

May 2020



CITY OF
Lincoln
COUNCIL

A review of 2019/20

including our COVID-19 response

Contents

Introduction from Angela Andrews - 3/4

COVID-19 Business Support Service - 5

COVID-19 Community Support Service - 6/7

Helping the vulnerable, homeless and rough sleepers - 8/9

Supported Housing and Lincare Home Support - 9

OUR KEY PARTNERS - 10

Customer Services - 11

Communications and Social Media - 12/13

Revenues and Benefits - 14

Bereavement Services - 14

Community Services - 15/16/17

Food Safety Enforcement - 18

Emergency Housing Repairs - 18

Support from other services - 19

Support for staff - 20

Looking forward - 21

Q4 Performance - 22/23/24

Introduction from Angela Andrews, Chief Executive and Town Clerk

It is impossible for anyone to be unaware of the devastating effects of the COVID19 virus on our lives, families, friends, neighbours, communities and of course on our workplaces. City of Lincoln Council, like all other businesses, has had to make dramatic changes, not only to ensure that we can keep our critical services functioning, but also like councils across the country, to deliver a community leadership role for our city in this time of crisis.

We have created new services to support vulnerable people, taken rough sleepers off the streets and into safe accommodation and ensured key services such as kerbside waste and recycling collections have continued as usual. We have effectively led our communities during the emergency response, and we now need to be empowered to support our communities as we tackle the social and economic task ahead.

Firstly, I want to say that whilst Lincoln and indeed Lincolnshire has been less affected by the virus than many other areas of the country – we have still had a number of COVID19 cases across the city and unfortunately, we have suffered several deaths. As of the 11th May, our area the East Midlands had the second lowest number of cases across the country at 7833 (163 per 100.00 people). On the same day Lincolnshire had 977 known cases, which is 129 per 100,000 people. In Lincoln itself, as of 12th May – total cases in Lincoln was at 112 and we had 10 deaths reported as COVID19 caused. (source .Gov.uk).

Like many other businesses, COVID-19 has taken its toll on the financial resilience of the council as our income streams have reduced, our visitor and night-time economy has disappeared, some debt recovery has been deferred, more residents are seeking support and there is a growing necessity to incur costs to ensure services are being provided throughout this difficult period.



Whilst we have received just over £1m grant from central government, we estimate that a further £5.2m is needed for the authority to fully recover following the pandemic. This is covered in much more detail in the regular financial reports to our Executive as our year end report won't focus as much on our 20/21 financial challenges. However it is worth noting that the council has formally approached the Secretary of State for Housing, Communities and Local Government with an evidenced based case for more support, and more freedoms and flexibility in the normal financial governance restrictions placed on a council.



I am aware that in normal circumstances our end of year performance report is not the first choice of reading for most people, however this year we want to encourage everyone – members, residents, businesses and our own staff to see how much work has been done, both in our everyday work, but also in the immediate response to the external situation, which for many of our staff has meant adapting or taking on a completely new role for a period in time.



As soon as it became clear that the UK would follow many other countries into full lockdown, Corporate Management Team (CMT) started the implementation of the council's Business Continuity plans. In addition, they were also co-opted with other key response agencies into gold and silver command roles on the Local Resilience Forum (LRF), to coordinate response plans for Lincoln and Lincolnshire.

Within a week our innovative IT team had made technical changes that allowed a large percentage of our workforce to work from home. We had already started on the path of introducing Microsoft Teams with a pilot scheme well underway – this was extended further to allow key services to continue to function. Where people were unable to do their normal role, they were seconded into new positions for example on our newly set up Befriending Service

The council still has a responsibility to take key decisions – and on 28th April we held the first remote Full Council meeting, followed by a remote Executive on May 14th. A new experience for members and officers alike – but business was conducted, and decisions taken as needed.

As part of our response to the COVID19 threat, resource has been reallocated from many services to support those defined as critical, ensuring the challenge of keeping a functional service in place was met. In addition, over 60 staff from non-critical services were re-assigned to the new civic services set up specifically to help residents and businesses and others even supporting a temporary swabbing site.

I have referred already to a new service – the Befriending Service – set up to help lonely vulnerable people get through these torrid times. Well I am really pleased to say that this service has been recognised by both the East Midlands Councils and by the Local Government Association as best practice in Local Government. A definite accolade for this cross departmental team – you can see more about what they do in the main body of the report.

As well as Q4 performance outturn for the year, this report covers the emergency response period starting in March 2020, and the services we deployed from then. As we move into the recovery period, other services and programmes will be commissioned which will be included in the next report.

In summary, I think you will see in the following pages that the council has dealt with this crisis as a one council team in a very proactive and innovative way. As I reflect on the last few weeks, I'm astounded – but of course not surprised – by the amazing spirit, resilience and flexibility of our staff who have worked together fabulously in these truly unprecedented times. Our council has risen to the herculean challenge of reprioritising our service delivery efforts to ensure we are doing whatever we can to support all those in need, supporting residents and businesses to the best of our ability and providing communications to help keep the city of Lincoln safe.



Angela Andrews CPFA
Chief Executive and
Town Clerk



COVID-19 Business Support

The government has made available a number of different grant funding options for businesses affected by COVID19, so to ensure that Lincoln businesses benefit as much as possible, the council's Major Development team set up a cross directorate working group of up to 20 people from ten services who used their skill sets to work together to maximise support for businesses.

The team has been working hard to collate details on and contact as many businesses as possible to ensure they benefit from available support and achieve any business rate relief they are entitled to.

There are three key grants available as detailed in the table below:

Up to and including 13 May	Grant type available	Grant amount	No of eligible businesses	Number of businesses still 'in system'	Number of businesses still to 'apply'	Number of payments made	Value of payments made
Scheme 1	Small Business Grant	£10,000	1263	44	118	1101	£11,010,000
Scheme 2a	Retail, Hospitality and Leisure Grant	£10,000	300	6	65	229	£2,290,000
Scheme 2b	Retail, Hospitality and Leisure Grant	£25,000	351	9	76	266	£6,650,000
Total			1914	59	259	1596	£19,950,000

The team is working hard with the 59 businesses still in the system (predominantly an issue of outstanding information) and expect to clear at least half of these by mid-May. Of those businesses that have yet to formally apply for the grant – ALL have already been contacted or tried for contact multiple times. Of these we have 19 that we hope to have an application in days; we have 22 where we have been able to leave messages through various media and a further 116 where there is no contact available. The rest (mainly multiples) are not being chased but have had the same initial written mail out.



In addition, it is worth recognising the finance team who made sure that all grants were paid out physically to businesses at the earliest possible time, knowing that they were desperately needed. We have received many thanks from businesses including this one:

“ A very heartfelt thanks to you and your team for sorting this for our company. It will make a big difference to us and we are very grateful. Have a good day and keep up the great work you and all the team are doing on behalf of all Lincoln businesses”



We have offered a support service to businesses from the start, directing them through the grant process as well as to other forms of support throughout the crisis. We are now in the process of setting up a further discretionary grant scheme to support businesses whilst continuing to administer the core scheme.



COVID-19

Community Support

In the weeks since measures were introduced in the UK to prevent the spread of coronavirus, City of Lincoln Council has changed the way we work and deliver our services to help those most in need. As part of our civic response, members of staff across many departments of the council are working from home to deliver vital services to prevent additional hardship to some of the most vulnerable in Lincoln. We are working with partner organisations across the community to fill any gaps in service and finding new ways to make it easier for people to ask for and access help, as well as seeking out groups of people impacted by COVID19 and putting measures in place to allow them to access support.

There is a small extra cost in developing these services, but it is minimal in the face of the impact they are having. Demand has probably peaked at the time of writing this report, but is expected to continue through the year until some levels of normality have been established. As a result exit strategies and handover plans are being developed to continue services where needed.



