

SUBJECT:	OPERATIONAL PERFORMANCE REPORT – QUARTER 2 2022/23
DIRECTORATE:	CHIEF EXECUTIVE
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1. Purpose of Report

- 1.1 To present to Performance Scrutiny Committee an outturn summary of the council's performance in Quarter 2 of 2022/23.

2. Background

- 2.1 Regular monitoring of the council's performance is a key component of the Local Performance Management Framework. This report covers the key strategic performance measures identified by Members and CMT as of strategic importance.
- 2.2 Each measure is monitored against a target boundary range. If a performance measure outturn status is Blue (acceptable), the measure is seen as performing on track. If a performance measure outturn status is green, the measure is seen to be achieving or exceeding the aspirational target. If a performance measure outturn status is red, the measure is seen to be performing below target and should be an area of focus.

3. Executive Summary

- 3.1 This report covers Quarter 2 of 2022/23, with the performance data outturns found in Appendices A and B.
Appendix A – Operational Performance Report - Quarter 2 2022/23
Appendix B – Quarterly and annual performance measure outturn tables from PIMS

There are 75 quarterly measures and 2 annual measures included within the report across the directorates Chief Executive's, Communities and Environment and Housing and Investment. The outturns for these measures are found at Appendix A. In total 60 performance measures out of the 77 are monitored against targets. As at the end of quarter 2 2022/23:

- **19 measures (31.7%)** were Red (below lower target boundary)
- **13 measures (21.7%)** were Blue (within target boundaries – acceptable)
- **25 measures (41.7%)** were Green (meeting or exceeding the higher target)
- **3 measures (5.0%)** were recorded as data not available for this quarter

Therefore, **38 (63.3%)** out of the **60** performance related measures were within or exceeding the targets set.

The Directorate for Major Developments (DMD) does not monitor performance through strategic measures. Instead performance is managed by the progress of the various projects DMD owns under the priorities "Driving Inclusive Economic Growth"

and “Lets Address the Challenge of Climate Change”. From quarter 3 2022/23, a progress update on these projects will be included within the quarterly performance report.

3.2 The **Directorate for the Chief Executive** has 21 measures within this report of which 3 are volumetric. As at the end of quarter 2 2022/23, out of the 18 performance monitored measures:

- 4 measures (22.2%) were Red (below lower target boundary)
- 1 measure (5.6%) was Blue (within target boundaries – acceptable)
- 13 measures (72.2%) were Green (meeting or exceeding the higher target)

Therefore, 14 (77.8%) of the 18 targeted measures were within or exceeding targets at the end of the quarter.

3.3 The **Directorate for Communities and Environment** has 35 measures within this report of which 9 are volumetric. As at the end of quarter 2 2022/23, out of the 26 performance monitored measures:

- 8 measures (30.8%) were Red (below lower target boundary)
- 8 measures (30.8%) were Blue (within target boundaries – acceptable)
- 9 measures (34.6%) were Green (meeting or exceeding the higher target)
- 1 measure (3.8%) was recorded as data not being available for this quarter

Therefore, 17 (65.4%) of the 26 targeted measures were within or exceeding targets at the end of the quarter.

3.4 The **Directorate for Housing and Investment** has 21 measures within this report of which 5 are volumetric. As at the end of quarter 2 2022/23, out of the 16 performance monitored measures:

- 7 measures (43.8%) were Red (below lower target boundary)
- 4 measures (25.0%) were Blue (within target boundaries – acceptable)
- 3 measures (18.8%) were Green (exceeding the higher target)
- 2 measures (12.5%) were recorded as data not available for this quarter

Therefore, 7 (43.8%) of the 16 targeted performance measures were within or exceeding targets at the end of the quarter.

3.5 As part of the data checking process, for Quarter 2 2022/23 onwards Assistant Directors were asked to approve all data and commentary submissions following entry into the PIMS system by data collectors.

4. Key performance achievements and concerns – Quarter 2 2022/23

4.1 Below outlines the key performance achievements and concerns as at quarter 2 2022/23. Further information as to the reasons behind the outturns are provided in Appendix A.

4.2 **Key performance achievements** - the measures identified below are showing an improving performance trend and performed above target in quarter 2 2022/23.

