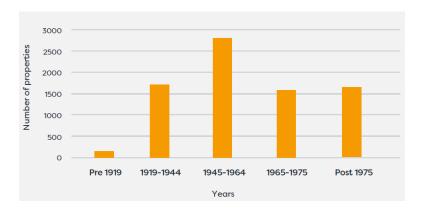
Delivery of these objectives focuses on four themed outcomes:

- Health and Safety
- Planned investment
- Decarbonisation
- Responsive repairs (including aids and adaptations)

Section 4 – Our homes

We have a diverse housing stock, ranging from newbuild homes to properties more than 100 years old. Having such a diverse portfolio of homes from different eras means our homes have a wide range of construction methods and materials. This makes some of our properties complex and expensive to improve and repair. We also have a small but significant minority of homes of non-traditional construction.

We have 7,800 homes in our stock, and around 330 leaseholders of former council homes in communal blocks that were purchased under Right to Buy.



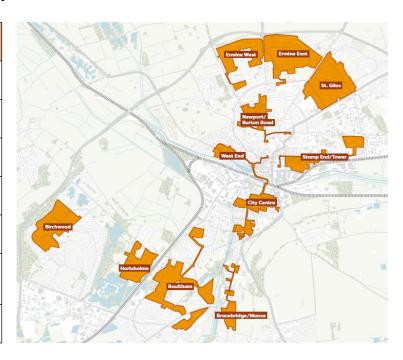
Like many local authority landlords, most of our homes were constructed during the post-war period. Around two thirds of our stock is more than fifty years old.

Despite the age profile of our stock, we have delivered a comprehensive investment programme over the last two decades and our homes are in good condition. Over 99% of our stock meets the Decent Homes Standard, and

popular improvements such as kitchens and bathrooms make our homes attractive to tenants.

Our property types, and where they are

| Property type | % of stock |
|--------------------------|------------|
| Houses | 47.9% |
| Flats (low-rise) | 36.9% |
| Flats (highrise) | 4.1% |
| Maisonettes | 3.5% |
| Bungalows | 7.5% |
| Independent living units | 0.1% |
| | 100% |



We have housing stock across the city, with most of our homes on the northern and southern edges. The city's boundaries are tightly drawn, and this helps us manage our homes and deliver effective and efficient services when we visit our tenants.

Section 5 - Outcomes

Outcome 1: Health and safety

Ensuring the safety of our residents, their visitors, and members of the public is our highest priority. Our comprehensive health and safety strategy focuses on compliance with all relevant legislation, proactive risk management, and continuous improvement of safety standards across our housing portfolio.

What we already do

- Cyclical compliance checks on gas safety, electrical safety, fire safety, asbestos management, water hygiene, and lift maintenance
- **Stock condition surveys** to assess the condition of our homes, so we make sure our homes are safe, secure and well maintained, and understand where we need to invest in improvements
- Annual fire risk assessments in our higher-risk buildings, with all surveys and actions managed by our Fire and Safety Assurance Team.
- Annual compliance report, which ensures we are transparent about our performance
- ▶ **Updating our building safety and fire management plans**, and will do this annually to reflect current legal requirements and best practice
- Resident engagement to raise awareness of fire and building safety issues in our high- and lowrise blocks

What we are going to do

| Action | By when |
|---|------------------------|
| ► Enhance our building safety measures: implement enhanced safety measures in all high-rise buildings, including updated fire safety systems | December 2025 |
| and improved emergency response protocols Communal systems: In 2025, we will carry out detailed surveys of all our communal mechanical and electrical systems, to we know we have up to date information about their condition | December 2025 |
| Resident engagement: continue to increase engagement with our tenants and leaseholders to improve awareness of safety in communal buildings and improve how we gather feedback | June 2025, and ongoing |
| Reporting: complete and submit building safety case reports to the Building Safety Regulator (BSR) for our three high-rise tower blocks | June 2025 |
| ▶ Test our homes for radon: Undertake a radon testing and remediation programme to ensure our tenants live in homes that do not exceed safe exposure levels | 2030 |

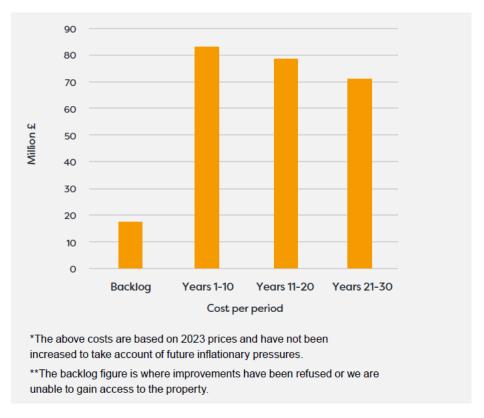
How we will measure success

- Improved compliance
- Fewer health and safety incidents
- Improved tenant satisfaction, which we will measure through our tenant perception Tenant Satisfaction Measures surveys, complaints data and other engagement activity

- Internal and external audit and assurance
- Improved performance against building safety Tenant Satisfaction Measures and our internal key performance indicators

Outcome 2: Planned investment

We are committed to a strategic and comprehensive programme of investment to maintain, renew and improve the quality of our homes.



We know that, in order to maintain the high standard of our homes, we need to invest more than £233 million into improving them over the next thirty years. This amounts to an average of £7.77 million of investment each year. By proactively investing in our homes, we aim to identify and resolve common maintenance issues before they arise and reduce the volume of responsive repairs reported by tenants.

What we already do

- Ensure all homes we let to tenants meet our 'Lincoln Property Standard', which exceeds the statutory minimum standard landlords are required to provide
- Invested over £26.2 million in our homes since 2020, renewing components such as bathrooms, kitchens, central heating systems, fire alarms, windows and doors
- Invested more than £2 million into communal areas and shared facilities in our high- and low-rise blocks, making them more welcoming and pleasant for our tenants
- Proactively invested in our homes so that more than 99% comply with the Decent Homes Standard

2025

Capture and record a wide range of property data, so we can be confident we understand the condition of our stocks and have assurance our tenants live in safe, secure and well maintained homes

What we are going to do

| Action | By when |
|--|---|
| ▶ Five-year investment plan: invest £60 million into maintaining, renewing, and improving the main components of our homes | 2030 |
| Asset Management Plan for each of our high-rise buildings: develop an asset management plan for our three high-rise buildings, setting out: | 2026 |
| - How we will maintain fire safety and integrity | |
| - How we will maintain health and safety compliance | |
| - How we will maintain the building's structural condition | |
| Our programme for inspecting and renewing key communal and shared components of the building | |
| Our programme for inspecting and renewing key components in tenants' homes | |
| Stock condition surveys: undertake stock condition surveys for 20% of our stock each year until we have surveys for 100% of our homes | 2030 |
| Smoothing investment peaks: level out the peaks and troughs in expenditure to provide a smoother investment programme that enhances efficiency and maximises value for money | 2025 and ongoing |
| Resident engagement: increase engagement with our tenants to ensure our investment plans align with their needs and expectations | April 2025, then ongoing |
| ➤ Review the Lincoln Property Standard: review and update our Lincoln Standard so it meets our tenants' expectations and, as a minimum, aligns with the upcoming 'Decent Homes 2' | 2025, or following release of Decent Homes 2 |

How we will measure success

- A reduction in the volume of responsive repairs
- Improved tenant satisfaction, which we will measure through our tenant perception Tenant Satisfaction Measures surveys, complaints data and other engagement activity
- Internal and external audit and assurance
- Continued improved performance against the Decent Homes Standard Tenant Satisfaction Measures and our internal key performance indicators
- Improved financial performance through sustained asset values, and regular monitoring and reporting of capital expenditure from our Housing Revenue Account's Housing Investment Programme

Outcome 3: Decarbonisation

As the city's largest landlord, our homes make a substantial contribution to the council's commitment to achieving net zero carbon by 2030. We therefore plan to significantly reduce carbon emissions from our housing stock, and enhance the energy efficiency of our homes to support delivery of this objective.

Most of our homes already have an EPC rating of C or above, however we still have around 400 homes that are rated D or below. These include some of our older properties of non-traditional construction, such as post-war prefabricated bungalows and pre-cast concrete houses.

What we already do

- Improved the energy efficiency of our homes: 94% of our housing stock already meets the energy efficiency (EPC) rating C.
- **Established a decarbonisation working group:** we have a dedicated working group that explores and implements a range of technical solutions for improving energy efficiency in our homes
- ▶ **Pilot projects:** we have piloted a range of projects to identify and test decarbonisation technologies such as improved insulation, ground and air source heat pumps, solar PV panels and solar thermal systems, and heat recovery units.
- **External funding:** We have actively pursued and secured external funding opportunities to help support our decarbonisation initiatives

What we are going to do

| Action | By when |
|--|-------------------|
| Energy efficiency: ensure all our homes achieve a minimum energy efficiency (EPC) rating of C | 2030 |
| Expand existing pilot projects: continue to explore more innovative solutions to improve the energy efficiency of our homes and reduce the heating and electricity costs for our tenants | 2025 and ongoing |
| Develop a decarbonisation plan: based on our pilot projects, develop a plan for implementing the most effective decarbonisation solutions across our housing stock | 2025 and ongoing |
| Resident engagement: increase engagement with tenants to raise awareness of energy-saving practices and gather feedback on the decarbonisation works we do in their homes | 2025 and ongoing |
| Maximise energy efficiency in newbuild homes: Aim for all new homes we deliver/acquire to be EPC A-rated | 2025, and ongoing |
| Decarbonise our vehicle fleet: so we minimise our emissions | 2030 |

How we will measure success

- Increased percentage of homes achieving EPC C rating or above
- Programme and project delivery of new homes and monitoring delivery of A-rated properties

- Improved tenant satisfaction, measured through our tenant perception Tenant Satisfaction Measures surveys, complaints data and other engagement activity
- Funding and financial monitoring, so we take all available external funding opportunities and maximise value for money

Outcome 4: Responsive repairs (Inc. aids and adaptations)

We recognise the importance of our tenants having safe, secure and well-maintained homes, and the need for some tenants to have additional alterations in their homes to improve their quality of life and support them to live independently.

We are committed to providing both a high-quality responsive repairs service, and an aids and adaptations service tailored to our tenants' needs. It is therefore vital that we make repairs and adaptations easy to request/report, and that works are undertaken efficiently and effectively and tailored to our tenants. It is also essential that we prioritise our most vulnerable tenants, and treat our tenants' homes with respect and care.

We expect to spend £54 million on responsive repairs between now and 2030, compared with a forecast £60 million spend on planned maintenance. This in line with what other social housing providers expect to spend on maintaining and investing in their homes in the short-to-medium term, and takes account of new legislation due to be launched in late 2024 that will change how providers must respond to damp and mould.

What we already do

- ▶ **High performance:** we have significantly improved the performance of our housing repairs service, achieving high completion rates within target, keeping of appointments and first-time fixes
- Policy review: updated our Repair and Maintenance Policy in January 2024 to reflect new legislation, best practice and improved service standards
- ▶ Damp and mould: developed a damp and mould protocol, and a dedicated team to tackle reports of damp and mould in tenants' homes quickly and effectively
- ► Achieved good performance against Tenant Satisfaction Measures: with performance benchmarked just below the top quartile nationally
- New Aids and Adaptations Policy: adopted a new policy, and updated internal procedures, to further enhance our adaptations service
- ▶ Scheduled repairs: implemented a city-wide scheduled repairs service, improving the keeping of appointments through efficient allocation of non-urgent repairs on a 12-week cycle. This has been successful and enabled us to reduce the repair cycle to 9 weeks
- Reduced the proportion of 'follow-on repairs': so more of our repairs are fixed first time

What we are going to do

| Action | By when |
|---|---------|
| Further enhance our repair service: reducing response times for scheduled | 2025 |
| repairs and improving the quality of repairs. | |
| ▶ Implement proactive maintenance: to identify and address potential repair | 2025 |
| issues before they happen | |

2025

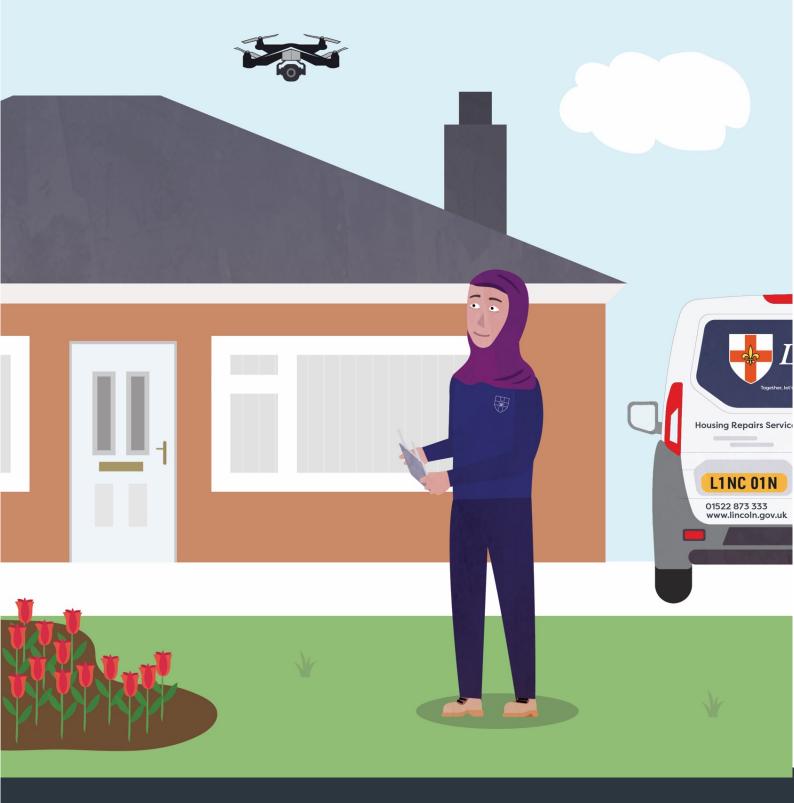
| Expand our aids and adaptations service: to include a wider range of modifications and support more tenants to live independently in their homes | 2025 |
|---|------|
| Resident engagement: increase engagement with our tenants to improve awareness of how we carry out repairs and provide help and advice so tenants can carry out some minor maintenance themselves | 2025 |

How we will measure success

- Improved tenant satisfaction, which we will measure through our tenant perception Tenant Satisfaction Measures surveys, complaints data and other engagement activity
- Regular performance monitoring and reporting against a wide range of key performance indicators
- Internal and external audit and assurance
- ► Enhanced analysis and learning from complaints, to identify trends and areas for service improvement and enhance tenant satisfaction

Conclusion

This Asset Management Strategy sets out how we will sustainably manage our homes and property assets in the best interests of our current and future tenants. We are committed to delivering the outcomes in this strategy, delivering our Housing Revenue Account 30-Year Business Plan and ensuring we meet the Regulator of Social Housing's consumer standards by giving all our tenants a safe, quality home.



Further information

If you have any comments on what you read in this document, or any service that you receive from the City of Lincoln Council, please let us know. We are interested in any suggestions that you have on how to make this a more user-friendly document.

Email customer.services@lincoln.gov.uk

Tel 01522 873333

Website www.lincoln.gov.uk

Write to Directorate of Housing and Investment

City of Lincoln Council City Hall, Beaumont Fee

Lincoln, LN1 1DE







EXECUTIVE 3 JUNE 2025

SUBJECT: HOUSING TENANCY FRAUD POLICY

DIRECTORATE: HOUSING AND INVESTMENT

REPORT AUTHOR: MARIANNE UPTON, TENANCY SERVICE MANAGER

1. Purpose of Report

1.1 To present the reviewed Housing Tenancy Fraud Policy document.

2. Lincoln Tenants Panel (LTP) Consultation

LTP have been involved in this area of work by being consulted on the content of the policy and providing feedback.

The Panel had a workshop on 19th February 2025 to look at the policy & collate feedback.

They confirmed that they found the policy easy to read and provides a clear understanding of preventing, identifying, and acting on tenancy fraud.

2.1 LTP requested the following:

- On page 5, the start of the last paragraph to be reworded from "we accept" to "we understand" – this was updated
- On the final page, a brief explanation for why references, legal frameworks, and regulatory framework is included, e.g. why is it important to the policy? – this was updated to be clearer
- Adding a section in the policy that explains where an individual can get support
 either from the Council or from other extra support this was not added
 because it relates to procedures and information to the public, but it has been
 requested that web page is updated to include this
- On the website there is a link to different forms for reporting and these could be included the link to the relevant web page was added
- Adding a section for if you suspect someone/yourself is a victim of fraud tenancy then can report it - this was not added because it relates to procedures and information to the public, and it is already on the web page

3. Background

- 3.1 As a Registered Provider of social housing, we have obligations under the Prevention of Social Housing Fraud Act 2013 to identify and prevent tenancy fraud.
- 3.2 It is also a requirement of the Regulator's Tenancy Standard that we make every effort to identify and prevent tenancy fraud.
- 3.3 This is a reviewed version of the Housing Tenancy Fraud Policy that was created in November 2020.

3.4 This policy was present to Housing Scrutiny Sub-Committee on 17 March 2025.

4. Policy Content

- 4.1 The policy provides the legal and regulatory context for managing tenancy fraud.
- 4.2 The Policy makes clear reference to measures we will take to identify, prevent, and minimise the risk of tenancy fraud occurring.
- 4.3 It reflects a clear intent that we will take decisive action where we have evidence that fraud has taken place, including supporting prosecutions.

5. Strategic Priorities

5.1 Let's Reduce All Kinds of Inequality

To have a fair and consistent approach to tackling tenancy fraud that may otherwise deprive people in housing need waiting to be housed.

5.2 Let's Deliver Quality Housing

Quality housing is not solely about the condition of the property. It is also about making a positive environment where people can thrive. This includes a responsibility for making the best use of our housing stock and ensuring it is well-managed so that tenants can clearly see that we care about delivering an excellent, fair service.

6. Organisational Impacts

6.1 Finance (including whole life costs where applicable)

There are potential financial implications to all forms of fraud, but this policy does not add to what is already currently done to address tenancy fraud.

6.2 Legal Implications including Procurement Rules

There are legal implications of this policy in terms of the potential resource impact on the Legal Services Team of any increase in enforcement action arising from a proactive approach to tackling tenancy fraud.

6.3 Equality, Diversity and Human Rights

There may be circumstances where occupants of a property may be affected by enforcement action when they were an unwitting participant in fraudulent activity. The policy commits to risk assessing these individually and providing a minimum level of support depending on their needs and the circumstances.

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

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

• Eliminate discrimination Advance equality of opportunity • Foster good relations between different people when carrying out their activities 7. **Risk Implications** 7.1 **(i) Options Explored** There are no risks associated with the policy. 7.2 (ii) **Key Risks Associated with the Preferred Approach** N/A. 8. Recommendation 8.1 Executive is asked to consider approval of the Housing Tenancy Fraud Policy. Is this a key decision? No Do the exempt information No categories apply? Does Rule 15 of the Scrutiny No Procedure Rules (call-in and urgency) apply? How many appendices does 1 the report contain? **List of Background Papers:** Tenancy Fraud Policy

Marianne Upton, Tenancy Services Manager Email address: marianne.upton@lincoln.gov.uk

Lead Officer:





City of Lincoln Council Housing Tenancy Fraud Policy



February 2025



Contents

| Section | Page |
|--------------------------------------|------|
| Purpose | 3 |
| Policy Objectives | 3 |
| What is tenancy fraud? | 3 |
| Preventing tenancy fraud | 4 |
| Identifying tenancy fraud | 4 |
| How we will respond to tenancy fraud | 4 |



Purpose

The purpose of this policy is to set out how the City of Lincoln Council will use the range of options that are available through the Prevention of Social Housing Fraud Act 2013 and the changes to the regulatory standards that all social landlords are expected to meet.

The policy therefore sets out to address the main objectives of the Act:

- deter tenants from committing social housing fraud
- incentivise those already committing social housing fraud to stop
- increase the powers of local authorities to investigate social housing fraud
- increase the number of recoveries of fraudulently used socially rented homes.

This policy applies to everyone who is eligible to be housed by us and all who hold current council tenancies. It also applies to people who committed tenancy fraud while they were tenants of ours but whose fraud was not discovered until after they stopped being our tenant.

Policy objectives

To achieve the Council's Corporate Plan, Vision 2025 identifies the following 5 strategic priorities:

- 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.

This policy supports the **Let's deliver quality housing** priority key in by stating how it intends to meet the aspiration of **Let's provide housing which meets the varied needs of our residents** by:

- Ensuring that that the social housing owned by the city council is let in accordance with its allocations policy to house those households that are deemed to be in housing need.
- Making the best use of social housing stock including reducing overcrowding, tackling under occupation, and making best use of adapted housing for those with a disability and to reduce waiting times for legitimate applicants by restoring unlawfully occupied homes to the housing stock.
- Ensuring that people the city council houses do not abuse the use of the public funds through which their homes are provided and maintained and to create a framework of measures to reduce the risk of tenancy fraud and to tackle it effectively where it exists.

What is tenancy fraud?

There are several types of tenancy fraud covered by this policy, including:

- unlawful sub-letting of our homes
- multiple sub-lets within one of our homes
- the non-occupation by a tenant as their sole or principal home



- a wrongly claimed succession and/or retention of a tenancy following the death or vacation of the lawful tenant following a previous succession or of a non-qualifying person whose circumstances do not make them eligible for a discretionary succession under our tenancy policy
- an unauthorised assignment of tenancy including mutual exchanges
- "key-selling", where the tenant leaves the property and passes on the keys in return for one-off lump sum payment or favour
- obtaining a tenancy fraudulently, such as by presenting a false identity or through lying about current housing circumstances, be that for the housing register or as a homeless person.

In addition, within any restrictions imposed through data protection legislation assistance will be given to other council teams and the Department of Work and Pensions (DWP) in tackling other housing-related fraud such as that related to housing or council tax benefit. We will also co-operate with other registered providers in relation to their tackling of tenancy fraud.

Preventing tenancy fraud

We aim to prevent and minimise the risk of tenancy fraud by a range of measures, including:

- regularly reviewing our tenancy agreement and strengthening it where necessary to achieve the objectives of this policy
- making guidance and publicity available in a variety of formats. This may include the explicit naming of people who have committed tenancy fraud where we have successfully acted, including prosecution
- by a rigorous process of verifying all applicants' identity and circumstances including verifying occupation of the stated address, verifying identity and taking photographs of applicants and verifying this again upon offer of accommodation and once more at the new tenant visit which is be carried out for all new tenancies.

Identifying tenancy fraud

We will identify tenancy fraud through a range of measures, including:

- having a system for reviewing housing register applications annually
- verifying at the new tenant visit that the individuals signed up are the same as those being visited
- carrying out routine tenancy visits at least every 3 years
- acting, using professional judgment, on reports of potential tenancy fraud by investigating these
- making it easy and safe for people to report suspected fraud to us. This can be done on our website <u>Fraud - Report housing benefit, tenancy or other fraud affecting the Council</u> - City of Lincoln Council
- actively participating in the National Fraud Initiative (NFI) or any successor to it
- signing up to and participating in any similar regional or sub-regional partnership agreements or protocols with other providers.

How we will respond to tenancy fraud

Where tenancy fraud has been identified and proven through evidence, we will take immediate action against the person who has committed the fraud in the following ways:



- If identity or housing circumstances fraud has been committed by someone who is not yet a tenant, we will withdraw any offer of tenancy and take appropriate action under our allocations policy. This may include removing the applicant altogether from the housing register or restricting the application for a certain length of time depending upon the nature of the fraud
- If unlawful sub-letting or multiple sub-letting has been committed by a tenant we will
 take immediate possession action against all who have commercially, and for profit,
 sub-let their home and may take outright possession action against those who have
 allowed others to occupy their home, including the non-occupation of the property as
 someone's sole or principal home but have not profited from doing that but may also
 take lesser action, such as applying for a suspended or demotion order
- If **key-selling** has been committed by a tenant, we will take immediate possession action against the tenant(s)
- If we discover that an unauthorised assignment of a tenancy has taken place, including an unauthorised mutual exchange, we will take immediate possession action against the original tenant, which will mean the eviction for unauthorised occupation of the replacement occupier
- If we discover that a wrongly claimed succession has taken place and it is a succession that, under operational procedures, we would not have granted to that person, we will take possession action and will evict them from the property
- If acts of tenancy fraud have resulted in any damage or unauthorised alterations to our property, we will take action to recover of the costs of repair and reinstatement from the person who has committed the fraud rather than the person who is in occupation of the property
- If any act of tenancy fraud includes committing a criminal offence, we will always notify the police and fully support any prosecution.

We understand that in some cases of sub-letting, key-selling and unauthorised assignments there may be people involved who are the victims of the fraud (because they did not willingly or knowingly enter a fraudulent arrangement). When people in this situation are identified we will always carry out a risk assessment when we are deciding on what action, if any, we should take according to the circumstances. As a minimum, we will always offer advice and support to them and signpost them to other agencies that may be able to help.

Monitoring reports of any action to tackle tenancy fraud will be made to the appropriate bodies as required.

Training will be given to staff to equip them to prevent, identify and tackle tenancy fraud within the scope of this policy.

Equality and Diversity

We aim to ensure that our policies and procedures are fair and transparent; and we work towards achieving balanced and sustainable communities in accordance with our equality and diversity policy and strategy.

Monitoring and Review

This policy will be reviewed every three years unless required through legislative or regulatory changes.





References:

In developing this policy, City of Lincoln Council has considered related policies, strategies and regulations to ensure it complies with the relevant law, best practice and corporate consistency, including the following:

- City of Lincoln Council Tenancy Strategy
- City of Lincoln Council Tenancy Policy
- Lincs Homefinder Allocation Policy (City of Lincoln Council choice based letting scheme)
- City of Lincoln Council Homelessness Strategy.
- City of Lincoln Council Vision 2025
- Equality and diversity policy and strategy
- Safeguarding vulnerable adults and children from abuse policies

Legal Framework:

- Prevention of Social Housing Fraud Act 2013
- Localism Act 2011
- Homelessness Reduction Act 2017
- Housing Act 1996
- Housing Act 1988
- Housing Act 1985
- Equality Act 2010

Regulatory Framework

- Allocation Code of Guidance
- Homelessness Code of Guidance
- The Regulator for Social Housing Consumer Standards Tenancy Standard

EXECUTIVE 3 JUNE 2025

SUBJECT: FUTURE OF NEIGHBOURHOOD WORKING

DIRECTORATE: HOUSING AND INVESTMENT

REPORT AUTHORS: PAUL CARRICK, NEIGHBOURHOOD MANAGER;

MICHELLE HOYLES, HOUSING STRATEGY MANAGER

1. Purpose of Report

1.1 To update the Executive on the progress of commissioned work delivered by Rose Regeneration, in relation to regeneration and neighbourhood working in Sincil Bank/Park Ward:

- 1.2 To note that the Corporate Management Team has endorsed the Rose Regeneration report (**Appendix A**), which evaluates the impact of Neighbourhood Working in Sincil Bank and makes recommendations on the future role of the Neighbourhood Team in the city;
- 1.3 To propose the next steps that will inform the future direction of Neighbourhood Working, including the key principles for a managed and sustainable withdrawal from Sincil Bank/Park Ward over a 12-month period starting in Summer 2025, and proposals for future workstreams for the team; and
- To propose accommodation for the Neighbourhood Working Team from Summer 2025 onwards, including contingency plans if Investors in Lincoln's plans to purchase 22 30 Portland Street do not come to fruition and the Council's lease is terminated.

2. Background

- 2.1 In January 2024, the Council commissioned Rose Regeneration to work with partners to:
 - a) Measure the impact of the Council's intervention in Sincil Bank since 2018
 - b) Review what measures are needed to ensure the ongoing sustainability of partnership working in the area, and recommend an effective exit strategy for the Council
 - c) Identify any lessons learnt that could inform the next phase of neighbourhood working in the city.
- 2.2 At the time of commissioning this work, Rose Regeneration was asked to coordinate partners to explore the feasibility of applying to the Community Ownership Fund to purchase 22-30 Portland Street (part of which is currently occupied by the Neighbourhood Working Team). Whilst this approach was ultimately discounted at an early stage, a bid from Investors in Lincoln has subsequently been accepted by Lincolnshire County Council. Investors in Lincoln has Preferred Bidder status.

- 2.3 The purchase of 22 30 Portland Street has not yet completed. Lincolnshire County Council has recently extended the building lease so that the team can continue to occupy the building for a temporary period; under this new arrangement both parties can terminate the lease by giving one month's notice. Investors in Lincoln are still pursuing the purchase of the building, and further details are provided in section 5 of this report.
- 2.4 The Neighbourhood Team has co-ordinated the delivery of substantial and measurable improvements to the Sincil Bank area since 2018. Rose Regeneration has supported the evaluation of this work, and an updated version of its evaluation report is attached as 'Appendix A.' Decisions are now needed to inform the next steps for neighbourhood working in the city, including where the Neighbourhood Team will be based and what the priorities for the team will be.

3. Neighbourhood Working Evaluation

- 3.1 The Rose Regeneration evaluation (**Appendix A**) contains three options, reduced from the original five options, for potential models for how the Neighbourhood Team can continue to support communities in the city beyond Summer 2025.
- 3.2 In addition to proposing options for future neighbourhood working models, 'Appendix A' also details several key achievements during the Neighbourhood Team's time working in Sincil Bank. Examples include:
 - For every £1.00 invested in Neighbourhood Working, £3.20 of social value has been generated
 - Neighbourhood Working has a Benefit Cost Ratio (BCR) of £2.48/£1. The Ministry of Housing, Communities & Local Government appraisal guide (2023) ranks BCR, with anything above £2 as offering 'high' value for money.
- 3.3 Other notable achievements referenced in the evaluation report include:
 - Implementation of a residents' parking scheme
 - Redevelopment of Hermit Street Garage site to deliver 11 new family homes for social rent
 - Introduction of restrictions on 'to-let' boards
 - Implementation of one-way traffic system
 - Green corridor for cyclists and pedestrians
 - Cleaner and safer streets and open spaces, including enhanced CCTV and improvements to public realm
 - Formation of a local community land trust
 - Improved access to services
 - Enhanced community spirit, supported by community events and activities
- 3.4 It is proposed that this report is endorsed, with option one selected as the preferred option that the Council will take forward. This option would enable the Neighbourhood Working Team to undertake a managed withdrawal from Sincil Bank and begin working in another area of the city with appropriate support and collaboration with partners.
- 3.5 A managed withdrawal from Sincil Bank would need to deliver the following:

- A communications plan, including provision of advice/support information so residents know who to go to for help with different issues after the team leaves
- Further exploration with key partners to identify ways of working that continue to support the community's needs on an ongoing basis
- Agreement with key community leaders and key partners about how they can
 host accessible support and advice for residents. Key delivery partners
 include Citizens Advice, Sincil Community Land Trust, and Lincoln
 Embracing All Nations (LEAN). These organisations will require some form
 of support to attract external funding
- The closing down of the Sincil Bank Community Hub, which currently offers advice and guidance four days per week, and identification of options for a temporary base for the team in the event the lease at Portland Street cannot be extended beyond March 2025. This approach, supported by the communications plan, will encourage residents to seek advice and engage with services without the need to visit a local office in person
- Support the delivery of the Town Deal Highways Improvements, including the Gateways element of this programme that is not due to be completed until summer 2025
- 3.6 It is proposed that a managed withdrawal from Sincil Bank could be completed within 12 months, starting in Summer 2025. This would allow withdrawal from the area over that period whilst simultaneously building up neighbourhood working activity elsewhere in the city.

4. The Next 12 Months (June 2025 Onwards)

- 4.1 The Council requires an appropriate exit strategy from Sincil Bank, in order that the benefits of neighbourhood working can be delivered elsewhere in the city. Option one of the Rose Regeneration evaluation (**Appendix A**) proposes focusing resources on one area of the city and gaining the commitment of key partners at the outset. This approach would enable the Council to explore how the Neighbourhood Working team's resources could be used in different ways, potentially increasing the team's capacity to take on other initiatives or projects in other areas.
- 4.2 An opportunity has arisen in Ermine to pilot this approach. Open Plan, who coordinated the Sincil Bank place shaping framework, is undertaking a similar exercise in Ermine using UKSPF funding. This place shaping framework is nearing completion. A board has been created to oversee this work, of which the Neighbourhood Manager and Housing Strategy Manager are members.
- 4.3 Alongside the development of the place shaping framework, UKSPF has funded Alive Church to develop part of Sudbrooke Drive Community Centre into a health and wellbeing hub. Additional funding has also been allocated to Bishop Grosseteste University (BGU) to enable them to extend their provision at Ermine Library. As part of the allocation of funding to Alive Church, activities are being delivered to engage with young people and the wider community, and a newsletter will be produced and distributed to all residents in the new year.