Befriending service

To help safeguard the social welfare of those elderly, ill or self-isolating, a befriending service was launched with a team of council staff working from home calling residents across the city who would benefit from regular light-hearted conversations. Staff quickly mobilised to ensure that we reached out quickly to those most in need in our communities. In total the team sent out nearly 18,000 contacts, either by telephone or letter.

To date almost 500 residents have signed up to the scheme with around 45 members of staff working on the project.

So far, the team have received 33 compliments from members of the public, including:

“D..... is fantastic, she might think her calls are not doing any good, but she is a massive help to me. I lived through the war as I'm 93 and the war didn't feel as bad as this. She makes the day a little bit easier for me, She's Lovely”

Alongside the benefits to members of our community, the service has also had a direct impact on the well-being of staff with one member of staff saying:

“I'm enjoying doing this service, I must admit it was out of my comfort zone at first but the nice, positive comments I've had at the end of some of the phone calls make it easier. Knowing I might have made a tiny difference at these worrying times is very rewarding”.

“...I feel so privileged that they feel they can open up to me and I hope I have made their day slightly better. I hope that once some sort of normality returns to our community, we can look at the good work of this service and maybe continue it in some way for some of our most vulnerable residents”.

Notably we have also had quite a number of those befriended asking whether they can meet their befrienders – obviously that is not possibly in the short term, but it is something to think about in the future when gatherings are deemed safe.



Community Signposting Helpline

This is a Monday to Friday signposting service comprising of three phone lines and an email address, which was quickly created at the beginning of the crisis to ensure that customers could access information on community support services. The team researched available provision and quickly built up positive working relationships with providers of Foodbanks in the city and acted as a gateway to the befriending service.


As of writing this report, the helpline had received 997 telephone calls and responded to 256 email requests. Most calls resulted in a direct referral for a food bank parcel or information was provided on the various delivery services available.

This service supported people in crisis, but on one occasion went a lot further – after a call from help from outside of Lincoln, a member of the team (using her detective skills) was able to reconnect two brothers aged 90 and 91 who had sadly lost touch and had been unable to find each other after one brother was moved into a care home.



Online mapping of community groups

To give a visual representation of all the approved voluntary organisations in the area an interactive map has been created for the city council's website to enable residents to quickly find a group near them either for support or to volunteer their services. The map includes contact details, opening times and relevant information for food banks, stores offering delivery services, neighbourhood support groups and more.



Pensioner voucher scheme


Through working with Active Faith Network we identified some pensioners that were unable to get to the post offices to collect their pension in cash and didn't want to use their bank card over the phone, leaving them with no access to food. A voucher scheme has been created by Active Faith Network with referrals managed by city council to issue vouchers to volunteers to shop for pensioners in need.



Free School Meals

City council was already partnering with Active Faith Network before the Government clarified its position on supporting families during the Easter break, and together we provided a voucher system for families eligible for free school meals to continue to receive support while they are at home. Working with seven local schools we issued 384 vouchers to ensure support was available to vulnerable families across the city. The below quote emphasises the positive impact that this service has had:

“Can I just say, thank you so much for the voucher! You have no idea how much it means, my daughter got laid off from McDonalds last night and I work in a hotel. We're really worried but this has made a huge difference. Thank you to all of you”



Lincoln Community Foundation Crisis Fund

A crisis fund to provide financial grants for charities and community groups delivering support was launched in early May with an initial contribution of £11k, this included a £5k donation from Lincoln Community Lottery central fund. Businesses in the city have been contacted to encourage further donations and have already responded. Community groups can apply for grants of up to £2,500 to help them deliver critical work across Lincoln both now and for long term. As of the middle of May, four organisations have already benefitted - Lincoln Samaritans, Bridge Church, The Islamic Association and Green Synergy - with more applications in process.

“This pandemic is an unprecedented situation and has caused huge changes to the way we work as a council and the rapidly developing nature of the situation has meant we have had to identify and respond quickly.

“Working closely with our partners together we have quickly established groups especially vulnerable to the financial or social effects of COVID19, and the feedback we have received from the wide variety of schemes we have introduced show the positive impact we have had on people's lives during this difficult time.”



Helping the vulnerable, homeless and rough sleepers



Homelessness Team

The Homeless Team is very busy dealing with some historic and complex cases rather than seeing significant increases in homelessness. However, we are still dealing with some emergencies, including helping people coming into the city needing accommodation, and young and vulnerable people who have been asked to leave home or are being exploited. One of the additional tasks featured recently has been supporting tenants whose landlords do not agree with the government guidance on not evicting.

A disturbing feature of the current lockdown has been an increase in domestic abuse which is very difficult to deal with over the telephone as it is always a very emotional situation.

We are expecting to see rising demands on both the homelessness team and the Housing Solutions team in the future



Rough Sleeping Team

The Rough Sleeping team has seen a definite increase in workload following the push to ensure all street sleepers were provided with safe internal accommodation – the “Everyone In” scheme. This includes those who were in bed and breakfast and hotel accommodation which has closed as a result of COVID19. Twenty-one people were offered accommodation as a result of this scheme.

This action has resulted in an expected cost increase of some £55k for 2020/21, which will be built into the new emergency budget for this year.

Some standard assessment and case work has been deferred as the team is conducting increased levels of both face to face and telephone support, due to difficulties in accessing services that are no longer front facing and the anxiety and stress this has caused for some of the people we work with.

The team reports having seen an increase in the use of drugs and other illicit substances, which service users report is to help them cope with being locked down and isolated

The team still receives hospital and prison referrals in the usual manner – in fact our Tenancy team pulled out all the stops to help a man being released from hospital showing symptoms of COVID19. They needed to get him into isolation in a property, with utilities, furniture and food whilst remaining safe themselves. This wasn't straight forward as both the gas and electric had been turned off, but the team persevered and by 6.00pm on the Friday night, through working with other teams they were able to provide a warm, comfortable home with a food parcel in place.

They received some touching feedback from another client who sent the following message after receiving help:

“Just wanted to say thank you to you and all your team for being so supportive I've suffered so badly throughout my life but particularly the last 3 or so years and I feel really lucky to have people like you on my side to listen to me and put mine and my boys needs as a priority particularly my son's needs I really appreciate it thank you”

The team is also reaching out to tenants in privately rented accommodation who may have worries about losing their home due to Coronavirus and have launched a web page on our COVID 19 latest updates which has advice and support through both an online form to report their worries or to use the dedicated help line on weekdays. We are working with a new landlord and have our first HMO, accommodating people who had been sleeping rough, allowing for fewer bed and breakfast placements

 Supported Housing


This service supports our most vulnerable tenants and as a result of the COVID19 impact, has adapted its service to both protect and support tenants.

We have increased the frequency of contact to life-line users who usually only have 6 monthly contact to weekly contact – with 200 welfare checks being done every working day. Our own vulnerable staff home working, so are still able to make contact via telephone - face to face contact is only made in emergency situations, using PPE and following social distancing as far as possible.

The normal domestic duties have been changed to be infection control as a priority, but we are continuing to install new equipment using plug and play devices, only entering properties where there is no option and maintaining safe conditions for staff and customers.

All community halls and communal facilities are now closed, but we are continuing to complete Health and Safety checks and water flushing in them all so they can reopen quickly when allowed.

New tasks we have taken on recently include shopping for those residents that are stuck, ensuring that tenants have their prescriptions, and supporting tenants and their families at times when there has been a loss within the unit or family or friend.

 Lincare home support

Lincare has continued to operate its 24/7 telecare services for all its clients throughout the crisis. This is a critical service at the best of times, but even more so during the current COVID19 crisis. Indeed as of the end of March 2020, 98.5% of Lincare calls were answered within 60 seconds.

