

QUARTERLY MEASURES

G At or above target

A Acceptable performance - results are within target boundaries

R Below target

V Volumetric/contextual measures that support targeted measures

▲ Performance has improved since last quarter

■ Performance has stayed the same since last quarter

▼ Performance has deteriorated since last quarter

Strategic Measures

Service Area	Measure ID	Measure	High Or Low	Low Target	High Target	Previous Data Period	Previous Value	Current Quarter	Current Value	Unit	Status	Commentary
CX	Communications	COM 1 Percentage of media enquiries responded to within four working hours	High is good	70.00	85.00	Q3 - 21/22	76.00	Q4 - 21/22	73.00	%	A	▼ Although not as busy as the previous quarter, when the Christmas Market took up most of our time, we received a higher than usual number of enquiries. This, added to the vacant Communications Officer post, resulted in a small increase in response times. This is the second quarter in a row where response times have increased, and steps have been taken to ensure this doesn't happen next quarter. Among these steps is recruitment to the vacant Communications Officer position and the creation of a two-year fixed Senior Communications Officer role whose responsibilities will include the management of media enquiries about Western Growth Corridor, the Town Deal Fund scheme and other partnership projects.
	Communications	COM 2 Number of proactive communications issued that help maintain or enhance our reputation	High is good	25	40	Q3 - 21/22	27	Q4 - 21/22	27	Number	A	■ The team handled a wide variety of enquiries and issues this quarter, but the main focus was on the closure and maintenance works on the ceiling above the main pool at Yarborough Leisure Centre, the upcoming closure and enhancement of the Central Market and the planning meeting and decision on Western Growth Corridor. All of these required some clarity provided in order for media and citizens to appreciate why we had made certain decisions.
	Work Based Learning	WBL 1 Percentage of apprentices completing their qualification on time	High is good	92.00	95.00	Q3 - 21/22	0.00	Q4 - 21/22	83.00	%	R	▲ In Q4 2021/22 5/6 apprentices completed their apprenticeships on time (83%)
	Work Based Learning	WBL 2 Number of new starters on the apprenticeship scheme	N/A	Volumetric	Volumetric	Q3 - 21/22	3	Q4 - 21/22	5	Number	V	We had 5 new starts within Q4. The cumulative figure up to Q4 is now 14
	Work Based Learning	WBL 3 Percentage of apprentices moving into Education, Employment or Training	N/A	Volumetric	Volumetric	Q3 - 21/22	0.00	Q4 - 21/22	83.00	%	V	In Q4 2021/22 83% (5/6) of apprentices on programme moved into Employment Education or Training
	Customer Services	CS 1 Number of face to face enquiries in customer services	N/A	Volumetric	Volumetric	Q3 - 21/22	73	Q4 - 21/22	57	Number	V	slightly lower for customer services, but overall, 187 customers were seen in a booked appointment the Welfare Team have seen the most customers in pre-booked appointments during the last 12 months, followed by customer services and then Tenancy Services
	Customer Services	CS 2 Number of telephone enquiries answered in Channel Shift Areas (Rev & Bens, Housing & Env. Services)	N/A	Volumetric	Volumetric	Q3 - 21/22	29,692	Q4 - 21/22	32,005	Number	V	This is more calls than the previous quarter and a 16% increase against same quarter last year. the breakdown is 3863 for refuse/environment, 5283 for housing solutions/homeless, 13934 for housing and 8925 for council tax/benefits. There were 149 other calls. we would expect quarter 4 to be busy due to annual letters and bills landing.
	Customer Services	CS 3 Average time taken to answer a call to customer services	Low is good	300	180	Q3 - 21/22	272	Q4 - 21/22	321	Seconds	R	▼ The average wait has risen again but we have also taken more calls in this quarter. We had 3,777 calls chasing a repair that had already been reported compared to 5,181 customers reporting new repairs, the next highest type of call were customers checking their balance
	Accountancy	ACC 1 Average return on investment portfolio	High is good	0.12	0.18	Q3 - 21/22	0.14	Q4 - 21/22	0.30	%	G	▲ 0.3% for Q4 following rise in BoE base rate - cumulative average for 21/22 0.19%
	Accountancy	ACC 2 Average interest rate on external borrowing	Low is good	4.75	3.75	Q3 - 21/22	3.10	Q4 - 21/22	3.02	%	G	▲ 3.02% on average borrowing during 21/22 - lower rates available during the latter half of the financial year
	Revenues Administration	REV 1 Council Tax - in year collection rate for Lincoln	High is good	95.00	96.75	Q3 - 21/22	75.82	Q4 - 21/22	94.00	%	R	▲ Collection is down on the previous year by 0.78% (£372,768). We still had £210,320 of covid hardship to apply to the accounts but the recent announcements of the Covid Additional Relief Fund and the £150 Council Tax Energy Rebate meant that the software suppliers were delayed in providing us with the necessary software. This could have improved collection by approximately 0.45%. Considering how hard the teams have worked over the years to improve the collection figures for Lincoln, the pandemic has hit this hard as some customers struggle to pay their bills due to furlough or losing their jobs. As we come out of the pandemic and return to 'normality', customers will be hit with rises in NI contributions and increases in electric/gas/fuel/food bills etc all of which are likely to further impact their ability to pay. The Magistrate's Court has now reopened in its normal capacity although trying to deal with huge backlogs. The recovery team continues to try to engage with customers to come to arrangements to clear their bills before taking the route of enforcement.
	Revenues Administration	REV 2 Business Rates - in year collection rate for Lincoln	High is good	98.50	98.89	Q3 - 21/22	84.11	Q4 - 21/22	98.45	%	R	▲ This figure is slightly lower than 2020/21 - although it should be noted that the Covid pandemic is still affecting some of the customers who had less help in 2021/22 than they did in 2020/21. The Expanded Retail Discount (ERD) was reduced from 100% in 2020/21 to 66% for the final three quarters of 2021/22 and was capped per business. This meant that the ERD grant reduced from 29m 2020/21 to just under 10m for 2021/22. The Government announced the Covid Additional Relief Fund in March 21 but did not provide any details to the billing authorities until just before Christmas 2021. Once we had these details, including how much we would be granted, we had to put a local scheme into place, and invite applications from customers that we had identified as potentially eligible for this relief. The closing date for these applications was 31.3.2022. Had this been announced sooner, we may have been able to have helped eligible customers struggling to pay their rates sooner and this would have improved the collection rate.