- 4.4 'Ermine' in the context of this new place shaping framework is defined as the Ermine East estate, and the Ermine West estate comprising majority Council housing. A plan showing the extent of these areas is attached as 'Appendix B' to this report.
- 4.5 Ermine is very different to Sincil Bank and presents an opportunity to pilot a different approach to neighbourhood working. The Council is the majority landowner in Ermine and therefore has more influence in the area in terms of land uses, regeneration opportunities and environmental improvements. Trialling a new neighbourhood working pilot in this area could be advantageous, as there is ample scope to deliver significant benefits to the area that align with the Housing Revenue Account (HRA) 30-Year Business Plan, utilising the place-shaping framework as a springboard for developing partnership working and enhanced community engagement in the area. Selecting Ermine as the next location for neighbourhood working therefore presents an opportunity to build on this place shaping exercise and deliver meaningful benefits to a community in one of the city's deprived areas.
- 4.6 Ermine has strategic significance to the Council, both in terms of its HRA 30-Year Business Plan and the city's housing pipeline. The area is expected to undergo substantial change over the lifetime of the Business Plan through newbuild development at Queen Elizabeth Road and likely regeneration of Trent View and surrounding land; it is therefore important for the Council to develop and sustain a positive and meaningful dialogue with the local community, so these changes are tenant and community led. These workstreams are likely to align with the place shaping framework in multiple ways; aligning neighbourhood working to these other workstreams at this early stage would therefore deliver wider benefits.
- 4.7 Population data supports focusing the next phase of neighbourhood working on Ermine. Current Indices of Multiple Deprivation (IMD) data from 2019 highlights that parts of Ermine East (OO1D) and all of Ermine West (001A & 001B) fall within the top 10% of deprived areas in the country. These three Lower Super Output Areas (LSOA's) also feature in the top ten deprived neighbourhoods in the city. IMD data also indicates that deprivation increased in Ermine East (LSOA OO1D) between 2015 and 2019, moving from being the city's tenth most deprived neighbourhood to the city's sixth most deprived.
- 4.8 A detailed neighbourhood comparison has been undertaken, which compares Ermine to the following areas in terms of deprivation and access to local services:
 - Moorland
 - Birchwood
 - Stamp End and Tower
 - St Giles

A copy of this comparison, including its methodology and findings, is attached as 'Appendix C' to this report. Whilst all neighbourhoods have similar levels of deprivation, overall deprivation is more prevalent in the North of the city and there is a lack of local services and community facilities in Ermine West. There are therefore characteristics specific to Ermine, and Ermine West in particular, that justify focusing on these areas for the next phase of neighbourhood working.

4.9 Compared to Ermine, these other neighbourhoods have each been subject to more intensive neighbourhood working initiatives led by the Neighbourhood Team.

- 4.10 Focusing the next phase of neighbourhood working in Ermine therefore presents opportunities to deliver services, and explore barriers to accessing services, across both Ermine East and West with a view to improving outcomes for residents in those communities. The growth opportunities present in this part of the city improve the Council's ability to work with partners to achieve these outcomes. The Council is currently working with partners on a range of anti-poverty initiatives, and as Ermine is one of the city's most deprived areas there are also opportunities to link neighbourhood working into these initiatives. If approval is given to focus neighbourhood working in Ermine, this can be further explored to deliver a wider range of outcomes linking to other aspects of the Council's 'Reducing Inequality' strategic priority.
- 4.11 If it is determined that the next phase of neighbourhood working is to focus on Ermine, it is suggested this should be for an initial five-year period. This would be a sufficient period in which to make meaningful progress in the area. The objectives and activities that would be delivered during that period would be partly informed by the anticipated Place Shaping Framework; at this stage it is proposed that the following should be aimed to be delivered:
 - Build trust and engagement between the community, the Council and partners
 - Devise a timeline of operational activities that can be delivered in the short and medium term, based on the recommendations Place Shaping Framework and any other community feedback/engagement that builds on this further
 - Develop a wider masterplan for future growth of the area, and engage with residents, partners, and other stakeholders to ensure this is genuinely community-led
 - Commence delivery of the masterplan, accompanied by a longer-term delivery plan for the area
- 4.12 Whilst the primary focus of the Neighbourhood Team would be on Ermine, the team would be able to continue to support initiatives in other neighbourhoods across the city as it has done in recent years with UKSPF-funded projects and community connectors.

5. Accommodation Needs of Neighbourhood Working Team

- 5.1 Whilst Investors in Lincoln has been approved by Lincolnshire County Council as the preferred bidder to purchase 22 30 Portland Street, the matter is still being negotiated and there is currently no guarantee that this purchase will definitely go ahead. If the agreement with Investors in Lincoln does not proceed, the County Council is expected to sell the building to one of the other parties who expressed interest in purchasing it.
- 5.2 The Council's lease of Sincil Bank Neighbourhood Office at Portland Street has recently been extended and is now a rolling lease that enables both the City Council and County Council to terminate this arrangement by giving one month's notice. As the Council is likely to only be able to continue to occupy 22 30 Portland Street for a limited period, the team needs to secure alternative accommodation that supports

both a managed exit from Sincil Bank and the commencement of neighbourhood working initiatives elsewhere in the city.

- 5.3 If Ermine is supported as the next location for neighbourhood working, it is proposed that the team can begin to have a formal presence in the area from Summer 2025 onwards. The team could, if Investors in Lincoln proceed to purchase 22 30 Portland Street, split their time between Portland Street and Ermine and gradually extend the proportion of time spent at Ermine as the next phase of neighbourhood working progresses. Initial scoping suggests a range of possible accommodation options; Ermine Library and Sudbrooke Drive Community Centre may be feasible options, due to both having space available and the Council's existing positive relationships with BGU and Alive Church.
- Other options could also be explored, such as the team occupying one of the Council-owned vacant shop units at Sudbrooke Drive for a temporary period to build presence and trust at an early stage. During early engagement as part of the place shaping framework residents have highlighted these shops as an area of concern; using one of the units would embed the team in the community for an initial period as they build trust and engagement. Using a shop unit could therefore deliver localised benefits by providing springboard to embed the team within the community and reduce the number of vacant premises.
- 5.5 Other organisations would be impacted by termination of the Portland Street lease. A key part of the exit strategy from Sincil Bank was the creation of an organisation called Lincoln Embracing All Nations (LEAN). LEAN currently offer immigration advice and support to residents and are presently co-located with the Neighbourhood Team at Portland Street. LEAN is currently exploring taking on the lease of a nearby church hall, so they can continue to provide advice and further develop community activities in the area.
- 5.6 Citizens Advice also delivers an outreach surgery each Thursday, from the Portland Street office. The Neighbourhood Team would work with Citizens Advice to identify suitable alternative sites.

6. Strategic Priorities

6.1 Let's Reduce All Kinds of Inequality

This report seeks to agree and formalise the next phase of neighbourhood working in the city and proposes focusing most of the Neighbourhood Team's work on one area of the city to deliver the greatest benefit to those living there. The area proposed is affected by multiple forms of deprivation, and the current UKSPF-funded work in the area creates an opportunity to further develop trust and engagement with the community; improve understanding of how residents feel about their community and how they want it to change over time; and work with partner organisations to improve these neighbourhoods and the quality of life for residents.

6.2 Let's Deliver Quality Housing

The Housing Revenue Account is the majority landowner on Ermine East and West, with both estates expected to change significantly through implementation of the

HRA 30-Year Business Plan. Both incorporate land that will be used to deliver additional social housing, with Trent View and surrounding land at Ermine West having potential for large-scale regeneration. It is vital that any substantial changes to either area are genuinely tenant- and community-led, and therefore focusing the next phase of neighbourhood working in this part of the city would create optimal conditions for this to be explored with the community.

6.3 Let's Enhance Our Remarkable Place

The proposals set out in this report would, if approved, help to improve access to green space and other community facilities in an area of the city that is currently under-provided for. Community engagement, delivered through neighbourhood working, would enable this to be further explored so that any enhancements to the area meet residents' aspirations.

6.4 <u>Let's Address the Challenge of Climate Change</u>

The HRA 30-Year Business Plan commits to decarbonisation and aims to contribute towards the Council achieving net zero carbon by 2030. As the majority landowner at Ermine, the Council has significant influence over how this part of the city will contribute to that commitment.

7. Organisational Impacts

7.1 Finance (including whole life costs where applicable)

The current property budgets for the Team's accommodation are £14,890 p.a. Any future accommodation requirements will need to be met from this budgeted amount, or alternative savings identified within the Directorate's cash limited budgets.

7.2 Legal Implications Including Procurement Rules

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

Equality impacts have been considered, and there are no identified negative impacts arising from the recommendations set out in this report. The proposal to focus neighbourhood working in Ermine seeks to improve outcomes for residents living in one of the city's most deprived areas, and therefore the equality impacts if the proposal is approved are expected to be positive.

7.4 Human Resources

The proposal to focus neighbourhood working in Ermine would change the Neighbourhood Team's work location. However, the team have historically relocated from time to time and therefore there are no anticipated HR issues arising from this.

7.5 Land, Property and Accommodation

The Neighbourhood Team will require a different work location, either at the end of when the current lease for the Sincil Bank office ends, or when the team have fully withdrawn from the Sincil Bank area. This report proposes a range of accommodation options for the team; when a preference has been confirmed, accommodation options can be finalised and pursued.

7.6 Significant Community Impact &/or Environmental Impact

None identified.

7.7 Corporate Health and Safety Implications

An area health and safety risk assessment will be necessary for the Neighbourhood Team when their next working location is confirmed and activity-based assessments will require to be reviewed.

8. Risk Implications

8.1 (i) Options Explored

- Do nothing this is not a viable option as the current neighbourhood working at Sincil Bank is coming to an end. Next steps for the team are therefore required, including meeting the team's accommodation needs
- Enact the other recommendations set out in 'Appendix A' this approach is feasible, however for the reasons set out in this report, it is considered that focusing the Neighbourhood Team's efforts in one part of the city would deliver the greatest outputs and outcomes
- Focus the Neighbourhood Team's work on a different part of the city –
 other parts of the city, including Moorland, Glebe, and Birchwood wards, are
 also significantly impacted by deprivation. The evidence presented in section
 4 of this provides a basis for why Ermine has been proposed and coincides
 with UKSPF-funded work to develop a place shaping framework that the
 Neighbourhood team can build upon.

8.2 (ii) Key Risks Associated with the Preferred Approach

The risk associated with the proposed approach is low and is likely to deliver greater benefits to local residents due to existing partnership working in Ermine.

9. Recommendations

9.1 That Executive notes the report produced by Rose Regeneration and attached as 'Appendix A' to this report;

- 9.2 That Executive resolves to approve a managed withdrawal from neighbourhood working initiatives in Sincil Bank over a 12-month period, starting in Summer 2025;
- 9.3 That Executive approves the managed withdrawal from Sincil Bank to be undertaken so it coincides with building neighbourhood working capacity in Ermine;
- 9.4 That, subject to a formal decision being made on the next phase of Neighbourhood Working, Executive delegates the final decision on the Neighbourhood Team's accommodation to the Housing Strategy Manager;
- 9.5 That Executive approves the Neighbourhood Team to co-ordinate development of an Ermine Partnership Board and delivery of key recommendations as highlighted in the UKSPF-funded Ermine Place Shaping Framework; and
- 9.6 That Executive gives approval to fully base the Neighbourhood Team at Ermine from 2026 until March 2030, with a review to be commissioned at that time.

Is this a key decision? Yes

Do the exempt information No

categories apply?

Does Rule 15 of the Scrutiny No

Procedure Rules (call-in and urgency) apply?

How many appendices does Three (A, B, C)

the report contain?

List of Background Papers: None

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Neighbourhood Working Evaluation Findings

Appendix A Introduction

In June 2016 the <u>City of Lincoln Council</u> appointed OpenPlan to prepare a <u>Place Shaping Framework</u> for the Sincil Bank area – defined by the railway to the north, Canwick Road to the east, South Park to the south, and High street to the west. The brief was to work with the local community and stakeholders to come up with recommendations to make the area a better place for the people who live and work here.

The Framework was published in April 2017. It described Sincil Bank as a 'community of communities – a very diverse place shared by people from many different backgrounds' – and contained 42 recommendations to make physical improvements to the area, as well as promote social and economic development and develop opportunity sites. While the Framework was being developed, City of Lincoln Council reviewed its neighbourhood working programme and decided to prioritise its resources in Sincil Bank. Since then, the Council has been running a Neighbourhood Working pilot to implement as many of the 42 Place Shaping Framework recommendations as possible alongside local residents, Community Partners and stakeholders.

In March 2024 Rose Regeneration was commissioned by the City of Lincoln Council to undertake an external evaluation of Neighbourhood Working in Sincil Bank. The evaluation has followed HM Treasury guidance and covered 3 main areas:

- 1. How was the Neighbourhood Working pilot designed and how it is being implemented?
- 2. What difference is the pilot making to residents, Community Partners and stakeholders?
- 3. Is the pilot offering value-for-money?

This report summarises the key findings and insights from the evaluation.

What was the Neighbourhood Working pilot set up to do?

Central government publishes local measures of deprivation in England. The last Statistical Release was published in September 2019. It is based on seven domains of deprivation which draw on 39 separate indicators. These are then weighted to give an overall measure of multiple deprivation experienced by people living in a neighbourhood [known as a Lower-layer Super Output Area, LSOA]. Each neighbourhood, or LSOA, is ranked from most deprived (1st) to least deprived (32,844th). Rose Regeneration compared the 2019 data for Sincil Street area, where the Neighbourhood Working pilot is taking place, with the data releases from 2015 and 2010. These results are shown in the chart overleaf.

The chart shows considerable deterioration in levels of deprivation between 2010 and 2015, with only a modest bounce back in 2019. Overall, the neighbourhood was ranked 4,011 in 2010; 5,504 in 2015; and 2,387 [placing it in the 7% most deprived neighbourhoods in England].

Community consultations for the Place Shaping Framework also highlighted:

- Streets marred by littering and fly-tipping.
- People commuting to Lincoln for work treating the area as a free car park or as a rat run.
- Energy-inefficient homes, including a high proportion of housing stock rented as Houses in Multiple Occupation (HMOs).
- A number of high profile crimes increasing residents' fear of crime.

Between December 2018 and March 2025, a small, dedicated Neighbourhood Working team (mainly 2 staff) are based at the <u>Community Hub</u> on Portland Street. As well as having a physical base, they are delivering a programme of key projects and activities with residents and organisations. Between 2018 and 2020 this included:

- Introducing and monitoring a ban on the display of to-let boards on certain streets.
- Installing CCTV at suitable locations.
- The development of open spaces, including St Andrew's Garden (where a neglected open space has been transformed into a pocket park for the local community).
- Delivering a series of community events and activities.

Following the COVID-19 pandemic, the neighbourhood team refocused their priorities to include:

- Hermit Street redevelopment (building 11 new affordable homes on a site previously occupied by garages).
- Implementing residents parking (to increase the availability of parking for local residents and reduce commuter parking).
- Highways redesign (e.g. one-way traffic system, a green corridor for cyclists and pedestrians).
- Creating and enhancing open spaces.
- Cleaner and safer streets.

"COVID-19 both lost and gained them [Neighbourhood Working team] something during and after this time. During the pandemic they had to work City wide and sometimes even county wide. A lot of specific Sincil Bank community support then fell to other groups. After COVID they refocused their priorities but I would like to think the team has thought continually about the legacy of their time here and built sustainability into the organisations and projects they've funded", Community Partner.

The external environment during which the pilot is being delivered has changed significantly – from welfare reforms and Brexit through to the COVID-19 pandemic and cost-of-living pressures.

What impact is the pilot having on local communities?

On average, 20-30 people a week visit the Community Hub to access information, advice and services (from the City of Lincoln Council and from Community Partners). Analysis of the visit log over a 12-month period found the top 3 presenting issues were around general advice, access to space or services from another organisation at the Community Hub, and residents parking.

Resident surveys carried out in 2019, 2020 and 2023 show an increase in people reporting that they know what to do and where to go if they have a problem. Comparing survey data between 2019 and 2023 reveals:

- 20% more residents reported knowing which organisation to contact if they have a problem.
- 11% more residents knowing where to go for help with a housing issue, and 9% more residents knowing where to go for help if they have a problem with fly tipping or litter.
- $\stackrel{\textstyle \sim}{\sim}$ A 5% increase in the number of residents reporting Sincil Bank is getting better and improving as a place to live.

"Residents work hard to do their bit to keep the area clean and tidy and a number of projects have been delivered to brighten up the area", local resident.

"There has been a definite change in perception about the Portland Street area and that things can be achieved here", local resident.

For the evaluation residents and local organisations were asked to use one (or two!) words to describe the Neighbourhood Working pilot. Their responses are shown in the word cloud overleaf:



Back in 2019, the City of Lincoln Council and Investors in Lincoln introduced a 'Community Chest' to kickstart activity in the area. During the pilot, £50,073.09 has been awarded to 31 local projects – from street play, holiday clubs and family fun days through to archaeological digs and setting up community gardening and growing clubs.

The Neighbourhood Working team has encouraged residents to come forward with ideas, and they have embedded community ownership in the initiatives they have funded. A short survey was circulated to all groups and organisations that had received funding from the Community Chest. Representatives from 22 organisations completed the survey.

- 50% of respondents said they would not have done their project without support from Neighbourhood Working and 68% went on to apply to other funders to continue their existing project, or to start new work.
- 68% of respondents delivered their project or activity with the support of another local organisation with 16 different voluntary & community sector organisations, charities and statutory sector bodies listed by respondents.
- 75% rated their overall experience of delivering an activity funded by the Community Chest as 'very positive', 5% as 'positive' and 20% as 'neutral'.
- 77% rated the impact of Neighbourhood Working on building the capacity of local groups and residents to run projects and activities as being 'very strong' or 'strong'.

"The [name of project] is important to the local community and sets an example about the future of the Sincil area...the project has encouraged people to volunteer, to learn and share practical skills as well as providing good visual and actual space for wildlife and making the area more attractive".

"[Name of project] wouldn't happen without the Neighbourhood Working team — they get it, they see the need, and they invest in looking at good practice outside of Lincoln and how to make it happen in Sincil Bank...they play the long game".

"Residents are willing to help with maintenance and ongoing works and that community ownership will bring sustainability".

The Neighbourhood Working team has monitored the implementation of the 42 Place Shaping Framework recommendations, carrying out annual reviews. In 2021, six recommendations were implemented, in 2022 twenty-nine recommendations, and in 2023 three recommendations. For four recommendations no work is planned to take place before 2025.

A range of stakeholders offered external perspectives on Neighbourhood Working. They highlighted the new and different ways of working it has provided to organisations (e.g. greater partnership working and collaboration) and to residents (e.g. reducing dependency and recognising the skills, knowledge and

experience that they bring). Some stakeholders want Neighbourhood Working to focus on small, hyperlocal, street-based work; while other stakeholders had a preference for larger projects and tackling broader, systemic issues.

Social Return on Investment (SROI) is a way of developing a value for the less tangible outcomes delivered through Neighbourhood Working. The evaluation has looked at how the Community Hub and Programme have increased access to services and improved the appearance of streets and green spaces. The analysis shows for every £1.00 invested in Neighbourhood Working, £3.20 of social value has been generated. HM Treasury ranks anything over £2.00 as delivering a 'good' level of social value.

Is the pilot offering value-for-money?

For the Community Chest, volunteer contributions to projects, as well as items or resources being offered in-kind (e.g. training, marketing and promotion, computers, sports equipment, gardening tools), provided match funding worth £72,887.

The Neighbourhood Working team has played a key role in working with external organisations to harness other investment for the local area that would not have happened without the pilot. For example, City of Lincoln Council secured £235,000 from the Government's Controlling Migration Fund to tackle rogue landlords; and Lincoln City Foundation successfully bid to deliver a 5-year Place Based Social Action (PBSA) community activities programme.

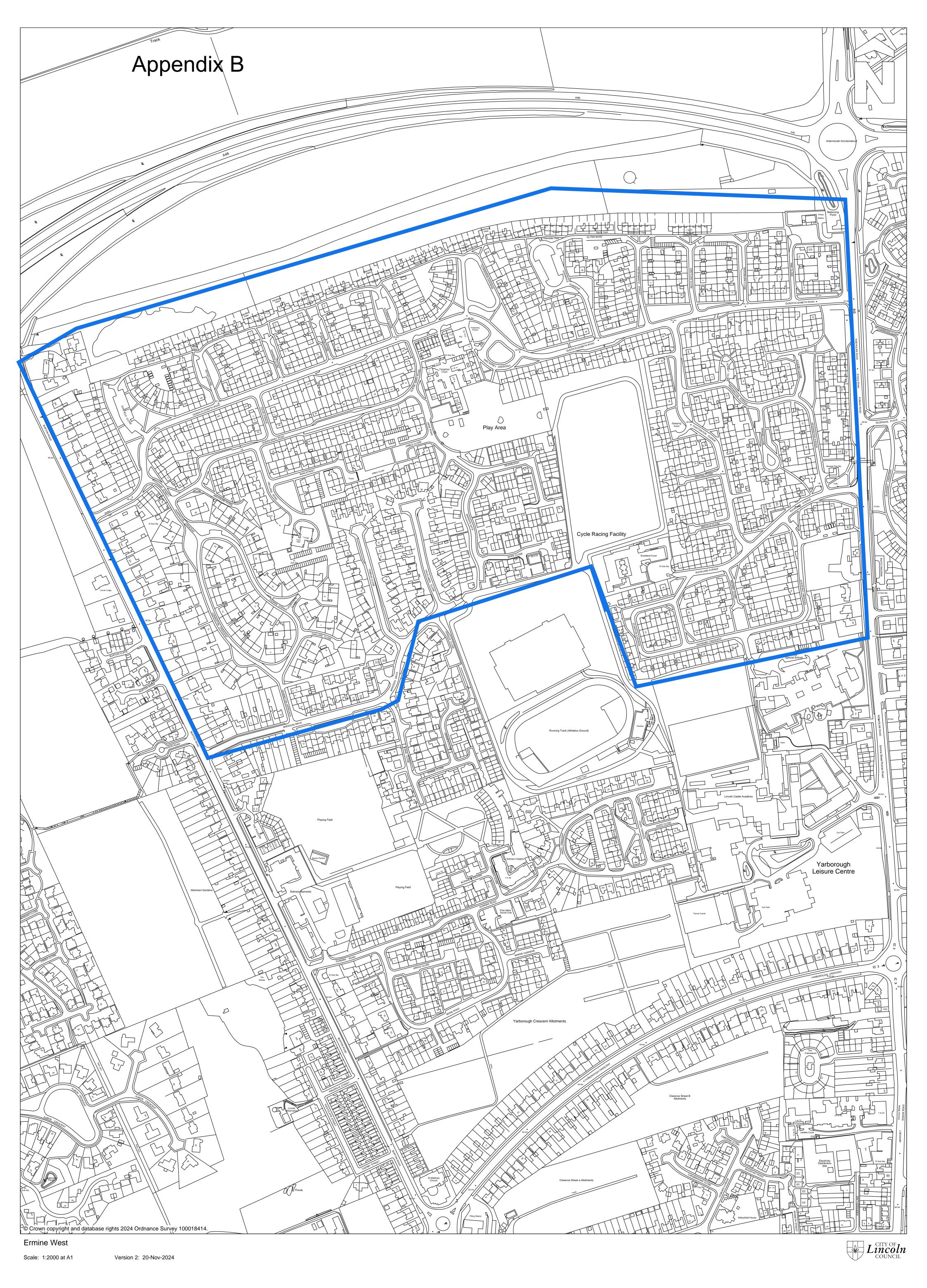
A Benefit Cost Ratio (BCR) analysis was undertaken to assess the value-for-money being delivered. The analysis reveals that Neighbourhood Working has a BCR of £2.48/£1. The Ministry of Housing, Communities & Local Government (MHCLG) ranks BCR; with anything above 2 as offering 'high' value for money.

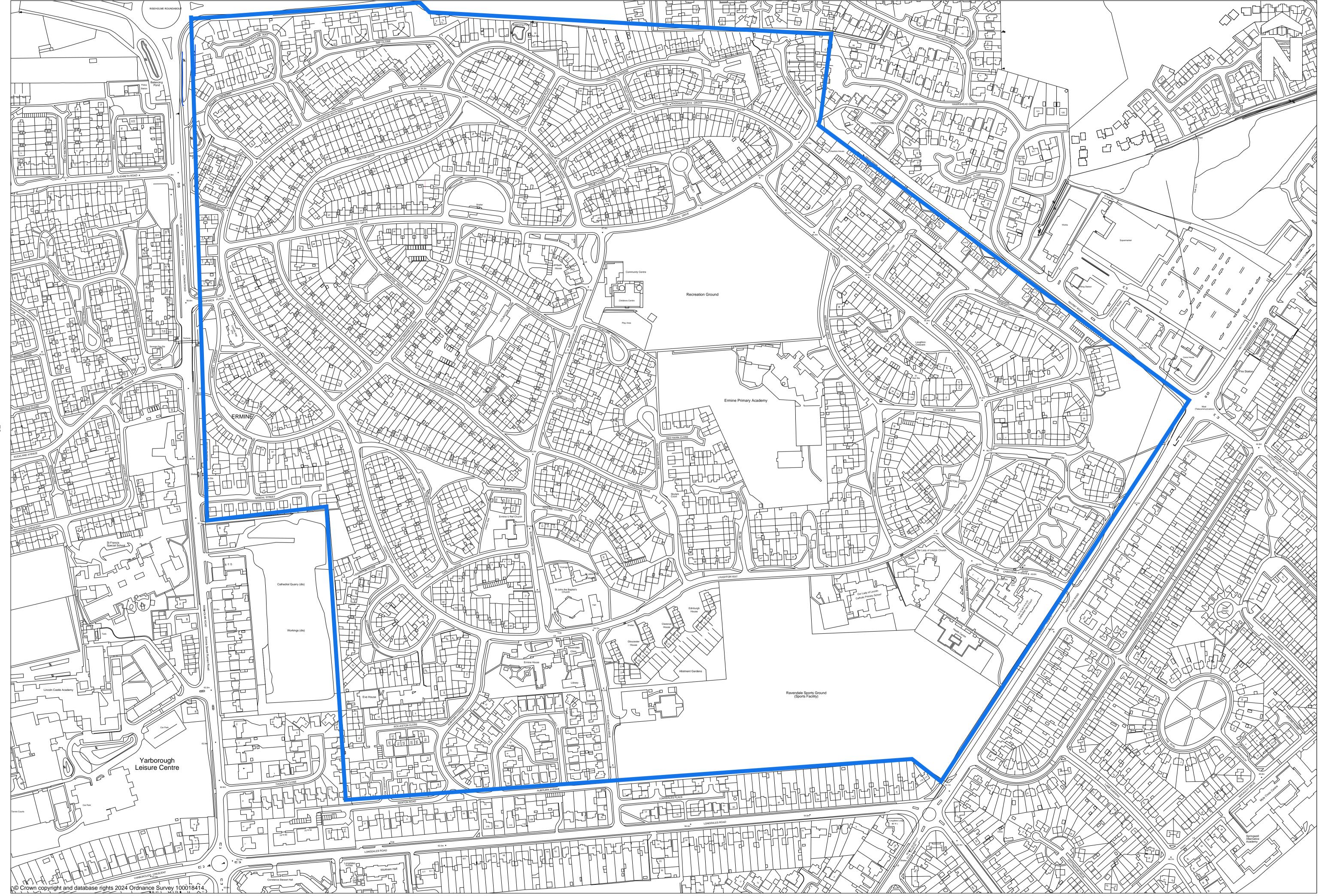
Where next?

Residents, Community Partners and stakeholders have expressed some concern about the gaps that will be left when the pilot ends – particularly around providing residents with a drop-in, and a safe space for organisational information sharing. Some stakeholders also queried whether Community Partners and residents will be able to step-up and scale-up what they do to fill these gaps. Planning the legacy, and what local communities want to see happen beyond March 2025, was highlighted as important.

The external evaluation is intended to inform wider Neighbourhood Working discussions across the city. Future delivery of Neighbourhood Working by City of Lincoln Council will need to take account of the resources that can be made available. It has become clear that there is considerable merit in exploring how multi-agency working can be scaled up across the city. Initial discussions with Lincolnshire County Council and Lincolnshire Integrated Care Board have

highlighted scope for a pilot to enable all three bodies to work together with Community Partners and residents to deliver preventative impacts at the neighbourhood level.





Ermine East

Scale: 1:2000 at A1 Version 2: 20-Nov-2024

Appendix C: Population Data Comparison

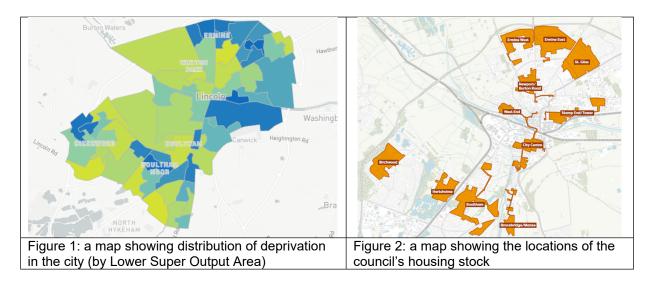
1 Summary

1.1 The report to which this appendix relates proposes that the next phase of Neighbourhood Working should focus on Ermine. This appendix supplements that report, by providing a range of population datasets for the Ermine area (the extent of which is defined in accompanying Appendix B) and comparing these datasets with other neighbourhoods in the city.

The datasets in this appendix are linked to the four dimensions of household deprivation detailed in the 2021 Census, namely health, employment, housing and education. This approach has been taken to confirm which part of the city would benefit the most from the report's proposal to focus Neighbourhood Working in one area.

2 Neighbourhood selection

2.1 Neighbourhood working is most effective in areas affected by deprivation, as these are the areas that benefit from intervention and support that more affluent communities are less reliant upon. The starting point for the neighbourhood comparison was therefore based on which parts of the city are known to be the most deprived. Neighbourhoods with the highest levels of deprivation are highted blue in Figure 1 below (source: Lincolnshire Health Intelligence Hub – www.lhih.org.uk). As shown in Figure 2 below, there is a close correlation between these areas of deprivation and the parts of the city containing higher proportions of social housing:



2.2 Figure 3 summarises the most recent Indices of Multiple Deprivation (IMD) data, from 2019. Whilst this is not quite and pre-dates the Covid-19 pandemic, it is nonetheless very similar to Figure 1, indicating that overall deprivation across the city remains most prevalent in the same areas.

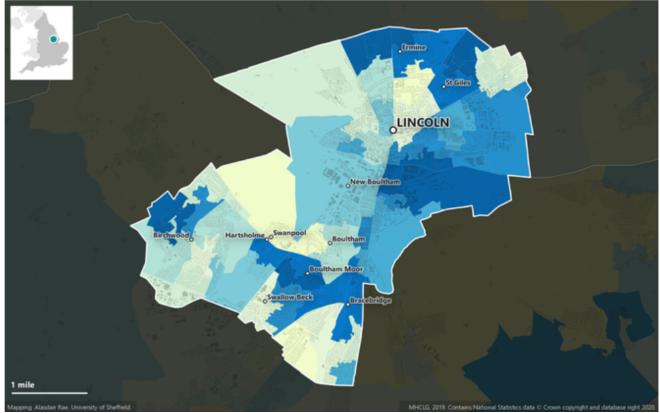


Figure 3: 2019 IMD deprivation data. Source: MHCLG

- 2.3 Overall, this shows that the areas of the city with the highest levels of deprivation (in dark blue) are Ermine, St. Giles, Moorland, Stamp End and Tower, and Birchwood. Sincil Bank was excluded, as the Neighbourhood Working team has been based in that area since 2018 and it has recently been established that the team is going to shortly begin a managed and sustainable withdrawal from that area.
- 2.4 The following neighbourhoods were therefore selected for comparison:

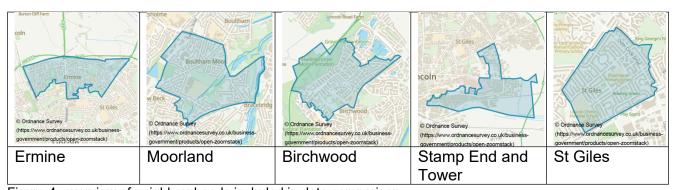


Figure 4: overview of neighbourhoods included in data comparison

2.5 The extent of the neighbourhoods selected were based on the areas that were majority social housing and therefore most deprived. Stamp End and Tower also includes some non-social housing, on the basis that it would be difficult in practice for the Neighbourhood Team to support two separate areas (Stamp End and the Tower estate) without them being physically connected in some way.

3 Data sources

3.1 Much of the most recent reliable deprivation data currently available is from the 2021 Census. The most up to date IMD (Indices of Multiple Deprivation) data is from 2019; as this is pre-pandemic, this is currently deemed to not be sufficiently reliable.

3.2 Other data sources used for this comparison were Police UK crime data, Lincolnshire Health Intelligence Hub. Due to the specific neighbourhoods targeted, use of other data sources would have resulted in less accurate conclusions having been drawn due to more affluent parts in some wards creating a 'smoothing' effect on some of the data.

4 Overall findings

4.1 Figure 4 below summarises the key deprivation data arising from this neighbourhood comparison. This data reveals that all five neighbourhoods have very similar characteristics in terms of deprivation and deprivation related issues:

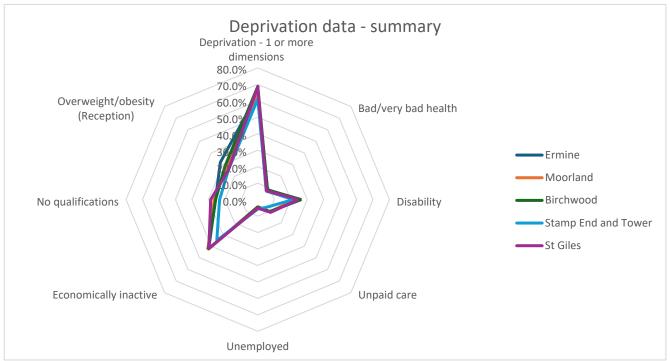


Figure 5: summary of the key deprivation characteristics observed in each neighbourhood

- 4.2 Because of these similarities, it is not possible to prioritise one neighbourhood over the others based on solely on deprivation data. However, when reviewing how deprivation is distributed across the city (Figure 1), it is evident that there is more deprivation overall in the Northern part of the city.
- 4.3 On this basis, it can reasonably be concluded that the neighbourhoods most likely to benefit from Neighbourhood Working would be Ermine and St Giles. Section 6 of this report also highlights the lack of local services and community facilities available on Ermine West compared to other neighbourhoods. This disparity in local infrastructure differentiates Ermine West from these other areas.