The call rates were slightly down in March and April, but this could have been due to people not being out and about testing equipment.

Whilst the service has been fully staffed throughout, as a precaution additional measures were taken to ensure that the service was never put at risk. These included:

- An additional 7 volunteer staff were trained to take calls if needed to build resilience, but only one person was needed once, right at the beginning of the lockdown
- Home operating was delivered within the first week of lockdown with the first shift working from home on 31st March 2020.
- All staff have been given home working capability if needed – however, 60% of shifts were worked in City Hall and 40% at home in April 2020, with social distancing maintained
- We are continuing to install new equipment using plug and play devices and only entering properties where there is no other option. On those occasions we are using PPE and maintaining social distancing
- Lincare provided support to the befriending service phone line over the Easter and May bank holiday weekends with Lincare staff taking all calls.
- Additional questions were asked about potential COVID19 symptoms when sending out responders or HRS staff out of office hours
- We have operated a dedicated phone line within Lincare for the Homeless in and out of office hours

It should also be noted that the annual reaccreditation of the Lincare service was due in April, right at a critical point. Usually this is a site visit and a face to face discussion with evidenced documentation on the day – however, this year the Manager provided all evidence in advance and then had a telephone call with the auditors, which resulted in a positive accreditation – well done team.



OUR KEY PARTNERS





Customer Services

We have taken the number of calls consistent with what we would expect in a normal Q4, at 29,739, which pays testament to the hard work that the team have put in this quarter. There has not been a day when we were unable to offer a telephone response to the public.

When lockdown was announced, Team-leaders worked with our IT team to get the appropriate kit to staff homes and whilst we initially had limited numbers having phone access, now most of our Customer Service Assistants (CSA's) are taking calls from their homes. Call waiting times are also good - decreasing from 159 seconds in Q3 to 142 in Q4. We have seen an increase in emails and are dealing with them all on the same working day, some within the half-hour! We are getting lots of positive response, surprised at the speed of reply and grateful for the help. A recent example is:

“Thanks so much for that, really appreciate how quick it's been actioned! Especially as you're probably very busy. Hope you're all keeping safe and healthy. Best wishes”

We have been helping the Revenues and Benefits team through the initial crisis by deferring Council Tax payments on request by either email or phone and many of these calls have not had to go to the Revenues team. We have redeployed two members of our staff to the community Helpline part-time and have also had CSAs undertaking Befriending calls alongside their normal duties.



We introduced a new screening process on Housing repairs calls to ensure that we identify households where tenants are self-isolating because of symptoms or where they are in the Shielding or Vulnerable groups. Team leaders keep in regular contact with everybody in the team, but also staff have a group chat on Social Media which has proved invaluable in keeping morale up. They discuss the IT issues, problems with home-schooling and other frustrations to make sure everyone still feels part of a team.

“Thank you so much that's brilliant. I'm classed as vulnerable if I get covid-19, so as you know it's very stressful and this will definitely help me feel less stressed about one thing at least

As the pandemic moves into the next stage and our residents re-evaluate their financial and emotional positions, we anticipate that there will be rising demand for both the Customer Services team and also the Welfare Advice team, with more customers relying on the council's services in the longer term.



Our Communications

This has been a year of change for the city council's communications team. Of the four people who began the year, only one now remains. Luckily, all three leavers have now been replaced and the team, since mid-March, is back operating at full capacity. This could not have come at a better time as, only a week after the team reached full capacity, the UK went into lockdown due to the COVID-19 pandemic.

This, clearly, presented a wide range of challenges for the team, not least working from home and delivering the type of messages that they hadn't been used to delivering before. Initially, the messages were easy to deliver as they were a repetition of health messaging and social distancing. However, it quickly became clear that so many more messages were needed as the council's community leadership role came to the fore. We needed to guide people towards help and advice and give out messages that may upset (much smaller numbers of mourners to attend cremations), along with much more positive messaging around how we were helping people (delivering business grants, providing the befriending scheme). We knew that social media would be key.



These were unprecedented times; people wanted information and the time to search for it. We made a conscious choice in the first instance to deliver messages using a talking head, be these members of the executive, senior officers or staff on the ground. Alongside this we looked at who are trusted partners were and shared content from the likes of Lincolnshire Police, the NHS and Lincolnshire Resilience Forum (LRF). We also helped deliver some of the comms for the LRF through our involvement in its communications arm, the Warning and Informing cell. In putting faces to messages, we started to use some of the good news stories that we were receiving to highlight the variety of services we were providing in the community. These posts were very well received so we moved this to a focus on individual staff and their role in helping people in lockdown, especially those who had been redeployed into areas which helped protect the most vulnerable in the city. We also made a couple of videos focusing on the beauty of the city and all the visitor attractions it possesses.

These were focussed on the potential for visitors (inside and outside of the city) to visit over the Easter Bank Holidays. The key message in these was that "all of this will still be here when lockdown is over" – encouraging people to stay at home as they are not missing out on anything they couldn't see on another day. The videos combined were watched more than 18,000 times. About statistics, on Facebook alone between 17 March and 15 May our posts had a reach of more than 811,000 – which, compared to our reach in the same period in 2019 (174,000) is quite a leap! Since the videos, the team has focused on continuing to deliver messages in as an engaging a way as possible, using cartoon-style graphics to catch the eye, interspersed with the talking head posts. Obviously, during 2019/20, the team was involved in many other communications projects, from the Lincoln Christmas Market to the General Election but the pandemic focused the mind and gave the team the opportunity to look at how they deliver comms, what works, what doesn't and to try new things to engage their audiences and get some incredibly important messages across. They are still doing this today.

Although our parks and green spaces are now able to be used for activities other than exercise, please be aware that all of our children's play areas remain closed. This is because we are unable to guarantee social-distancing in these areas.

For the latest updates and guidance regarding Covid-19 visit lincoln.gov.uk/coronavirus

Together, let's deliver Lincoln's ambitious future

A quick guide to safe shopping

1

Before shopping, ask yourself the following questions:

- Am I well enough to go shopping? If you are feeling ill you must not go out.
- Am I in the group that requires shielding? If yes, then again you must not go out.
- Do I need to shop today?
- Could I manage without certain items and make do? For example, could I bake my own bread?
- Am I potentially vulnerable and if so, could I ask someone else to shop for me?
- Can I go to quieter local shops or arrange with local shops for collection or delivery?
- Could I shop online?

For the latest updates and guidance regarding Covid-19 visit lincoln.gov.uk/coronavirus

Together, let's deliver Lincoln's ambitious future

What should I do?

Updated guidance for England:

Stay at home whenever possible	Work from home if you can
Avoid public transport if possible	Take unlimited exercise outside with members of household
Enjoy parks and public spaces without exercising	Keep at least 2m apart from anyone not from your household

For the latest updates and guidance regarding Covid-19 visit lincoln.gov.uk/coronavirus

Together, let's deliver Lincoln's ambitious future

Keep at least 2m apart from anyone not from your household

For the latest updates and guidance regarding Covid-19 visit lincoln.gov.uk/coronavirus

Together, let's deliver Lincoln's ambitious future

Avoid public transport if possible

For the latest updates and guidance regarding Covid-19 visit lincoln.gov.uk/coronavirus

Together, let's deliver Lincoln's ambitious future

Enjoy parks and public spaces without exercising

For the latest updates and guidance regarding Covid-19 visit lincoln.gov.uk/coronavirus

Together, let's deliver Lincoln's ambitious future

A quick guide to safe shopping

3

During shopping, remember to:

- Try and avoid peak shopping times, although it may be difficult to determine when these are
- Maintain a safe social distance of two metres from all other shoppers and staff
- Expect that you may have to queue outside
- Ask if the handle of the trolley or basket you are using has been sanitised
- Sanitise your hands when you enter the store, ideally with your own sanitiser
- Don't delay while shopping or chat with neighbours/friends/store staff
- Make a contactless payment if possible

For the latest updates and guidance regarding Covid-19 visit lincoln.gov.uk/coronavirus

Together, let's deliver Lincoln's ambitious future

Stay Home, Break the Chain, Save Lives

For the latest updates and guidance regarding Covid-19 visit lincoln.gov.uk/coronavirus

Together, let's deliver Lincoln's ambitious future

WARNING

A fraudulent email is currently going round about the grants to small businesses.