CX

- During the second quarter, 2 apprentices were due to complete their qualification. Both successfully complete on time resulting in the performance outturn for measure WBL 1 achieving 100% for this quarter. Both apprentices completing in quarter 2 also moved into further education, employment, and training (100%) (WBL 1 & 2).
- The average return on investment portfolio has continued to rise for the 5th consecutive quarter. At the end of quarter 2, the average return stood at 1.64%, which was significantly above the high target for this measure of 0.25% (ACC 1).
- The average interest rate on external borrowing has seen a steady decline since quarter 2 2021/22. At the end the quarter 2 2022/23 the average interest rate on external borrowing stood at 2.97%, which was below the high target for the quarter of 3.75% (low is good) (ACC 2).
- During the second quarter 59% of invoices had an associated purchase order raised, which was above the high target for the measure of 55% (DCT 2).
- The Council Tax in year collection rate for Lincoln reached 52.16% in quarter 2 2022/23. This was just above the high target for this quarter of 51.50%. When compared to the same quarter last year, this was an improvement of 2.58% (REV 1).
- The Business Rates in year collection rate for Lincoln achieved an outturn of 62.99% in quarter 2 2022/23. This was above the high target for this quarter of 57.00% and was an improvement of 7.29% when compared to the same quarter last year (REV 2).
- The average (YTD) days to process new housing benefit claims from date received has continued to outperform its target. At the end of the quarter the average time to process such claims was 16.41 days against the high target of 18.50 days (low is good) (BE 1).
- The percentage of risk-based quality checks made where benefit entitlement is correct reached 95.56% at the end of the second quarter, outperforming its high target of 91% (BE 4).

DCE

- All businesses falling within the scope of the Food Standard Agency Recovery Plan that were due to be inspected during quarter 2 were inspected on time (100%). This outturn was above the high target for the period of 97% (FHS 3).
- The number of live planning applications open as at the end of the second quarter was 120. This was a slight decrease when compared to the previous quarter, which reported at 126. This latest outturn was in line with the high target for this measure of 120 (low is good) (DM 3).
- The percentage of planning applications approved within quarter 2 was 97%. This was an improvement on the previous quarter's outturn of 95% and in line with the high target for the period of 97% (DM 4)
- The number of live cases open at the end of the quarter across the full PPASB service was 208, which outperformed the high target for the period of 220 (low

is good). This latest outturn was a decrease of 26.24% in cases when compared to the quarter 1 2022/23 outturn (PPASB 3).

- The percentage of customers that would recommend Birchwood Leisure Centre to others in quarter 2 2022/23 was 81%. This outturn was above the high target of 70% (SP 3a).
- In quarter 2 2022/23, 45 contractor points were awarded against the grounds maintenance contract. This was an improvement when compared to the quarter 1 2022/23 outturn where 75 points were awarded (low is good) (GM 1).
- The percentage occupancy of allotment plots as at the end of quarter 2 2022/23 was 96% and continued to perform above the high target for this measure of 92%. The 96% occupancy equates to 1,075 plots out of a total 1,172 plots being let during the quarter (AM 1).

DHI

- The percentage of dwellings with a valid gas safety certificate performed above target during the second quarter of 2022/23, with an outturn of 99.69% against a high target of 99.20% (HI 3).
- The percentage of rent collected as a proportion of rent owed exceeded the high target for the quarter of 95%, with an outturn of 97.69% (RC 1)

4.3 **Key performance concerns** – the measures identified below are showing a deteriorating performance trend and performed below target in quarter 2 2022/23.

CX

- The average time taken to answer a call to customer services increased significantly in the second quarter to 795 seconds and was higher than the low target for the period of 300 seconds (low is good) (CS 3).