5 Comparison data

5.1 Overall population

| Neighbourhood | LSOA codes | Total population (rounded to nearest 100) |
|---------------------|---------------------------------|---|
| Ermine | 001C, 001D, 002D, 001A, 001B | 8,300 |
| Moorland | 010B, 010C, 010D, 011G, 011H | 5,700 |
| Birchwood | 007A, 007B, 007C, 007D | 4,700 |
| Stamp End and Tower | 004B, 004C, 004D | 6,200 |
| St Giles | 004E, 004F, 004G | 4,600 |

Table 1: Overall neighbourhood population summary. Source: 2021 Census

Interpretation: N/A

5.2 Population by age

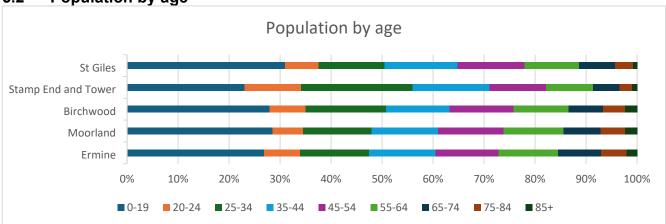


Figure 6: Neighbourhood comparison of population by age. Source: 2021 Census

Interpretation: With the exception of Stamp End and Tower, which has a notably younger population, all neighbourhoods have similar age profiles. Ermine and Moorland have the highest proportions of people aged 65 and over.

5.3 Household deprivation

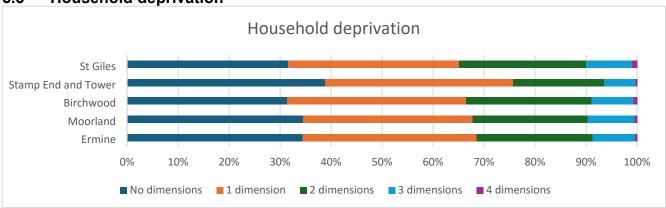


Figure 7: Neighbourhood comparison of household deprivation against four dimensions: health, employment, education and housing. Source: 2021 Census

Interpretation: With the exception of Stamp End and Towe, all neighbourhoods have a similar deprivation profile.

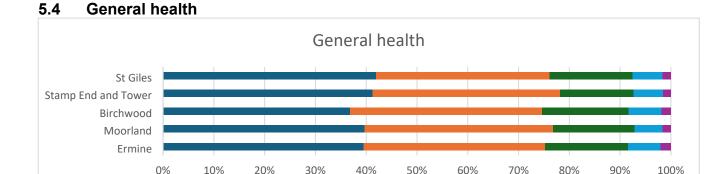


Figure 8: Neighbourhood comparison of residents' general health. Source: 2021 Census

■ Very good health ■ Good health

Interpretation: Residents across all comparison neighbourhoods report similar experiences of their health.

■ Fair health ■ Bad health

Burton Waters

Canwick

Bracebridge Reath

Bracebridge Reath

Bracebridge Reath

Bracebridge Reath

Figure 9: LSOA comparison of health deprivation in the city. Source: Imp Primary Care Network, 2025

Interpretation: Residents across all comparison neighbourhoods, excluding the Tower Estate, have similar levels of health deprivation.

Reception prevalence of overweight and obesity (by MSOA)

40.00%

30.00%

20.00%

10.00%

MSOA

Reception prevalence of overweight and obesity (by MSOA)

010 Bracebridge North and Boultham Moor

007 Birchwood West

0004 Monks Road, St Giles and Greetwell

England average

Figure 10: MSOA comparison of prevalence of childhood overweight including obesity (Reception). Source: DHSC Fingertips Health Profiles, 2024

Interpretation: Compared to other neighbourhoods, Ermine has the highest prevalence of overweight and obesity in Reception-age children. All neighbourhoods have overweight/obesity significantly above the national average

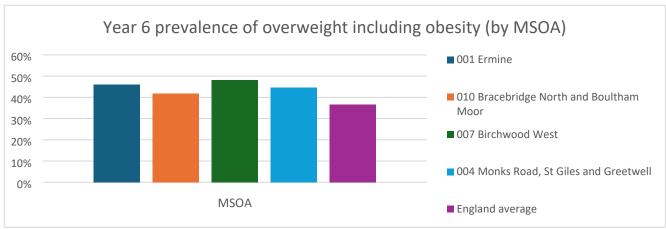


Figure 11: MSOA comparison of prevalence of childhood overweight including obesity (Year 6). Source: DHSC Fingertips Health Profiles, 2024

Interpretation: Birchwood has a slightly higher prevalence of overweight and obesity in Year-6 children, closely followed by Ermine and St Giles. All neighbourhoods have overweight/obesity significantly above the national average

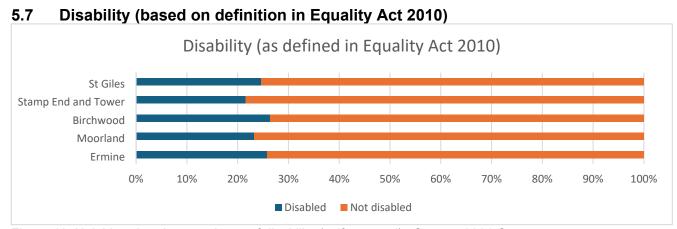


Figure 12: Neighbourhood comparisons of disability (self-reported). Source: 2021 Census

Interpretation: St Giles, Birchwood and Ermine have very similar levels of self-reported disability, which are slightly higher than Moorland and Stamp End and Tower.

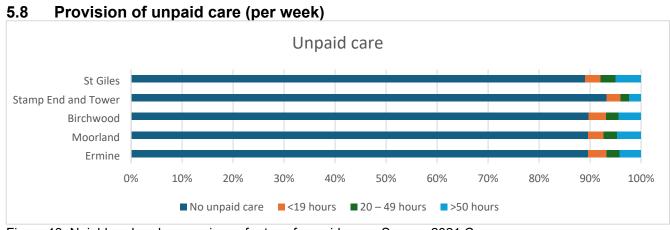


Figure 13: Neighbourhood comparison of rates of unpaid care. Source: 2021 Census

Interpretation: Stamp End and Tower has a significantly lower proportion of residents who provide some form of unpaid care. Other neighbourhoods are similar.

5.9 Housing tenure

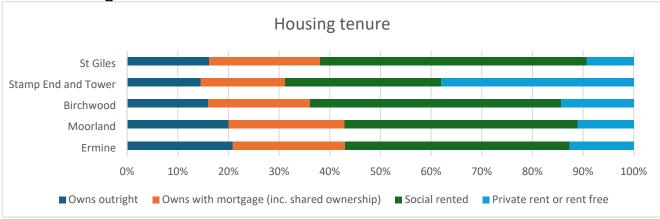


Figure 14: Housing tenure profile by neighbourhood. Source: 2021 Census

Interpretation: With the exception of Stamp End and Tower, all neighbourhoods have a similar housing tenure profile. The highest proportion of social housing is in St. Giles. Home ownership is slightly higher in Moorland and Ermine. This may be linked to these neighbourhoods having a slightly older age profile, combined with the prevalence of Right to Buy.

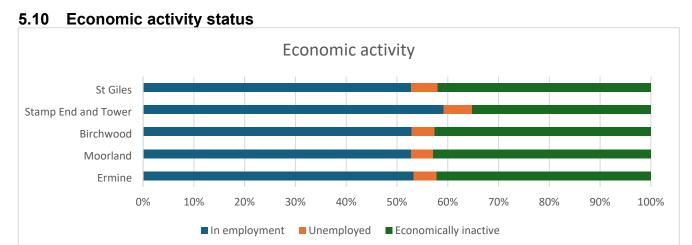


Figure 15: Neighbourhood comparison of economic activity. Source: 2021 Census

Interpretation: With the exception of Stamp End and Tower, all neighbourhoods have very similar levels of economic activity and unemployment. The differences in Stamp End and Tower may be a result of the neighbourhood's lower age profile and tenure mix.

5.11 Highest qualification level

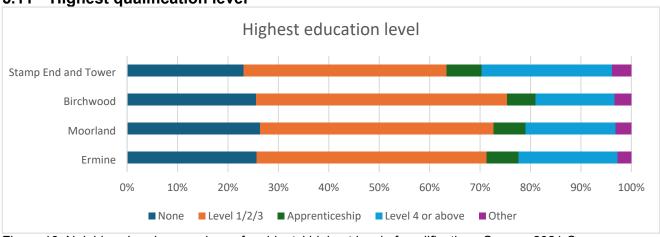


Figure 16: Neighbourhood comparison of residents' highest level of qualification. Source: 2021 Census

Interpretation: With the exception of Stamp End and Tower, all neighbourhoods have similar highest qualification levels.

5.12 Digital deprivation

| Neighbourhood | LSOA codes | Overall ranking (Lincolnshire) | City ranking |
|---------------------|------------|--------------------------------|------------------|
| Ermine | 001C | 8 th | 4 th |
| | 001D | 5 th | 2 nd |
| | 002D | 27 th | 9 th |
| | 001A | 9 th | 5 th |
| | 001B | 15 th | 8 th |
| Moorland | 010B | 145 th | 17 th |
| | 010C | 122 nd | 16 th |
| | 010D | 6 th | 3 rd |
| | 011G | 65 th | 13 th |
| | 011H | 172 nd | 19 th |
| Birchwood | 007A | 33 rd | 10 th |
| | 007B | 230 th | 20 th |
| | 007C | 13 th | 6 th |
| | 007D | 146 th | 18 th |
| Stamp End and Tower | 004B | 88 th | 15 th |
| · | 004C | 71 st | 14 th |
| | 004D | 3 rd | 1 st |
| St Giles | 004E | 14 th | 7 th |
| | 004F | 39 th | 11 th |
| | 004G | 43 rd | 12 th |

Table 2: A comparison of each neighbourhood's constituent Lower Super Output Areas county-wide ranking for digital deprivation. Source: Lincolnshire Health Intelligence Hub

Interpretation: Overall, Ermine is more digitally deprived than the other comparison neighbourhoods, with all its LSOAs in the city's top ten most digitally deprived.

5.13 Local trust

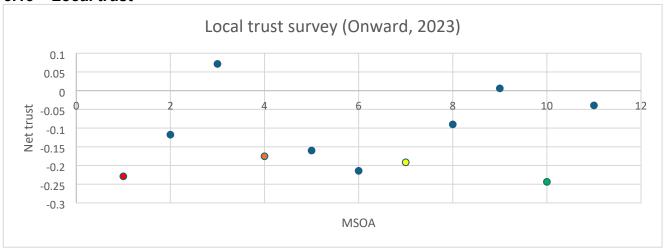


Figure 17: Comparison of the extent to which residents trust their neighbours. Source: Onward, 2023

Interpretation: A national 'local trust' survey was carried out by Onward in 2022/23, categorised by 'Mega Super Output Areas' (MSOAs). MSOAs are groups of LSOAs. The comparison neighbourhoods are shown in different coloured dots, as follows:

| Red | Ermine |
|--------|-----------------------------------|
| Orange | St Giles, and Stamp End and Tower |
| Yellow | Birchwood |
| Green | Moorland |

Residents in Ermine and Moorland trust their neighbours the least compared to residents in other parts of the city. The MSOA numbers in Figure 15 relate to the areas shown in Figure 16 below:

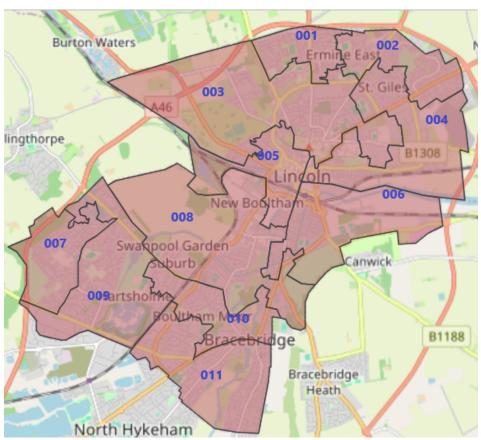


Figure 18: Lincoln Mega Super Output Areas and codes

5.14 Local services within neighbourhoods

In addition to deprivation data, each neighbourhood has a range of different local services and community facilities that help its residents with their day-to-day living. Some of these are briefly summarised below:

| Neighbourhood | Doctors' surgery | Pharmacy | Supermarket/ food retailer | Community centre or shared space | Public leisure space | Nearby employment area |
|---------------|--|----------------------------|--|---|---|------------------------------|
| Ermine East | Y (Cabourne Ave) | Y (Cabourne Ave) | Y (Waitrose, Asda) | (community centre, library, church hall) | Y (Ravendale Drive, Sudbrooke Drive | Y (retail) |
| Ermine West | N | N | Y (Co-op) | N | Y Nene Rd play area) | N |
| Moorland | Y (Boultham Park Rd, Newark Rd) | Y (Boultham Park Rd) | Y (Sainsburys, Aldi, Food Warehouse) | Y (community centre, The Showroom, church hall) | Y ('Backies', Boultham Park, Greenbank) | Y (varied) |

| Neighbourhood | Doctors' surgery | Pharmacy | Supermarket/ food retailer | Community centre or shared space | Public leisure space | Nearby employment area |
|------------------------|--------------------------------|----------------------------|--|---|--|------------------------------|
| Birchwood | Y (Birchwood, Woodlands) | Y (Birchwood Centre) | Y (Co-op) | Y (Boiler House, community centre, church hall) | Y (Jasmin Green, nature park, | Y (varied) |
| Stamp End and Tower | Y (Abbey) | Y (Monks Rd) | Y (Co-op, city centre - Stamp End) | Y (St Swithin's) | Y (Arboretum, Abbey) | Y (varied) |
| St Giles | Y (Glebe) | Y (Carlton Centre) | Y (Tesco, Aldi, Waitrose, Lidl) | Y (community centre, church halls) | Y (King George Field) | Y (varied) |

Table 3: Neighbourhood comparison of local services and community facilities. Source: CoLC

Interpretation: Most neighbourhoods have a range of local services and community facilities. The exception is Ermine West, which has very little local infrastructure and significantly fewer nearby employment opportunities.

6 Ermine and isolation from local facilities and services

Based on the findings in section 5.14 of this comparison, residents in Ermine West live furthest away from local services. Taking account of deprivation in this area, this means that residents living in Ermine West, and the westernmost part of Ermine East, are significantly more isolated from these local services compared to other people in the city.

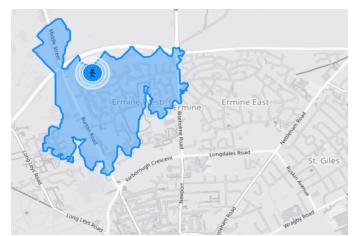


Figure 19: Places accessible to residents of Ermine West (Queen Elizabeth Road) by 15-minute walk. Source: University of Lincoln, courtesy of OpenPlan

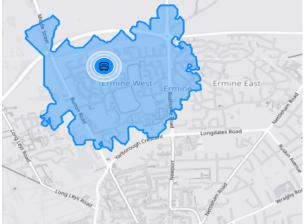


Figure 20: Places accessible to residents of Ermine West (Queen Elizabeth Road and Queen Mary Road) in 15 minutes by public transport. Source: University of Lincoln, courtesy of OpenPlan

Imp Primary Care Network, the PCN that covers the North of the city, has provided data on the mental health support needs of patients living in its area. Figure 19 below suggests there is some correlation between access to services and mental health outcomes; the parts of Ermine West and East that are located furthest from local services are the same as those that have the highest proportion of residents who require mental health support.

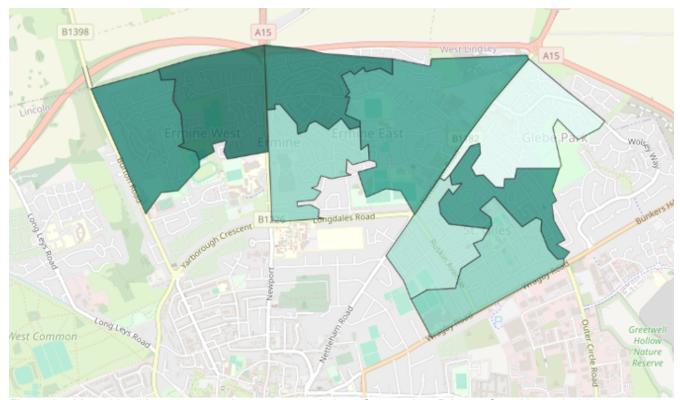


Figure 21: Mental health support needs among population. Source: Imp Primary Care Network, 2025

ENDS



EXECUTIVE 16 MAY 2025

SUBJECT: LEASE DISPOSAL – SOBRAON BARRACKS

DIRECTORATE: COMMUNITIES AND ENVIRONMENT

REPORT AUTHOR: SIMON WALTERS, STRATEGIC DIRECTOR OF COMMUNITIES

AND ENVIRONMENT

1. Purpose of Report

1.1 To seek approval to accept the surrender of the existing lease of Sobraon Barracks Cricket field and pavilion with Lincoln University and agree terms for a new 25-year Lease and management agreement with Lincolnshire Cricket Ltd.

2. Background

- 2.1 The Sobraon Barracks cricket field and pavilion is an area adjacent to the Territorial Army Barracks near Yarborough Leisure centre. In 2012 the City Council agreed a 25-year lease at a peppercorn rent and management agreement with Lincoln University to manage and operate this site and to promote cricket to university students and members of the local community. As part of this lease agreement significant improvements were made to the cricket field and cricket square. In addition, a completely new pavilion was opened in 2013 funded by the City Council, the University of Lincoln, and the ECB (England & Wales Cricket Board).
- 2.2 Since 2012, despite the significant improvements made to this site, the use of the cricket pitch and pavilion has not proved as popular as expected. Each year since this lease was first signed, the use of these facilities has reduced, the necessary income needed to maintain this site has not been generated and as a consequence, two years ago, the University took the decision to mothball the site.
- 2.3 At present the cricket outfield and square are unfit to accommodate cricket. In addition, due to commercial pressures, the University took the decision to sell its grounds maintenance equipment. The Pavilion is still in excellent condition but remains unused without any plans for future usage.

3. Proposal

3.1 The proposal is to accept the surrender of the existing lease and management agreement with Lincoln University and to enter into a new lease and management agreement with Lincolnshire Cricket Ltd for a term of 25 years at a peppercorn rent. This new agreement would enable new strategic funding to be generated from the ECB's strategic fund and the Grass Pitch Improvement Fund (GPIF) (approximately £100Kto £120k). This initial funding will be further supported by a sustainable business plan (Appendix 1) to enable the continued development and maintenance of this site.

This new Lease will enable Lincolnshire Cricket Ltd to deliver a high quality, centrally located facility with the capacity to deliver significant impact across a number of

target areas, including girls and ladies' cricket. Women and girls' recreational activities and female coach education.

- 3.2 Lincolnshire Cricket's development plan features a three phased approach to reinstating the Sobraon barracks cricket ground in a sustainable manner:
 - Phase 1: Work will be undertaken to upgrade the outfield and square to enable high quality cricket capable of staging junior and women's County cricket (£100k to £120k)
 - Phase 2: Within three years the site will install a new twin net practice bay (£40k).
 - Phase 3: To include any modifications needed to the existing pavilion (for example, changing rooms, office, annex etc, funding requirement yet to be decided).

Total project cost of all three phases estimated at £140k to £160k.

4. Strategic Priorities

4.1 Let's Enhance Our Remarkable Place

This proposal provides the opportunity to invest in the facility to allow the reintroduction of cricket on the site. It will contribute to the range of sports offer across the city. The area will also be maintained as general recreational space for the local community.

5. Organisational Impacts

5.1 Finance

Revenue Implications

There are no direct revenue implications arising from this report. The proposed new lease will be broadly on the same terms as that for the University and as such does not create any annual financial commitments for the Council, nor does it provide any income for the Council as it is granted as a peppercorn rent.

Capital Implications

As the proposal is to lease the land and pavilion to Lincolnshire Cricket the Council will retain the freehold ownership of the asset and there will be no direct capital implications.

5.2 Legal Implications

It is proposed that the Council will be entering a new lease with Lincolnshire Cricket, the terms of which have been developed with due consideration to protecting the Council's legal position.

The lease with Lincolnshire Cricket will be entered into at the same time that the University lease is surrendered so there is a seamless transfer of liability without this reverting back to the City Council.

The proposed lease arrangement as set out in the report, will be subject to appropriate subsidy control assessments.

5.3 Equality, Diversity and Human Rights

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

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

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

There are not considered to be any such implications arising from this report. The new development plan will actively encourage underrepresented groups including women and girls and disabled people.

5.4 Land, Property and Accommodation

Upon surrender of the existing lease to Lincoln University, the land and pavilion now constructed on the land will revert to the Council as freeholder. As such, a new lease to Lincolnshire Cricket will comprise both the land and pavilion.

The usual requirement pursuant to Section 123 Local Government Act 1972 is that disposals (including leases in excess of 7 years) of land and property should be at best consideration. The proposed lease for 25 years would therefore constitute a disposal for the purposes of the Act, which would generally require best consideration to be obtained.

However, the Local Government Act: General Disposal Consent (England) 2003 gives consent for disposals at an undervalue in circumstances where the disposing local authority considers that the purpose for which the property is to be disposed is likely to contribute to the achievement of any one or more of the promotion or improvement of economic, social or environmental well-being in its area. In considering this, it is expected that authorities will also have regard to their community strategies and be concerned to fulfil their general fiduciary duty in a way that is accountable to local people.

The proposed rent in this case is a peppercorn rent compared to a market rent of c£5,000 p.a.

Accordingly, the Executive is asked to consider that the proposed lease to Lincolnshire Cricket for the purposes outlined in this report justifies a disposal at less than best consideration, namely, at peppercorn rent for a period of 25 years.

6. Risk Implications

6.1 (i) Options Explored

Two options were explored as part of this report:

- Keep the existing Lease with Lincoln University. This will leave Sobraon Barracks unused for physical and recreational activities and will prevent the development of a women's, girls and disabled cricket and recreational hub.
- Allow the surrender of the existing lease with Lincoln University and arrange a new lease to Lincolnshire Cricket Ltd.

6.2 (ii) Key Risks Associated with the Preferred Approach

External funding is required to bring the cricket pitch to the necessary County level will otherwise the aspiration to play cricket on the site again will not be realised. Lincolnshire Cricket do have an option to draw down the necessary funding, but timing is extremely tight and the lease (at HOT stage at least) needs to be in place by June/July 2025).

The Lincolnshire Cricket Ltd development plan has a range of targets to increase participation. Whilst this is a 25-year lease arrangement, significant progress will need to be made in the early years. The team are experienced in developing cricket and City Council officers will engage with them on a regular basis to assess progress.

7. Recommendation

7.1 It is recommended that:

- i) The Council accepts a surrender from Lincoln University of its existing Lease for the Sobraon Barracks cricket facilities.
- ii) A new 25-year lease and management agreement for the land and pavilion be granted to Lincolnshire Cricket.
- iii) The new lease to Lincolnshire Cricket Ltd be granted at a peppercorn rent on the basis that the proposals for use and development of the site as detailed in this report are considered will contribute to the promotion or improvement of economic, social, or environmental wellbeing.

Is this a key decision?

Do the exempt information No categories apply?

Does Rule 15 of the Scrutiny No Procedure Rules (call-in and

urgency) apply?

How many appendices does One the report contain?

List of Background Papers: None

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Recreation, Sport, Leisure & Bereavement Services

Manager

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Sobraon Barracks, Burton Road Cricket Ground Facility Development Plan Lincolnshire Cricket Ltd

October 2024

Contents:

- 1. Background and Context
 - 1.1. History
 - 1.2. Current situation
- 2. Delivering Impact
 - 2.1. Concept
 - 2.2. Need
 - 2.3. Priority areas
- 3. Bringing the Barracks ground back to life
 - 3.1. Phase 1.
 - 3.2. Phase 2.
 - 3.3. Phase 3.
- 4. Projected annual usage
- 5. A home for Lincolnshire Cricket
 - 5.1. Pitch and outfield
 - 5.2. Pavilion
 - 5.3. Affordability
- 6. Use of Pavilion and Car Park
 - 6.1. Pavilion
 - 6.2. Car Park
- 7. Consultation
 - 7.1. Approach
 - 7.2. Feedback
 - 7.3. Long term commitment
- 8. Car Park Management Plan

1. Background & Context:

1.1 History:

The Sobraon Barracks Cricket Field is an area at the side of the Territorial Army barracks that has been used to stage cricket matches for over 70 years. Originally the site was home to the now defunct South Cliff Cricket Club and had on it a small wooden pavilion, which was eventually destroyed by fire.

In the summer of 2012, the City of Lincoln approved the development of the site which included ground works to the cricket square and outfield along with the build of a new pavilion in the south-west corner of the field.

It was agreed that the University of Lincoln would hold a 25-year lease and assume responsibility for the day-to-day management and maintenance of the site. It was envisioned that the cricket ground would become a permanent home to university cricket teams in addition to accommodating local recreational cricket and County Age Group Cricket.



A new pavilion was built and opened in 2013 using funding secured from the City Council, the University of Lincoln and the ECB.



Over the pe deteriorated

playing surfaces gradually deteriorating. In the early stages of this period, university cricket, recreational cricket and county age group cricket regularly took place on site. Over the past 2 summers however (2023, 2024) there has been no cricket played on site and it has become evident that the University of Lincoln do not have access to the necessary expertise or resource to adequately maintain the playing facilities.

1.2 Current situation:

Due to commercial pressures and a lack of income generated via the external hire of the cricket ground, the decision was taken by the University to sell all grounds maintenance equipment on site and effectively 'mothball' the site and pavilion, undertaking only basic maintenance of both.

At present the cricket facilities (outfield and square) are unfit to accommodate cricket. Whilst the pavilion has excellent facilities (changing rooms, kitchen, communal area etc) the site is unused, dormant and with no plans for any future usage by the University or any other team.

Through discussion between the University of Lincoln and Lincolnshire Cricket Ltd, the concept of transferring the ownership of the lease (with extension) from the University of Lincoln to the National Governing Body for cricket in the county (Lincolnshire Cricket Ltd) was explored. These discussions led to a joint approach being made to the City Council to consider a change in approach with regards to the future usage and management of the site.





2.1 Concept:

This facility development plan centres around a transfer and extension of the current lease (min 25 years) from the University of Lincoln to Lincolnshire Cricket Ltd. This change in approach would create opportunities for Lincolnshire Cricket Ltd to leverage strategic facilities funding via the ECB (England & Wales Cricket Board) and create a sustainable business plan that enables the continued development and maintenance of the site, delivering a high quality, centrally located cricket facility that has the capacity to deliver significant impact across a number of areas.

2.2 Need:

As highlighted in Lincolnshire Cricket's Facilities Strategy (2023-2032), there is clear need to develop a centrally located performance hub within the Lincolnshire to ensure the performance pathway is accessible to those living within our county. Currently, all county representative cricket and participation activity delivered by Lincolnshire Cricket is staged at recreational cricket clubs and school sites within Lincoln and Lincolnshire, placing increased pressure on existing facilities already struggling to meet demand. Between 2019 and 2022, participation in cricket in Lincolnshire has grown, fixtures completed in the recreational game have increased from 604 – 640 whilst participants have increased from 1225 to 1345 in addition 1800, 5–11 year-olds now taking part in national, introductory programmes at clubs (All Stars Cricket & Dynamo Cricket).

2.3 Priority areas:

The future usage of the Sobraon Barracks Cricket Ground would be prioritised around:

1. Women and Girls Cricket:

The Sobraon Barracks Ground would become home to the Lincolnshire Women's and Girl's performance programme, providing a venue for practice sessions and games for the 3 County age Group girls representative teams (U13/15 & 18). In addition, the site would be the recognised home of the Lincolnshire senior women's county team, who from 2025 will be competing in Tier 3 of the national domestic women's cricket competition.

Currently, representative practice sessions and games take place on existing recreational cricket grounds, placing increased stress on a network of facilities already struggling to accommodate demand. Over the last 5 years Lincolnshire has gone from 5-27 women's sections and in the girl's environment, from 0-10 sections. Within the county there are only 2 clubs (of 80) who have dual pitch sites and the growth in female cricket is resulting in significant pressure being placed on existing facilities, with many clubs finding access at peak times a significant challenge. Relocating a significant number of county representative fixtures would free up space within the recreational network, easing pressure and enabling clubs to service the uplift in demand experienced over recent years.

In addition to becoming a performance centre for women and girls' cricket, the Barracks ground would also host a number of recreational women and girl's activities/initiatives including:

- Women's softball activity becoming the recognised home for the Lincolnshire Women's Softball League (established in 2024)
- Centrally located Girl's softball festivals
- Female coach education programmes

2. Community Activity:

The Barracks ground would become home to several centrally located community initiatives focused on participation and growth. Such activity would be focused on reaching new audiences via introductory activity using national and other recognised programmes as the vehicle to engage predominantly young people. Such activity would feature:

- School holiday activity via All Stars Cricket (5-8 yr olds) & Dynamos Cricket (8-11 yr olds) delivered in Easter and Summer school holidays.
- Home to a Lincoln disability 'Super 1's' programme
- Home to a Lincoln 'Street' project engaging young people from the local area not currently engaged in 'mainstream' cricket provision

In addition, the pavilion space would be used as a base from which to deliver a variety of training opportunities that will benefit the volunteer network within the county. Such activity would include:

- Safeguarding training
- Coach education
- Umpire/scoring courses
- Club consultation/engagement events

3. Boys County Age Group Programme:

The ability to accommodate a number of county age group boy's fixtures, in particular amongst the younger age groups (U13/U15), would further reduce the pressure on the recreational network to stage county representative fixtures. Whilst staging women and girls' cricket would be the priority there will be capacity to stage an amount of boys' county representative cricket on the site.

4. A home for Lincolnshire Cricket Ltd:

The intention would be for the Lincolnshire Cricket workforce to relocate to the site and create a hybrid working space for its team of officers.

3. Bringing the Barracks Ground Back To Life - A Phased Approach

This development plan features a phased approach to rejuvenating and reinstating the Sobraon Barracks cricket ground in a sustainable manner.

Phase 1 – Cricket (Outfield, square, ancillary facilities)

Phase 2 - Practice facilities

Phase 3 – Pavilion

Phases 2 & 3 represent opportunities to add value to the project through further enhancing the facilities on site. They are not essential to the completion of the project and would be realised at a time when Lincolnshire Cricket Ltd were in a financial position that supports its delivery and completion .

3.1 Phase 1 - Cricket:

Phase 1 is built around the principle of delivering a high-quality cricket facility capable of staging junior and Women's county representative cricket. The dimensions of the playing area allow for boundary sizes beyond the minimum recommended distances ensuring that this site is suitable for this type of activity and poses minimal risk to neighbouring properties.

Funding would be sought to complete phase 1 of the project from the ECB strategic facilities and Grass Pitch Improvement Fund (GPIF). Estimated costs (source Appendix 1 – Pith Power) to complete stage 1 are in the region of 100 - 120K. Potential funding available totals 100 - 120k.

More detail on the work required to complete the necessary groundworks and the ongoing maintenance of the site is included in the Cricket Assessment Report generated by Pitch Power (appendix 1). The below is a summary of the key stages within each phase:

Phase 1:

- Outfield renovation
- Renovation of cricket square
- Purchase of machinery required to maintain site
- Purchase of roll on/off covers
- Installation of scoreboard
- Installation of NTP on square (non turf pitch)
- Installation of 1 x Hybrid cricket wicket
- Early maintenance handover programme
- Roll out net cage

It is estimated that for cricket to take place on site in the summer of 2026, work would need to start on site in late summer 2025.

3.2 Phase 2 - Practice facilities:

- Installation of twin net bay practice area
- Approx cost 40K
- Timing within 3 years

Funding to complete phase 2 would need to be sourced by Lincolnshire Cricket Ltd through applications to funders and/or any surplus generated by the organisation.

3.3 Phase 3 – Pavilion:

- Any modifications that may be needed to the building (additional changing rooms, office annex etc)
- Approx cost and timeframe unknown.

Funding to complete phase 3 would need to be sourced by Lincolnshire Cricket Ltd.

Total project cost (Phase 1 & 2) totals 140K - 160k

4. Projected Annual Usage

Having conducted a recent site visit we predict the cricket square being an 8/9 wicket square with the addition of a non turf pitch. The priority for usage would be as stated in the 'Priority areas' section of this document and the below provides a realistic estimate of what an annual programme of usage could look like:

(note – 'Practice' includes all non-match play activity and would take place on the outfield or using the NTP. 'Games' indicate occasions when matches would take place using grass pitches)

| Participant group | Activity type | Per annum | When (April – Oct) | No. of unique participants |
|---|---------------------|---------------------------|-----------------------|----------------------------|
| Girls U13 | Practice/match days | 3 x practice 6 games | Midweek/Sundays | 80 |
| Girls U15 | Practice/match days | 3 x practice 6 games | Midweek/Sundays | 80 |
| Girls U18 | Practice/match days | 3 x practice 6 x games | Midweek/Sundays | 80 |
| County Women | Practice/match days | 3 x practice 6 games | Midweek/Sundays | 80 |
| Boys U13 | Practice/match days | 3 x practice 6 games | Midweek/Sundays | 80 |
| Boys U14 | Practice/match days | 3 x practice 6 x games | Midweek/Sundays | 80 |
| Boys U16 | Practice/match days | 3 x practice 6 x games | Midweek/Sundays | 80 |
| MCC Foundation Hub (boys & girls) | Practice/match days | 12 practice 6 games | Midweek/Sundays | 36 |
| Disability* | Practice | 22 x practice | Midweek | 12 |
| Community usage** | Practice | 20 x practice | Midweek | 500 |
| Other*** | Matches | 12 games | Saturdays | 150 |
| Womens Softball | Matches | 8 matches (NTP) | Midweek/Sundays | 128 |

Total 81 x practice 1386 68 x matches

^{*}Disability Super 1's programme would provide a cohort of local young people (aged 12-25) with a disability providing the chance to play regular cricket. This programme will feature weekly practise sessions and occasional games. All activity would take place on the outfield/NTP and would follow the model of our flagship Super 1's centre in Grimsby

^{**}Community usage would be as outlined in the priority usage section

^{***&#}x27;Other' relates to the capacity to stage a small number of senior men's recreational matches, as has previously been staged on this site prior to 2022. This would be prioritised around those clubs who do not have access to their own pitch. This could be on Saturdays or midweek as part of the Lincoln Midweek league. This would be a useful source of income in addition to further reducing the pressure within the network.