PLEASE NOTE: Applicants are required to **ONLY** apply through lincoln.gov.uk/businessgrantfunding

For the latest updates and guidance regarding Covid-19 visit lincoln.gov.uk/coronavirus

Together, let's deliver Lincoln's ambitious future



Revenues and Benefits

Quarter 4 is always the period which brings about the highest level of demands on our Revenues and Benefits Service, as the team sends out new Council Tax and Business Rates bills to every household and business in the City (plus to other partner local authorities who are part of the Revenues and Benefits shared service), as well as customers' incomes receiving annual up-ratings, rent increases etc. Despite of all these demands, and the sudden impacts of COVID19 on working and process arrangements, the team has continued to perform positively.

The Business Rates team has taken a high volume of calls from businesses concerned with how they are going to pay their rates, as well as assisting our internal Supporting Businesses Cell with provision of data, as well as helping to make decisions regarding business grants and awarding reliefs. The team has worked proactively with tax and ratepayers, deferring payment instalments where people and businesses are struggling to pay now, whilst incomes are affected, and businesses closed.

Moving into April, the Benefits Team have received 5 times more new claims, had a 77% increase in incoming e-mails, as well as 156% increase in Universal Credit related documents. Turning to Council Tax, double the amount of telephone calls compared to the same period in 2019 were incoming, as well as a 40% increase in the number of e-mails received. Despite these significant challenges, the service has continued to respond and perform well, and will continue to endeavour to do so throughout the coming months as the impacts of COVID19 continue.

With demand rising from customers and increased overtime costs to implement Business Rate Reliefs and the Local Council Tax Support Scheme, there will however, be further pressures on this service throughout the coming year.



Bereavement Services

In the year up to March 31st we held 1970 cremation services and 314 burials in our cemeteries. As the pandemic effects rolled out through March, staff implemented a robust business continuity plan to ensure the council could maintain services. This included the secondment of an extra member of staff who had previous experience, as well as training up two more cremator technicians giving us a larger pool of technicians to call on should numbers of services increase or staffing fall. Office staff have absorbed many new regulations that were brought in from central government, including the key one of electronic delivery of cremation forms.

The biggest challenge was to keep services running in as normal a way as possible. This was difficult as changing regulations meant that the number of seats in the chapel had to be reduced initially to 30 and then further to 16 to ensure the 2m social distancing was maintained. To help the family and loved ones that could not attend the service we have removed the fee for webcasting or recording the service, so that service numbers can stay within the 16 limit, but at the same time family and friends have the opportunity to pay their final respects whilst keeping themselves safe.

The reception room and Book of Remembrance at the Crematorium is closed until further notice, but entries can be viewed online. Cemeteries will remain open but social distancing rules apply.

Bereavement Services staff have worked extended hours during the week, starting early in the mornings and working late into the evening, working on Bank Holidays and weekends to ensure that services were able to continue without further disruption to bereaved families.



Community Services

The Community Services team has continued to work throughout, attending sites and dealing with complaints and enquiries from the outset to ensure that services to the public have not been impacted beyond government stipulated changes. Retaining all services functioning has only been possible due to the hard work and 'can do' attitude of staff to manage their way through regularly revised Risk Assessments, and to keep discipline in the face of many demands for change.

It is worth noting that the public have been complimentary and supportive of the services continuing to operate, especially the waste/recycling collection services, which were the subject of a 'Wave to the wagons' campaign. There have been many complimentary letters, both direct to Biffa and to us for the stoic nature of the delivery at this difficult time. The thanks expressed by the public have been a key motivator for all staff, city council employees and contractors, and these genuine expressions of gratitude from our customers have been warmly received.



Waste and Recycling

The city council's contractor worked well with the council doing everything possible to ensure resilience as far as possible. This was not aided by the County Council's early decision to close HWRCs (tips), leading to increases in pressure on collection services. Plans had to be changed and adjusted almost daily, but it is excellent to note that other than for the loss of the bulky items collection service for a few weeks at the outset, all collection services have been retained.

The bulky service was resumed at the start of May. Additionally, due to the measures taken, and working with all the other services that are required to support this, it has been possible to carry out the renewal of the Garden Waste service subscriptions without serious delay.



Cleansing

Although some early disruption of services was seen, this was quickly recovered, and the downturn in demand from e.g. littering in the city centre, led to a refocusing of services on 'deep clean' initiatives in the city centre in particular. Extra work has been undertaken to take advantage of the low traffic flows, meaning that traffic islands have been a specific focus for sweeping, and graffiti clearance has been given greater priority. A deep clean of the city centre has been possible, ensuring it is at a high standard ready for the return of retail operations.

However, an increase in fly tipping as a result of reduced enforcement and closed central tips has led to increased costs.



Toilets

In line with social distancing accords and recognising the need to discourage footfall in the city centre and other tourism areas, public conveniences have been closed. The exception has been to retain open the toilets at the bus station, which were quickly moved to 'free' access. This was to support those key workers still needing to make use of public transport and additionally members of the street community.

With a reduced footfall in the bus station, toilets staff have been able to help in some specific wider tasks within the bus station, ensuring it is as clean as possible ready for when things return to normal. No footfall data is available whilst payments have been suspended. Toilets in parks reopened in alignment with government guidance on use of parks for recreation, on 13th May.





Open spaces

This subject area covers a very diverse number of services, from parks and commons, through to grass cutting, play areas and tree works. During the initial weeks of lock down it was necessary to go through the delivery specification subject by subject, and to identify which parts could, or could not, be delivered safely. A separate plan was drafted and with the cooperation of the contractor, work reorganised accordingly. This was regularly reviewed in light of demands and government guidance, both on the subject areas themselves, but also on the H&S related topics associated with the service delivery. Regular updates permitted gradual reintroduction of services, ensuring that key services were maintained, and public confidence retained accordingly.

These services are complex, weather/seasonally related, and intricate to manage. It is testimony to all involved that the public will not have noticed a big impact (outside of the closure of play areas mandated by government). Furthermore, many people have renewed their relationships with parks and open spaces, recognising their key role for physical and health mental health. The allotment service is perhaps testimony to this. A statutory service, the recent difficulties have shown why uptake for plots is seeing a minor boom.



Hartsholme Country Park

The Country Park and nature reserve have been a vital open space in the city during lock-down, showing itself to be a leading open space for recreation. Staff have kept the park functioning although it was necessary to stop all volunteer works and postpone the events programme. Additionally, to meet government-imposed restrictions it has been necessary to close the camp site (anticipated reopening no earlier than July). All those with bookings have been contacted, and we hope to retain that custom at a later date.



CCTV

CCTV has shown itself as a critical service with highly trained staff. Lockdown has changed the operational processes for CCTV. Some changes were expected, especially as businesses have closed, particularly night-time economy. We have seen a reduction in many types of incidents usually seen in the night-time economy such as Public Order incidents, alcohol related incidents, assaults, burglary and criminal damage and mental health related incidents. However, begging remains a challenge having increased from 39 to 127 in April, potentially reflecting that beggars stand out more when shops are closed. The CCTV unit is working with police to highlight who is involved and passing information to them, so they can attend many of the incidents involving Anti-Social Behaviour.