Revenues Administration	REV 3	Number of outstanding customer changes in the Revenues team	Low is good	650	450	Q3 - 21/22	1,738	Q4 - 21/22	2,413	Number	R	▼ Annual billing each year tends to increase the number of items of correspondence outstanding. This year has been particularly difficult as there has been a lot of sickness within the council tax admin team, training for new officers and a number of resignations within the team of very experienced officers. The outstanding documents peaked in October 2021, and we took action to reduce this by offering overtime and the employment of 1FTE temporary officer. We are currently waiting for DBS checks for 3 new full-time employees, which will bring the council tax team back to almost their full established posts. The recovery team have also had some resignations and have just appointed 1 full time employee and are carrying approx. 0.6FTE vacant hours which have gone out to advert. The number of officers that have had long term sickness and the number of resignations is unprecedented and has impacted the revenues team severely. In addition to 'normal' annual billing correspondence, the team were also impacted by the £150 Council Tax Energy Rebate announced by the government on 3.2.2022. This resulted in an increased number of phone calls, increased numbers of customers filing out online Direct Debit forms so expedite their £150 payment, increased contact from customers who did not pay by direct debit to see how they would be paid etc. Therefore to find that we have an increase in outstanding documents is not unexpected, and staff are working on these as a priority to get this up to date before we begin issuing the £150 energy rebates.
Housing Benefit Administration	BE 1	Average (YTD) days to process new housing benefit claims from date received	Low is good	19.00	17.00	Q3 - 21/22	16.45	Q4 - 21/22	16.54	Days	G	▼ Weekly monitoring has helped to enable prompt decision making despite increases in workloads during quarter 4.
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 - 21/22	5.37	Q4 - 21/22	3.55	Days	G	▲ 1 day changes due to notification of future rent and income changes has lowered average.
Housing Benefit Administration	BE 3	Number of Housing Benefits / Council Tax support customers awaiting assessment	Low is good	1,250	1,100	Q3 - 21/22	1,643	Q4 - 21/22	2,117	Number	R	▼ 2117 customers of which 1802 are waiting a first contact. Increase due to changes income and rent charges being reported for new financial year.
Housing Benefit Administration	BE 4	Percentage of risk-based quality checks made where Benefit entitlement is correct	High is good	89.00	92.00	Q3 - 21/22	96.40	Q4 - 21/22	97.13	%	G	▲ Increase in the amount of QA which are financially correct.
Housing Benefit Administration	BE 5	The number of new benefit claims year to date (Housing Benefits/Council Tax Support)	N/A	Volumetric	Volumetric	Q3 - 21/22	2,966	Q4 - 21/22	4,036	Number	V	887 Housing Benefit and 3149 Council Tax Reduction
DCE	FHS 1	Percentage of premises fully or broadly compliant with Food Health & Safety inspection	High is good	96.00	98.00	Q3 - 21/22	97.90	Q4 - 21/22	98.10	%	G	▲ This measure must be treated with some caution as we are still operating in accordance with the FSA Recovery Plan. The number of businesses that are included is 566 of the total businesses 1147 that are food registered in the city. What we can report is that there is a focus on less compliant businesses in the city, currently there are 11 businesses that are non-compliant, and we continue to work with them to get them to a level that is at least broadly compliant.
Food and Health & Safety Enforcement	FHS 2	Average time from actual date of inspection to achieving compliance	Low is good	13.00	8.00	Q3 - 21/22	40.30	Q4 - 21/22	18.60	Days	R	▲ There has been an improvement in this quarter because we were able to focus on businesses that are included in the Lincoln Recovery Plan, which are the more compliant businesses. Those businesses that required structural works previously and have now been completed and non-compliant businesses that we have worked with, to became broadly compliant in this quarter, have an impact on this measure.
Food and Health & Safety Enforcement	FHS 3	Percentage of food inspections that should have been completed and have been in that time period	High is good	85.00	97.00	Q3 - 21/22	100.00	Q4 - 21/22	100.00	%	G	■ There was only 1 business that fell into the scope of the FSA Recovery Plan. This has allowed us to focus on businesses that are included in the Lincoln Recovery Plan, which although are the more compliant businesses, they were not inspected when they became due during lockdown periods. 102 inspections were carried out during this quarter, and we were without the agency worker for approximately half the quarter.
Development Management (Planning)	DM 1	Number of applications in the quarter	N/A	Volumetric	Volumetric	Q3 - 21/22	227	Q4 - 21/22	228	Number	V	Overall no. of applications in the quarter remains consistent
Development Management (Planning)	DM 2	End to end time to determine a planning application (Days)	Low is good	85.00	65.00	Q3 - 21/22	68.96	Q4 - 21/22	79.16	Days	A	▼ Whilst still within the tolerance this increase in end to end times is indicative of more complex non-major applications being processed which inevitably take longer to resolve
Development Management (Planning)	DM 3	Number of live planning applications open	Low is good	180	120	Q3 - 21/22	156	Q4 - 21/22	145	Number	A	▲ The decrease shows that more decisions have been made within the quarter
Development Management (Planning)	DM 4	Percentage of applications approved	High is good	85.00	97.00	Q3 - 21/22	95.00	Q4 - 21/22	95.00	%	A	■ This figure remains consistently high reflecting the positive approach of the service
Development Management (Planning)	DM 5	Percentage of decisions on planning applications that are subsequently overturned on appeal	Low is good	10.00	5.00	Q3 - 21/22	0.00	Q4 - 21/22	0.00	%	G	■ Continued strong appeal performance reflecting the quality of decisions made
Development Management (Planning)	DM 6	Percentage of Non-Major Planning Applications determined within the government target (70% in 8 weeks) measured on a 2 year rolling basis	High is good	70.00	90.00	Q3 - 21/22	90.89	Q4 - 21/22	83.00	%	A	▼ Similar to DM2 this is indicative of the increased complexity of some of the applications within this quarter
Development Management (Planning)	DM 7	Percentage of Major Planning Applications determined within the government target (60% in 13 weeks) measured on a 2 year rolling basis	High is good	60.00	90.00	Q3 - 21/22	82.50	Q4 - 21/22	89.00	%	A	▲ A slight increase here for major applications highlighting the priority these applications receive
Private Housing	PH 1	Average time in weeks from occupational therapy notification to completion of works on site for a DFG grant (all DFG's exc. extensions)	Low is good	26.00	19.00	Q3 - 21/22	23.60	Q4 - 21/22	28.00	Weeks	R	▼ In this financial year 59 adaptations (excluding extensions) were completed on site at an actual cost including overheads of £619K in addition a further £590K has been approved or committed taking the total spend to £1.2M. There was an increase in the average time from an OT notification to the works being completed. There are a combination of reasons for this: The approval process has been stretched by Covid work arrangements where applications in the early part of the year were managed remotely and this does take longer, now that the team have resumed home visits this part of the process should improve as we are able to sit down with the