5. A Home for Lincolnshire Cricket - Long Term Sustainability

Upon the completion of Phase 1, Lincolnshire Cricket Ltd would look to employ a cricket grounds person with the relevant skills, knowledge and expertise required to undertake the maintenance and upkeep of the cricket facilities.

Approximate annual maintenance costings associated to both the pavilion and pitch and outfield:

5.1 Pitch and Outfield:

Winter (off season maintenance programme):

| Duration | Hrs/week (average) | Duties |
|----------|--------------------|---------------------|
| 12 Weeks | 4 | General maintenance |

Spring/Summer/Autumn maintenance programme:

| Duration | Hrs/week (average) | Duties |
|----------|--------------------|---|
| 40 Weeks | 16 | - 6/7 hours grass cutting - 6/7 hours wicket preparation (rolling/watering/marking) - 2/3 hours general |
| | | maintenance |

Total hours = 688 @ £17.50 p/hr = £12,040

Ground related materials, estimated annual costs (pitch and outfield):

| Item | Cost (p/a) |
|---|------------|
| Fuel/line marker & other ground related materials | £1500 |
| End of season renovation inc: | £2000 |
| - Loam | |
| - Seed | |
| - Fertiliser | |
| Upkeep of outfield including: | £2000 |
| - Spraying | |
| - Machine hire | |

Total materials cost = £5,500

Total annual maintenance costs for pitch and outfield = £17,540

5.2 Pavilion maintenance:

| Item | Cost (p/a) |
|---------------------|------------|
| Business rates | |
| Electricity | |
| Water | |
| Security | |
| General maintenance | |

Total pavilion maintenance costs =

5.3 Affordability:

Lincolnshire Cricket Ltd will be looking to offset a number of existing costs incurred by the organisation, coupled with a newfound ability to generate income as the source to meet the running costs associated with the Sobraon Barracks ground.

Below is a realistic summary as to the financial framework that demonstrates how Lincolnshire Cricket Ltd would meet the annual financial demand associated with running the site:

(note: 'cost saving' indicates existing costs that would be saved via utilising the facilities on site, 'income generation' indicates income generated via activity hosted on site)

| Item | Cost saving/income generation | Value |
|-------------------------------|-------------------------------|---------|
| Office Rent | Cost saving | £7,200 |
| Room hire (meetings/training) | Cost saving | £4,500 |
| County Age Group match | Cost saving | £4,800 |
| hosting fee | - | |
| Pitch Hire | Income generation | £2,200 |
| Community usage | Income generation | £3,360 |
| Commercial | Income generation | £5,000 |
| partnership/sponsorship | | |
| Coach education facility hire | Cost saving | £1,500 |
| County Women's hosting | Cost saving | £2,500 |
| Total | | £31,060 |

6. <u>Use of Pavilion & Car Park</u>:

6.1 Pavilion:

Lincolnshire Cricket would look to relocate its business operations to the Pavilion on site, creating a hybrid working space in the communal area in the centre of the pavilion. Lincolnshire Cricket would look to utilise the building between normal office hours 2-3 days per week on a year-round basis.

In total, Lincolnshire Cricket employ 11 members of staff. 6 members of staff are regionally based meaning that under normal circumstances up to 5 employees would use the pavilion on 2-3 days across Mon – Fri.

Staff would enter the premises via the main gates and park any vehicles in the car park. Employees would be responsible for closing and locking the gate upon leaving the site.

Lincolnshire Cricket would assume full responsibility for maintaining the pavilion and all associated costs incurred.

Occasionally the pavilion would be used to host meetings and training events. Meetings held on site would feature local partners, stakeholders and others involved in the recreational

game in Lincolnshire, in addition to Lincolnshire Cricket director meetings. Training events that would be delivered on site include:

- Safeguarding
- Mental Health first aid
- Umpire & scorer training
- Coach education

Many of the meetings and training events held on site would be delivered on weekday evenings, owing to the fact that most attendees will be volunteers. On such occasions, the number of attendees would not normally exceed 20 due to the capacity of the building, and all staff/visitors would park in the car park on site. Noise would be kept to a minimum and Lincolnshire Cricket Ltd would be responsible for closing and locking the gate.

Enabling the use of the building is critical to the facility development plan as the ability to offset current office rent and costs incurred through renting facilities would enable running costs of the facility to be met.

6.2 Use of Car Park

Lincolnshire Cricket Ltd would promote and make available the car park on site for all staff and visitors. During non-match days the circa 45 bay car park will provide ample space to meet demand.

On match days, again the car park will be promoted, and all visitors will be encouraged to use the space available. On the rare occasion that the car park becomes full, additional parking will be made available around the outfield with access through the car park.

At all times, all visitors will be communicated to, prior to arriving on site instructing them to park in the car park, accessible via the main entry gates.

7. Consultation

7.1 Approach:

Lincolnshire Cricket Ltd would look to consult with residents, particularly those residents with properties on Aisne Close, Somme Close and Arnhem Close, all properties on Breedon Drive (both sides), all properties on Cambria Close, Sid Wilson Court and those sharing a boundary with the site on Burton Road (Breedon Drive down to Dunkirk Road).

Consultation will provide an opportunity to share the ambition for the development of the site and present the headline information included within this facility development plan.

Lincolnshire Cricket will provide opportunities for local residents to raise any concerns they may have about this project and share feedback so that this can be considered during the initial stages of this project.

Lincolnshire Cricket will look to do this by conducting a leaflet drop to residents which provides an overview of the development plan and the key information within this document. This will also include an invitation to attend an open evening in the Pavilion at which Lincolnshire Cricket CEO and Chair will deliver a presentation providing full details of the plan.

7.2 Feedback:

A key feature of the consultation will be around seeking feedback and allaying concerns. Residents will have the opportunity to provide feedback and ask questions, either in person through attendance at the open evening and/or in writing, in response to receiving the information leaflet. Following the open evening a working group at Lincolnshire Cricket and invited local city councillors will meet to review and consider feedback/questions raised during consultation and make amendments to the development plan if necessary.

7.3 Long term commitment

Lincolnshire Cricket Ltd are committed to working with the local residents to the site throughout the duration of occupancy and would look to establish a 'local residents' group.' This group would meet a minimum 2 times per year following the assignment of the lease. At this forum, concerns can be raised, discussed and managed on an ongoing basis. The City Council would also be invited to attend these twice-yearly meetings. This sub group would be included within the governance structure of Lincolnshire Cricket Ltd and reports would feed directly into the full board of directors of Lincolnshire Cricket Ltd.

8. Car Park Management Plan

8.1. Introduction:

This plan has been prepared by Lincolnshire Cricket Ltd following consultation with local residents to the Sobraon Barracks cricket ground, in particular those residents whose properties are in close proximity to the cricket ground on Aisne Close, Somme Close, Arnhem Close, Breedon Drive, Cambria Close, Sid Wilson Court and those sharing a boundary with the site on Burton Road (Breedon Drive down to Dunkirk Road).

The car park on site will operate as a car park for the staff of Lincolnshire Cricket Ltd and visitors to the Sobraon Barracks cricket ground. Visitors are likely to be players, spectators and others who may be invited to visit the site for meetings or to receive training.

8.2. Objectives:

The primary objective of this plan is to provide off-street parking for those individuals visiting the site to take part in activities organised and managed by Lincolnshire Cricket Ltd.

8.3 Site Location:

The car park is located off Aisne Close via a gap between properties 4 and 6 (Aisne Close).



8.4. Site details:

The existing car park comprises of a surface level car park of approximately 437sqm of hard standing parking area.



8.5. Parking provision:

The total car park provision on the surface car park is 33 car park spaces. This figure is calculated using the recommended average car parking space (2.6m by 5m), as specified by the Institution of Structural Engineers and the Chartered Institution of Highways and Transportation. This figure also takes into account the requirement not to park vehicles in front of the two resident garages located along the perimeter wall of the car park:



Currently, there are no clearly marked disabled car park spaces on site.

Car Park Operation

8.6. Access gate:

The car park can only be accessed by entering through the access gate. Lincolnshire Cricket Ltd will be responsible for the upkeep/maintenance of the gate and ensure the gate is securely locked at all times when there is no outdoor activity taking place at the site. When outdoor activity is taking place, Lincolnshire Cricket will be solely responsible for opening/unlocking the gate and closing/locking the gate once activity has concluded.

8.7. Vehicle management signs:

Lincolnshire Cricket Ltd will erect signage that clearly informs users of the car park:

- Individuals park cars at their own risk
- Individuals must park in the marked parking bays
- Once the car park is full, individuals must park in the overspill parking area or along the boundary edge, a min of 10 meters back from the playing area, along the Aisne Close side of the ground only.

• Individuals must not park on side streets

8.8. Disabled parking:

Lincolnshire Cricket Ltd will clearly mark 2 disabled parking spaces accounting for approx. 6% of the total available car park spaces (Inclusive Mobility guidance). Disabled car park spaces will be located as close as possible to the playing field.

8.9. Overspill area & boundary parking:

Lincolnshire Cricket will create and maintain an overspill parking area for use once the car park is full. This area will be located in front of the car park on the grass area, accessed via the drop-down curb. This space will be 31.2 meters in length and 5 meters wide, enabling an additional 12 vehicles to be parked (indicated in blue rectangle below).

Cars will also be permitted to park on the grass outside of the playing area. This must be a minimum of 10 meters away from the boundary line/rope. Boundary parking will only be permitted along the Aisne Close side of the ground. Lincolnshire Cricket will be responsible for managing this and ensuring this guidance is adhered to.

Estimated parking provision along the boundary edge is approx. 20 vehicles

Total car parking space available on site at any time = 65 vehicles.



9. Communication:

Lincolnshire Cricket Ltd will clearly communicate ahead of games the car parking requirements for visitors to the Sobroan Barracks Cricket Ground. This will include:

- Arrival/opening times
- Encourage users to car share if possible
- Clearly stating that visitors are not permitted to park on side streets

9.1. Maintenance:

Lincolnshire Cricket Ltd will be responsible for the maintenance of the car park and gate, ensuring any repairs are made efficiently and to a high standard.

TREASURY MANAGEMENT STEWARDSHIP AND ACTUAL SUBJECT:

PRUDENTIAL INDICATORS REPORT 2024/25 (OUTTURN)

DIRECTORATE: **CHIEF EXECUTIVE & TOWN CLERK**

LAURA SHIPLEY. FINANCIAL SERVICES MANAGER REPORT AUTHOR:

1. **Purpose of Report**

1.1 The annual Treasury Management stewardship report is a requirement of the Council's reporting procedures under regulations issued under the Local Government Act 2003. It covers the treasury management activities and the actual prudential and treasury indicators for 2024/25. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).

2. **Executive Summary**

2.1 During 2024/25 the Council complied with its legislative and regulatory requirements. The key prudential indicators for the year, with comparators, are as follows:

| Actual Prudential Indicators | 2023/24 Actual £'000 | 2024/25 Actual £'000 |
|---|----------------------|----------------------|
| Capital Expenditure | | |
| General Fund | 11,632 | 18,966 |
| HRA | 14,732 | 16,793 |
| Total | 26,364 | 35,759 |
| Capital Financing Requirement (CFR) | | |
| General Fund | 70,846 | 73,407 |
| HRA | 78,935 | 81,446 |
| Total CFR | 149,781 | 154,853 |
| Gross Borrowing | | |
| Borrowing at 31st March | 107,742 | 105,067 |
| Investments | | |
| Longer than 1 year* | 0 | 0 |
| Under 1 year | 17,543 | 20,083 |
| Total | 17,543 | 20,083 |
| Net Borrowing (borrowing less | | |
| investments) | | |
| Net Borrowing at 31st March *Capital expenditure values may differ to the Finan | 90,199 | 84,984 |

^{*}Capital expenditure values may differ to the Financial Outturn report due to the introduction of IFRS16 whereby new leases undertaken by the Council are classified capital expenditure

Other prudential and treasury indicators are to be found in Appendix A and B. The Chief Finance Officer also confirms that borrowing was only undertaken for a capital purpose and the statutory borrowing limit, (the authorised limit), was not breached.

3. Background

- 3.1 The Council has adopted the CIPFA Code of Practice for Treasury Management in the Public Sector and operates its treasury management service in compliance with this Code and the above requirements. These require that the prime objective of treasury management activity is the effective management of risk, and that its borrowing activities are undertaken in a prudent, affordable, and sustainable basis.
- 3.2 One of the requirements of the Prudential Code is to ensure adequate monitoring of the capital expenditure plans, prudential indicators (PIs) and treasury management response to these plans. This report fulfils that requirement and includes a review of compliance with Treasury and Prudential Limits in 2024/25 and shows the status of the Prudential Indicators at 31st March 2025. For the 2024/25 financial year the minimum reporting requirements were that members should receive the following reports:
 - an annual Treasury Management Strategy in advance of the year (Council 27^h February 2024)
 - a quarterly treasury update (Executive Q1 27th August 2024 & Q3 24th February 2025)
 - a mid-year treasury update report (Executive 18th November 2024)
 - an annual report following the year describing the activity compared to the strategy (this report)
- 3.3 The regulatory environment places a greater onus on members for the review and scrutiny of treasury management policy and activities than in previous years. This report is important in that respect, as it provides details of the outturn position for treasury activities and highlights compliance with the Council's policies previously approved by members.
- 3.4 In compliance with the Prudential Code treasury management reports are scrutinised by Performance Scrutiny Committee and reviewed by the Executive prior to reporting to Full Council if required. Member training for the Performance Scrutiny and Audit Committees was undertaken on 4th February 2025 in order to support their roles in scrutinising the treasury management strategy and policies.

4. Summary of Performance against Treasury Management Strategy 2024/25

- 4.1 The full details of transactions in the year and performance against the Prudential Indicators are included at Appendices A and B.
- 4.2 Key issues to note from activity during 2024/25:
 - The Council's total debt (including leases and lease-type arrangements) at 31st March 2025 was £107.286m (Appendix A section 4.4) compared with the Capital Financing Requirement of £154.583m (Appendix A section 3.5). This represents an underborrowing position of £47.297m, which is currently being supported by internal resources. Additional long-term borrowing will be taken in future years to bring levels up to the Capital Financing Requirement, subject to liquidity requirements, if preferential interest rates are available.
 - The Council's Investments at the 31st March 2025 were £19.127m (Appendix A section 4.3), which is £1.584m higher than at 31st March 2024. Average investment balances for 2024/25 were £25.313m, which was higher than estimated balances of £16m in the Medium-Term Financial Strategy 2024-29 due to higher than anticipated balances being made available through government grants. It should be noted that this refers

to the principal amounts of investments held, whereas the investment values included in the balance sheet are based on fair value. In most cases, this will simply be equal to the principal invested, unless the investment has been impaired.

- Actual investment interest earned on balances was £1.131m compared to £661k estimated in the Medium-Term Financial Strategy 2024-29 (Appendix A section 9.2).
- The interest rate achieved on investments was 4.55% (5.11% in 2023/24).

4.3 Risk Benchmarking

The following reports the outturn position against the security and liquidity and yield benchmarks in the Treasury Management Strategy.

Security

- The average security risk gives the estimated default rate on the investment counterparties which comprise the portfolio at 31st March 2025. The Council's actual average security risk for the portfolio as at 31st March 2025 is 0.006%. This reflects a very low risk portfolio and equates to a potential financial loss of £183 on the investment portfolio of £3m using individual risk of default percentages (£16.127m of our instruments do not have a counterparty credit rating).
- Specified Investments are high security sterling investments (i.e. high credit quality) with a maturity of no more than one year. Non-specified investments are all other investments representing a potentially greater risk; however, the risk is still minimal due to the stringent controls over counterparty credit quality contained within the Investment Strategy. The 2024/25 strategy set a maximum limit of 75% of the portfolio to be held in non-specified investments. At 31st March 2025, 100% of the investment portfolio was held in specified investments. The Chief Finance Officer can report that the investment portfolio was maintained within this limit throughout the year.

Liquidity

In respect of this area the Council set liquidity benchmarks to maintain:

- Liquid short-term deposits of at least £5 million available with a week's notice.
- Weighted Average Life benchmark was expected to be 0.50 years (183 days).

The actual liquidity indicators at 31st March 2025 were as follows:

- Liquid short-term deposits of £16.127 million as at 31st March 2025.
- Weighted Average Life of the investment portfolio was 0.02 years (8 days). This
 reflects the changing investment landscape with a balance between maintaining
 cash for liquidity purposes and "laddering" deposits on a rolling basis to lock in the
 increase in investment rates as duration was extended.

Yield

The Local measure of yield benchmark employed is –

• Investments – return above the SONIA o/n rate (local indicator 5)

The average SONIA o/n rate for the financial year was 4.90%, actual return on investments achieved during the year was 4.55%.

4.4 Benchmarking

Mitsubishi UFJ Financial Group (MUFG) are the Council's treasury management advisors who offer a benchmarking club for their clients, which the Council participate in. This is organised on a regional group basis. The group to which City of Lincoln belongs has 14 members within the East Midlands region. The following summary shows performance against the group average, Not Metropolitan districts, and the population as a whole, indicating a lower than average risk portfolio, with much lower levels of investment balances achieving a level of return in excess of similar authorities.

| Investment Benchmarking | CoLC | Benchmarking Group Average | Non-Met Districts | Population Average |
|--|-------------|----------------------------------|----------------------|-----------------------|
| Principal at 31/3/25 | £19,127,000 | £63,541,397 | £36,462,141 | £73,500,114 |
| Weighted Average rate of return at 31/3/25 | 4.53% | 4.60% | 4.67% | 4.63% |
| Weighted average maturity at 31/3/25 | 8 days | 84 days | 75 days | 67 days |
| Weighted average credit risk at 31/3/25 | 1.63 | 1.96 | 2.06 | 2.01 |

4.5 Financing costs as a percentage of net revenue stream have reduced in 2024/25 when compared with 2023/24, due to a reduction in total borrowing (the council is letting debt mature rather than refinancing while interest rates are high) in turn reducing interest expense. See Appendix A section 7.4.1.

The HRA financing costs to net revenue stream, have also reduced when compared to 2023/24.

5. Strategic Priorities

5.1 Through its Treasury Management Strategy, the Council seeks to reduce the amount of interest it pays on its external borrowing and maximise the interest it achieves on its investments in order to support the Medium-Term Financial Strategy and the delivery of the Council's Vision.

6. Organisational Impacts

6.1 Finance

The financial impacts are contained within the main body of the report and within appendices A and B.

6.2 Legal Implications including Procurement Rules

The powers for a local authority to borrow and invest are governed by the Local Government Act 2003 (LGA 2003) and associated Regulations. A local authority may borrow or invest for any purpose relevant to its functions, under any enactment, or for the purpose of the prudent management of its financial affairs. The Regulations also specify that authorities should have regard to the CIPFA Treasury Management Code and the DLUCH Investment Guidance when carrying out their treasury management functions.

6.3. Equality, Diversity and Human Rights

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

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

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

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

7. Risk Implications

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

8. Recommendation

- 8.1 That Executive notes the actual prudential indicators contained within appendices A and B and recommends to Full Council for approval.
- 8.2 The Executive approves the annual treasury management report for 2024/25.

Is this a key decision?

Do the exempt information No categories apply?

Does Rule 15 of the No

Scrutiny Procedure Rules (call-in and urgency) apply?

How many appendices does Three

the report contain?

Appendix A – Annual TM Report
Appendix B – Local TM Indicators

Appendix C – Economic Background 24-25 report

List of Background Papers: Medium Term Financial Strategy 2024-29 & 2025-29

Prudential Indicators 2024/25 & 2025-30

Treasury Management Strategy 2024/25 & 2025-30

Lead Officer: Laura Shipley – Financial Services Manager

Laura.shipley@lincoln.gov,uk

Annual Report on the Treasury Management Service and Actual Prudential Indicators 2024/25

1. Introduction

- 1.1 The Council undertakes capital expenditure on long-term assets. These activities can be:
 - Financed immediately through the application of capital or revenue resources (capital receipts, capital grants, revenue contributions etc.), which has no resultant impact on the Council's borrowing need; or
 - If insufficient financing is available, or a decision is taken not to apply resources, the capital expenditure will give rise to a borrowing need.

Capital expenditure activity is regulated by the CIPFA Prudential Code, which requires actual outturn to be reported in the following areas: -

- Capital expenditure;
- · Capital Financing Requirement;
- Debt:
- Ratio of financing costs to net revenue stream.

The remaining prudential indicators are included to make the annual reporting comprehensive and to comply with the requirements of the Treasury Management Code.

- 1.2 Part of the Council's treasury activities is to address any borrowing need, either through borrowing from external bodies, or utilising temporary cash resources within the Council. The wider treasury activities also include managing the Council's cash flows, its previous borrowing activities and the investment of surplus funds. These activities are structured to manage risk foremost, and then optimise performance. This area of activity is regulated by the CIPFA Code of Practice on Treasury Management.
- 1.3 Wider information on the regulatory requirements is shown in section 11.

2. The Council's Capital Expenditure and Financing 2024/25

2.1 This forms one of the required prudential indicators and shows total capital expenditure for the year and how this was financed.

| Indicators 1&2 - Capital Expenditure | 2024/25 Actual £'000 | 2024/25 Revised Estimate £'000 | 2023/24 Actual £'000 |
|--------------------------------------|----------------------------|--------------------------------|----------------------------|
| General Fund capital expenditure | 18,966 | 22,025 | 11,632 |
| HRA capital expenditure | 16,793 | 17,411 | 14,732 |
| Total capital expenditure | 35,759 | 39,436 | 26,364 |
| Financed by: | | | |
| Capital receipts | 818 | 1,209 | 2,557 |
| Capital grants & contributions | 13,806 | 13,712 | 6,223 |
| Direct Revenue Financing | 4,052 | 13,672 | 3394 |
| Major repairs reserve | 13,042 | 5,683 | 9,645 |
| Borrowing need | 4,041 | 5,160 | 4,545 |
| Total Financing | 35,759 | 39,436 | 26,364 |

^{*}Capital expenditure values may differ to the Financial Outturn report due to the introduction of IFRS16 whereby new leases undertaken by the Council are classified capital expenditure

2.2 Further details on 2024/25 Capital Expenditure and Financing can be found in the Financial Performance Outturn 2024/25 report elsewhere on the agenda.

3. The Council's Overall Borrowing Need

- 3.1 The Council's underlying need to borrow is called the Capital Financing Requirement (CFR). This figure is a gauge for the Council's debt position and represents 2024/25 and prior years' net capital expenditure that has not yet been charged to revenue or other resources.
- 3.2 Part of the Council's treasury activities is to address this borrowing need, either through borrowing from external bodies, or utilising temporary cash resources within the Council.
- 3.3 The General Fund element of the CFR is reduced each year by a statutory revenue charge (called the Minimum Revenue Provision MRP). The total CFR can also be reduced by:
 - the application of additional capital resources (such as unapplied capital receipts); or
 - charging more than the statutory revenue charge (MRP) each year through a Voluntary Revenue Provision (VRP) or depreciation.
- 3.4 The Council's MRP policy for 2025/26 was approved by Council on 27th February 2024 as part of the Prudential Indicators 2025/26 2027/28 and Treasury Management Strategy 2025/26
- 3.5 The Council's CFR for the year is shown below and represents a key prudential indicator. The CFR includes leasing schemes which increase the Council's borrowing need. No borrowing is actually required against these schemes as a borrowing facility is included in the contract.

| Indicators 3 & 4 - Capital Financing Requirement (CFR) | 31 March 2025 Actual £'000 | 31 March 2025 Revised Estimate £'000 | 31 March 2024 Actual £'000 |
|--|-------------------------------------|--|-------------------------------------|
| CFR - General Fund | | | |
| Opening balance 1 April | 72,127 | 74,817 | 68,881 |
| Plus un-financed capital expenditure | 2,969 | 3,711 | 2,832 |
| Finance leases | - | • | - |
| Less MRP/VRP* | (970) | (963) | (867) |
| Other adjustment | - | - | - |
| Use of capital receipts | - | • | - |
| Closing balance 31 March | 74,126 | 77,565 | 70,846 |
| CFR - Housing Revenue Account | | | |
| Opening balance 1 April | 78,935 | 81,650 | 77,222 |
| Plus un-financed capital expenditure | 1,792 | 1,449 | 1,713 |
| Closing balance 31 March | 80,727 | 83,099 | 78,935 |
| Total CFR 31 March | 154,853 | 160,664 | 149,781 |

4. Treasury Position at 31st March 2025

- 4.1 Whilst the Council's gauge of its underlying need to borrow is the CFR, the Chief Finance Officer and the treasury team manage the Council's actual borrowing position by either:
 - borrowing to the CFR,
 - choosing to temporarily utilise some flow funds instead of borrowing (underborrowing)
 - borrowing for future increases in the CFR (borrowing in advance of need).
- 4.2 It should be noted that the figures in this report are based on the principal amounts borrowed and invested and so may differ from those in the final accounts by items such as accrued interest (outstanding interest due to be paid and received as at 31st March), or where the carrying amount is based on fair values.
- 4.3 During 2024/25 the Chief Finance Officer managed the borrowing position to £105.067 million. The treasury position at the 31st March 2025 compared with the previous year was:

| | 31-N | 31-Mar-25 | | ar-24 | |
|--|-----------------|--------------------------------|--------------------|--------------------------------|--|
| Borrowing and Investment Position | Principal £'000 | Average Rate (full year) | Principal £'000 | Average Rate (full year) | |
| Borrowing Position | | | | | |
| Fixed Interest Rate Debt | 105,067 | 3.28% | 107,742 | 3.21% | |
| Variable Interest Rate Debt | - | N/A | - | N/A | |
| Total Debt (borrowing) * | 105,067 | 3.28% | 107,742 | 3.21% | |
| Capital Financing Requirement (borrowing only) | 154,853 | N/A | 149,781 | N/A | |
| Over/(under) borrowing | (49,786) | N/A | (42,039) | N/A | |
| Investment Position | | | | | |
| Fixed Interest Investments | 3,000 | 4.55% | 9,000 | 5.65% | |
| Variable Interest Investments | 16,127 | 4.53% | 8,543 | 5.30% | |
| Total Investments ** | 19,127 | 4.53% | 17,543 | 5.47% | |
| Net Borrowing Position | 85,940 | | 90,199 | | |

^{*} Excludes local Bonds & Mortgages and other long-term liabilities (e.g. finance leases)

4.4 The total debt position also includes other long-term liabilities such as finance leases and embedded leases within service contracts. The total debt position at 31st March 2025 was £107.286 million as shown below:

| Indicator 5 - External Borrowing | 31 March 2025 Actual £'000 | 31 March 2025 Revised Estimate £'000 | 31 March 2024 Actual £'000 |
|----------------------------------|-------------------------------------|--|----------------------------------|
| Gross borrowing | 105,067 | 105,067 | 107,742 |
| Other long-term liabilities | 2,219 | 0 | 0 |
| Total External debt | 107,286 | 105,067 | 107,742 |

The Council repaid a Local Authority loan of £2.0m upon maturity along with principal repayments on its EIP and Annuity loans. The increase in Other long-term liabilities is a result of the introduction of IFRS16 (Leases) from April 2024 whereby all leases are now accounted for on the balance sheet.

The borrowing portfolio at 31st March 2025 is shown below.

^{**} The interest rate given differs from the interest rate given in Paragraph 4.4 of the main report because the rates above are for investments held at 31 March whereas the average rate of investment is for investments held during 2024/25.

| Borrowing Type | Lender | Outstanding Loans | No Of Loans | Ave Rate % |
|------------------|----------|----------------------|----------------|---------------|
| Market Loans | Barclays | 10,000,000 | 4 | 4.27% |
| PWLB | PWLB | 95,067,615 | 32 | 3.18% |
| Total / Ave Rate | | 105,067,615 | 36 | 3.28% |

4.5 The maturity structure of the debt portfolio was as follows:

| Indicator 13 - Maturity Structure of fixed borrowing | 31 March 2025 Actual £'000 | 31 March 2025 Actual % | 31 March 2024 Actual £'000 |
|--|----------------------------------|------------------------------|----------------------------------|
| Under 12 months | 1,578 | 2% | 2,675 |
| 12 months and within 24 months | 686 | 1% | 1,578 |
| 24 months and within 5 years | 9,552 | 9% | 7,073 |
| 5 years and within 10 years | 15,552 | 15% | 15,433 |
| 10 years and above | 77,700 | 74% | 80,983 |
| Total | 105,068 | 100% | 107,742 |

4.6 The maturity structure of the investment portfolio was as follows:

| Investment Maturity Structure | 31 March 2025 Actual £'000 | 31 March 2024 Actual £'000 |
|-------------------------------|----------------------------------|----------------------------------|
| Longer than 1 year | 0 | 0 |
| Under 1 year | 19,127 | 17,543 |
| Total | 19,127 | 17,543 |

5. The Strategy for 2025/26

5.1 The Council's overall core borrowing objectives are:

- To reduce the revenue costs of debt in line with the targets set for the Chief Finance Officer by Council (see local indicators).
- To manage the Council's debt maturity profile, leaving no one future year with a high level of repayments that might cause problems in re-borrowing.
- To effect funding at the cheapest cost commensurate with future risk.
- To forecast average future interest rates and borrow accordingly i.e. short term/variable when rates are 'high', long term/fixed when rates are 'low'.
- To monitor and review the level of variable rate loans in order to take greater advantage of interest rate movements.
- To proactively reschedule debt in order to take advantage of potential savings as interest rates change. Each rescheduling exercise will be considered in terms of the effect of premiums and discounts on the General Fund and the Housing Revenue Account.

To manage the day-to-day cash flow of the Authority in order to, where possible, negate the need for short-term borrowing. However, short-term borrowing will be incurred, if it is deemed prudent to take advantage of good investment rates.

6. Actual Debt Management Activity during 2024/25

6.1 Borrowing

- 6.1.1 No additional borrowing was taken out during 2024/25; a Local Authority loan of £2.0m was repaid upon maturity and was not replaced. In addition, principal repayments of £0.675m were paid as planned relating the Council's EIP and annuity loans.
- 6.1.2 The average rate achieved for borrowing (excluding finance and embedded leases) in 2024/25 was 3.22%, which compares favourably to the target of 3.65%. The average rate has remained low due to an increase in internal borrowing whilst interest rates are high.

| Borrowing Interest | 31 March 2025 Actual £'000 | 31 March 2024 Actual £'000 |
|-------------------------------------|----------------------------------|-------------------------------|
| Interest Payable on Borrowing | | |
| - General Fund | 1,263 | 1,322 |
| - HRA | 2,240 | 2,317 |
| Total Interest payable on borrowing | 3,503 | 3,639 |
| Interest payable on finance leases | 0 | 0 |
| - General Fund | 0 | 0 |
| - HRA | 0 | 0 |
| Total Interest Payable on Borrowing | 0 | 0 |

7. Prudential Indicators and Compliance Issues

7.1 Some of the required prudential indicators provide either an overview or specific limits on treasury activity. These are shown in the following paragraphs.

7.2 External Borrowing and the CFR

7.2.1 In order to ensure that borrowing levels are prudent over the medium term the Council's external borrowing must only be for a capital purpose. This essentially means that the Council is not borrowing to support revenue expenditure. The Prudential code stated that gross external borrowing should not, except in the short term, exceeded the CFR for 2024/25 plus the expected changes to the CFR over 2024/25 and 2025/26 from financing the capital programme. This indicator allows the Council some flexibility to borrow in advance of its immediate capital needs. The table below highlights the Council's gross borrowing position against the CFR. The Council has complied with this prudential indicator.

| Indicator 6 - External Borrowing to Capital Financing Requirement | 31 March 2025 Actual £'000 | 31 March 2025 Revised Estimate £'000 | 31 March 2024 Actual £'000 |
|---|-------------------------------------|---|-------------------------------------|
| Debt as at 1 April | 107,742 | 107,742 | 121,962 |
| Change in debt | (456) | (2,675) | (14,220) |
| Actual Gross debt as at 31 March | 107,286 | 105,067 | 107,742 |
| Capital Financing Requirement | 154,853 | 160,664 | 149,781 |
| Under/(Over) Borrowing | 47,567 | 55,597 | 42,039 |

7.3 The Authorised Limit and Operational Boundary

- 7.3.1 The Authorised Limit is the "Affordable Borrowing Limit" required by section 3 of the Local Government Act 2003. The Council does not have the power to borrow above this level. The table below demonstrates that during 2024/25 the Council has maintained gross borrowing within its Authorised Limit.
- 7.3.2 The Operational Boundary is the expected borrowing position of the Council during the year, and periods where the actual position is either below or over the Boundary is acceptable subject to the Authorised Limit not being breached.
- 7.3.3 The table below shows the highest borrowing position reached in the year (including temporary borrowing and other long-term liabilities) compared to the Authorised Limit and Operational Boundary.

| Indicator 7 & 8 - Authorised Limit and Operational Boundary | 2024/25 £'000 |
|---|------------------|
| Authorised Limit (revised estimate) | 121,290 |
| Operational Boundary (revised estimate) | 118,067 |
| Maximum gross borrowing position during 2024/25 | 107,742 |
| Average gross borrowing position during 2024/25 | 107,114 |
| Minimum gross borrowing position during the year | 105,068 |

7.4 Actual financing costs as a proportion of net revenue stream

7.4.1 This indicator identifies the trend in the cost of capital (borrowing and other long-term obligation costs net of investment income) against the net revenue stream.

| Indicators 9 & 10 - Ratio Financing Costs to Net Revenue Stream | 2024/25 Actual % | 2024/25 Revised Estimate % | 2023/24 Actual % |
|---|---------------------|----------------------------------|---------------------|
| General Fund | 12.07% | 12.05% | 15.14% |
| HRA | 29.01% | 29.18% | 30.44% |

The reduction in financing costs as a % of net revenue stream in 2024/25 when compared with 2023/24, is due to the council letting debt mature rather than refinancing while interest rates are high, therefore carrying less debt and less interest paid.