Overall incident numbers were up in April, 1,363 compared to 1163 in January, with operators undertaking pro-active monitoring a major factor. As part of the COVID19 changes the new incident category of Social Monitoring was created. Pro-active incidents were 879 more than usual as this now included social distancing monitoring. This initiative was introduced to produce reliable accurate data on levels of non-compliance and if this was also leading to public order issues in the city centre and parks. There were 588 Social Monitoring incidents in April, however the breaches of social distancing were contained to relatively minor issues and did not develop in to disorder or drunkenness.

In addition to the pro-active work mentioned above, the CCTV unit is also undertaking surveillance sweeps across a wide range of areas and assets, to highlight any suspicious activity or security issues which are brought to attention of police where appropriate. The Bus Station is checked regularly for any issues including waiting passengers contravening social distancing rules, and parks are checked for levels of activity. From a start point of around 750 sweeps per week we are now undertaking 2,000 pro-active surveillance checks every week (or 285 per day). It is a remarkable figure and great credit goes to all the team for the way they have adapted to this and all the challenges.

However, extra security measures will come at a cost, with shift and overtime costs increasing

Car Parks

All operational car parks have remained open. Car park demand is very low, but free parking has been provided for NHS staff.

Civil Enforcement Officers have continued working, whilst maintaining safe working practices, on a reduced staffing rota, ensuring safety of the public and premises from criminal and anti-social behaviour. They have also worked at the COVID 19 testing centre when it was operational at Yarborough Leisure Centre.

The unseen back office functions of parking services have also been able to continue, working from home. Innovative changes have ensured that RPS permits have still been renewed and issued, although with some short delays at times. Again, from a customer perspective, the services have continued unchanged.

As income from car parks is significantly lower than usual, this will be reviewed as part of the new emergency budget coming forward in July



Emergency Housing Repairs

Our maintenance teams have had to be refocussed since the start of the lockdown, but that doesn't mean we are not completing repairs. We are still completing 24-hour emergency repairs and also 3-day urgent repairs, albeit with a reduced workforce. Gas servicing continues to plan, and part of the workforce has been dedicated to working on voids, which was invaluable at the start of the lockdown when homes had to be found for a number of homeless and street sleepers. In addition the team is continuing with facilities management work such as reviewing fire protection. Of course this work is carried out with the proper PPE and within social distancing guidelines. For operatives that are not able to work on their normal roles – there are lots of opportunities for them to contribute to the continued running of existing and new services.

Some examples include: Some operatives have moved across to work on the new Befriending Service mentioned earlier in the report. One of the managers also moved across temporarily to help run this service Other operatives are supporting their communities by delivering food bank parcels three days a week Work is ongoing to ensure that we are ready with specifications for the procurement exercises that will undoubtedly be required as soon as the lockdown starts to be lifted Between all this extra activity, the workforce has fitted in a significant amount of on-line training – helping with knowledge and freeing up time in the months to come.

Other staff have been working on an electronic system to improve and speed up the system after inspections have been completed. For example when a gas certification is completed the new system will automatically check the readings and pick up any non-compliant certificates quickly. The team has also updating modules of the asset management system, which will e.g. provide us with a database of fire doors in the city. All of this, and much more that is happening is imperative so that once we can release some of the restrictions, we will be in the best possible place to move forward quickly



Food Health & Safety and Enforcement

Although the Food, Health & Safety Team are generally not visiting businesses to do inspections post lockdown, we have still had to visit those where we get persistent complaints. In fact as of the end of the financial year, 92% of inspections were completed and 99% of all premises were fully or broadly compliant with FH&S inspection requirements, with just 10 of the 1052 premises non-compliant. We continue to investigate complaints about poor hygiene standards in premises, allegations of food poisoning and the investigation of food complaints relating to foreign bodies.

We have been very involved in making sure that businesses comply with Regulations and guidelines relating to COVID19. From the beginning of lockdown, we have been at the forefront of advising businesses on how to comply and investigating complaints about businesses that are either open when they shouldn't be, or not following social distancing guidelines. We deal with complaints informally to try and work with the business, so that they can continue to operate within the law.

We have also been working closely with other agencies, partners and internal services, both on current practice and on how we can move forward when lockdown is lifted. Examples include:

- Co-ordinating responses to complaints from the Police and Trading Standards
- Liaising with Public Health on establishing contact tracing in Lincolnshire
- Liaising with other Lincolnshire Local Authorities to ensure that we are operating consistently on COVID19 related matters
- Assisting the Business Support team in contacting businesses that are eligible for grant aid
- Advising on market provision in the town centre
- Liaising with partners to put measures in place to ensure the safe re-opening of the City centre

In terms of general Health & Safety for both staff and customers, we are incurring additional costs in ensuring that we can provide appropriate PPE for everyone who needs it, whether visiting homes, businesses or simply having to work from an alternative base.

Bus Station

The suspension of most services has meant the bus station has continued to operate, but with revised opening hours (0530 to 1900 Monday to Saturday). The reception desk closed, and support within the site has been reduced to skeleton. Close liaison with the main bus station operators is maintained and thus the bus station will quickly return to use in alignment with demand, and in accordance with government guidance.



Rent Collection

Although at the end of the year, rent collection and arrears are showing as positive in the performance figures, this doesn't yet truly reflect the effects of COVID19 on tenants ability to pay.

Recognising that many of our tenants were facing a financial crisis as jobs were lost or furloughed we made an immediate decision to bring forward the rent free weeks that normally sit at Christmas each year, to April - which has allowed some lee-way for those on reduced income.

In addition, we have set up a new £100,000 Discretionary Housing Rents Hardship fund to sit alongside the existing Discretionary Housing Payments fund to support the most vulnerable in the community. For those who are struggling to meet their rental obligations a one-off payment may be available direct to tenants rent accounts.



Support from other services



The Lincoln Lottery

Following approval from the Lincoln Community Lottery Member Panel, £5,000 of the Lincoln Lottery Community Fund has been allocated to the COVID 19 Support Fund. The funding will be used to support local good causes to provide emergency support to Lincoln residents in need during the current COVID 19 pandemic. The COVID 19 Support Fund has been jointly established by City of Lincoln Council and the Lincolnshire Community Foundation.



The £5,000 from the Lincoln Lottery Community Fund has been raised by all supporters of Lincoln Community Lottery since August 2019. All supporters of the lottery were made aware of this allocation of funding in late April 2020 via a web mail, news story on the lottery website and via the council's COVID 19 Support Fund press release. This has helped to maintain ticket sales during this difficult time, which in return has helped to raise funds for local good causes in and around Lincoln.



Housing Allocations Service



Having uploaded the document templates required for applications to the council website so they can be accessed directly by applicants, we have been able to continue to process applications through to the housing register and helped with selection of properties for emergency use as a result of COVID19.

We have been able to reduce the backlog of applications, and also deal with over 700 emails received in April. We have also supported both the homeless team and the rough sleeping team with initial enquires for those in emergency or homeless situations, directly matching properties to those in most need, adhering to the directive from MHCLG. Staff morale has been maintained by a mix of a 'WhatsApp' group to keep all the team involved and messaging



Civic Services

Unfortunately, various Civic functions that should have taken place over the last few months have been postponed, i.e. the RAF Waddington/Scampton Freedom Parade, Civic Award Ceremony, etc.

However, despite the scheduled Tri-service Parade being unable to take place, the Mayor, Councillor Sue Burke; was able to deliver a specially recorded message on VE Day, 8th May, to all the citizens of the city and to the veterans and serving members of the Armed Forces.