Licensing	LIC 2	Total number of enforcement actions (revocations, suspensions and prosecutions)	N/A	Volumetric	Volumetric	Q3 - 21/22	1	Q4 - 21/22	1	Number	V	LA03 premises licence revocation from February 2021 was upheld in magistrates court and council awarded £2000 costs.	
DHI	Housing Investment	HI 1	Percentage of council properties that are not at the 'Decent Homes' standard (excluding refusals)	Low is good	1.00	0.00	Q3 - 21/22	1.06	Q4 - 21/22	0.70	%	A	<p>▲ The majority of the doors outstanding are access issues to survey or fit the doors. Most of these are Fire doors and so we are reluctant to remove from programme due to the safety implications. We will continue to attempt to gain access to these properties. x4 of the doors have now been fitted in April 2022. Of the x56 properties now failing; x40 doors, x14 Electrics, 2x roofs.</p>
	Housing Investment	HI 2	Number of properties 'not decent' as a result of tenants refusal to allow work (excluding referrals)	N/A	Volumetric	Volumetric	Q3 - 21/22	178	Q4 - 21/22	183	Number	V	The level of refusals is recorded but cannot be controlled by the Council. We have had an increase of 5 during quarter four.
	Housing Investment	HI 3	Percentage of dwellings with a valid gas safety certificate	High is good	99.80	99.96	Q3 - 21/22	99.14	Q4 - 21/22	99.71	%	R	<p>▲ 7510 properties with gas; x12 have a non-compliant certificate which Aaron need to review and revisit where necessary x10 have a compliant certificate but are now out of date x2 the tests are complete, and we are awaiting the certificates from Aaron - should be x1 has just become void so should be capped shortly, if not already x7 are no access and going through the legal process</p>
	Control Centre	CC 2	Percentage of Lincare Housing Assistance calls answered within 60 seconds	High is good	97.50	98.75	Q3 - 21/22	98.30	Q4 - 21/22	98.24	%	A	<p>▼ Considerable staff shortages have led to difficulty covering shifts, but we have maintained our high level of service exceeding the 97.5% target.</p>
	Rent Collection	RC 1	Rent collected as a proportion of rent owed	High is good	96.50	98.00	Q3 - 21/22	100.52	Q4 - 21/22	100.18	%	G	<p>▼ The in-year rent collection achieved for end of Q4 is 100.18%, exceeded the target of 96.5%. This has resulted in an overall reduction in rent owed to the authority. The enforcement restrictions as a result of the Covid-19 pandemic were still in place until October 2021, but despite this Officers have managed to support tenants through this difficult time whilst maximising income to the Housing Revenue Account.</p>
	Rent Collection	RC 2	Current tenant arrears as a percentage of the annual rent debit	Low is good	4.50	3.50	Q3 - 21/22	3.68	Q4 - 21/22	3.63	%	A	<p>▲ The current rent arrears as a % of the debit achieve for Q4 is 3.63%, exceeding the target of 4.65%. This has resulted in an overall reduction in rent arrears of £18k compared to last financial year. Whilst we have ambitions to further reduce the total amount of rent owed by tenants, whilst continuing to sustain tenancies, this has surpassed expectation for rent collection, throughout a turbulent time for tenants. Since the eviction ban was lifted in October 2021, 10 evictions have been carried out which is not a significant number compared to relative years. This demonstrates the balance of maximising income to the HRA whilst prioritising tenancy support and sustainment.</p>
	Housing Solutions	HS 1	The number of people currently on the housing list	N/A	Volumetric	Volumetric	Q3 - 21/22	1,448	Q4 - 21/22	1,440	Number	V	We are seeing applications to join the Housing Register increase significantly since the pandemic. We anticipate this increase will continue given the current cost of living rises with many people seeking to secure more affordable accommodation.
	Housing Solutions	HS 2	The number of people approaching the council as homeless	N/A	Volumetric	Volumetric	Q3 - 21/22	707	Q4 - 21/22	990	Number	V	*Includes Rough Sleeper Team. The number of applications has increased considerably, and we anticipate this will continue as the cost of living increases take hold.