8. Investment Position

- 8.1 The Council's investment policy is governed by DLUHC Guidance, which has been implemented in the Annual Investment Strategy approved by Council on 27th February 2024. This policy sets out the approach for choosing investment counterparties, and is based on credit ratings provided by the three main credit rating agencies supplemented by additional market data (such as rating outlooks, credit default swaps, bank share prices etc.). The investment activity during the year conformed to the approved strategy, and the Council had no liquidity difficulties.
- 8.2 The Council's longer-term cash balances comprise primarily revenue and capital resources, although these are influenced by cash flow considerations. The Council's core cash resources comprised as follows, and meet the expectations of the budget.

| Balance Sheet Resources (draft) | 31/03/2025 £'000 | 31/03/2024 £'000 |
|---------------------------------|---------------------|---------------------|
| General Fund | | |
| Balances | 3,173 | 2,245 |
| Earmarked reserves | 9,086 | 9,280 |
| Capital Grants | 275 | 275 |
| Provisions | 712 | 730 |
| Usable capital receipts | 1,649 | 1663 |
| Total | 14,895 | 14,193 |
| HRA | | |
| Balances | 1,229 | 1,131 |
| Major Repairs Reserve | 22,959 | 23,737 |
| Earmarked reserves | 7,728 | 6,658 |
| Usable capital receipts | 8,168 | 6,339 |
| Total | 40,084 | 37,865 |
| Total General Fund & HRA | 54,979 | 52,058 |

Please note that at the time of writing the year end position is yet to be finalised and the balance sheet resources are draft, subject to approval of recommendations made in the outturn report.

8.3 Investments during the year have been in-line with limits below -

| | 2024/25 Limits |
|---|----------------|
| Indicator 11 - Upper Limit for Fixed Interest Rates | 100% |
| Indicator 12 - Upper Limit for Variable Interest Rates | 40% |
| Indicator 14 - Maximum Principal Sums Invested for longer than 365 days | £7m |

9. Investments Held by the Council

- 9.1 The Council does not have the expertise or resources to actively use a wide range of investment products and therefore performance tends to be more stable but lower over the longer term than for professionally managed funds (whose performance may fluctuate more). The Council maintained an average balance of £25.313m and received an average return of 4.55%. A comparable performance indicator is SONIA overnight average rate (4.90%).
- 9.2 In 2024/25, £1.131m interest was earned on balances (£1.781m in 2023/24). This is £486km more than the £645k estimated in the Medium-Term Financial Strategy 2024-29. The analysis of this result is shown in the table below.

| | MTFS 2024- 29 Budget £'000 | Outturn 2024/25 £'000 |
|----------------------------------|----------------------------------|--------------------------|
| Interest earned on Investments | | |
| General fund | 233 | 456 |
| HRA | 428 | 675 |
| Total interest earned | 661 | 1,131 |
| Average balance invested in year | 16,000 | 25,313 |
| Average interest rate achieved | 4.52% | 4.55% |

^{*} The interest rate given differs from that given in Paragraph 4.3 of the main report because this is an average interest for the year whereas the interest rate given in paragraph 4.3 is a rate for balances at 31 March 2025.

9.3 The investment portfolio as at 31st March 2025 is shown below.

| Investments | Principal £ | Rate % | Investment Period (Days) |
|---|-------------|-----------|-----------------------------|
| SMBC Bank International Plc | 3,000,000 | 4.55 | 63 |
| Total Fixed Short-term Investments | 3,000,000 | | |
| | | | |
| Aberdeen Standard Liquidity Fund (Lux) - Sterling Fund (Class L1) | 7,000,000 | 4.53 | Call |
| BNP Paribas Insticash Sterling | 2,127,000 | 4.52 | Call |
| Federated Short-Term Sterling Prime Fund | 7,000,000 | 4.53 | Call |
| Total Money Market Fund Investments | 16,127,000 | | |
| | | | |
| Total Investments / Average Rate | 19,127,000 | 4.53 | |

9.4 The Economic Background for 2024/25 (Appendix C) sets out the economic conditions during this period. Below is MUFG's forecast for interest rates at 10th February 2025.



10. Risk Benchmarking

- 10.1 The regulatory framework also requires the consideration and approval of security and liquidity benchmarks. Yield benchmarks are currently widely used to assess investment performance. Security and liquidity benchmarks are used to assess the level of risk in the investment portfolio and whether sufficient liquidity is being maintained.
- The following reports the current position against the benchmarks originally approved in the 2024/25 Treasury Management Strategy.

Security

- The Council's security risk for the portfolio as at 31st March 2025 is 0.006%, which compares with the 0.012% for the budgeted portfolio. This equates to a potential financial loss of £183 on the investment portfolio of £3m £16.127m of the portfolio is not subject to historic counterparty risk information.
- Specified Investments are high security sterling investments (i.e. high credit quality) with a maturity of no more than one year. Non-specified investments are all other investments representing a potentially greater risk however the risk is still minimal due to the stringent controls over counterparty credit quality contained within the Investment Strategy. The 2024/25 strategy set a maximum limit of 75% of the portfolio to be held in non-specified investments. At 31st March 2025, 100% of the investment portfolio was held in specified investments. The Chief Finance Officer can report that the investment portfolio was maintained within this limit throughout the year.

Liquidity

In respect of this area the Council set liquidity benchmarks to maintain:

- Liquid short-term deposits of at least £5 million available with a week's notice.
- Weighted Average Life benchmark was expected to be 0.5 years (183 days).

The actual liquidity indicators at 31st March 2025 were as follows:

- Liquid short-term deposits of £16.127m million as at 31st March 2025.
- Weighted Average Life of the investment portfolio was 0.02 years (8 days).

10.3 Performance Indicators set for 2024/25

The Code of Practice on Treasury Management requires the Council to set performance indicators to assess the adequacy of the treasury management function over the year. The Chief Finance Officer set 5 local indicators for 2024/25, which aim to add value and assist the understanding of the main prudential indicators. These indicators, detailed in Appendix B, are:

- Debt Borrowing rate achieved against SONIA overnight average
- Investments Investment rate achieved against SONIA overnight average
- Average rate of interest paid on the Councils Debt during the year this will evaluate performance in managing the debt portfolio to release revenue savings
- The amount of interest on debt as a percentage of gross revenue expenditure.
- The ratio of net income from commercial and service investments to net revenue stream

11. Regulatory Framework, Risk and Performance

- 11.1 The Council's treasury management activities are regulated by a variety of professional codes, statutes, and guidance:
 - The Local Government Act 2003 (the Act), which provides the powers to borrow and invest as well as providing controls and limits on this activity;
 - The Act permits the Secretary of State to set limits either on the Council or nationally on all local authorities restricting the amount of borrowing which may be undertaken:
 - Statutory Instrument (SI) 3146 2003, as amended, develops the controls and powers within the Act;
 - The SI requires the Council to undertake any borrowing activity with regard to the CIPFA Prudential Code for Capital Finance in Local Authorities;
 - The SI also requires the Council to operate the overall treasury function with regard to the CIPFA Code of Practice for Treasury Management in the Public Services:
 - Under the Act the ODPM has issued Investment Guidance to structure and regulate the Council's investment activities.

Under section 238(2) of the Local Government and Public Involvement in Health Act 2007 the Secretary of State has taken powers to issue guidance on accounting practices.

- The Council has complied with all of the above relevant statutory and regulatory requirements, which limit the levels of risk associated with its treasury management activities. In particular its adoption and implementation of both the Prudential Code and the Code of Practice for Treasury Management means both that its capital expenditure is prudent, affordable, and sustainable, and its treasury practices demonstrate a low-risk approach.
- 11.3 The Council is aware of the risks of passive management of the treasury portfolio and, with the support of MUFG, the Council's advisers, has proactively managed its treasury position over the year. The Council has complied with its internal and external

Appendix A

- procedural requirements. There is little risk of volatility of costs in the current debt portfolio as the interest rates are predominantly fixed, utilising long-term loans.
- 11.4 Shorter-term variable rates and likely future movements in these rates predominantly determine the Council's investment return. These returns can therefore be volatile and, whilst the risk of loss of principal is minimised through the annual investment strategy, accurately forecasting future returns can be difficult.

Local Treasury Management Indicators

| Local Indicators | 2024/25 Revised Estimate | 2024/25 Actual | 2023/24 Actual |
|---|-----------------------------|----------------|----------------|
| 1. Borrowing rate achieved (i.e. temporary borrowing of loans less then 1 year) | N/A | N/A | 1.30% |
| 2. Investment rate achieved against the SONIA rate | 5.25% | 4.55% | 5.11% |
| Average rate of interest paid on Council debt during the year | 3.26% | 3.28% | 3.21% |
| 4. The amount of interest on debt as a percentage of gross revenue expenditure. | N/A | 4.09% | 3.16% |
| 5. Net Income from Commercial and Service Investments to Net Revenue Stream | 10.58% | 10.02% | 11.11% |

^{*}Indicator 4 movement partly relates to a change in calculation methodology

Economic Background for 2024/25

The following commentary on the economic conditions for 2024/25 is provided by MUFG, the Council's treasury management advisers.

UK Economy

UK inflation has proved somewhat stubborn throughout 2024/25. Having started the financial year at 2.3% y/y (April), the CPI measure of inflation briefly dipped to 1.7% y/y in September before picking up pace again in the latter months. The latest data shows CPI rising by 2.8% y/y (February), but there is a strong likelihood that figure will increase to at least 3.5% by the Autumn of 2025.

Against that backdrop, and the continued lack of progress in ending the Russian invasion of Ukraine, as well as the potentially negative implications for global growth as a consequence of the implementation of US tariff policies by US President Trump in April 2025, Bank Rate reductions have been limited. Bank Rate currently stands at 4.5%, despite the Office for Budget Responsibility reducing its 2025 GDP forecast for the UK economy to only 1% (previously 2% in October).

Moreover, borrowing has becoming increasingly expensive in 2024/25. Gilt yields rose significantly in the wake of the Chancellor's Autumn Statement, and the loosening of fiscal policy, and have remained elevated ever since, as dampened growth expectations and the minimal budget contingency (<£10bn) have stoked market fears that increased levels of borrowing will need to be funded during 2025.

The table below provides a snapshot of the conundrum facing central banks: inflation pressures remain, labour markets are still relatively tight by historical comparisons, and central banks are also having to react to a fundamental re-ordering of economic and defence policies by the US administration.

| | UK | Eurozone | US |
|-------------------|-------------------------|--------------------------|--------------------|
| Bank Rate | 4.50% | 2.5% | 4.25%-4.5% |
| GDP | 0.1%q/q Q4 (1.1%y/y) | +0.1%q/q Q4 (0.7%y/y) | 2.4% Q4 Annualised |
| Inflation | 2.8%y/y (Feb) | 2.3%y/y (Feb) | 2.8%y/y (Feb) |
| Unemployment Rate | 4.4% (Jan) | 6.2% (Jan) | 4.1% (Feb) |

The Bank of England sprung no surprises in their March meeting, leaving Bank Rate unchanged at 4.5% by a vote of 8-1, but suggesting further reductions would be gradual. The Bank of England was always going to continue its cut-hold-cut-hold pattern by leaving interest rates at 4.50% but, in the opposite of what happened at the February meeting, the vote was more hawkish than expected. This suggested that as inflation rises later in the year, the Bank cuts rates even slower, but the initial impact of President Trump's tariff policies in April 2025 on the financial markets underpin our view that the Bank will eventually reduce rates to 3.50%.

Having said that, the Bank still thinks inflation will rise from 2.8% in February to 3¾% in Q3. And while in February it said "inflation is expected to fall back thereafter to around the 2% target", this time it just said it would "fall back thereafter". That may be a sign that the Bank is getting a bit more worried about the "persistence in domestic wages and prices, including from second-round effects." Accordingly, although we expect a series of rate cuts over the next year or so, that does

not contradict the Bank taking "a gradual and careful" approach to cutting rates, but a tepid economy will probably reduce inflation further ahead and prompt the Bank to cut at regular intervals.

From a fiscal perspective, the increase in businesses' national insurance and national minimum wage costs from April 2025 is likely to prove a headwind, although in the near-term the Government's efforts to provide 300,000 new homes in each year of the current Parliament is likely to ensure building industry employees are well remunerated, as will the clamp-down on immigration and the generally high levels of sickness amongst the British workforce. Currently wages continue to increase at a rate close to 6% y/y. The MPC would prefer a more sustainable level of c3.5%.

As for equity markets, the FTSE 100 has recently fallen back to 7,700 having hit an all-time intraday high 8,908 as recently as 3rd March. The £ has also endured a topsy-turvy time, hitting a peak of \$1.34 before dropping to \$1.22 in January and then reaching \$1.27 in early April 2025.

USA Economy.

Despite the markets willing the FOMC to repeat the rate cut medicine of 2024 (100 basis points in total), the Fed Chair, Jay Powell, has suggested that the Fed. Funds Rate will remain anchored at 4.25%-4.5% until inflation is under control, and/or the economy looks like it may head into recession as a consequence of President Trump's tariff policies.

Inflation is close to 3% and annualised growth for Q4 2024 was 2.4%. With unemployment just above 4%, and tax cuts in the pipeline, the FOMC is unlikely to be in a hurry to cut rates, at least for now.

EZ Economy.

The Eurozone economy has struggled throughout 2024 and is flat lining at present, although there is the promise of substantial expenditure on German defence/infrastructure over the coming years, which would see a fiscal loosening. France has struggled against a difficult political backdrop, but with a large budget deficit it is difficult to see any turn-around in economic hopes in the near-term.

With GDP currently below 1% in the Euro-zone, the ECB is likely to continue to cut rates, although the headline inflation rate is still above 2% (2.3% February 2025). Currently at 2.5%, a further reduction in the Deposit Rate to at least 2% is highly likely.

EXECUTIVE 3 JUNE 2025

SUBJECT: QUARTER 4 2024/25 OPERATIONAL PERFORMANCE REPORT

DIRECTORATE: CHIEF EXECUTIVE AND TOWN CLERK

REPORT AUTHOR: BUSINESS INTELLIGENCE OFFICER

1. Purpose of Report

1.1 To present to Executive an outturn summary of the Council's performance in quarter 4 of 2024/25.

2. Executive Summary

- 2.1 At the end of quarter 4 2024/25 of the **87** quarterly performance measures reported during the quarter across the Directorates of Chief Executive's, Communities & Environment, Housing & Investment and Major Developments:
 - 13 measures (14.9%) were Red (below lower target boundary)
 - 11 measures (12.6%) were Blue (within target boundaries acceptable)
 - **33** measures **(37.9%)** were Green (meeting or exceeding the higher target)
 - 23 measures (26.4%) were recorded as volumetric
 - 7 measures (8.0%) were recorded as data not being available for this quarter

Out of the **87** performance measures monitored during the quarter **64** had targets allocated to them. Of these targeted measures **44 (68.7%)** were within or exceeding the targets set.

2.2 It is important to note that the performance statuses of measures DMD 1–5 are determined by an external partner working alongside the Major Developments Team, rather than by comparing performance measure outturns against set high and low targets, and when determining the performance measure statuses, a range of factors impacting on programme delivery are taken into consideration such as milestone performance, financial performance and associated risks, amongst other factors.

3. Background

- 3.1 Regular monitoring of the Council's performance is a key component of the Local Performance Management Framework. This report covers the key strategic performance measures identified by members and Corporate Management Team (CMT) as of strategic importance.
- 3.2 Each targeted measure is monitored against a target boundary range.

If a performance measure outturn status is Blue (acceptable), the measure is seen as performing on track. If a performance measure outturn status is green, the measure is seen to be achieving or exceeding the aspirational target. If a performance measure

outturn status is red, the measure is seen to be performing below target and should be an area of focus.

- 3.3 Appendix A contains a wider range of performance information, including qualitative data in the form of case studies and service highlights. These are grouped into seven themes, namely the five Vision Priorities and the two inward looking portfolios 'Our People and Resources' and 'Customer Experience and Review.'
- 3.4 The more detailed performance data tables are grouped together in Appendix B, including the suite of corporate measures. Performance data is grouped by directorate, and a colour coding system is used to make it simpler to identify which portfolio each measure relates to. Appendix B also includes a quarterly Communications update.
- 3.5 When read together, Appendices A and B aim to enhance the range of performance information presented via the quarterly reporting process and make it easier to assess and scrutinise the performance of each priority/portfolio.

4. Performance Measure Outturns – Quarter 4 2024/25

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

Those key highlights include:

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

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

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

Effective cross directorate collaboration is showcased in the safeguarding highlight, where customer services were able to raise concerns to a safeguarding lead, tenancy

services and homelessness officers, who were able to provide support and encouragement to an individual with significant ill health, using vital links with agencies, to develop a safety plan to protect the individual from harm.

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

 The 2023/24 yearly Statement of Accounts has been produced by the Councils Finance team, receiving an 'unqualified audit opinion' by the external auditors. An unqualified audit opinion is the best type of report that can be received, concluding that accounts are accurately prepared following required accounting standards, there are no material errors or misstatements, and the Councils financial reporting is transparent and reliable. This signals to the public, government bodies and stakeholders that the Council is managing public funds properly and maintaining solid financial governance.
- 4.5 Within the **Remarkable Place Vision Priority (RP)**, the teams have been invited to submit a full application for funding for Nature Towns and Cities, following a successful Expressions of Interest bid in January 2025. The proposal is to use the funding to employ a Nature Towns and Cities Project Engagement Manager and Nature Towns and Cities Project Assistant, who will enable research and testing of new models of governance, management, funding and partnering across a range of assets.
- 4.6 Within the **Quality Housing Vision Priority (QH),** City of Lincoln Tenants were sent the first Winter edition of the Home Digital Newsletter. Through the newsletter, Housing teams are pleased to be able to provide tenants with the latest news, upcoming events, and important updates to keep them informed about their homes and community.

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

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

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

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

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

5. Areas to Monitor

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

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

- CS 3 Average time taken to answer a call to customer services –The average wait for a call into the contact centre has increased since the previous quarter, and 6,238 customers requested a call back during the quarter. It is understood that good performance is within the quality of the response and for the caller's issues to be resolved wherever possible, by the customer service advisor. These calls can be complex and can take some time to resolve. However, taking appropriate action and resolving a customer's request at point of call reduces, wherever possible, the need for follow up calls. A review into call data is underway to help identify any changes that could be made to improve call wait times and understand in more detail the areas of highest demand.
- BE 3 Number of Housing Benefits / Council Tax support customers awaiting assessment Extremely high volumes of demand are experienced in Quarter 4, alongside resourcing pressures, and other areas of vital work (such as cost of living support), this has led to outstanding work levels increasing. Of the 2,567 reported, 2,228 customers are awaiting a first contact, officers are working hard to reduce these levels through Quarter 1, by allocating resources accordingly. The impact of Universal Credit is also increasing the team's workload, as well as higher volumes or pensioner Housing Benefit claims being expected due to increased take-up of Pension Credit, these matters are being factored into performance targets moving forward.

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

HM1b - Percentage of reactive repairs completed within target time (urgent 3-day repairs only) - This area has seen a slight decrease in performance when compared to the previous quarter, and remains slightly below low target. The service area reports

a number of long-term sicknesses within the area team, additional to some operatives currently working on restricted duties within the plumbing trade, which has a large number of priority and urgent repairs, however the area are pleased to have recently recruited to a vacant plumber position that will help to support this team in the coming months.

HV1 – Percentage of rent lost through dwelling being vacant - Rent lost through vacant dwellings has increased on the previous quarter, due in part to some of the service challenges experienced in the re-letting process, 120 voids were held in the process during this quarter, all impacting rent loss. The number of properties entering the void process does not show any signs of slowing down with an estimated 47 sets of keys expected in by the end of April. It is worth noting that properties awaiting decisions on disposal orders remain within this outturn figure which are out of control of the void team.

HV 3 - Average re-let time calendar days for all dwellings (including major works) - Performance for the measure has seen a deterioration during quarter 4 and is impacted along with the above measure HV1 by the significant number of voids within the system during the period, with a further 47 expected into the voids process by the end of April.

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

There were a number of longer-term voids over 100 days signed up over this period that impact this average, whilst the Housing Repair Service try to limit the amount of properties going to sub-contractors due to contractual cost increases, inevitably this is going to further increase void timeframes. In addition, the amount of time taken to relet properties between tenants is complex and strongly influenced by external factors.

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

AH1 - Number of affordable homes delivered (cumulative) - 0 affordable homes were completed this quarter. From Q1 2025/26 this measure will be reported as volumetric, as there is limited control from the service area as to the number of affordable homes delivered. As Affordable Housing can only be required on major sites (more than 10 dwellings) and the majority of housing sites we deal with in the city are smaller than this, the trigger for AH provision is often not met.

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

SC 1 - Contractor points recorded against target standards specified in contract - Street Cleansing - 470 points were awarded against the contractor in Q4, increasing from 95 points in the previous quarter. A new rectifications system is in place which

means that staff can easily process rectifications whilst visiting sites, which automatically gives the contractor a set amount of time to respond and rectify the issue. The large increase in points is due to proactive checks taking place. The contractor is responding positively and constructively, and a reduction is anticipated in the future.

6. Corporate Measures

- 6.1 Those corporate performance measures detailed in Appendix B include the areas of resources, health & wellbeing, sickness, communications, complaints, and compliments.
- During quarter 4 2024/25 there were 14 leavers, which equated to a turnover figure of 2.2% (based upon employee headcount at the end of March 2025 excluding apprentices). This figure is the same when compared to the previous quarter 3 2024/25 figure of 2.2%. The vacancy figure as at the end of quarter 4 2024/25 stood at 60.8 FTE. Please note that any posts with less than 37 hours per week vacant have been removed when calculating this figure.
- 6.3 42 appraisals were recorded as being completed within the ITrent system, with 251 appraisals completed over the last 12 months.
 - Following a review of the appraisal processes, changes will be made whereby appraisals will now be carried out between April and June (quarter 1) every year with effect from 1st April 2025. This is to ensure that a cascade approach to objectives can be facilitated in line with the Councils Vision and Service Plans.
- The Council has continued its proactive approach to staff wellbeing, promoting and raising awareness of campaigns such as **Dry January** for Drink Awareness and **Time To Talk Day** for MIND which is about ending mental health stigma and having supportive conversations with family, friends, or colleagues.
 - The Council continued to promote and run physio appointments carried out by a MSK Physio. These took place at Hamilton House, with the option to attend offered out to all Council staff who may benefit. Further sessions have been scheduled for April 2025.
- 6.5 Total sickness levels for the Council stood at 2.38 days lost per FTE at quarter 4. When compared to the previous quarter, sickness levels have decreased (quarter 3 2024/25 figure stood at 2.61 days lost per FTE). Additionally, when compared to the same quarter last year sickness levels have decreased (quarter 4 2023/24 figure was 2.44 days lost per FTE.
- 6.6 In quarter 4 2024/25 there were **146** complaints dealt with across the Council. In quarter 4 2024/25, there were 0 Local Government Ombudsman (LGO) complaints decided, and 1 Local Housing Ombudsman (LHO) complaints decided. The percentage of complaints responded to within the service standard has maintained this quarter and is 95% overall. Only 8 complaints of the 146 responded to were outside of the target times. This boosts the year-to-date response rate to 93%. Alongside complaints monitoring we also monitor compliments that come into the Council, with 35 during this quarter across all services.

6.7 Throughout quarter 4 2024/25 the Communications Team have provided support across the Council and city to capture and broadcast the latest news, events and updates in Lincoln providing a detailed overview of social media highlights, key stats and performance, interviews, key events and campaigns, press releases, internal communications, Hub and website statistics on usage.

7. Strategic Priorities

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

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

8. Organisational Impacts

8.1 Finance

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

8.2 Legal Implications

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

8.3 Equality, Diversity and Human Rights

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

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

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

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

9. Risk Implications

9.1 (i) Options Explored

N/A.

9.2 (ii) Key Risks Associated with the Preferred Approach N/A.

10. Recommendations

- 10.1 Executive is asked to review and comment on the contents of the Quarter 4 2024/25 Operational Performance Report found at Appendices A and B.
- 10.2 Executive is asked to confirm that the format of the performance report continues to meet their requirements.

Is this a key decision?

Do the exempt information No

categories apply?

Does Rule 15 of the Scrutiny No

Procedure Rules (call-in and

urgency) apply?

How many appendices does the Two (A and B)

report contain?

List of Background Papers: None

Lead Officers:Business Intelligence Officer
Policy & Performance Officer(s)



Quarter 4 2024/25 Operational Performance Report

- Performance overview



Contents

| How to read this report | 3 |
|---|----|
| Executive summary | 4 |
| Our People and Resources | 6 |
| Vision Priority – Reducing Inequality | 8 |
| Customer Experience and Review | 10 |
| Vision Priority – Remarkable Place | 12 |
| Vision Priority – Quality Housing | 14 |
| Vision Priority – Inclusive Economic Growth | 16 |
| Vision Priority – Addressing Climate Change | 18 |

How to read this report

This report provides an overview of the council's performance in Quarter 4 of 2024/25 by Directorate and by Vision Priority. This report also contains an overview of the council's performance in relation to its two inward looking portfolios 'Our People and resources' and 'Customer Experience and Review', which sit outside of the Vision Priorities. Also included within this report are highlight reports detailing some of the support provided by the council to Lincoln's communities during the past quarter, service updates and their impact.

Detailed performance measure outturns for quarter 4 2024/25, performance measure commentary provided by service areas and corporate performance measure outturns can be found at Appendix B.

Performance Key:

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

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

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

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

Corporate performance measures

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

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

Executive summary

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

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

Below provides a summary of the quarter 4 2024/25 performance measure outturns by status and by direction of travel. These are displayed by each Directorate and by Portfolio.

Directorate Summary

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

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

Priority Summary

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

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

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

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

Our People and Resources

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

| Measure status | Total |
|------------------------|------------|
| Below target | 0 (0.0%) |
| Acceptable performance | 0 (0.0%) |
| Above target | 2 (100.0%) |
| Volumetric | 0 (0.0%) |
| Data not available | 0 (0.0%) |
| TOTAL | 2 |

| Measure direction of travel | Total |
|-----------------------------|------------|
| Deteriorating | 0 (0.0%) |
| No change | 2 (100.0%) |
| Improving | 0 (0.0%) |
| Volumetric | 0 (0.0%) |
| Data not available | 0 (0.0%) |
| TOTAL | 2 |

Performance measure overview

During quarter 4 2024/25, within the Our People and Resources theme, 2 performance outturns delivered above their high target, WBL 1 - Percentage of apprentices completing their qualification on time, and WBL 2 - Percentage of apprentices moving into Education, Employment or Training.

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

Highlight Reports

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

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

OUR PEOPLE AND RESOURCES

DISABILITY CONFIDENT EMPLOYER RENEWAL

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

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





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

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



OUR PEOPLE AND RESOURCES

VISION 2030

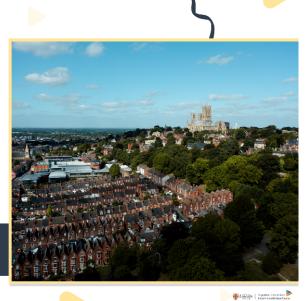
The Council has approved its Vision 2030 strategy, which sets a clear roadmap for the city's future and its priorities for the next five years, particularly its action plan for the next 12-18 months.

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

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



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



Vision Priority – Reducing Inequality

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

| Measure status | Total |
|------------------------|-----------|
| Below target | 2 (20.0%) |
| Acceptable performance | 0 (0.0%) |
| Above target | 3 (30.0%) |
| Volumetric | 5 (50.0%) |
| Data not available | 0 (0.0%) |
| TOTAL | 10 |

| Measure direction of travel | Total |
|-----------------------------|-----------|
| Deteriorating | 3 (30.0%) |
| No change | 0 (0.0%) |
| Improving | 2 (20.0%) |
| Volumetric | 5 (50.0%) |
| Data not available | 0 (0.0%) |
| TOTAL | 10 |

Performance measure overview

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

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

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

5 measures within this Vision Priority report as a volumetric outturn, including CPT 1 - Number of internal safeguarding referrals received, BE 5 - Number of new benefit claims year to date (Housing Benefits/Council Tax Support), PPASB 1 - Number of cases received in the quarter (ASB cases only), PPASB 2 - Number of cases closed in the quarter (across full PPASB service) and CCTV 1 - Total number of incidents handled by CCTV operators.

Highlight Reports

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

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



LINCOLN AGAINST POVERTY ASSEMBLY

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

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

LINCOLNSHIRE FINANCIAL INCLUSION PARTNERSHIP CONFERENCE

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

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



REDUCING INEQUALITY

Safeguarding

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

Case Background:

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

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

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

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



Customer Experience and Review

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

| Measure status | Total |
|------------------------|-----------|
| Below target | 4 (23.5%) |
| Acceptable performance | 2 (11.8%) |
| Above target | 5 (29.4%) |
| Volumetric | 5 (29.4%) |
| Data not available | 1 (5.9%) |
| TOTAL | 17 |

| Measure direction of travel | Total |
|-----------------------------|-----------|
| Deteriorating | 6 (35.3%) |
| No change | 1 (5.9%) |
| Improving | 4 (23.5%) |
| Volumetric | 5 (29.4%) |
| Data not available | 1 (5.9%) |
| TOTAL | 17 |

Performance measure overview

During quarter 4 2024/25, within Customer Experience and Review, there were 5 performance outturns that performed above their high target, these include ACC 1 - Average return on investment portfolio, ACC 2 - Average interest rate on external borrowing, DCT 1 Percentage of invoices paid within 30 days, DCT 2 Percentage of invoices that have a Purchase Order completed, REV 2 Business Rates – in year collection rate for Lincoln (cumulative).

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

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

5 measures within the portfolio report as a volumetric outturn, CS 2 - Number of telephone enquiries answered in Customer Services, CS 5 - Footfall into City Hall reception desk, ICT 1 - Number of calls logged to IT helpdesk, ICT 2 - Percentage of first time fixes, REV 4 - Number of accounts created for the My Lincoln Accounts system.

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

Highlight Reports

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

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





Vision Priority – Remarkable Place

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

| Measure status | Total |
|------------------------|-----------|
| Below target | 2 (12.5%) |
| Acceptable performance | 3 (18.8%) |
| Above target | 4 (25.0%) |
| Volumetric | 2 (12.5%) |
| Data not available | 5 (31.3%) |
| TOTAL | 16 |

| Measure direction of travel | Total |
|-----------------------------|-----------|
| Deteriorating | 5 (31.3%) |
| No change | 0 (0.0%) |
| Improving | 4 (25.0%) |
| Volumetric | 2 (12.5%) |
| Data not available | 5 (31.3%) |
| TOTAL | 16 |

Performance measure overview

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

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

2 measures within the Vision Priority report as a volumetric outturn, LIC 2 - Total number of active premises licences, LIC 3 - Total number of active private hire / hackney carriage licences (operators, vehicles and drivers.

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

Highlight Report

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





Vision Priority – Quality Housing

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

| Measure status | Total |
|------------------------|-----------|
| Below target | 5 (22.7%) |
| Acceptable performance | 2 (9.1%) |
| Above target | 8 (36.4%) |
| Volumetric | 6 (27.3%) |
| Data not available | 1 (4.5%) |
| TOTAL | 22 |

| Measure direction of travel | Total |
|-----------------------------|-----------|
| Deteriorating | 8 (36.4%) |
| No change | 1 (9.1%) |
| Improving | 6 (27.3%) |
| Volumetric | 6 (27.3%) |
| Data not available | 1 (4.5%) |
| TOTAL | 22 |

Performance measure overview

During quarter 4 2024/25, within the Quality Housing Vision Priority there were 8 performance outturns that performed above their high targets, these include PH 3 - Number of empty homes brought back into use (cumulative), HI 1 - Percentage of council properties that are not at the 'Decent Homes' standard (excluding refusals), HI 3 - Percentage of dwellings with a valid gas safety certificate, HM 1a - Percentage of reactive repairs completed within target time (priority 1 day only), HM 2 - Percentage of repairs fixed first time (priority and urgent repairs) - HRS only, CC 2 - Percentage of Lincare Housing Assistance calls answered within 60 seconds, RC 1 - Rent collected as a proportion of rent owed, and RC 2 - Current tenant arrears as a percentage of the annual rent debit.

Of these 8 above target outturns, 4 have further improved since last quarter (HI 1, HI 3, HM 2 and CC 2), 3 measures (PH 3, RC 1 and RC 2) report a deterioration in direction of travel whilst continuing to perform well above target boundaries, and HM 1b maintained its performance direction when compared to the previous quarter.

During the quarter there were 5 measures that delivered below target, AH 1 - Number of affordable homes delivered (cumulative), PH 2 - Average time from date of inspection of accommodation to removing a severe hazard to an acceptable level, - HM1b Percentage of reactive repairs completed within target time (urgent 3 day repairs only), HV 1 - Percentage of rent lost through dwelling being vacant, and HV 3 - Average re-let time calendar days for all dwellings (including major works)

Of the 5 outturns performing below target, PH 2 showed an improvement in direction of travel, while AH 1, HM 1b, HV1 and HV 3 deteriorated in direction of travel, when compared to the previous quarter.

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

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

Highlight Report

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

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

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

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





Vision Priority – Inclusive Economic Growth

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

| Measure status | Total |
|------------------------|------------|
| Below target | 0 (0.0%) |
| Acceptable performance | 4 (20.0%) |
| Above target | 11 (55.0%) |
| Volumetric | 5 (25.0%) |
| Data not available | 0 (0.0%) |
| TOTAL | 20 |

| Measure direction of travel | Total |
|-----------------------------|-----------|
| Deteriorating | 3 (15.0%) |
| No change | 5 (25.0%) |
| Improving | 7 (35.0%) |
| Volumetric | 5 (25.0%) |
| Data not available | 0 (0.0%) |
| TOTAL | 20 |

Performance measure overview

During quarter 4 2024/25, within the Inclusive Economic Growth Vision Priority, 11 performance outturns performed above their high targets, these include DM 2 - End to end time to determine a planning application (Days), DM 3 - Number of live planning applications open, DM 5 - Percentage of total decisions made in the quarter that have subsequently been overturned at appeal, DM 5a Number of decisions appealed in the quarter, DM 5b Number of appealed decisions in the quarter overturned by the inspectorate, PS 2 - Sessional car parking income as a percentage of budget requirement, DMD 1 - Percentage spend on Town Deal programme, DMD 2 - Percentage of Town Deal projects on target, DMD 3 - Percentage spend on UKSPF programme, DMD 4 - Percentage of UKSPF projects on target and DMD 5 - Number of businesses receiving business support utilising the UKSPF fund.