On 11th May, the Mayor also delivered a message to the people of Bradford to commemorate the 35th anniversary of the tragic fire that befell the Football Match between Bradford City and Lincoln City in 1985. The Mayor's message was screened at a special Memorial Ceremony that took place in Bradford City Centre and a wreath from Lincoln was laid on our behalf.

The annual Mayor-Making event, due to be held on 19th May, has been postponed until next year. A decision was made that the current Civic Party should remain in Office until then. The present Deputy Mayor and also Mayor Elect, Councillor Jackie Kirk, will, therefore, assume Office on 18th May, 2021.

In April, the City Council were delighted to accept 22,000 masks that had been donated to the City by our sister city Nanchang, China, these will be used appropriately and accordingly.



Supporting our staff

The health, wellbeing and welfare of our employees was our priority and Human Resources (HR) took on the role of offering extra support for everyone who might need it



Living alone/isolated staff

Employees who live alone and may be isolated or struggling in any way were identified early on, then regular welfare and wellbeing checks were carried out by HR for these staff as a kind of 'internal befriending service', following up on any issues raised with managers, providing advice and guidance or signposting to appropriate support. Additionally HR support is available to those employees undertaking the new Helpline or Befriending Services where they may have dealt with an upsetting call and need to decompress or have some reassurance after it.



Employee health and wellbeing initiatives and support tools

As well as promoting our normal support mechanisms (such as our employee assistance programme) there is now a specific section on the council's intranet site which offers tips, support, video links and signposting, which managers and staff can access. It offers straight forward support on key aspects which are fundamental to wellbeing while working from home or remotely. For example - maintaining physical activity/ sustaining good mental health/ staying socially connected when socially distanced/ tips on working from home. HR has also rolled out a One Active Council initiative and is currently in the process of developing an Employee Wellbeing survey.



Coronavirus tracking

HR maintains a tracker for those who report symptoms either for themselves or a household member and needed to go into isolation for the recommended time. Once their isolation is over, HR then carries out care calls with them to check on their wellbeing.



New procedures and guidance

Another key priority was to have clear and concise guidance notes regarding the virus and council procedures. HR therefore produced frequently asked questions for employees and managers, provided checklists for managers on maintaining contact with their employees and amended certain existing procedures to take account of the difficult circumstances. For financial assurance they ensured that all staff who had lost access to IT temporarily, received paper copies of their payslips as it was felt important that our staff have this visible reassurance of normal pay to alleviate any financial worries. HR has provided all key workers with letters confirming that they are a key worker (for schooling purposes and for potential police checks)



Guide for line managers: Wellness Action Plans (WAPs)

How to support the mental health of your team members





Looking ahead

Moving forward into the recovery phase the Council's single biggest challenge is our ability to lead on, finance and support key practical and relevant interventions which will be critical to the recovery of not only the council, but also Lincoln and Lincolnshire's economy. The Council is currently forecasting a shortfall on our own General Fund budget of c£4.5m in 2020/21 after the allocation of £1m of government grant funding. The Housing Revenue Account is forecasting a £0.7m shortfall for which no government support has yet been provided. In response to this we are undertaking a number of urgent actions focusing on:

- Extensive lobbying and media campaign
- Controls to limit expenditure
- Repurposing of Vision 2025
- Emergency Budget

However, for the council the most urgent need to is to fully re-mobilise all our critical services as soon as possible, followed by the remaining services shortly after, the council plans for re-mobilisation started in late April and are well developed at the time of writing. Immediate recovery will of course fall in line with the governments stepped plan, and services in the future will reflect a need to maintain safety for both service users and staff alike. We will develop testing protocols for staff and ensure social distancing measures at all sites as they reopen.

Importantly, we have learned much about how we can do things differently; how we can use the positive learnings from the last three months to drive long term change in the way we work and interact with our customers. We have proved we can work at distance; we can work on-line, and we now have the technology to make choices about what a new operating model for the future could look like. Where staff need to travel in to work – we will encourage walking and cycling as healthier and safer options and will promote this as good practice across the city.

Alongside this, through the economic recovery cell, the council will work with partners to regenerate the city centre, bringing residents, workers and visitors back to a safe environment.

In the longer term recovery phase the council is best placed to drive and support our local economy through -

- delivering the homes and infrastructure our communities need;
- stimulating growth and jobs;
- providing and enhancing the support systems to our vulnerable residents;
- tackling climate challenge and ensuring we continue to enhance our remarkable City including pursuing the option of the £25m Town Deal.

Holding events has always been a key factor in the success of Lincoln as a tourist destination – whilst we will have to rethink how some of these events will work in the short term, they remain a key part of our city's lifeblood.

Lincoln is the economic powerhouse of the broader Lincolnshire economy, attracting residents, students, visitors, shoppers and businesses to not only the city but then dispersing some of them to the surrounding area.

The effects of the pandemic will remain with Lincoln in at least the short term and will make a difference in the prioritisation of workload over the next few years. We are already in the process of preparing an emergency budget for consideration by Executive in June/July which will provide options for the council's financial security going forward.

The Council's Vision 2025 was already focussing on these priority areas and will now be repurposed to target these priorities in new ways to lead and bolster the City's economic recovery, focussing on what is important right now and deferring some projects to the latter years of the Plan.