	Housing Solutions	HS 3	Successful preventions and relief of homelessness against total number of homelessness approaches	High is good	50.00	55.00	Q3 - 21/22	43.70	Q4 - 21/22	45.19	%	R	<p>▲ *Excludes Rough Sleeper Team. The team is finding it increasingly difficult to prevent or relieve homelessness. This is due to a combination of factors including applicants approaching us too late for us to successfully intervene, a lack of affordable private rented properties and lower void turnover within council stock.</p>
	Housing Voids	HV 1	Percentage of rent lost through dwelling being vacant	Low is good	0.80	0.90	Q3 - 21/22	1.44	Q4 - 21/22	1.41	%	R	<p>▲ Current rent lost through vacant dwellings is 1.41% against the target of 0.9%. The void process has faced several challenges with labour, contractors and materials which has resulted in an increase in void time and consequently % of rent lost. The Voids Team are currently working to reduce this with the help of additional contractors and an increase in available materials.</p>
	Housing Voids	HV 2	Average re-let time calendar days for all dwellings - standard re-lets	Low is good	32.00	29.00	Q3 - 21/22	51.94	Q4 - 21/22	56.08	Days	R	<p>▼ The current void turn-around time for void requiring minor works is 56.08 days against the target of 32 days. Voids have experienced increased challenges since their initial contractor went into administration in 2021, leaving significant pressure on the DLO. There is a high, national demand for labour, meaning that CoLC has had difficult securing the necessary workforce to turnaround the empty properties to achieve the target of 32 days. There has also been an increase in the number of terminations through deaths meaning that pre-termination inspections cannot be completed, resulting in more difficulty when planning required works due to no advanced information on property conditions and information not being given at this stage causing tenant uncertainty on how the property is to be returned causing an increase pre-repair works, particularly cleansing and clearance works</p> <p>There are now additional contractors in place to carry out void works and we have allocated additional staff from the DLO. Subsequently, we are seeing an increase in the properties being completed and relet and are on track to bring performance more in line with target next financial year.</p>
	Housing Voids	HV 3	Average re-let time calendar days for all dwellings (including major works)	Low is good	38.00	35.00	Q3 - 21/22	59.88	Q4 - 21/22	65.76	Days	R	<p>▼ The current void turnaround time for all properties is 65.76 days against the target of 38 days. Properties requiring major works have seen increased difficulty with sourcing necessary materials and labour, resulting in an increase in the re-let time. As with all relets, new tenants have often struggled to move due to isolation, or difficulty sourcing removals in a timely manner resulting in further delays. With the award of a new repairs contract contractor support will be in place and with the increasing availability of materials, we are improving the void turnaround time.</p> <p>During 2021-22 we re-let 453 properties that are included within this measure (General Needs / Sheltered). However, it is important to note we completed an additional 155 voids that don't get included – Homeless Licenses properties, purchase & repair, NSAP etc. Although these voids don't affect the re-let time, they do still require resource/materials from the various teams in the voids process so naturally it will have played some part in the increased delays in void properties.</p> <p>We also had a high number of refusals on void properties during the year. Of the 453 properties let within this measure, we had 108 refusals which equates to 23.8%. When we have refusals, this causes delays in the void time as the property is ready to let but we can't re-let until an offer is accepted from a prospective tenant.</p>