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

5 measures within the Inclusive Economic Growth Vision Priority report as a volumetric outturn, DM

- 1 Number of applications in the quarter, DMD 6 Percentage occupancy of Greetwell Place, DMD
 7 Percentage occupancy of The Terrace, DMD 8 Unemployment rate within Lincoln, and DMD 9 -
- 7 Percentage occupancy of The Terrace, DMD 8 Unemployment rate within Lincoln, and DMD 9 Average wage in Lincoln.

Highlight Reports

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

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

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

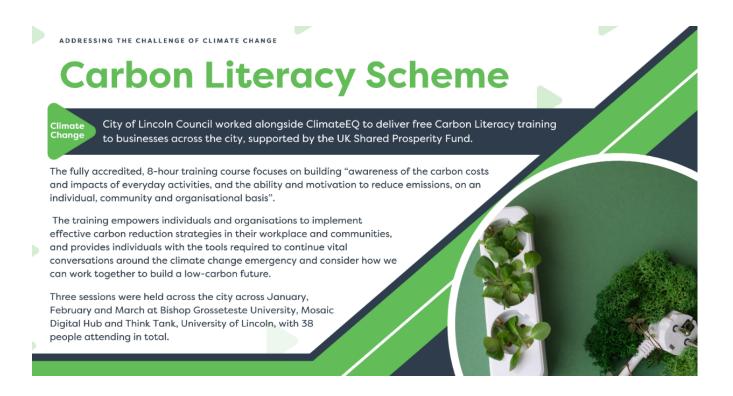


Vision Priority – Addressing Climate Change

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

Highlight Report

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





Quarter 4 2024/25 Operational Performance Report

- Performance Tables



Business Intelligence Officer
Policy and Performance Officer(s)

| G | At or above target |
|---|---|
| Α | Acceptable performance - results are within target boundaries |
| R | Below target |
| ٧ | Volumetric/contextual measures that support targeted measures |

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

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



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

| | Assistant Director | Service Area | PH | Measure ID | Measure | Unit | High Or Low is Good | Low Target | High Target | Previous Data Period | Previous Value | Q4 - 24/25 outturn | Status | | Service Area Commentary |
|----|---|---|----|---------------|---|---------|---------------------------|---------------|----------------|-------------------------|-------------------|--------------------------|---------|---|--|
| СХ | Carolyn Wheater – City Solicitor | Procurement Services | CE | PRO 1 | Percentage spend on contracts that have been awarded to "local" contractors (as the primary contractor) | % | High is good | 20.00 | 45.00 | Q3 - 24/25 | 39.47 | N/A | No data | _ | The data for quarter 4 2024/25 is not available until mid-June 2025 so that it reflects the final spend for the financial year (24-25). Therefore quarter 4 data will be provided in quarter 1 2025/26. This will be the position for quarter 4 data for all years moving forwards. |
| | | Work Based Learning | PR | WBL 1 | Percentage of apprentices completing their qualification on time | % | High is good | 95.00 | 100.00 | Q3 - 24/25 | 100.00 | 100.00 | G | _ | In Q4 24/25, the number of apprentices completing their apprenticeship on time was 100% (4/4). |
| | | Work Based Learning | PR | WBL 2 | Percentage of apprentices moving into Education, Employment or Training | % | High is good | 90.00 | 95.00 | Q3 - 24/25 | 100.00 | 100.00 | G | _ | In Q4 2024/25 100% (4/4) of apprentices on programme moved into Employment, Education or Training. There were 4 new starters on the apprenticeship scheme during Q4 2024/25. Cumulative figure for 24/25 is 11. |
| | Emily Holmes - Assistant Director Transformatio n & Strategic Development | Corporate Policy & Transformation | | CPT 1 | Number of internal safeguarding referrals received | Number | N/A | Volumetric | Volumetric | Q3 - 24/25 | 89 | 197 | V | | The number of safeguarding referrals is increasing, which can be attributed to increased awareness and reporting. Safeguarding continues to be embedded throughout the authority and the number of referrals received demonstrates the council's continued commitment to protecting vulnerable people who may be at risk, and the positive impact of staff training to identify when referrals are needed. Of the 197 referrals received, 4 related to children and 193 |
| | | | | | | | | | | | | | | | related to adults. |
| | | Customer Services | CE | CS 2 | Number of telephone enquiries answered in Customer Services | Number | N/A | Volumetric | Volumetric | Q3 - 24/25 | 35,905 | 41,353 | V | | Customer services received a total of 41353 calls, more than the last quarter. Of those 13,997 were housing related, 6,576 were council tax/benefits, 2,685 were refuse, and 95 for garden waste and elections. Switchboard received 18,000 calls with an average wait of 50seconds. |
| | | Customer Services | CE | CS 3 | Average time taken to answer a call to customer services | Seconds | Low is good | 600.00 | 300.00 | Q3 - 24/25 | 697.91 | 997.51 | R | • | The average wait for a call into the contact centre has increased this quarter, the team handled 5,448 more calls in Q4 compared with Q3 and were also carrying 3 vacancies in Q4. One of these was filled at the end of March and the other 2 are out to advert. Customer Services contacted 6238 customers following a call back request. The call wait times include the time taken for call |

| Assistant Director | Service Area | PH | Measure ID | Measure | Unit | High Or Low is Good | Low Target | High Target | Previous Data Period | Previous Value | Q4 - 24/25 outturn | Status | | Service Area Commentary |
|-------------------------------|-----------------------|----|---------------|--|--------|---------------------------|---------------|----------------|-------------------------|-------------------|--------------------------|--------|---|--|
| | | | | | | | | | | | | | | backs to take place. Although the customer is not waiting in the queue, the length of time is still included in the figure currently. The system is currently being reviewed to determine the impact of call backs on overall call wait times. If switchboard were included the average wait would be 579.31 seconds. |
| | Customer Services | CE | CS 4 | Average customer feedback score (telephone, face to face and e-mail enquiries) | % | High is good | 75.00 | 90.00 | Q3 - 24/25 | 74.66 | 87.20 | A | • | Throughout the quarter the service area received 105 responses, mainly via email, 58 responses responded to the feedback score. Comments received ranged from - "Most helpful and solved my problem. Many thanks.", "Prompt action to reply was taken", "I am impressed how quickly the issue was dealt with: within 2 hours of my reporting it.", "I don't understand how I asked a question that didn't get answered and got an answer to a question I didn't ask!", "It was unhelpful.". Three members of the team were named and given praise. |
| | Customer Services | CE | CS 5 | Footfall into City Hall reception desk | Number | N/A | Volumetric | Volumetric | Q3 - 24/25 | 10,777 | 12,126 | V | | In quarter 4 there were 12,126 interactions at the main reception desk, this is an increase of 1,349 when compared to last quarter. This included 609 people presenting as homeless, 301 directed to other places other than city hall, 347 had an enquiry for Citizens Advice and 895 were directed to the job centre. |
| | IT | CE | ICT 1 | Number of calls logged to IT helpdesk | Number | N/A | Volumetric | Volumetric | Q3 - 24/25 | 1,077 | 1,178 | V | | Some increase in Q4 as normally happens. More emails have been quarantined and released in the period reflecting the ongoing increase in Cyber Threat |
| | IT | CE | ICT 2 | Percentage of first time fixes | % | N/A | Volumetric | Volumetric | Q3 - 24/25 | 70.30 | 73.50 | V | | More emails have been quarantined and released in the period reflecting the ongoing increase in Cyber Threat. Some increase in logging in problems - which should be alleviated by upcoming investment in new desktop equipment |
| Jaclyn Gibson - Chief Finance | Financial Services | CE | ACC 1 | Average return on investment portfolio | % | High is good | 3.50 | 4.50 | Q3 - 24/25 | 4.89 | 4.77 | G | • | Reduction in average interest received following reduction in BOE base rate. |
| Officer | Financial Services | CE | ACC 2 | Average interest rate on external borrowing | % | Low is good | 5.50 | 3.50 | Q3 - 24/25 | 3.17 | 3.21 | G | • | Increase in average interest payable due to repayment of a historic Local Authority loan taken at a rate lower than the curren average. |
| | Internal Audit | CE | AUD 1 | Completion of the Internal Audit annual plan | % | High is good | 85.00 | 95.00 | | | 77.00 | R | - | Q4 is slightly below target at 77% compared to 85%. This is predominately due to 2 audits being postponed by the auditees until April, 2 limited reports which have taken longer to finalise and a delay in commencing one audit due to additional work required by the standards. |
| | Financial Services | CE | DCT 1 | Percentage of invoices paid within 30 days | % | High is good | 95.00 | 97.00 | Q3 - 24/25 | 96.70 | 97.85 | G | • | This measure has seen a slight improvement in performance since the previous quarter. Figures are calculated on all supplier invoices and credit notes (not refunds or grants) paid 01/01/2025 - 31/03/2025. Figures are adjusted based on certain assumptions: 1) No invoice collected for payment by supplier by direct debit or paid by standing order is assumed to be late. 2) No credit note taken by COLC outside of 30 days classified as late. 3) 0.5% of those invoices paid over 30 days assumed to be in dispute at some point and hence paid late after dispute was resolved, therefore not classified as late. 4) 1% of those invoices paid after 30 days assumed were held back from payment because the overall balance with the supplier was in credit. 5) All credit balances refunded by the supplier have been removed. 6) All non-paid transactions (matching lines and VAT corrections) removed. |

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

| Assistant Director | Service Area | PH | Measure ID | Measure | Unit | High Or Low is Good | Low Target | High Target | Previous Data Period | Previous Value | Q4 - 24/25 outturn | Status | | Service Area Commentary |
|-----------------------|--------------------------------------|----|---------------|--|--------|---------------------------|---------------|----------------|-------------------------|-------------------|--------------------------|--------|---|--|
| | | | | | | | | | | | | | | with quality checks. |
| | Housing Benefit Administration | RI | BE 5 | The number of new benefit claims year to date (Housing Benefits/Counc il Tax Support) | Number | N/A | Volumetric | Volumetric | Q3 - 24/25 | 3,519 | 4,709 | V | | This year the Benefits Team have processed 4,709 new claims in total, of these 1,023 were for Housing Benefit and 3,686 were for Council Tax Support. |
| | Revenues Administration | CE | REV 1 | Council Tax – in year collection rate for Lincoln (cumulative) | % | High is good | 95.10 | 96.10 | Q4 - 23/24 | 94.04 | 94.73 | R | • | There has been an improvement in the collection figure for 2024/25 against the collection figure for 2023/24, and the highest in-year collection rate achieved since 2020/21. However, cost of living pressures continues to impact the collection rate and the service area in general, and the in-year collection rate has not as yet returned to pre-pandemic levels. Additional problems this year were in relation around student properties with non-provision of student information from certain managing agents, resulting in likely Council Tax discounts/exemptions not being in place, which if they had been would have increased the percentage of in-year collection. |
| | Revenues Administration | CE | REV 2 | Business Rates – in year collection rate for Lincoln (cumulative) | % | High is good | 97.10 | 98.10 | Q4 - 23/24 | 98.32 | 98.20 | G | ~ | The outturn for this measure has exceeded the high target by 0.10% Cost of living continues to impact businesses, and meeting their bills is a continuing struggle for many. April 2024 saw legislative changes to payment of rates on long term empty properties, leading to a reduction in the awards of empty rate relief during 2024-25 by £135,000 (0.33%). The Retail, Leisure and Hospitality sections have received various business rates support since 2019/20, however from 1st April 2025 customers must pay 60% of their bill, a significant increase from the 25% required for the past 2 years. In conjunction with increased costs for 2025/26, it is anticipated that collection rates will remain challenging. |
| | Revenues Administration | CE | REV 3 | Number of outstanding customer changes in the Revenues Team | Number | Low is good | 1,500 | 1,450 | Q4 - 23/24 | 1,745 | 1,832 | R | ▼ | Demands on our Revenues Team remain extremely high, with contact from customers through various channels, such as: online self-service, e-mail, telephone and in-person. For 2024/25 outstanding work data now includes information from other sources (such as on-line self-serve requests), so is a new 'baseline' year for outstanding work statistics and not directly comparable to 2023/24. |
| | Revenues Administration | CE | REV 4 | Number of accounts created for the My Lincoln Accounts system (to date) | Number | N/A | Volumetric | Volumetric | Q3 - 24/25 | 6,831 | 7,898 | V | | The total number of customers who have registered on the My Lincoln Accounts system by 31st March 2025 has further increased to 7,898. This is an increase of 2,993 since quarter 4 2023-24. Customers do not always request e-billing when they register on My Account, the service area will look to promote this over the next 12 months with an aim to reduce postage costs, and where this can be utilised for issuing reminders and other communications. |

| | Assistant Director | Service Area | PH | Measure ID | Measure | Unit | High Or Low is Good | Low Target | High Target | Previous Data Period | Previous Value | Q4 - 24/25 outturn | Status | | Service Area Commentary |
|---------|---|---|----|---------------|--|--------|---------------------------|---------------|----------------|-------------------------|-------------------|--------------------------|--------|---|---|
| DC E | Kieron Manning - Assistant Director Development Management | Affordable Housing | QH | AH 1 | Number of affordable homes delivered (cumulative) | Number | High is good | 20 | 100 | Q4 - 23/24 | 17 | 11 | R | ▼ | There have been 0 affordable homes completed this quarter. This is due to a lack of major sites being completed in the City which in itself is reflective of the national downturn in housing completions and increasing viability constraints, which results in increasing challenges in securing affordable housing. 11 affordable homes have been delivered in 2024/25. From Q1 2025/26 this measure will be reported as volumetric, as there is limited control from the service area as to the number of affordable homes delivered. This is largely dependent on whether large scale housing applications are submitted and where viability is not used to avoid provision. There are also other mechanisms in Housing to capture those affordable units |
| | | | | | | | | | | | | | | | directly provided by the council. |
| | | Development Management (Planning) | EG | DM 1 | Number of applications in the quarter | Number | N/A | Volumetric | Volumetric | Q3 - 24/25 | 175 | 170 | V | | Very little change in the overall number of applications submitted. This may be indicative of a general reduction of applications and is likely due to national and global issues than anything that has changed locally. |
| | | Development Management (Planning) | EG | DM 2 | End to end time to determine a planning application (Days) | Days | Low is good | 85.00 | 65.00 | Q3 - 24/25 | 86.39 | 61.54 | G | • | As predicted at Q3 end to end times have shortened significantly as all staff have now returned from various periods of sickness and is also partly due to a reduced number of applications being submitted this quarter. |
| | | Development Management (Planning) | EG | DM 3 | Number of live planning applications open | Number | Low is good | 180 | 120 | Q3 - 24/25 | 90 | 96 | G | • | A negligible change from Q3 in the context of total work undertaken across the year. This figure will change based on the complexity of individual applications at any given time and demonstrates a degree of equilibrium of work load vs resource level within the team. |
| | | Development Management (Planning) | EG | DM 4 | Percentage of applications approved | % | High is good | 85.00 | 97.00 | Q3 - 24/25 | 91.00 | 95.00 | Α | • | This figure remains consistently high and indeed hasn't dropped below 90% in over 6 years, reflecting the positive approach of the team in resolving issues at pre-application and application stage. |
| | | Development Management (Planning) | EG | DM 5 | Percentage of total decisions made in the quarter that have subsequently been overturned at appeal | % | Low is good | 10.00 | 5.00 | Q3 - 24/25 | 0.00 | 0.00 | G | - | No appeals in the quarter. To some extent this reflects the percentage of applications approved but if this figure were higher it wouldn't necessarily indicate a dip in the quality of decisions by the Planning Authority. |
| | | Development Management (Planning) | EG | DM 5a | Number of decisions appealed in the quarter | Number | Low is good | 5 | 1 | Q3 - 24/25 | 0 | 0 | G | - | No appeals in the quarter. To some extent this reflects the percentage of applications approved but if this figure were higher it wouldn't necessarily indicate a dip in the quality of decisions by the Planning Authority. |
| | | Development Management (Planning) | EG | DM 5b | Number of appealed decisions in the quarter overturned by the inspectorate | Number | Low is good | 5 | 1 | Q3 - 24/25 | 0 | 0 | G | - | No appeals in the quarter. To some extent this reflects the percentage of applications approved but if this figure were higher it wouldn't necessarily indicate a dip in the quality of decisions by the Planning Authority. |
| | | Development Management (Planning) | EG | DM 6 | Percentage of Non-Major Planning | % | High is good | 70.00 | 90.00 | Q3 - 24/25 | 78.00 | 80.77 | Α | • | A good improvement in end to end times in part due to work volume but more significantly that officers have now returned from sickness absence. |

| Assistant Director | Service Area | PH | Measure ID | Measure | Unit | High Or Low is Good | Low Target | High Target | Previous Data Period | Previous Value | Q4 - 24/25 outturn | Status | | Service Area Commentary |
|---|---|----|---------------|---|------|---------------------------|---------------|----------------|-------------------------|-------------------|--------------------------|--------|---|--|
| | | | | Applications determined within the government target (70% in 8 weeks) measured on a 2 year rolling basis (including extensions of time) | | | | | | | | | | |
| | Development Management (Planning) | EG | DM 7 | Percentage of Major Planning Applications determined within the government target (60% in 13 weeks) measured on a 2 year rolling basis (including extensions of time) | % | High is good | 60.00 | 90.00 | Q3 - 24/25 | 73.08 | 75.00 | Α | | A good improvement in end to end times in part due to work volume but more significantly that officers have now returned from sickness absence. |
| | Parking Services | EG | PS 1 | Overall percentage utilisation of all car parks | % | High is good | 50.00 | 60.00 | Q3 - 24/25 | 59.00 | 56.00 | A | • | The performance for this measure covers the winter period and has remained consistent in achieving within acceptable target boundaries, with an increase in performance of 2% when compared to quarter 4 2023/24. |
| | Parking Services | EG | PS 2 | Sessional car parking income as a percentage of budget requirement | % | High is good | 91.00 | 96.00 | Q3 - 24/25 | 114.04 | 110.24 | G | • | Income for the quarter is £1,545,566.77 against a budget of £1,401,883.00. The annual budget of £6,245,221.00 has been surpassed by £491,985.37 so a good year. This figure relates to income received from cash, card and PayByPhone. |
| Simon Colburn - Assistant Director of Health & Environmental Services | Food and Health & Safety Enforcement | RP | FHS 1 | Percentage of premises fully or broadly compliant with Food Health & Safety inspection | % | High is good | 95.00 | 99.00 | Q3 - 24/25 | 98.90 | 99.99 | G | | The percentage of food businesses that are Broadly or Fully Compliant with Food Safety requirements has increased during this quarter. There are currently, 1,127 registered food businesses, which is an increase from the last quarter and this figure fluctuates daily, with businesses ceasing to trade and new businesses registering to trade. The service area are pleased to report that there has been a fall in the number of non-compliant businesses, currently standing at 10. The team prioritise working with these non-compliant businesses to make sure that they are operating at a level that is generally satisfactory (Broadly Complaint) in order to protect residents and visitors to the city. |
| | Food and Health & Safety Enforcement | RP | FHS 2 | Average time from actual date of inspection to achieving compliance | Days | Low is good | 15.00 | 10.00 | Q3 - 24/25 | 7.54 | 7.76 | G | | The service area reports that the time taken for businesses to comply with food safety requirements from the date of unannounced inspection has increased slightly this quarter, however, continues to perform well above the high target. There were 115 businesses inspected during quarter 4. |

| Assistant Director | Service Area | PH | Measure ID | Measure | Unit | High Or Low is Good | Low Target | High Target | Previous Data Period | Previous Value | Q4 - 24/25 outturn | Status | | Service Area Commentary |
|-----------------------|---|----|---------------|---|--------|---------------------------|---------------|----------------|-------------------------|-------------------|--------------------------|--------|---|---|
| | | | | | | | | | | | | | | The slight increase can be attributed to resources with a current team vacancy and an officer acting up into the team leader role whilst the TL focused on a health & safety case. |
| | Food and Health & Safety Enforcement | RP | FHS 3 | Percentage of food inspections that should have been completed and have been in that time period | % | High is good | 90.00 | 97.00 | Q3 - 24/25 | 96.87 | 99.99 | G | • | The outturn for this measure has further increased since the previous quarter, performing well above the high target, with 99.99% of the inspections due completed. In addition to the programmed inspections, 85 new food businesses registered during this quarter. Of the 8 that are outstanding, only one is outside the 28 day period in which a business is due to be inspected, it is a new, evening economy business. Of the other 7, 5 are new businesses and 2 have recently become due. The Food Law Cope of Practice states that food businesses should be inspected within 28 days of the due date. The service area continues to prioritise working with noncompliant businesses that are of most risk to public health, to protect residents and visitors to the City. |
| | Licensing | RP | LIC 1 | Percentage of premises licences issued within 28 days of grant | % | High is good | 80.00 | 100.00 | Q3 - 24/25 | 96.67 | 100.00 | G | • | All licences issued were within the selected timeframe during this quarter. The figure for the current outturn includes any new applications, variations, transfers and other changes affecting the licences, which would lead to a new premises licence being produced (physically). Depending on the type of application there are different timeframes as to when the licence can be produced. |
| | Licensing | RP | LIC 2 | Total number of active premises licences | Number | N/A | Volumetric | Volumetric | Q3 - 24/25 | 406 | 412 | V | | The total number of 'active' premises licences at end of quarter 4 was 412. This was a slight increase from previous quarter outturn of 406, due to a number of new licences being granted outweighing those being surrendered or revoked. |
| | Licensing | RP | LIC 3 | Total number of active private hire / hackney carriage licences (operators, vehicles and drivers) | Number | N/A | Volumetric | Volumetric | Q3 - 24/25 | 899 | 905 | V | | The total number of active private hire/hackney carriage licences at the end of the quarter was 905. The breakdown was as follows: Private Hire Drivers - 473 Private Hire Vehicles - 348 Private Hire Operators - 19 Hackney Carriage Drivers - 34 Hackney Carriage Vehicles - 31. The service area has reported a slight increase in licences is due to a recovery in the number of new PH driver applications, which has outweighed those falling out the system. |
| | Private Housing | QH | PH 1 | Average time in weeks from occupational therapy notification to completion of | Weeks | Low is good | 26 | 19 | Q3 - 24/25 | 28 | 25 | Α | • | 28 adaptations were completed January to March. This was a good output as the team usually process around 90 adaptations within a full year. Cumulatively the service area has processed 122 mandatory adaptations during the year 2024/25. |
| | | | | works on site for a DFG grant (all DFG's exc. | | | | | | | | | | The team also saw an increase in DFG case referrals during quarter 4, with a total of 36. |
| | | | | extensions) | | | | | | | | | | At the end of the quarter the service area reports they had 35 cases awaiting to be allocated and the oldest case was just over 3 months. |
| | | | | | | | | | | | | | | To give some context on the work, once the application has reached the application approved stage (contractor appointed and price of works agreed) the time taken to complete the works is currently 12 weeks. The team is still operating at a reduced |

| Assistar Director | | PH | Measure ID | Measure | Unit | High Or Low is Good | Low Target | High Target | Previous Data Period | Previous Value | Q4 - 24/25 outturn | Status | | Service Area Commentary |
|----------------------|--|----|---------------|--|--------|---------------------------|---------------|----------------|-------------------------|-------------------|--------------------------|--------|----------|---|
| | | | | | | | | | | | | | | capacity with a recent recruited Technical Officer and Technical Assistant being brought up to speed. There are a number of factors that are extending the time scale that are out of the team's control. These include - clients being unsure on if they want to proceed, lack of response from clients, contractors failing to respond to timescale targets and amended referrals from the occupational therapists. |
| | Private Housing | QH | PH 2 | Average time from date of inspection of accommodation to removing a severe hazard to an acceptable level | Weeks | Low is good | 20.00 | 12.00 | Q3 - 24/25 | 22.40 | 22.00 | R | • | 43 cases were closed during this quarter. However, there are 48 open cases being worked on and 38 cases are awaiting to be allocated. Park and Abbey wards continues to have the highest number of properties that report complaints of disrepair. The number of new cases received during the quarter was 33. In addition, 6 straight red priority cases were received within Q4 which required immediate attention. The service area is introducing a stop clock action for the new year within the APP system, to allow the time period for removal of a hazard to be paused when tenants vacate dwellings during the investigation, whereby action of the service must cease until reoccupation. The service area continues to work with contractors and landlords as there is nationwide difficulty in obtaining swift start dates for commencement of works, therefore evidence of reasonable efforts by landlords to rectify hazards will allow for extensions in time scales to complete. The service area anticipates a reduction in the number of HMO licence applications in the new year compared to 2024/25, which will increase officer capacity to carry out inspections and take |
| | Private Housing | QH | PH 3 | Number of empty homes brought back into use (cumulative) | Number | High is good | 15 | 30 | Q4 - 23/24 | 42 | 38 | G | ▼ | appropriate action. The number of empty homes brought back into use during quarter 4 was 7. This brings the number of empty homes brought back into use during 2024/25 to 38. The team have focused on the long term problematic empty properties during the year. Consequently all 38 properties brought back into use have had a positive effect on the City. Changes to classification of empty homes will offer new challenges next financial year. |
| | Public Protection and Anti-Social Behaviour Team | RI | PPASB 1 | Number of cases received in the quarter (ASB cases only) | Number | N/A | Volumetric | Volumetric | Q3 - 24/25 | 185 | 173 | V | | This is a 6.5% decrease when compared to the last quarter. It is a 31.1% increase when compared with Q4 of 23/24. This measure appears to be stabilising following the increase in cases the team received during Q's 1 and 2 of 24/25. This measure has been revised for 2025/26 to report cases received across the full service, which will provide a more comprehensive view of the work undertaken. |
| | Public Protection and Anti-Social Behaviour Team | RI | PPASB 2 | Number of cases closed in the quarter (across full PPASB service) | Number | N/A | Volumetric | Volumetric | Q3 - 24/25 | 1,114 | 1,063 | V | | The outturn for the measure is a 4.6% decrease when compared with Q3 of 24/25 and a 4.8% increase when compared Q4 of 23/24. This outturn is relatively stable. |
| | Public Protection and Anti-Social | RI | PPASB 3 | Number of live cases open at the end of the quarter (across | Number | Low is good | 240 | 200 | Q3 - 24/25 | 272 | 280 | R | ~ | This outturn has remained stable over the past financial year. It is also stable when compared with Q4 of 23/24 which was 279. This measure is being replaced for 2025/26 to report on the |

| Assistant Director | Service Area P | | Measure ID | Measure | Unit | High Or Low is Good | Low Target | High Target | Previous Data Period | Previous Value | Q4 - 24/25 outturn | Status | Service Area Commentary |
|--|-------------------|----|---------------|---|--------|---------------------------|---------------|----------------|-------------------------|-------------------|--------------------------|---------|---|
| | Behaviour Team | | | full PPASB service) | | | | | | | | | average days to close a case in quarter across the full service, to better reflect the volume of work undertaken by the team on case management. |
| | Sport & Leisure F | RP | SP 1a | Quarterly visitor numbers to Birchwood Leisure Centre | Number | N/A | Volumetric | Volumetric | Q3 - 24/25 | 41551.00 | N/A | No data | Following the announcement that Active Nation ceased trading on Thursday 3 April 2025, collection of quarterly performance measures relating to Yarborough Leisure Centre & Birchwood Leisure Centre will be paused. |
| | | | | | | | | | | | | | These will be reviewed as the Council proceeds with proposals to procure an interim leisure provider. |
| | Sport & Leisure F | RP | SP 1b | Quarterly visitor numbers to Yarborough Leisure Centre | Number | N/A | Volumetric | Volumetric | Q3 - 24/25 | 106701.0 | N/A | No data | Following the announcement that Active Nation ceased trading on Thursday 3 April 2025, collection of quarterly performance measures relating to Yarborough Leisure Centre & Birchwood Leisure Centre will be paused. |
| | | | | | | | | | | | | | These will be reviewed as the Council proceeds with proposals to procure an interim leisure provider. |
| | Sport & Leisure F | RP | SP 2 | Artificial Grass Pitch usage at Yarborough Leisure Centre & Birchwood | Hours | High is good | 520.00 | 700.00 | Q3 - 24/25 | 751.00 | N/A | No data | Following the announcement that Active Nation ceased trading on Thursday 3 April 2025, collection of quarterly performance measures relating to Yarborough Leisure Centre & Birchwood Leisure Centre will be paused. |
| | | | | Leisure Centre | | | | | | | | | These will be reviewed as the Council proceeds with proposals to procure an interim leisure provider. |
| | Sport & Leisure F | RP | SP 3a | Birchwood Leisure Centre - Number of net promoter score points above or below the average Net Promoter Score for England | Number | High is good | 0.00 | 2.00 | Q3 - 24/25 | 17.00 | N/A | No data | Following the announcement that Active Nation ceased trading on Thursday 3 April 2025, collection of quarterly performance measures relating to Yarborough Leisure Centre & Birchwood Leisure Centre will be paused. These will be reviewed as the Council proceeds with proposals to procure an interim leisure provider. |
| | Sport & Leisure F | RP | SP 3b | Yarborough Leisure Centre - Number of net promoter score points above or below the average Net Promoter Score for England | Number | High is good | 0.00 | 2.00 | Q3 - 24/25 | 5.00 | N/A | No data | Following the announcement that Active Nation ceased trading on Thursday 3 April 2025, collection of quarterly performance measures relating to Yarborough Leisure Centre & Birchwood Leisure Centre will be paused. These will be reviewed as the Council proceeds with proposals to procure an interim leisure provider. |
| Steve Bird - Assistant Director of Communities and Street Scene | Allotments | RP | AM 1 | Percentage occupancy of allotment plots | % | High is good | 90.00 | 95.00 | Q3 - 24/25 | 95.00 | 93.00 | A | As of the end of March 2025 the Council has 1,185 allotment plots, 1,129 of these are lettable and 1,048 are let. There is an increase in the number of allotments available this quarter, following the new allotment officer reducing the size of some existing plots, creating more plots that are of a more manageable size, which are attractive to new allotment holders. The occupancy rate following the increase in number of allotments, with the tenancy renewal process currently underway, is 93%. |

| Assistant Director | Service Area | PH | Measure ID | Measure | Unit | High Or Low is Good | Low Target | High Target | Previous Data Period | Previous Value | Q4 - 24/25 outturn | Status | | Service Area Commentary |
|-----------------------|------------------------|----|---------------|---|--------|---------------------------|---------------|----------------|-------------------------|-------------------|--------------------------|--------|---|--|
| | | | | | | | | | | | | | | Several plots that have been previously unlettable have now been identified for rotorvation in order to make them easier to work, these are already proving popular. |
| | | | | | | | | | | | | | | The Boultham Glebe woodland allotment project has progressed exceptionally well and is now clear of rubbish and ready for the growing season. |
| | | | | | | | | | | | | | | The demand for allotments continues to grow, with vacant plots being offered as quickly as possible. |
| | CCTV | RI | CCTV 1 | Total number of incidents handled by CCTV | Number | N/A | Volumetric | Volumetric | Q3 - 24/25 | 3,102 | 2,262 | V | | Incident numbers have reduced in Q4 following Christmas and New Year, plus the poor weather keeps numbers in the city down. |
| | | | | operators | | | | | | | | | | All incident areas report a decrease consistent with the overall reduction, apart from PPASB where numbers are significantly down compared to the last quarter, which is attributed to a designated police officer working with the service area and CoLC ASB team to target these groups. |
| | Grounds Maintenance | RP | GM 1 | Contractor points recorded against target standards specified in contract - Grounds Maintenance | Number | Low is good | 200 | 75 | Q3 - 24/25 | 30 | 79 | A | • | The collective points for the quarter totalled 80. This has been broken down into 40 in January 2025, 25 in February 2025, and 15 in March 2025. The majority of points in the quarter were recorded for shrub maintenance. |
| | Street Cleansing | RP | SC 1 | Contractor points recorded against target standards specified in contract - Street Cleansing | Number | Low is good | 150 | 50 | Q3 - 24/25 | 95 | 470 | R | ~ | 470 points were awarded against the contractor in Q4 equating to 95 points in January, 135 points in February and 240 points in March. A breakdown shows 215 points were awarded for full litter bins (43 rectifications) and 250 for leafing and littering gradings (50 rectifications) The remaining 5 points was for a failure to collect a fly tipped mattress in the required time. We have a new rectifications system in place which means that staff can easily process rectifications whilst visiting sites, which automatically gives the contractor a set amount of time to respond and rectify the issue. The large increase in points is due to proactive checks taking place. The contractor is responding positively and constructively, and a reduction is anticipated in the future. |
| | Waste & Recycling | RP | WM 1 | Percentage of waste recycled or composted (seasonal) | % | High is good | 30.50 | 35.00 | Q4 - 23/24 | 29.43 | 30.30 | R | • | This figure relates to quarter 3 (October 2024 - December 2024) as data received from Lincolnshire County Council is lagged. 18.82% has been recorded as waste being recycled, whereas 11.44% was recorded as waste being composted, equating to 30.3% being composted or recycled. In response to requests from LCC we have tightened up enforcement/rejection of contaminated bins, which means that we are forecasting a small reduction in reported contamination for the next quarter. No rejected contamination is delivered to landfill. The materials not recycled are pelletised and made into alternative fuel. An education campaign is planned for summer 2025, for which |