Summary of CX service performance in Q4 2019/20

Service Area	Measure ID	Measure	High Or Low	Low Target	High Target	Previous Data Period	Previous Value	Current Quarter	Current Value	Unit	Status	Commentary
Communications	COM 1	Percentage of media enquiries responded to within four working hours	High is good	70.00	85.00	Q3 - 19/20	54.00	Q4 - 19/20	76.00	%	A	Commentary to follow Commentary to follow Commentary to follow
Communications	COM 2	Number of proactive communications issued that help maintain or enhance our reputation	High is good	25	40	Q3 - 19/20	21	Q4 - 19/20	37	Number	A	Commentary to follow Commentary to follow Commentary to follow
Work Based Learning	WBL 1	Percentage of apprentices completing their qualification on time	High is good	82.00	85.00	Q3 - 19/20	100.00	Q4 - 19/20	12.00	%	R	12/12 apprentices within Q4 completed their apprenticeship on time
Work Based Learning	WBL 2	Number of new starters on the apprenticeship scheme	High is good	18	20	Q3 - 19/20	19	Q4 - 19/20	29	Number	G	We had 10 new starts within Q4 - a combination of progressions and new apprentices. The cumulative figure up to Q4 is 29
Work Based Learning	WBL 3	Percentage of apprentices moving into Education, Employment or Training	High is good	82.00	85.00	Q3 - 19/20	100.00	Q4 - 19/20	85.00	%	R	In Q4 11/13 apprentices moved into Education Employment or training
Customer Services	CS 1	Number of face to face enquiries in customer services	N/A	Volumetric	Volumetric	Q3 - 19/20	3,534	Q4 - 19/20	2,403	Number	V	This only for January & February unable to access March, but as we were on reduced opening hours and then closed there would not be many more visits
Customer Services	CS 2	Number of telephone enquiries answered in Channel Shift Areas (Rev & Bens, Housing & Env. Services)	N/A	Volumetric	Volumetric	Q3 - 19/20	26,889	Q4 - 19/20	29,739	Number	V	Very similar to previous quarters, we moved from taking calls at city hall to homes
Customer Services	CS 3	Average time taken to answer a call to customer services	Low is good	120	90	Q3 - 19/20	159	Q4 - 19/20	142	Seconds	R	An improvement on last quarter there was not a working hour that we were not available to take a call even as we moved to working from home
Customer Services	CS 4	Average customer feedback score (face to face enquiries - score out of 10)	High is good	8	10	Q3 - 19/20	10	Q4 - 19/20		Number	R	Due to Covid-19 and City Hall closing face to face interactions no score for Q4 is available.
Customer Services	CS 5	Customer satisfaction with their phone call to Customer Services	High is good	80.00	85.00	Q2 - 19/20	88.00	Q4 - 19/20	Data Due	%	Data Due	
Accountancy	ACC 1	Average return on investment portfolio	High is good	0.75	0.85	Q3 - 19/20	0.85	Q4 - 19/20	0.80	%	A	0.80% qtr 4 ave. 0.84% ave for 19/20 note rates dropped significantly at the end of March (BoE base rate now at 0.10%)
Accountancy	ACC 2	Average interest rate on external borrowing	Low is good	4.75	3.75	Q3 - 19/20	3.60	Q4 - 19/20	3.66	%	G	3.66% for Q4 with an average for the year of 3.62% further borrowing taken in Q4
Revenues Administration	REV 1	Council Tax - in year collection rate for Lincoln	High is good	88.85	97.10	Q3 - 19/20	79.03	Q4 - 19/20	96.77	%	R	Collection is above by 0.01% in actual monetary terms o 18/19 we collected £40,414,551 o 19/20 we collected £42,902,806 Total net receipt has increased by 5.86% from £40,383,019 to £42,900,788
Revenues Administration	REV 2	Business Rates - in year collection rate for Lincoln	High is good	88.60	99.10	Q3 - 19/20	83.39	Q4 - 19/20	99.46	%	G	Collection is below by 0.35%, this equates to £155,923 of the net collectable debit Total net receipt has reduced by 0.15% from £44,374,975 to £44,303,107 2018-19 was a spike in collection - previous years were 98.87% for 17/18 and 99.11% for 18/17
Revenues Administration	REV 3	Number of outstanding customer changes in the Revenues team	Low is good	150	250	Q3 - 19/20	550	Q4 - 19/20	371	Number	R	Reduction from previous year of 66, 487 additional properties within the taxbase to maintain and administer.
Housing Benefit Administration	BE 1	Average (YTD) days to process new housing benefit claims from date received	Low is good	27.00	24.00	Q3 - 19/20	21.73	Q4 - 19/20	20.60	Days	G	Continued weekly monitoring has ensured prompt decision making
Housing Benefit Administration	BE 2	Average (YTD) days to process housing benefit claim changes of circumstances from date received	Low is good	6.00	4.50	Q3 - 19/20	5.84	Q4 - 19/20	3.17	Days	G	Numerous 1 day changes due to income upratings and rent increases
Housing Benefit Administration	BE 3	Number of Housing Benefits / Council Tax support customers awaiting assessment	Low is good	Volumetric	Volumetric	Q3 - 19/20	1,025	Q4 - 19/20	1,510	Number	V	of the 1510 customers, 1118 are waiting a first contact from us. We started to see an increase in documents being received towards the end of march due to Covid 19 having an impact on people's financial situation.
Housing Benefit Administration	BE 4	Percentage of risk-based quality checks made where Benefit entitlement is correct	High is good	87.00	90.00	Q3 - 19/20	95.72	Q4 - 19/20	95.00	%	G	Slight decrease due to small errors in the 100% checking of the new starters.
Housing Benefit Administration	BE 5	The number of new benefit claims year to date (Housing Benefits/Council Tax Support)	N/A	Volumetric	Volumetric	Q3 - 19/20	2,290	Q4 - 19/20	4,363	Number	V	1115 Housing Benefit and 3248 CTR - we started to see an increase in claims for CTR in March - 329 received in comparison to 252 in February

Summary of DCE service performance in Q4 2019/20

ID	target	target	value	unit	value	unit	value	unit	value	unit	Commentary
FHS 1	95.00	97.00	88.40	Q4 - 19/20	90.00	%	G	▲	This is an excellent performance. The number of registered food businesses 1052 of which 10 are non compliant.		
FHS 2	13.00	8.00	17.50	Q4 - 19/20	17.00	Days	R	▲	This measure is starting to decrease however we are still without 1 FTE officer		
FHS 3	85.00	97.00	83.80	Q4 - 19/20	91.90	%	A	▼	42 food businesses were not inspected however the team prioritised and ensured that all high risk businesses were inspected. The fall in performance on quarter 3 and last year is due to the return on the 1000 plots in January 2020 and a due to difficult financial decisions a freeze on recruitment is in place.		
DM 1	Volumetric	Volumetric	209	Q4 - 19/20	109	Number	V	▼	This figure has reduced due to the implications of COVID-19 slowing the market.		
DM 2	85.00	66.00	67.25	Q4 - 19/20	53.57	Days	G	▲	This figure remains consistently in this range and highlights that we maintain performance		
DM 3	180	120	95	Q4 - 19/20	70	Number	G	▲	A slight reduction - impacted the same as DM1 by COVID-19		
DM 4	85.00	97.00	85.00	Q4 - 19/20	97.00	%	G	▲	Consistently high percentage due to officers negotiating the best outcome		
DM 5	10.00	5.00	1.85	Q4 - 19/20	0.00	%	G	▲	We maintain a very strong and consistent appeals performance		
DM 6	70.00	90.00	83.87	Q4 - 19/20	84.78	%	G	▲	High performance continues in the key national performance measure		
DM 7	80.00	90.00	83.02	Q4 - 19/20	89.74	%	A	▼	High performance continues in the key national performance measure		
PH 1	26.00	19.00	28.00	Q4 - 19/20	7.60	Weeks	G	▲	This appears to be a very high performance for quarter 4 however this is not representative of the service as number of DFG applications received within this period are still on hold.		
PH 2	Volumetric	Volumetric	6.00	Q4 - 19/20	2.80	Weeks	V	▼	The team managed 27 complaints to successful outcomes and improved the living conditions for tenants. 80% of the complaints related to damp/mould and excess cold due to heating issues.		
PH 3	25	50	37	Q4 - 19/20	54	Number	G	▲	This is an excellent result with the resources we have. 64 Properties have been returned to use with the project's assistance during this year. These properties have been assisted in a number of ways - Some have required direct action with notices being served whilst other owners only required information and assistance to be provided		
ASB 1	Volumetric	Volumetric	51	Q4 - 19/20	53	Number	V	▼	This level of ASB complaints are in keeping for the winter months.		
ASB 2	Volumetric	Volumetric	562	Q4 - 19/20	571	Number	V	▼	this is slightly lower than the other quarters but is most likely due to reduced caseloads due to Covid-19		
ASB 3	780	680	610	Q4 - 19/20	645	Number	G	▼	this is in keeping with previous quarters. Some cases will be slower to close from march 2019 due to restricted duties due to Covid-19		
ASB 4	75.00	85.00	88.00	Q4 - 19/20	91.00	%	G	▼	Jan 93% Feb 88% March unable to be completed as normally done by Customer services and Due to Covid-19 this has been halted temporarily, overall for January and February satisfaction was high.		
SP 1	213,345	213,981	231,576	Q4 - 19/20	213,860	Number	A	▼	Active Nation staff have been furloughed so consequently these figures are unavailable - it is unknown at this stage whether or not Q1 2020/21 will be available.		
SP 2	520.00	650.00	612.00	Q4 - 19/20	649.00	Hours	A	▼	Active Nation staff have been furloughed so consequently these figures are unavailable - it is unknown at this stage whether or not Q1 2020/21 will be available.		
CCTV	Volumetric	Volumetric	3,797	Q4 - 19/20	3,315	Number	V	▼	March total reflects reduction in football in city centre		
WM 1	35.00	38.00	37.75	Q4 - 19/20	32.47	%	R	▼	This figure relates to data from quarter 3. 14.14% of waste was composted, and 18.33% of waste was recycled, equating to 32.47% of waste being composted or recycled.		
WM 2	160	50	120	Q4 - 19/20	145	Number	A	▼	Contractor points were recorded as 145 collectively. This has been broken down in to 55 in January, 46 in February, and 45 in March		
SC 1	150	50	50	Q4 - 19/20	85	Number	A	▼	The contractor has collected 85 points overall in quarter 4 of 2019/20. It has been broken down to 10 points in January, 5 points in February and 70 points in March.		
GM 1	150	50	15	Q4 - 19/20	5	Number	G	▲	Contractor points have been recorded as 5 collectively. All points were recorded in March 2020.		
AM 1	80.00	88.00	87.00	Q4 - 19/20	85.00	%	A	▼	As at the end of March 2020, 892 plots of a total of 1099 plots were let (85%). Of the 1099 total plots, 1045 of the plots are currently lettable, 892 occupied plots equates to 85%.		
PS 1	48.00	50.00	51.00	Q4 - 19/20	56.00	%	G	▲	It must be noted that February 2020 was the start of the allotment new year so a number of plots have been given up as people decide they don't wish to continue with the plot		
PS 2	Volumetric	Volumetric	3,750	Q4 - 19/20	3,750	Number	V	▼	The figure is higher this quarter due to an error in the formula used, therefore previous quarters will have been calculated lower than the actual figure		
LIC 1	Volumetric	Volumetric	2	Q4 - 19/20	8	Number	V	▼	No change on number of spaces this quarter.		
LIC 2	Volumetric	Volumetric	4	Q4 - 19/20	4	Number	V	▼	3 current PH drivers, 4 New PH applicants, 1 premises licence review		
									1 PH driver immediate suspension, 2 premises licence suspensions non payment, 1 premises licence revocation		