Housing Maintenance	HM 1	Percentage of reactive repairs completed within target time (priority and urgent repairs) - HRS only	High is good	97.00	99.00	Q3 - 21/22	92.66	Q4 - 21/22	94.04	%	R	▲ This measure is showing a steady improvement rate, during quarter four alone, we have achieved 97% which is just 0.5% off the overall target. If we continue along this trend, we should see performance being in and around the target in 2022/23. Recruiting a full complement of joiners and tweaks to the scheduling element have been contributing factors.
Housing Maintenance	HM 2	Percentage of repairs fixed first time (priority and urgent repairs) - HRS only	High is good	90.00	93.00	Q3 - 21/22	92.91	Q4 - 21/22	92.85	%	A	▼ A positive first-time fix result is a tell-tale sign of an efficient workforce, we need to operate with a skilled team to achieve this and continually update the technical skills of the workforce to ensure we maintain and improve on this measure
Housing Maintenance	HM 4	Appointments kept as a percentage of appointments made (priority and urgent repairs) - HRS only	High is good	94.00	97.00	Q3 - 21/22	99.30	Q4 - 21/22	99.46	%	G	▲ While it should automatic that this measure is met, we need to keep an eye on it to ensure continued achievement.
Business Development	BD 1	Number of users logged into the on-line self service system this quarter	High is good	10,000	10,500	Q3 - 21/22	9,026	Q4 - 21/22	14,771	Number	G	▲ Seasonal upturn - Annual Council Tax billing process
IT	ICT 1	Number of calls logged to IT helpdesk	N/A	Volumetric	Volumetric	Q3 - 21/22	993	Q4 - 21/22	1,124	Number	V	Increase in tickets logged - much of which due to quarantining of emails from new process/software
IT	ICT 2	Percentage of first time fixes	N/A	Volumetric	Volumetric	Q3 - 21/22	58.60	Q4 - 21/22	60.60	%	V	Increase in first time fixes, largely due to increase in number of emails being quarantined - and therefore higher call rate