| | Assistant Director | Service Area | PH | Measure ID | Measure | Unit | High Or Low is Good | Low Target | High Target | Previous Data Period | Previous Value | Q4 - 24/25 outturn | Status | | Service Area Commentary |
|-----|---|------------------------|----|---------------|--|--------|---------------------------|---------------|----------------|-------------------------|-------------------|--------------------------|--------|---|--|
| | | | | | | | | | | | | | | | the service area anticipates presenting a report for member sign off, to be taken to executive in June. |
| | | Waste & Recycling | RP | WM 2 | Contractor points recorded against target standards specified in contract - Waste Management | Number | Low is good | 150 | 50 | Q3 - 24/25 | 90 | 100 | Α | ~ | 100 points were recorded against the contractor during the quarter. Of these points, 40 were recorded in January, 40 in February, and 20 in March. The points in the quarter were equally spread across both refuse and recycling. To contextualise this, 100 points equates to 20 missed bins whilst servicing over 47,000 properties over a 3-month period. |
| DHI | Matt Hillman - Assistant Director Assets | Housing Investment | QH | HI 1 | Percentage of council properties that are not at the 'Decent Homes' standard (excluding refusals) | % | Low is good | 1.20 | 1.00 | Q3 - 24/25 | 0.45 | 0.26 | G | • | Overall levels have fallen despite additional failures being identified from stock condition surveys undertaken in the final quarter of 2024/25. Notable progress was also made gaining access for Electrical tests. There are now a total of 20 failures (including 2 properties failing 2 criteria) due to 9 Electrics, 9 Doors, 1 Windows, 2 Chimneys and 1 Roof. |
| | | Housing Investment | QH | HI 2 | Number of properties 'not decent' as a result of tenants' refusal to allow work (excluding referrals) | Number | N/A | Volumetric | Volumetric | Q3 - 24/25 | 235 | 226 | V | | There has been a slight decrease in the number of refusals compared to the previous quarter. Efforts continue to be made to work with tenants to address their reasons for refusing improvement works, with a view to ensuring these properties meet the Decent Homes Standard over time. |
| | | Housing Investment | QH | HI 3 | Percentage of dwellings with a valid gas safety certificate | % | High is good | 98.60 | 99.00 | Q3 - 24/25 | 98.96 | 99.01 | G | • | Year to date – 99.01%. There has been a slight improvement in performance this quarter. The annual gas servicing programme continually runs twelve months a year. The number of failed access cases has been 17 properties this quarter. With the support of housing management and legal services we have obtained a small number of injunctions to address some of the outstanding failed access cases. |
| | | Housing Maintenance | QH | HM 1a | Percentage of reactive repairs completed within target time (priority 1 day only) | % | High is good | 98.50 | 99.50 | Q3 - 24/25 | 100.00 | 100.00 | G | _ | Year to date – 99.92%. The outturn for this measure has achieved above its high target and at the highest possible performance level for the measure, 100%. Processes are in place to manage the priority workload throughout the day, these are prioritised against other repairs to ensure attendance and actions are completed within timescales. |
| | | Housing Maintenance | QH | HM 1b | Percentage of reactive repairs completed within target time (urgent 3 day repairs only) | % | High is good | 95.00 | 97.50 | Q3 - 24/25 | 94.52 | 93.22 | R | ▼ | Year to date – 95.85%. Q4 has seen a slight decrease in performance when compared to the previous quarter, and remains slightly below our low target, The service area reports a number of long-term sicknesses within the area team, additional to some operatives currently working on restricted duties within one of the trades, which has a |

| | ssistant irector | Service Area | PH | Measure ID | Measure | Unit | High Or Low is Good | Low Target | High Target | Previous Data Period | Previous Value | Q4 - 24/25 outturn | Status | | Service Area Commentary |
|----------------|--|------------------------|----|---------------|--|------|---------------------------|---------------|----------------|-------------------------|-------------------|--------------------------|---------|---|---|
| | | | | | | | | | | | | | | | large number of priority and urgent repairs. The service area is pleased to have recently recruited to a vacant position that will help to support this team in the coming months. |
| | | Housing Maintenance | QH | HM 2 | Percentage of repairs fixed first time (priority and urgent repairs) - HRS only | % | High is good | 90.00 | 92.00 | Q3 - 24/25 | 96.39 | 98.29 | G | • | Year to date – 97.31% Q4 has seen further improvements in the performance of this outturn, delivering above both the high target for the quarter and the year to date. Operatives have received their new impress stocks this quarter and the service area have implemented the stock management system to ensure this is kept up to date to further aid the teams' abilities to complete repairs first time. |
| | | Housing Maintenance | QH | HM 4 | Appointments kept as a percentage of appointments made (priority and urgent repairs) - HRS only | % | High is good | 96.00 | 98.00 | Q3 - 24/25 | 99.42 | 97.73 | A | • | Year to date – 98.78%. The outturn for quarter 4 continues to perform above its low target, whilst slightly reduced from last quarter. Additionally, the measure has achieved above its high target for the year to date. The service area have proactively re-allocated appointments due to operative availability, which has been impacted particularly within the repairs team, due to a number of long-term sicknesses during the quarter as well as operatives working under restricted duties. Recent recruitment is expected to support this area to continue to reduce failed appointments. |
| | | Housing Maintenance | QH | HM 5 | Satisfaction with Repairs (Regulator of Social Housing Tenant Satisfaction Measure – TP02) | % | N/A | Volumetric | Volumetric | Q3 - 24/25 | 72.00 | 75.00 | V | | Performance data for this measure is derived from 'Tenant Satisfaction Measures' data and is a reliable indicator of true tenant satisfaction with the repairs service. There has been a slight increase in satisfaction levels compared to the previous quarter. In addition to the 75% of tenants who told us they were 'satisfied' or 'very satisfied', 8% told us they were neither satisfied nor dissatisfied, and 17% indicated some level of dissatisfaction with the service. This performance is based on a survey size of 150 tenants. The service area intends to use feedback from these ongoing quarterly surveys to continue to improve tenant satisfaction with the repairs service. |
| As Di He | aula Burton - ssistant irector of ousing anagement | Control Centre | QH | CC 1 | Percentage of customers satisfied with their new Lincare Housing Assistance service connection to the control centre | % | High is good | 90.00 | 95.00 | Q3 - 24/25 | 95.35 | N/A | No data | _ | Due to the pre-election period falling within the quarter, no satisfaction surveys were sent to customers of the Lincare Housing Assistance Service, as advised by the legal services team. This will recommence for quarter 1 25/26. |

| Assistant Director | Service Area | PH | Measure ID | Measure | Unit | High Or Low is Good | Low Target | High Target | Previous Data Period | Previous Value | Q4 - 24/25 outturn | Status | | Service Area Commentary |
|-----------------------|----------------------|----|---------------|---|--------|---------------------------|---------------|----------------|-------------------------|-------------------|--------------------------|--------|---|---|
| | Control Centre | QH | CC 2 | Percentage of Lincare Housing Assistance calls answered within 60 seconds | % | High is good | 97.50 | 98.00 | Q3 - 24/25 | 98.98 | 99.26 | G | • | Year to date – 99.04%. Performance for this quarter has improved with 99.26% of calls answered within 60 Seconds well above the high target of 98.00%. 14,530 alarm calls were received in the quarter, a reduction of 1,326 from the previous quarter. |
| | Housing Solutions | QH | HS 1 | The number of people currently on the Housing Register | Number | N/A | Volumetric | Volumetric | Q3 - 24/25 | 2,057 | 2,227 | V | | There has been an increase in the number of applications to the housing register when compared to the previous quarter, with an additional 170 during quarter 4. The service area report a small backlog of setting applications to housed, few renewals being processed and therefore not closing off applications, and an increase in the number of applications being assessed towards the end of March, the service area have. |
| | Housing Solutions | QH | HS 2 | The number of people approaching the council as homeless | Number | N/A | Volumetric | Volumetric | Q3 - 24/25 | 296 | 318 | V | | Year to date – 1,252 The number of approaches is consistent with the previous two quarters, there continues to be a high demand for the service with the year to date total of approaches 1,252. |
| | Housing Solutions | QH | HS 4 | Number of rough sleepers | Number | N/A | Volumetric | Volumetric | Q3 - 24/25 | 18 | 8 | V | | The number of rough sleepers has decreased to 8 since the previous quarter 3 outturn of 18. The team, with the new Programme Lead appointed in November, are working to find rough sleepers' suitable accommodation which has the support required for their needs. |
| | Housing Solutions | QH | HS 5 | Number of successful preventions and relief of homelessness | Number | N/A | Volumetric | Volumetric | Q3 - 24/25 | 115 | 134 | V | | Year to date – 476 There has been an increase in the number of successful preventions when compared with the previous quarter, which shows the continuing work the team do to prevent and relieve homelessness. |
| | Housing Voids | QH | HV 1 | Percentage of rent lost through dwelling being vacant | % | Low is good | 1.10 | 1.00 | Q3 - 24/25 | 1.46 | 1.53 | R | ~ | Year to date – 1.40% The outturn for the measure has been impacted by the large number of voids held in the process during this quarter, there were 120 voids in the process all impacting the rent loss. |
| | Housing Voids | QH | HV 3 | Average re-let time calendar days for all dwellings (including major works) | Days | Low is good | 45.00 | 42.00 | Q3 - 24/25 | 50.94 | 58.78 | R | • | Year to date – 52.53 days The service area report a significant number of voids within the system currently and during the quarter, with currently 120 voids in the process and a further 47 expected by the end of April. February and March saw the highest number of void properties in the system since July 2022, which has impacted the repair team's capacity. A significant number of void properties require cleansing prior to repairs being undertaken, further increasing the overall timeframes. There were also a number of longer-term voids of over 100 days signed up over this period that impacts the average – one of which required substantial structural repairs. |

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

Table 2 - Directorate for Major Developments - Performance Measure Outturns - Quarter 4 2024/25

The performance statuses of measures DMD 1–5 are determined by an external partner working alongside the Major Developments Team, rather than by comparing performance measure outturns against set high and low targets as per the measures included in Tables 1 and 2.

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

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

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

| | | Assistant Director | PH | Service area | Measure ID | Measure | Unit | High or low is | Previous data period | Previous outturn | Quarter 4 2024/25 outturn | Status (determined by external partner and DMD where not volumetric measure) | Trend (Improving, No change, Deteriorating) | Outturn commentary |
|-----|-----|---|----|--------------------|------------|---|--------|----------------|----------------------|------------------------|---------------------------------|---|---|--|
| | DMD | Assistant Director – Growth & Development – Simon Kirk | EG | Major Developments | DMD 1 | Percentage spend on Town Deal programme | % | High is good | Q3 2024/2025 | 62% | 68% | G | <u> </u> | Note – As updates for this measure are monitored every 6 months, the Q3 update remains the most up to date for this quarter. |
| | | | | | | | | | | | | | | 12 Projects in programme (1 dropped out). All remaining funds have now been reallocated and signed off by Gov and Board, 4 are financially complete, 5 are on target and 3 are within programme. |
| 176 | DMD | Assistant Director – Growth & Development – Simon Kirk | EG | Major Developments | DMD 2 | Percentage of Town Deal projects on target | % | High is good | Q3 2024/2025 | 75% | 83% | G | A | The programme now has an extension to 26/27. Note – As updates for this measure are monitored every 6 months, the Q3 update remains the most up to date for this quarter. |
| | | Sillion Kirk | | | | | | | | | | | | 12 Projects in programme (1 dropped out). All remaining funds have now been reallocated and signed off by Gov and Board, 4 are financially complete, 5 are on target and 3 are within programme. |
| | | | | | | | | | | | | | | The programme now has an extension to 26/27. |
| | DMD | Assistant Director – Growth & Development – Simon Kirk | EG | Major Developments | DMD 3 | Percentage spend on UKSPF programme | % | High is good | Q3 2024/2025 | 64% | 100% | G | _ | Up to March 2025 there have been 16 Projects allocated. All figures are reported outside of a formal claim being approved and submitted. |
| | | | | | | | | | | | | | | This programme is now complete. |
| • | DMD | Assistant Director – Growth & Development – Simon irk | EG | Major Developments | DMD 4 | Percentage of UKSPF projects on target | % | High is good | Q3 2024/2025 | 81% | 100% | G | _ | Up to March 2025 there have been 16 Projects allocated. All figures are reported outside of a formal claim being approved and submitted. |
| | | | | | | | | | | | | | | This programme is now complete. |
| | DMD | Assistant Director – Growth & Development – Simon Kirk | EG | Major Developments | DMD 5 | Number of businesses receiving business support utilising the UKSPF fund | Number | High is good | Q3 2024/2025 | 18 | 46 | G | • | The Business Advisor service area reports a total of 46 businesses have been supported during the quarter, up to March 2025. |
| - | DMD | Assistant Director – Growth & Development – Simon Kirk | EG | Major Developments | DMD 6 | Percentage occupancy of Greetwell Place | % | Volumetric | Q3 2024/2025 | 98% | 96% | Volumetric | Volumetric | The outturn for the quarter reports a decrease due to a tenant leaving who occupied 5 offices, however these are under new offers from the waiting list. |
| - | DMD | Assistant Director – Growth & Development – Simon Kirk | EG | Major Developments | DMD 7 | Percentage occupancy of The Terrace | % | Volumetric | Q3 2024/2025 | 94% | 97% | Volumetric | Volumetric | Only one office is now vacant. |
| | DMD | Assistant Director – Growth & Development – Simon Kirk | EG | Major Developments | DMD 8 | Unemployment rate within Lincoln | % | Volumetric | Q3 2024/2025 | 4.1% (2,910 people) | 4.1% (2,815 people) | Volumetric | Volumetric | This figure is from the ONS figures for Feb 2025. |

| | Assistant Director | PH | Service area | Measure ID | Measure | Unit | High or low is | Previous data period | Previous outturn | Quarter 4 2024/25 outturn | Status (determined by external partner and DMD where not volumetric measure) | Trend (Improving, No change, Deteriorating) | Outturn commentary |
|-----|---|----|--------------------|------------|-------------------------|------|----------------|----------------------|----------------------|---------------------------------|---|---|---|
| DMD | Assistant Director – Growth & Development – Simon Kirk | EG | Major Developments | DMD 9 | Average wage in Lincoln | £ | Volumetric | Q3 2024/2025 | £34,720 per annum | £33,815 per annum | Volumetric | Volumetric | This figure is from the ONS latest figures for 2024. The figure is the average gross weekly wage of £650.30 for a full-time worker. |

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

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

Resource Information

During quarter 4 2024/25 there were 14 leavers, which equated to a turnover figure of 2.2% (based upon employee headcount at the end of March 2025 excluding apprentices). This figure is the same compared to the previous quarter 3 2024/25 figure also of 2.2%.

The vacancy figure as at the end of quarter 4 2024/25 stood at 60.8 FTE. Please note that any posts with less than 37 hours per week vacant have been removed when calculating this figure. As at the end of March 2025, the council were recruiting to 31.3 FTE vacancies (Please note these are all at different stages of the recruitment process).

| Directorate | сх | DCE | DMD | DHI | Total (Excluding Apprentices |
|---|----------------|--------|-------|--------|------------------------------------|
| Average number of FTE employees | 183.04 | 129.28 | 19.33 | 230.09 | 561.74 |
| Average number of apprentices (as at quarter end) | | 8.02 | | | |
| Percentage of staff turnover | Authority Wide | | | | 2.2% |
| Active vacancies which are being recruited (FTE) | Authority Wide | | | | 31.3 |

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

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

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

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

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

Health & Wellbeing

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

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

Sickness Performance

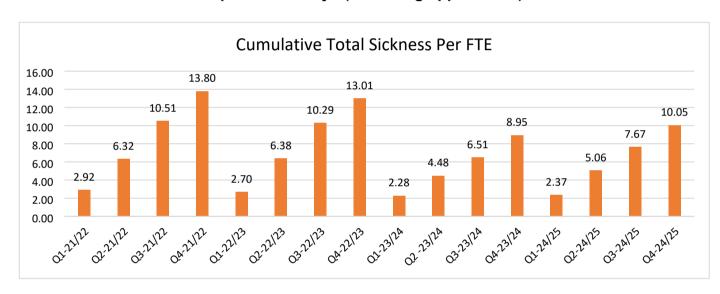
During quarter 4 2024/25 the total sickness levels for the council stood at 2.38 days lost per FTE. When compared to the previous quarter, sickness levels have decreased (quarter 3 2024/25 figure stood at 2.61 days lost per FTE). Additionally, when compared to the same quarter last year sickness levels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

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

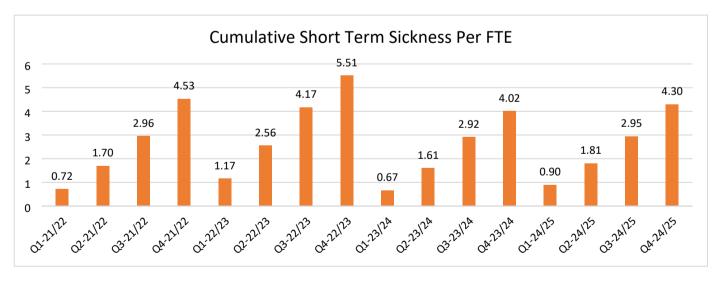
Quarter 4 2024/25 ONLY

| | Short Term Days Lost | Long Term Days Lost | Total days lost | Number of FTE | Short Term Days lost per FTE | Long Term Days lost per FTE | Total Days lost per FTE |
|---------------------------------|-------------------------------|------------------------------|--------------------|------------------|---|--|-------------------------------------|
| CX Excluding Apprentices | 261 | 108 | 369 | 183.04 | 1.43 | 0.59 | 2.02 |
| Apprentices | 31.5 | 0 | 31.5 | 8.02 | 3.93 | 0.00 | 3.93 |
| DCE | 147.5 | 116 | 263.5 | 129.28 | 1.14 | 0.90 | 2.04 |
| DMD | 17 | 0 | 17 | 19.33 | 0.88 | 0.00 | 0.88 |
| DHI | 332.04 | 354 | 686.04 | 230.09 | 1.44 | 1.54 | 2.98 |
| Total | 789.04 | 578 | 1,367.04 | 569.76 | 1.38 | 1.01 | 2.40 |
| Less Apprentices | 757.54 | 578 | 1,335.54 | 561.74 | 1.35 | 1.03 | 2.38 |

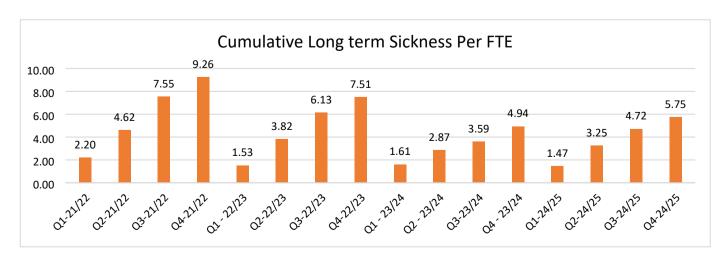
Cumulative total sickness per FTE in days (excluding apprentices)



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



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



Complaints Performance

In quarter 4 2024/25 there were **146** complaints dealt with across the council.

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

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

At the end of the quarter the percentage of formal complaints, which were responded to within their target time across all directorates year to date, was 93% (520). In quarter 4 2024/25, there were 0 Local Government Ombudsman (LGO) complaints decided and 1 Local Housing Ombudsman (LHO) complaints decided.

Quarter 4 2024/25

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

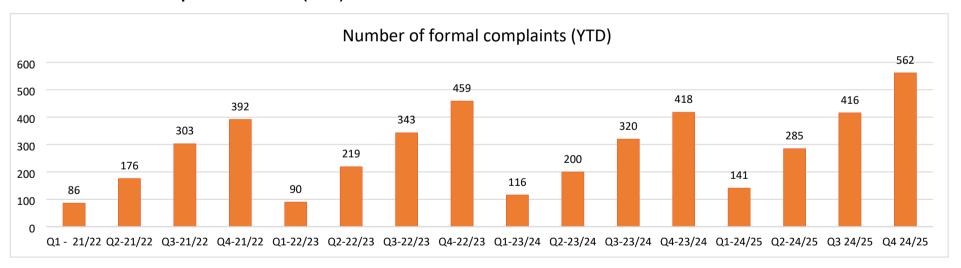
The percentage of complaints responded to within the service standard has been maintained this guarter and is 95% overall.

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

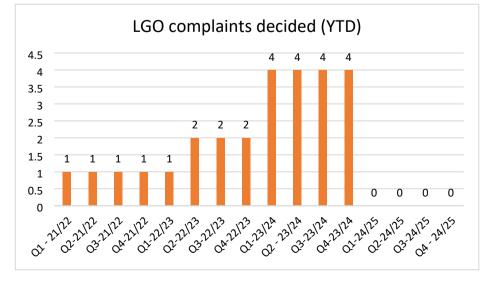
We have seen an increase in complaint numbers in quarter 4 with CX having 15 this quarter which makes up 50% of their annual figure. This reflects the high volume of resident and business interactions in quarter 4 with annual billing for Council Tax and National Non-Domestic Rates. Housing also saw an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

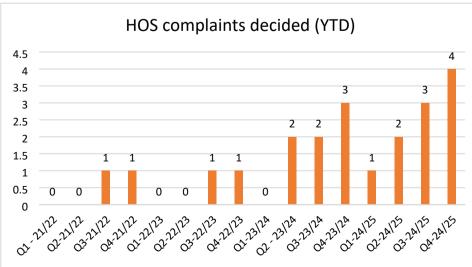
In quarter 4 we received notification of un upheld complaint by the Housing Ombudsman (HOS) with a finding of service failure in our handling of the resident's reports across a number of areas and our handling of the associated complaint.

Number of formal complaints decided (YTD)



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





Compliments Performance

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

| | СХ | DCE | DHI | DMD | TOTAL |
|-----------------------|----|-----|-----|-----|-------|
| Number of compliments | 13 | 4 | 13 | 5 | 35 |
| received | | | | | |

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

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

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

<u>CX</u>

Support with Council Tax and Housing Benefit systems

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

Support from Customer Services Team

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

DCE

Support offered by Parking Services Team

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

Excellent standard at Broadgate car park

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

<u>DMD</u>

Support with allocating UKSPF Funding

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

Support with Town Deal projects

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

<u>DHI</u>

Excellent work carried out by Housing Maintenance

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

Support by Finance and Leasehold Team

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



Communications Update

Throughout quarter 4 2024/25, the Communications Team have provided support across the council and city to capture and broadcast the latest news, events and updates in Lincoln.

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

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

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

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

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

Overview of social media account statistics:

| Channel | Followers | Followers – direction of travel | Reactions/ Interactions | Reach | Post Impressions | Shares | Engagement |
|-------------------------------------|-----------|---------------------------------|----------------------------|---------|---------------------|--------|------------|
| City of Lincoln Council - Instagram | 3,123 | 个221 | 813 | 21,761 | 17,607 | 21 | N/A |
| City of Lincoln Council - Facebook | 12,720 | ↑ 500 | 2,518 | 452,187 | 471,561 | 644 | 39,863 |
| Be Lincoln – Instagram | 514 | 个72 | 277 | 7,192 | 2,241 | 20 | N/A |
| Be Lincoln - Facebook | 679 | 1 48 | 368 | 8,884 | 10,211 | 70 | 466 |
| Events in Lincoln – Instagram | 5,046 | 140 | 447 | 22,665 | 21,141 | 32 | N/A |
| Events in Lincoln - Facebook | 45.681 | ↑ 489 | 940 | 438.669 | 445.322 | 346 | 14.619 |

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

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

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

EXECUTIVE 3 JUNE 2025

SUBJECT: FINANCIAL PERFORMANCE – OUTTURN 2024/25

REPORT BY: CHIEF EXECUTIVE & TOWN CLERK

LEAD OFFICER: LAURA SHIPLEY, FINANCIAL SERVICES MANAGER

1. Purpose of Report

1.1. To present to the Executive the provisional 2024/25 financial outturn position on the Council's revenue and capital budgets, including:

- General Fund
- Housing Revenue Account
- Housing Repairs Service
- Capital Programmes
- 1.2. This report will provide the Executive with a summary of actual income and expenditure compared to the revised budget and how any surpluses have been allocated/are proposed to be allocated to reserves.
- 1.3. The Executive should note that the financial outturn is still subject to Audit by KPMG, the Council's external auditors.

2. Executive Summary

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

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

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

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

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

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

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

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

3. General Fund Revenue Account

3.1. For 2024/25 the Council's net General Fund revenue budget was set at £15,427,670 including a planned contribution to balances of £146,820 resulting in an estimated level of general balances at the year-end of £2,391,979 (after allowing for the 2023/24 outturn position).

- 3.2. The financial performance quarterly monitoring report for the 3rd quarter predicted an underspend against the revised budget of £176,017 (before additional transfers to earmarked reserves and carry forwards requests). The provisional outturn for 2024/25 now indicates an improvement of £604,852 (before additional transfer to earmarked reserves and carry forward requests). Based on this position, additional transfer to earmarked reserves and carry forward requests totalling £826,658 have been proposed resulting in an overall budget underspend of £7. This represents a variance against the revised budget of less than 1%.
- 3.3. There are a number of variations in income and expenditure against the approved budget, full details of the main variances are provided in Appendix B while the table below sets out the key variances:

| General Fund | Outturn |
|---|---------|
| Year-end key variances: | £'000 |
| Additional transfers to earmarked reserves and carry forward requests (see para 3.10 & 3.11) | 827 |
| Reduced crematorium income plus additional interim management & administration costs | 407 |
| Increased non-recoverable housing benefit costs, reduction in DWP grant funding and unbudgeted Discretionary Housing Payments | 288 |
| Additional initial operational costs at the Cornhill Market | 282 |
| National Pay Award Settlement | 184 |
| Re-profiling of historic premium on early repayment of debt | 157 |
| Less: | |
| Net Car Parking Income surplus | (507) |
| Reduced Borrowing Costs | (319) |
| Net Additional Rent & Contributions Income | (243) |
| Increased Investment Interest | (233) |
| Release of Inflation Volatility reserve | (184) |
| Additional Government Grants | (350) |
| Net Other Variances | (316) |
| Overall deficit/(surplus) | (7) |

- 3.4. A number of the key forecast variances have arisen as a result of external variables e.g. economic factors, service demands etc, which differ from the budgeted assumptions. These main variances, both positive and negative cover:
 - Pay settlement inflation the impact of the nationally agreed pay award, agreed by the National Employers for Local Government Services, was in excess of the assumptions included within the MTFS. In order to mitigate this cost pressure, an equivalent drawdown from the inflation volatility reserve has been released.
 - Unrecoverable Housing Benefit the number of housing benefit claims in relation to supported (exempt) accommodation, which does not attract 100% subsidy, continues to be at elevated levels, in addition other areas of housing benefit expenditure which do not attract 100% subsidy are also above budgeted levels.

- Borrowing costs as a result of a delay in the anticipated reduction of the Bank of England Base Rate, which had only dropped marginally from 4.75% to 4.5% at quarter four, the Council have benefitted from reduced borrowing costs due to the continued strategy to review the reprofiling of loans and maintain adequate resource to reduce the level of budgeted borrowing while interest rates remain high.
- Investment income in addition to savings on interest payable, the ongoing high base rate has increased the level of interest earnt on the Council's cash balances over and above the levels anticipated within the MTFS.
- Carparking Fees and Charges levels of carparking income remain buoyant, particularly in relation to sessional fees and season ticket sales with a particularly busy festive season continuing into the new year.
- Additional Rental & Contributions Income increased rental yield resulting from rent reviews and lower void levels across the Council's investment assets.
- 3.5. The potential impact beyond 2024/25 of these changes in key variables has been assessed and has in some cases required future years budgets to be reset as part of the refreshed MTFS 2025-2030. The additional staff costs arising as a result of the pay award are unavoidable and have required an ongoing increase in future pay budgets. Budgets for 2025/26 have also been adjusted in relation to the increasing cost of housing benefits, however a range of mitigating actions continue to be taken, e.g. lobbying against current subsidy rules and Local Housing Allowance rates, focusing on actions to manage the supply of and demand for affordable/social housing and temporary accommodation, review of all supported accommodation claims is in place to ensure the appropriate levels of housing benefit are awarded, supporting housing providers to attain social registered landlord status etc. These actions are not likely to reduce costs in the short term, but are part of a longer-term solution. Treasury Management budgets, fees and charges income budgets, and rental income budgets have also all been reviewed and updated in the MTFS 2025-2030 in line with the latest financial planning assumptions.
- 3.6. Assumptions around Government funding have also been reviewed in the MTFS 2025-2030, but due to the variable nature of the grants and changes in distribution methodologies and overall national funding allocations, it is often prudent to not assume a grant allocation and treat any funding in year as fortuitous income.
- 3.7. Alongside the above variances, a significant variance against the Council's crematorium budget has resulted from a continuation of the reduction in income from cremations seen last financial year, driven by increasing competition from neighbouring crematoriums and beyond. This position is being carefully monitored and an action plan is in place. In addition, the service was supported during the year by external industry professionals, increasing the management and administration costs. These increased management costs are not anticipated to continue beyond the first quarter of 2025/26.
- 3.8. In addition, a significant in-year variance has been incurred on the Cornhill Market. The refurbished Market opened in mid-May 2024, however the original budget for

2024/25 was set on the basis of a full year of operation and based on the draft business plan approved at Executive in July 2021. Now that the market is operational a full review of the business plan, based on the actual operating costs and income levels, is underway and will be reported to Executive in summer 2025 following a full year of operation and changes to the service provision. The next update of the Council's MTFS will reflect the expected position. The in-year variance being reported therefore reflects a number of one-off opening costs in 3 main areas:

- Rental income for the year was £91k less than originally budgeted as it has
 not been operating for the full financial year with all stalls let at full rent. There
 has also been the impact of the standard rent-free periods for new stall
 holders which was not reflected in the original budget this financial year,
 alongside incentives to drive activity.
- As part of opening the market a number of one-off items totalling £31k have been purchased which have not been able to be capitalised.
- Additional legal and letting fees of £51k have also been incurred as a one-off for the production of new lease types/terms/lettings for all stalls.
- Other variances including staffing, cleaning and utility costs were above initial, pre-opening, budgeted estimates.

3.9. Earmarked Reserves

3.10. Carry Forward Requests

Financial Procedure Rules state that Assistant Directors are able to carry forward any budget provision not utilised during the financial year, to be used for the same purpose, in future years subject to their Directorate as a whole not being overspent. Following confirmation of the final cash limited outturn for each Directorate in 2024/25 a list of requests (which will be transferred from the surplus to earmarked reserves for drawdown in future years) is shown below totalling £41,530:

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

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

3.11. Transfers to Reserves

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

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

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

- 3.12. The remaining underspend of £7 will result in a contribution of £146,937 to balances (£146,930 budgeted), with balances as at 31st March 2025 of £2,392,096. This is £7 more than the balance assumed in the MTFS and is above prudent levels.
- 3.13. The level of each of the current earmarked reserves, as at 31st March 2025 is attached at Appendix G. The appendix takes account of the contributions to earmarked reserves and the drawdown of funding to cover expenditure as per budget approvals and the additional transfers set out in paragraph 3.10 and 3.11 above.

3.14. Towards Financial Sustainability Programme

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

Delivery against this target shows secured savings of £85,590, resulting in an underachievement of £39,410 in year for the General Fund. While this is an underachievement against the target, the provisional outturn position for the General Fund is positive, with additional contributions to General Balances.

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

4. Housing Revenue Account

- 4.1. For 2024/25 the Council's Housing Revenue Account (HRA) net revenue budget was set with a planned contribution from balances of £101,220, resulting in an estimated level of general balances at the yearend of £1,030,024 (after allowing for the 2023/24 outturn position).
- 4.2. The financial performance quarterly monitoring report for the 3rd quarter predicted an underspend of £714,390 (before additional transfers to earmarked reserves and carry forward requests). The provisional outturn for 2024/25 now indicates an overall budget underspend of £1,557,873 (before additional transfers to earmarked reserves and carry forward requests). Based on this position, additional transfers to earmarked reserves and carry forward requests totalling £1,404,580 have been proposed resulting in an overall budget underspend of £153,293. This would result in HRA balances as at 31st March 2025 of £1,183,317.
- 4.3. There are a significant number of variations in income and expenditure against the approved budget, full details of the main variances are provided in the Appendix D, while the table below sets out the key variances:

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

4.4. In line with the General Fund, some of the key variances have arisen as a result of external variables e.g. economic factors, service demands etc, which differ from the

budgeted assumptions. However, in addition, the HRA and HRS continue to experience a number of other variances due to demand pressures and continued recruitment and retention challenges. These main variances, both positive and negative, cover:

- Nationally agreed pay award inflation pressure as per the General Fund the national pay award is in excess of the assumptions included within the MTFS.
- Investment income as per the General Fund as a result interest rates and the Council's borrowing strategy, the level of borrowing and reprofiling of loans is being carefully managed, reducing overall borrowing costs.
- Rental income income levels are higher than anticipated due to a higher than budgeted opening Housing stock at the start of the financial year.
- Bad Debt Provision an increase in tenant arrears in year, as a result of resource issues within the recovery team, has increased the level of provision required for doubtful debts.
- Repairs Programme costs a change in the nature of works on the Council's housing stock in year has resulted in an increase in works eligible to be funded through the capital investment programme. In addition, an increase in the eligible admin recharge to capital has arisen from the increase in the investment programme contracts.
- HRS Repairs while there has been a net reduction in repairs recharges from the HRS to the HRA, there has been a switch in the nature of HRS rechargeable works anticipated this year with a significant increase in demand for responsive repairs, wholly offset by a reduction in the level of voids repairs, aids and adapts and cleansing works.
- 4.5. Included within these variances is the Housing Repairs Services (HRS) outturn position which was a surplus of £113k. This surplus is consequentially repatriated to the HRA, as a result of the information set out in Section 5 below.
- 4.6. The potential impact beyond 2024/25 of these changes in key variables has been assessed and has in some cases has required future years budgets to be reset as part of the refreshed MTFS 2025-2030. The additional staff costs arising as a result of the pay award are unavoidable and have required an ongoing increase in future pay budgets. In relation to housing repairs, the Housing Directorate Management Team continue work on the individual repairs service areas, i.e. Aids & Adaptations, Voids, Responsive Repairs etc, in order to review and manage demand and cost drivers. Work also continues within the HRA and HRS to address the recruitment and retention challenges, (this also forms part of a wider scope of work developing the Council's Workforce Development Strategy), which is already seeing some success with a reduction in level of vacancies.