Summary of DHI service performance in Q4 2019/20

Service Area	Measure ID	Measure	High Or Low	Low Target	High Target	Previous Data Period	Previous Value	Current Quarter	Current Value	Unit	Status	Commentary	
DHI	Housing Investment	HI 1	Percentage of council properties that are not at the 'Decent Homes' standard (excluding refusals)	Low is good	0.20	0.00	Q3 - 19/20	Q4 - 19/20	0.23	%	R	Of the 18 non Decent properties at year end: 11 were for Doors 2 were for Roof covering 1 was for a Chimney in repair 2 were for Electrics 2 were buyback properties awaiting modernisation	
	Housing Investment	HI 2	Number of properties 'not decent' as a result of tenants refusal to allow work (excluding referrals)	N/A	Volumetric	Q3 - 19/20	184	Q4 - 19/20	199	Number	V	All remedial works have been ordered but issues with accessing properties and the impact of Covid-19 lockdown has delayed these works beyond the year end.	
	Housing Investment	HI 3	Percentage of dwellings with a valid gas safety certificate	High is good	99.80	99.96	Q3 - 19/20	99.86	Q4 - 19/20	99.89	%	A	We failed to access 9 properties within the target item during the year, however we have achieved 100% performance in every month since December.
	Control Centre	CC 2	Percentage of Lincare Housing Assistance calls answered within 60 seconds	High is good	97.50	98.75	Q3 - 19/20	98.63	Q4 - 19/20	98.54	%	A	Performance remains consistent in this area and has been above target all year.
	Rent Collection	RC 1	Rent collected as a proportion of rent owed	High is good	96.50	98.00	Q3 - 19/20	100.30	Q4 - 19/20	100.00	%	G	Income collection continued to be challenging with the further roll out of Universal Credit and the 53 week rent year leaving our Universal Credit claimants with an approximate shortfall of £90,000 between claimants entitlement in Housing Element and the rent due.
	Rent Collection	RC 2	Current tenant arrears as a percentage of the annual rent debit	Low is good	4.00	3.00	Q3 - 19/20	2.82	Q4 - 19/20	2.87	%	G	Arrears at the end of March were 2.87% which was ahead of the 3.65% target. In year collection was 100% against the target of 98%. We carried out 87 evictions compared to 87 the previous financial year with an increasing focus on tenancy sustainment.
	Housing Solutions	HS 1	The number of people currently on the housing list	N/A	Volumetric	Q3 - 19/20	1,477	Q4 - 19/20	1,408	Number	V	This figure has decreased by 69 since last quarter. The changes in figures relating to this measure cannot be predicted as it varies month by month, which is why there is no target in place.	
	Housing Solutions	HS 2	The number of people approaching the council as homeless	N/A	Volumetric	Q3 - 19/20	457	Q4 - 19/20	647	Number	V	Commentary to follow. Commentary to follow.	
	Housing Solutions	HS 3	Successful preventions against total number of homelessness approaches	High is good	150.00	300.00	Q3 - 19/20	338.00	Q4 - 19/20	377.00	%	G	Commentary to follow. Commentary to follow.
	Housing Voids	HV 1	Percentage of rent lost through dwelling being vacant	Low is good	0.90	0.80	Q3 - 19/20	0.89	Q4 - 19/20	0.85	%	A	The Voids performance has been impacted this year due to the influx of new build properties and buy back properties which has increased the overall number of voids processed. This also coincided with the renewal of the void sub-contractor contract and the closure of the previous contractor due to financial reasons. Therefore the excess capacity that we would normally be sent to our supply chain was severely impacted. We have also suffered from some national material supply shortages such as plasterboard and plaster due to the shortages in the British Gypsum supply chain.
	Housing Voids	HV 2	Average re-let time calendar days for all dwellings - standard re-lets	Low is good	26.00	23.00	Q3 - 19/20	31.52	Q4 - 19/20	31.98	Days	R	The Voids performance has been impacted this year due to the influx of new build properties and buy back properties which has increased the overall number of voids processed. This also coincided with the renewal of the void sub-contractor contract and the closure of the previous contractor due to financial reasons. Therefore the excess capacity that we would normally be sent to our supply chain was severely impacted. We have also suffered from some national material supply shortages such as plasterboard and plaster due to the shortages in the British Gypsum supply chain.
	Housing Voids	HV 3	Average re-let time calendar days for all dwellings (including major works)	Low is good	31.00	28.00	Q3 - 19/20	39.85	Q4 - 19/20	39.91	Days	R	The Voids performance has been impacted this year due to the influx of new build properties and buy back properties which has increased the overall number of voids processed. This also coincided with the renewal of the void sub-contractor contract and the closure of the previous contractor due to financial reasons. Therefore the excess capacity that we would normally be sent to our supply chain was severely impacted. We have also suffered from some national material supply shortages such as plasterboard and plaster due to the shortages in the British Gypsum supply chain.
	Housing Maintenance	HM 1	Percentage of reactive repairs completed within target time	High is good	96.00	98.00	Q3 - 19/20	97.67	Q4 - 19/20	96.71	%	A	Commentary to follow. Commentary to follow.
	Housing Maintenance	HM 2	Percentage of repairs fixed first time	High is good	90.00	93.00	Q3 - 19/20	94.67	Q4 - 19/20	94.07	%	G	Target has been achieved for the year, whilst having a further improvement on the previous year.
Housing Maintenance	HM 3	Percentage of tenants satisfied with repairs and maintenance	High is good	94.00	96.00	Q3 - 19/20	97.41	Q4 - 19/20	97.15	%	G	Satisfaction levels have remained consistently high throughout the year.	
Housing Maintenance	HM 4	Appointments kept as a percentage of appointments made	High is good	94.00	96.00	Q3 - 19/20	97.82	Q4 - 19/20	97.89	%	G	Target achieved. Performance has slightly increased quarter on quarter. Our efficient appointments performance has been reflected in overall tenant satisfaction with the repairs service.	

PROUD TO BE LINCOLN



CITY OF
Lincoln
COUNCIL

Together, let's deliver
Lincoln's ambitious future