4.7. HRA Earmarked Reserves

4.8. Carry Forward Requests

Financial Procedure Rules state that Assistant Directors are able to carry forward any budget provision not utilised during the financial year, to be used for the same purpose, in future years subject to the HRA as a whole not being overspent. The provisional outturn of a £199,090 budget underspend includes a number of carry forward requests, in addition to those transfers to/from earmarked reserves already approved and budgeted for, as follows totalling £418,310:

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

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

4.9. Transfers to Reserves

In addition to the above carry forward requests, a number of requests for additional transfers to reserves have been made, whereby the HRA have requested a transfer to a new, or existing, reserve from underspent budgets, to be used for alternative purposes or to mitigate risks in future years, subject to the HRA as a whole not being overspent. Based on the provisional outturn position for 2024/25, all of request(s) are shown below totalling £986,270:

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

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

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

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

5. Housing Repairs Service

- 5.1. For 2024/25 the Council's Housing Repairs Service net revenue budget was set at zero, reflecting its full cost recovery nature.
- 5.2. The outturn for 2024/25 shows the HRS had a surplus of £112,647 which was repatriated to the HRA, Appendix E provides a forecast HRS Summary. Full details of the main variances are provided within Appendix F of this report, while the key variances are summarised below:

| Housing Repairs Service | Outturn |
|---|---------|
| Year-end key variances: | £'000 |
| Increased use of sub-contractors and increases in sub-contractor prices | 840 |
| Income shortfall as a result of a lower level of voids, aids & adapts and | 307 |
| cleansing jobs | |
| Increased skip hire costs | 137 |
| National Pay Award settlement | 47 |
| _ | |
| Less: | |
| Income surplus as a result of increase in responsive repairs, quoted | (666) |
| jobs & other works | |
| Staff vacancies due to recruitment and retention challenges | (409) |
| Decrease in material costs | (217) |
| Decrease in central support charges from the General Fund and HRA | (134) |
| · · · · · · · | , |

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

- 5.3. While overall the HRS has achieved a positive year-end position, with an overall budget underspend, there are still a number of significant income and expenditure variances. These main variances, both positive and negative, cover:
 - Whilst the position is improving, the HRS is still being impacted by recruitment challenges, with continued difficulties in attracting and retaining staff resulting in a greater reliance on the use of sub-contractors to ensure that service demands are met. The cost of using subcontractors is however more expensive than the HRS's own workforce, due to the ongoing impact of inflationary factors.
 - Additionally, the HRS are seeing increased levels of work in relation to regulatory compliance, such as damp and mould remediation and installation of fire doors, this is increasingly affecting the capacity to carry out routine works, further compounding the reliance on sub-contractors.
 - As the increased subcontractor costs are not reflected in the service hourly rate an overhead recovery is not recouped on sub-contractors this results in an under recovery of full costs from the HRA. However, due to the change in nature of works this year and the increase in responsive repairs, which are predominantly performed by our own labour force, the HRS has seen an increase in income which does attract the overhead recovery rate.
 - The outturn position also includes the impact of the national pay award settlement, which is in excess of the assumptions included within the MTFS as outlined in both the General Fund and HRA variances.
- 5.4. While the outturn position for the HRS is a budget underspend this year, ongoing there still remains uncertainty in terms of service demands, due to increasing workloads linked to regulatory compliance works. The HRS are currently reviewing options to deliver these increased demands whilst avoiding the need to engage in premium sub-contractors, as such it is essential that the tight controls are maintained, whilst this exercise is ongoing, to mitigate against a deterioration in financial performance in 2025/26.

6. Earmarked Reserves

- 6.1. The Council holds a number of earmarked revenue reserves over both the General Fund and HRA. These reserves are sums set aside for specific purposes and to mitigate against potential future known or predicted liabilities. Key reserves include income volatility, business rates volatility, IT investment fund, asset sinking funds for future refurbishment etc. A number of these reserves are budgeted for use over the period of the MTFS.
- 6.2. The details of all the earmarked reserves and their balance as at 31st March 2025 are attached in Appendix G, with further details in the MTFS 2025-2030. In summary:

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

7. Capital Programme

7.1. **General Investment Programme**

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

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

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

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

- 7.4. There are no other new schemes that require the approval of the Executive.
- 7.5. Changes to current schemes, over an approved limit, are subject to Executive approval. There have been the following changes to current schemes in quarter 4 requiring Executive approval:

| Changes requiring Executive approval: | 2024/25 £'000 | 2025/26 £'000 | 2026/27 £'000 | 2027/28 £'000 | 2028/29 £'000 |
|---|------------------|------------------|------------------|------------------|------------------|
| Better Care Fund (DFGs) – funded through additional | 128 | 0 | 0 | 0 | 0 |
| grant allocation for 2024/25 | | | | | |

7.6. The Chief Finance Officer has delegated authority to approve financial changes up to an approved limit, or to reprofile the budget, as set out under Financial Procedure Rules. The following changes and reprofiles were approved during Quarter 4:

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

| Total GIP Delegated Approvals and Approvals by/for Executive | (3,059) | 3,786 | 0 | 0 | 0 |
|--|---------|-------|---|---|---|
| | | | | | |
| Total Changes Approved by the CFO | (3,187) | 3342 | 0 | 0 | 0 |
| from DRF via Capacity Grant Reserve | | | | | |
| consultancy costs funded | | | | | |
| Management – increased | | | | | |
| Towns Deal Programme | 11 | 0 | 0 | 0 | 0 |
| costs funded from DRF via UKSPF revenue grant | | | | | |
| Hub – increased scheme | | | - | | |
| UKSPF Sudbrooke Drive | 49 | 0 | 0 | 0 | 0 |
| reserve | | | | | |
| provision for legal expenses, funded from DRF via LUF | | | | | |
| Infrastructure – budget | | | | | |
| Charterholme Shared | 95 | 0 | 0 | 0 | 0 |
| Increased budget allocation | | | | | |
| schemes in programme | | | | | |
| Hub – reallocation of | | | | | |
| UKSPF Sudbrooke Drive | 63 | 0 | 0 | 0 | 0 |
| programme | | | | | |
| reallocation of schemes in | | | | | |
| Community Hub – | | | | | |
| UKSPF Moorland | 35 | 0 | 0 | 0 | 0 |
| schemes in programme | | | | | |
| Bakery – reallocation of | | | | | J |
| UKSPF Our Community | (98) | 0 | 0 | 0 | 0 |
| from IT Reserve | | | | | |
| cloud migration – funded | | | | | 3 |
| New Scheme - Agresso | 46 | 0 | 0 | 0 | 0 |
| migration | | | | | |
| scheme Agresso cloud | (40) | 0 | 0 | 0 | U |
| Planned Capitalised Work IT Reserve – move to new | (46) | 0 | 0 | 0 | 0 |
| heating - move from | | | | | |
| St Mary's Guildhall new | 15 | 0 | 0 | 0 | 0 |
| Planned Capitalised Work | 4.5 | | | 0 | |
| Shower refurb – move from | | | | | |
| Sudbrooke Drive CC | 11 | 0 | 0 | 0 | 0 |
| net movement | 4.4 | | | | |
| Planned Capitalised Work – | (26) | 0 | 0 | 0 | 0 |
| Transfers between schemes | | | | | |
| payment system | | | | | |
| Central Car Park - new | (100) | 100 | 0 | 0 | 0 |
| | | | | | |

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

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

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

7.9. Housing Investment Programme

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

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

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

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

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

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

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

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

7.14. The Chief Finance Officer has delegated authority to approve financial changes up to an approved limit, or to reprofile the budget, as set out under Financial Procedure Rules. The following changes and reprofiles were approved during Quarter 4:

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

| Total Changes Approved by the CFO | (1,486) | 870 | 0 | 110 | 0 |
|---|---------|-------|----|-----|---|
| Total HIP Delegated Approvals and Approvals by/for Executive | (1,104) | 1,728 | 90 | 110 | 0 |

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

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

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

8. Strategic Priorities

8.1. The MTFS underpins this policy and financial planning framework and set out the overall framework on which the Council plans and manages its financial resources to ensure that they fit with, and support, the direction of the Council's vision and strategic priorities. Vision 2030 identifies the Council's strategic priorities, setting the vision and direction for the council and the city for the next five years. The proposals in this report allow the Council to maintain a balanced budget position in 2024/25 in order that it can continue to deliver services in support of Vision 2030.

9. Resource Implications

9.1. The financial implications are contained throughout the report.

Under the Local Government Act 2003 the Chief Finance Officer (S151 Officer) is required to give Council an opinion on the robustness of the budget estimates and the adequacy of reserves. Based on the provisional outturn position on income and expenditure, both the General Fund and HRA are forecasted to maintain balanced budget positions in the current financial year.

General Balances, on both the General Fund and HRA, are the only resource not ear-marked to a particular future need. The prudent minimum level of balance that should be maintained on the General Fund is between £1.5m-£2m and £1m-£1.5m on the HRA. Based on the provisional outturn the level of balances as at 31st March 2025 will be maintained within, or in excess of, these ranges.

Although this report sets out positive outturn positions for the General Fund and HRA, this does not mean that the financial issues for the Council are resolved. Beyond 2024/25 the Council is set to face ongoing pressures as a result of increasing baseline costs due to inflationary impacts, escalating service demands and income pressures. The Council will continue to face further financial challenges as it responds to the impact of these issues and an increased need to deliver ongoing reductions in the net cost base, as set out in the MTFS 2025-2030.

9.2. Legal implications including Procurement Rules

There are no legal implications arising from this report.

9.3. Equality, Diversity and Human Rights

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

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

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

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

10. Risk Implications

A full financial risk assessment is included in the MTFS, this is continually reviewed in light of changes in the underlying financial assumptions. There are currently a significant number of critical risk factors to the budget and MTFS, with further details provided within the MTFS 2025-30.

11. Recommendations

The Executive are recommended to:

- 11.1. Note the provisional 2024/25 financial outturn for the General Fund, Housing Revenue Account, Housing Repairs Service and Capital Programmes as set out in sections 3 7 and, in particular the reasons for any variances.
- 11.2. Approved the proposed General Fund carry forward requests and transfers to earmarked reserves, as detailed in paragraph 3.10 and 3.11.

- 11.3. Approve the HRA carry forward requests and transfers to earmarked reserves and the Major Repairs reserve detailed in paragraph 4.8 and 4.9.
- 11.4. Note the changes to the General Investment Programme and Housing Investment Programme as approved by the Chief Finance Officer as detailed in paragraphs 7.6 and 7.14.
- 11.5. Note the changes to the General Investment Programme and Housing Investment Programme having already received Executive approval in paragraphs 7.3 and 7.11.
- 11.6. Approve the changes to the General Investment programme and the Housing Investment programme, that are above the limit delegated to the Chief Finance Officer, as detailed in paragraphs 7.5, 7.12 and 7.13.

Key Decision No

Key Decision Reference No. N/A

Do the exempt information No

categories apply?

Call in and Urgency: Is the No

decision one to which Rule 15 of the Scrutiny Procedure Rules apply?

Does the report contain appendices?

List of Background Papers: Medium Term Financial Strategy 2024-2025

Medium Term Financial Strategy 2025-2030

Lead Officer: Laura Shipley, Financial Services Manager

Laura.shipley@lincoln.gov.uk

Yes

GENERAL FUND SUMMARY – OUTTURN 2024/25

| Service Area | Ref | Revised Budget £'000 | Projected Outturn £'000 | Variance £'000 |
|-----------------------------------|-----|----------------------------|-------------------------------|-------------------|
| Strategic Development | Α | 2,228 | 2,192 | (36) |
| Chief Finance Officer (S151) | В | (251) | (584) | (333) |
| City Solicitor | С | 1,943 | 1,916 | (28) |
| Revenues & Benefits | D | 830 | 1,155 | 325 |
| Housing | Е | 907 | 654 | (254) |
| Director of Major Developments | F | (2,242) | (2,118) | `12Ś |
| Communities and Street Scene | G | `6,047 | 6,258 | 211 |
| Health and Environmental Services | Н | 1,959 | 1,686 | (273) |
| Planning | I | (3,207) | (3,511) | (304) |
| G | | 8,214 | `7,64 7 | (567) |
| Corporate Expenditure | J | 1,529 | 1,466 | (63) |
| TOTAL SERVICE EXPENDITURE | | 9,743 | 9,113 | (630) |
| Revenue Capital Accounting Costs | K | 6,624 | 6,397 | (227) |
| Specific Grants | L | (841) | (881) | (40) |
| Contingencies | М | 62 | 0 | (62) |
| Savings Targets | Ν | (39) | 0 | 39 |
| Earmarked Reserves | 0 | (292) | 535 | 827 |
| Insurance Reserve | Р | 23 | 98 | 75 |
| TOTAL EXPENDITURE | | 15,281 | 15,262 | (19) |
| CONTRIBUTION FROM BALANCES | | 147 | 147 | (0) |
| NET REQUIREMENT | | 15,428 | 15,409 | (19) |
| Retained Business Rates Income | Q | (6,972) | (6,953) | 19 |
| Collection Fund Surplus/(Deficit) | R | (364) | (364) | 0 |
| Revenue Support Grant | S | (187) | (187) | 0 |
| Council Tax | T | (7,905) | (7,905) | 0 |
| TOTAL RESOURCES | | 15,428 | 15,409 | 19 |

General Fund Variances – Outturn 2024/25

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

| Ref | | £ | |
|-----|---------------------------------------|---------|--|
| | Increased Expenditure | | |
| В | Corporate Repairs & Maintenance Costs | 38,970 | Overspend against the corporate repairs & maintenance programme due to essential works required across the estate. |
| В | Corporate Management | 45,870 | Fee variations on external Audit Fees. |
| F | Cornhill Market | 191,140 | Increased expenditure as a result of additional staffing, utilities, contractor & legal costs required as part of initial operation of the newly re-opened market. |
| F | The Terrace | 46,210 | Additional costs predominantly in relation repairs & maintenance at The Terrace. |
| G | Crematorium | 324,500 | External industry professional support to the management and administration of the Crematorium. |
| Н | Leisure Centres | 59,070 | External consultancy support and non-recoverable repairs & maintenance costs. |
| I | Car Parks | 156,970 | Re-profiling of historic premium on early repayment of debt |
| I | Car Parks | 83,590 | Additional charges due to increased pay by phone transactions (cost & volume) and maintenance works wholly offset by increased income below (net car parking surplus £507k). |
| М | National Pay Award | 183,890 | Impact of the National Employers pay settlement, in excess of budget assumptions. |
| М | Annual Vacancy Savings Target | 192,150 | YTD vacancy savings target, offset by savings in service areas. |
| 0 | Earmarked Reserves | 826,660 | Proposed carry forward & additional contributions to reserves, as outlined in paragraph 3.10 & 3.11. |
| | Reduced Income | | |
| В | Internal Audit | 38,430 | Underachievement of income due to reduction in externally contracted services. |

| Ref | | £ | |
|-----|---------------------------------------|----------|--|
| D | Housing Benefits | 287,840 | Increased non recoverable supported (exempt) accommodation and other housing benefit costs, reduction in DWP grant funding and unbudgeted Discretionary Housing Payment. |
| D | Council Tax | 59,880 | Reduction in income as a result of delays in recovery due to billing changes on Universal Credit/benefits. |
| F | Cornhill Market | 90,560 | Rental income less than originally budgeted due to market not operating for the full financial year with all stalls let at full rent. |
| G | Crematorium | 141,990 | Reduction in income as a result of reduced cremation levels, partially offset by vacancy and utilities savings (net pressure £109k). |
| I | Building Regulations | 56,160 | Reduction in income as a result of current economic conditions, wholly offset by vacancy savings below above (net saving £73k). |
| 1 | Land Charges | 44,380 | Reduction in income as a result of current economic conditions. |
| J | Bad Debt Provision | 102,740 | Increase in bad debt provision as a result of increased write offs and general increases in aged debtors. |
| | Reduced Expenditure | | |
| Α | CX Corporate Policy | (31,130) | Vacancy savings pending recruitment, offset against corporate vacancy savings target. |
| В | City Hall | (48,170) | Underspend as a result of reduction in utility costs. |
| В | Lincoln Properties | (99,570) | Favourable negotiation of backdated rent review for externally leased property. |
| В | CX Workbased Learning | (36,440) | Underspends predominantly as a result of vacancy savings, offset against corporate vacancy savings target. |
| С | Homeless Bed & Breakfast | (76,810) | Reduction in number of presentations alongside new measures to reduce demand for B&B accommodation. |
| E | Rough Sleepers | (44,990) | • • |
| E | Community Leadership & Sustainability | (30,700) | professional services. Reduction in scheme costs, programme reprofiled to next year. |

| Ref | | £ | |
|-------------|---|---|--|
| E | Major Developments Team | (94,490) | Underspend predominantly as a result of salary savings and a reduction in costs on consultancy and economic development project costs. |
| F | Public Conveniences | (31,800) | Vacancy savings pending recruitment, offset against corporate vacancy savings target. |
| G | Street Cleansing | (51,340) | Reduction in contracted charges and underspend on amenity cleaning. |
| G | Crematorium | (33,270) | Underspend predominantly owing to utilities and vacancy savings, offset by reduced income above (net pressure £109k). |
| G | Housing Regeneration | (79,140) | Vacancy savings pending recruitment, offset against corporate vacancy savings target. |
| Н | Building Regulations | (129,040) | Vacancy savings offset against anticipated reduction in income above (net saving £73k). |
| I | Heritage | (58,720) | Vacancy savings offset against corporate vacancy savings target. |
| 0 | Earmarked Reserves | (183,870) | Release of Inflation Volatility reserve to offset increased expenditure as a result of agreed pay award. |
| | | | |
| | Increased Income | | |
| В | Increased Income City Hall | (64,110) | Increased income received from lease |
| B B | | (64,110) (62,860) | Increased income received from lease agreements. Increased income as a result of backdated rent reviews and lower level of void properties. |
| | City Hall Lincoln Properties & | , | agreements. Increased income as a result of backdated rent |
| В | City Hall Lincoln Properties & Industrial Estates | (62,860) | agreements. Increased income as a result of backdated rent reviews and lower level of void properties. Increased investment income as a result of higher interest rates and additional dividend |
| ВВ | City Hall Lincoln Properties & Industrial Estates Other Interest Household Support | (62,860) (232,980) | agreements. Increased income as a result of backdated rent reviews and lower level of void properties. Increased investment income as a result of higher interest rates and additional dividend income. New Burdens grant funding for the administration of the Household Support |
| B B | City Hall Lincoln Properties & Industrial Estates Other Interest Household Support Scheme Community Leadership & | (62,860) (232,980) (33,640) | agreements. Increased income as a result of backdated rent reviews and lower level of void properties. Increased investment income as a result of higher interest rates and additional dividend income. New Burdens grant funding for the administration of the Household Support Scheme phase 5 & 6. New Burdens grant funding for the administration of UKSPF project resulted in |
| B B D | City Hall Lincoln Properties & Industrial Estates Other Interest Household Support Scheme Community Leadership & Sustainability Major Developments | (62,860) (232,980) (33,640) (32,730) | agreements. Increased income as a result of backdated rent reviews and lower level of void properties. Increased investment income as a result of higher interest rates and additional dividend income. New Burdens grant funding for the administration of the Household Support Scheme phase 5 & 6. New Burdens grant funding for the administration of UKSPF project resulted in some staffing costs funded by grant Additional Levelling Up Fund Capacity grant to |

| Ref | | £ | |
|-----|---|-----------|---|
| Н | Car Parks | (591,000) | Increase in season ticket income & forecast increase in pay and display income (net car parking surplus £507k). |
| I | Development Control | (73,720) | Increased fees & charges income |
| I | Capital Accounting Adjustment- Interest Payable | (319,220) | Reduction in interest payable as a result of reduced borrowing levels. |
| J | Land Drainage Levies | (173,000) | Additional government grant received to offset the increased cost of Internal Drainage Board Levies. |
| J | Specific Grants | (31,990) | Additional government grant for Business Rate Levy/Safety Net Retention. |

HOUSING REVENUE ACCOUNT FUND SUMMARY – OUTTURN 2024/25

| | Ref | Revised Budget £'000 | Outturn £'000 | Variance £'000 |
|------------------------------------|-----|----------------------------|------------------|-------------------|
| Gross Rental Income | Α | (35,220) | (35,425) | (205) |
| Charges for Services & Facilities | В | (658) | (699) | (41) |
| Contribution towards Expenditure | С | (50) | (9) | 41 |
| Repairs Account – Income | D1 | (68) | (166) | (98) |
| Supervision & Management – General | D2 | (808) | (946) | (138) |
| Supervision & Management – Special | D3 | (75) | (149) | (74) |
| Repairs & Maintenance | Ε | 11,712 | 11,157 | (555) |
| Supervision & Management – General | F1 | 7,627 | 7,779 | 173 |
| Supervision & Management – Special | F2 | 1,897 | 2,008 | 111 |
| Rents, Rates and Other Premises | G | 861 | 826 | (35) |
| Increase in Bad Debt Provisions | Н | 251 | 488 | 237 |
| Insurance Claims Contingency | 1 | 439 | 412 | (27) |
| Contingencies | J | 348 | 0 | (348) |
| Depreciation | K | 8,198 | 8,307 | 109 |
| Impairments | L | 0 | 0 | 0 |
| Debt Management Expenses | M | 16 | 9 | (7) |
| HRS Trading (Surplus) / Deficit | N | 0 | (113) | (113) |
| Net Cost of Service | 0 | (5,530) | (6,499) | (970) |
| Loan Charges Interest | Р | 2,331 | 2,244 | (87) |
| Investment/Mortgage Interest | Q | (427) | (674) | (247) |
| Net Operating Inc/Exp | R | (3,626) | (4,930) | (1,304) |
| Major Repairs Reserve Adjustment | Т | 3,423 | 3,809 | 386 |
| Transfers to/from reserves | U | 304 | 1,069 | 765 |
| (Surplus)/Deficit in Year | V | 101 | (52) | (153) |

Housing Revenue Account Variances – Outturn 2024/25

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

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

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

HOUSING REPAIRS SERVICE SUMMARY – OUTTURN 2024/25

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

Housing Repairs Service Variances – Outturn 2024/25

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

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

EARMARKED RESERVES - OUTTURN 2024/25

| | Revised Opening Balance | In Year Increase | In Year Decrease | Closing Balance |
|--|-------------------------------|---------------------|---------------------|---------------------|
| | 01/04/2024 £'000 | £'000 | £'000 | 31/03/2025 £'000 |
| General Fund | | | | |
| Budget Carry Forwards | 553 | 20 | (194) | 379 |
| Grants & Contributions | 1,416 | 822 | (478) | 1,760 |
| Active Nation Bond | 100 | - | - | 100 |
| AGP Sinking Fund | 102 | 50 | - | 152 |
| Air Quality Initiatives | 22 | - | - | 22 |
| Birchwood Leisure Centre | 106 | 20 | - | 126 |
| Business Rates Volatility | 916 | 203 | - | 1,119 |
| Christmas Decorations | 14 | - | - | 14 |
| City Centre Masterplan | 75 | - | - | 75 |
| City Hall Improvement Works | 50 | - | - | 50 |
| City Hall Sinking Fund | 60 | - | - | 60 |
| Climate Change, Greening the City & Biodiversity | 88 | - | - | 88 |
| Commons Parking | 28 | 13 | - | 41 |
| Corporate Maintenance | 100 | - | - | 100 |
| Corporate Training | 71 | - | (13) | 58 |
| Council Tax Hardship Fund | - | - | - | - |
| Countrywide Devolution | 16 | - | - | 16 |
| Covid19 Recovery | 1,047 | - | (200) | 847 |
| Covid19 Response | 354 | - | ` - | 354 |
| CX Capacity | 56 | - | (23) | 33 |
| Electric Van replacement | 31 | 4 | - | 35 |
| HiMO CPN Appeals | 110 | 3 | - | 113 |
| Income Volatility Reserve | 520 | 100 | (50) | 570 |
| Inflation Volatility Reserve | 466 | 85 | (184) | 367 |
| Invest to Save (GF) | 350 | 16 | (88) | 278 |
| IT Reserve | 393 | 86 | - | 478 |
| Lincoln Lottery | 9 | - | - | 9 |
| Mayoral Car | 7 | _ | _ | 7 |
| MSCP & Bus Station Sinking Fund | 195 | 47 | - | 242 |
| Private Sector Stock Condition Survey | 51 | 12 | (52) | 11 |
| Professional Trainee Scheme | 90 | _ | . , | 90 |
| Residents Parking Scheme (NEW) | - | 5 | _ | 5 |
| Revenue & Benefits Community Fund | 54 | _ | _ | 54 |
| Section 106 Interest | 32 | _ | - | 32 |
| Staff Wellbeing | 28 | - | - | 28 |
| Tank Memorial | 10 | - | - | 10 |
| Tree Risk Assessment | 86 | - | (45) | 41 |
| Unused DRF | 241 | 498 | (525) | 214 |

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

CAPITAL RESOURCES - OUTTURN 2024/25

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

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

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

| GENERAL INVESTMENT PROGRAMME | Budget 2024/25 - Reported at Q3 | Q4 Budget Increase / Decrease | 2024/25 Year End Reprofiling | 2024/25 Revised Budget | 2024/25 Actual Expenditure | Variance to Q3 Approved Budget | 2024/25 % Spend to Q3 Revised Budget |
|---|--|---|------------------------------------|------------------------------|----------------------------------|---|--|
| Housing and Investment | | | | | | | |
| Housing Renewal Area Unallocated | 0 | 0 | 0 | 0 | 0 | 0 | 0.00% |
| Housing and Investment Total | 0 | 0 | 0 | 0 | 0 | 0 | 0.00% |
| DCE - Health and Environmental Services Better Care Fund (was Disabled Facilities Grant) | 1,395,211 | 127,873 | (421,526) | 1,101,558 | 1,101,558 | (293,653) | 78.95% |
| Yarborough Leisure Centre - Energy Efficiency | 380,000 | 0 | (102,471) | 277,529 | 277,529 | (102,471) | 73.03% |
| Yarborough Leisure Centre - Equipment | 80,000 | 84 | 0 | 80,084 | 80,084 | 84 | 100.11% |
| DCE - Health and Environmental Services Total | 1,855,211 | 127,957 | (523,997) | 1,459,171 | 1,459,171 | (396,040) | 78.65% |
| | • | , | , , | , , | , , | , , | |
| DCE - Community Services | | | | | | | |
| Traveller deterrent | 6,200 | 0 | (6,200) | 0 | 0 | (6,200) | 0.00% |
| DCE - Community Services Total | 6,200 | 0 | (6,200) | 0 | 0 | (6,200) | 0.00% |
| DCE - Planning & City services | | | | | | | |
| Car Parking Software | 14,337 | 0 | (5,225) | 9,113 | 9,113 | (5,224) | 63.56% |
| Central Car Park - new payment system | 100,000 | 0 | (100,000) | 0 | 0 | (100,000) | 0.00% |
| Windmill View | 2,172 | 0 | 0 | 2,172 | 2,172 | 0 | 100.00% |
| DCE - Planning & City services Total | 116,509 | 0 | (105,225) | 11,285 | 11,285 | (105,224) | 9.69% |
| CX - Strategic Development & Transformation | | | | | | | |
| IT - Agresso cloud migration | 0 | 46,455 | 0 | 46,455 | 46,455 | 46,455 | 0.00% |
| CX – Strategic Development Total | 0 | 46,455 | 0 | 46,455 | 46,455 | 46,455 | 0.00% |
| 07.01: (5: 05: | | | | | | | |
| CX - Chief Finance Officer | | (00.001) | 00.004 | | | | 0.000/ |
| Planned Capitalised Works | 0 | (26,381) | 26,381 | 0 | 0 | 0 | 0.00% |

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

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

<u>Housing Investment Programme – Summary of Expenditure as at 31st March 2025</u>

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

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

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

TFS Phase7 programme: Provisional Outturn - 2024/2025

| Service | Summary of project | Dir. | Total savings in 2024/25 | GF savings in 2024/25 | HRA savings in 2024/25 | Comments |
|-----------------------|--|---------|-----------------------------------|--------------------------------|---------------------------------|---|
| | | | £000's | £000's | £000's | |
| ACTIONS COMPLET | TED AS OF END Q4 | 2024/25 | | | | |
| Major Developments | Maximise Towns Fund/Review of Workspaces | DMD | 36 | 36 | - | Complete for 24/25 - future business case required |
| City Solicitor | Review of Work- based Learning | СХ | 86 | 50 | 36 | Complete for 24/25 - future business case required |
| TOTAL | | | 122 | 86 | 36 | |

EXECUTIVE 3 JUNE 2025

SUBJECT: STRATEGIC RISK REGISTER – QUARTERLY REVIEW

DIRECTORATE: CHIEF EXECUTIVE AND TOWN CLERK

REPORT AUTHOR: JACLYN GIBSON, CHIEF FINANCE OFFICER

1. Purpose of Report

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

2. Background

- 2.1 An update of the Strategic Risk Register, developed under the risk management approach of 'risk appetite,' was last presented Members in February 2025 and contained fifteen strategic risks.
- 2.2 Since reporting to Members in February, the Strategic Risk Register has been refreshed and updated by the Risk Owners and Corporate Management Team. This update has reviewed each risk in terms of the level of assessed risk, control measures in place and mitigating actions required, and has identified that there have been some positive movement in the Risk Register. It has also considered whether there are new risks that need to be assessed.
- 2.3 This updated register is contained with Part B of this agenda, it contains fifteen strategic risks which are listed below, along with details of relevant mitigations.

3. Strategic Risks

- 3.1 The Strategic Risk Register contains fifteen risks, as follows:
 - Failure to engage & influence effectively the Council's strategic partners, council staff and all stakeholders to deliver against the Council's new Vision 2030.
 - 2) Failure to deliver a sustainable Medium-Term Financial Strategy that supports delivery of the Council's Vision (specifically in relation to the General Fund).
 - 3) Failure to deliver the Towards Financial Sustainability Programme.
 - 4) Failure to ensure compliance with existing and new statutory duties/functions.
 - 5) Failure to protect the local authority's long-term vision due to changing structures and relationships in local government and impact on size, scale, and scope of the Council.

- 6) Unable to meet the emerging changes required in the Council's culture, behaviour, and skills to support the delivery of the council's vision, transformational journey to one Council approach and service delivery.
- 7) Insufficient levels of resilience, capability and capacity exist in order to deliver key strategic projects & services within the Council.
- 8) Decline in the economic prosperity within the City Centre.
- 9) Failure to deliver key strategic projects.
- 10) Failure of the Council's key contractors and partners to remain sustainable and continue to deliver value for money to the Council.
- 11) Failure to protect the vulnerable in relation to the Council's PREVENT and compliance with safeguarding and domestic abuse duties.
- 12) Failure to mitigate against the risk of a successful cyber-attack against the Council.
- 13)Impacts of the uncertainty of Government's and other public sector organisations policies on migration policy, asylum dispersal, early prison release etc on the Council's service delivery, capacity and MTFS as well as the impacts on housing, communities, and the economic vitality of the City Centre.
- 14) Failure to deliver critical services in an emergency situation.
- 15) Failure of service delivery leading to reputational impacts on the Council and adverse financial implications.
- 3.2 Each risk includes a number of control measures in order to avoid, seek, modify, transfer, or retain the risks, these include actions already in place and further actions required with the relevant timescales for implementation. These control actions continue to be implemented, and the risks managed accordingly.
- 3.3 Each risk is evaluated in terms of the level of assessed risk (likelihood and impact), taking into consideration any changes in control measures and the wider environment in which the Council operates. While there have been some positive movements in terms of the implementation of control measures, there has also been external factors which has resulted in a change to the assessed levels of likelihood and/or impact of one of the risks, as follows:
 - Risk 3 has increased from Amber: Probable/Major to Red: Almost Certain/Major.

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

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

| Risk No. | Risk Rating | Likelihood | Impact |
|----------|-------------|----------------|----------|
| 1. | Medium | Probable | Major |
| 2. | High | Almost Certain | Critical |
| 3. | Medium | Almost Certain | Major |
| 4. | Medium | Probable | Major |
| 5. | High | Almost Certain | Critical |
| 6. | Medium | Possible | Major |
| 7. | High | Almost Certain | Critical |
| 8. | High | Almost Certain | Critical |
| 9. | Medium | Probable | Major |
| 10. | High | Almost Certain | Major |
| 11. | Medium | Possible | Critical |
| 12. | High | Probable | Critical |
| 13. | Medium | Probable | Major |
| 14. | Medium | Probable | Major |
| 15. | High | Almost Certain | Critical |

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

4. Strategic Priorities

4.1 Sound risk management is one way in which the Council ensures that it discharges its functions in accordance with its expressed priorities, as set out in the Vision 2030, and that it does so in accordance with statutory requirements and within a balanced and sustainable budget and MTFS.

5. Organisational Impacts

5.1 Finance

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

5.2 Legal Implications including Procurement Rules

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

5.3 Equality, Diversity and Human Rights

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

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

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

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

6. Risk Implications

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

7. Recommendation

7.1 Members are asked to note and comment on the Council's strategic risks as at the end quarter 4 2024/25.

| Is this a key decision? | No |
|---|--|
| Do the exempt information categories apply? | No |
| Does Rule 15 of the Scrutiny Procedure Rules (call-in and urgency) apply? | No |
| How many appendices does the report contain? | None |
| List of Background Papers: | None |
| Lead Officer: | Jaclyn Gibson, Chief Finance Officer Jaclyn.gibson@lincoln.gov.uk |

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.