DCE

- In quarter 2 there were 0 affordable homes delivered in the city against the low target for this quarter of 15. This was due to no housing schemes meeting the required threshold and criteria for delivering affordable housing (AH 1).
- The average end to end time to determine a planning application in quarter 2 was 105.21 days. This latest outturn was above the low target for the quarter of 85 days and was a significant time increase when compared to the quarter 1 outturn, which reported at 87.86 days (low is good) (DM 2).
- During quarter 2, 41 housing disrepair / condition cases were resolved in an average time of 20.4 weeks. This was an increase in time when compared to the previous quarters outturn of 15.1 weeks and just outside of the low target for this measure of 20 weeks (low is good) (PH 2).
- The quarterly data presented for the percentage of waste recycled or composted is lagged by one quarter due to the time taken for LCC to process the required 'disposal' data, with the latest data referring to quarter 1 2022/23. In total for quarter 1, 35% of waste had been recycled or composted, with 16.8% being recycled and 18.2% being composted. This latest outturn was a slight reduction on the quarter 1 2021/22 outturn of 35.39% and below the low target for the quarter of 36% (WM 1).

DHI

- The percentage of council properties that were not at the 'Decent Homes' standard (excluding refusals) was 1.6% at the end of quarter 2 2022/23. This was outside of the low target for this measure of 1.5% and equated to 125 properties not being at the 'Decent Homes' standard (excluding referrals) (low is good) (HI 1).
- The current tenant arrears as a percentage of the annual rent debit achieved a performance outturn of 4.76% during the second quarter of 2022/23. This outturn was greater than the low target for this measure of 4.65% (low is good) (RC 2).
- The percentage of successful preventions and relief of homelessness against the total number homelessness approaches decreased to 41.24% during quarter 2 2022/23 and performed below the low target for this measure of 45% (HS 3).
- The percentage of rent lost through a dwelling being vacant increased during quarter 2 2022/23 to 1.42% from 1.15% in the first quarter. This latest outturn performed above the low target of 1% for this measure (low is good) (HV 1).
- The average re-let time in calendar days for all dwellings (standard re-lets) performed below target during the second quarter of 2022/23, with an outturn of 39.04 days against a low target of 34 days (low is good) (HV 2).
- The number of users logged into the on-line self-service system during the second quarter of 2022/23 was 9,958. This outturn was below the low target for the period of 10,000 and was a decrease of 1,466 when compared to the previous quarter (BD 1).

4.4 It is important to note that factors such as resource pressures, recruitment challenges and the cost of living crisis have had an impact on performance in quarter 2 2022/23. Looking ahead the cost of living crisis could lead to a further increased demand for council services, as the more vulnerable in the city look to the council for support, which could also further impact on performance. This is likely to be at a time when the council could see a reduction in both income for services and collection rates due to the increased financial pressures being faced by Lincoln's residents and businesses.

4.5 Resource information

- The council was actively recruiting 26.96 FTE at the end of the quarter, with a strong focus on essential and business critical roles due to the financial environment. This was a decrease of 0.89 FTE when compared to the quarter 1 outturn.
- The percentage staff turnover at the end of quarter 2 was 3.3% (excluding apprentices). When compared to the previous quarter this was an increase of 0.2%

4.6 Appraisal completions

- The 2022/23 appraisals for council employees were due to be completed by September 2022. As at the end of the second quarter 284 employees had received their appraisal out of a total of 613 employees (46.32%).

It is important to note that in some cases it has not been possible to complete appraisals due to staff members being on long term sick or maternity leave. It is also important to note that in some cases service areas may have completed appraisals, however, these may not have been added onto the ITrent system at the time of writing this report. Subsequently these appraisals will not be included within the figures above.

4.7 Sickness performance

- In quarter 2 2022/23 the average sickness absence rate increased to 3.68 days per FTE. This was an increase of 0.28 days when compared to the same quarter in 2021/2022, where the average sickness absence rate stood at 3.40 days per FTE.
- When focusing specifically on the short-term sickness level, during quarter 2 short-term sickness increased by 0.41 days per FTE when compared to the same quarter in 2021/2022, reporting at 1.39 days per FTE.
- However, the long-term sickness level decrease in quarter 2 2022/23 by 0.13 days per FTE when compared to the same quarter in 2021/22, reporting at 2.29 days per FTE.

4.8 Complaints performance

- In quarter 2 2022/23 there were 129 complaints dealt with across the council, which was an increase of 39 complaints when compared to the quarter 1 2022/23 outturn.
- As at the end of the quarter, the percentage of formal complaints, which were responded to within their target time across all directorates year to date, was 67% (147).

5. Strategic Priorities

5.1 The City of Lincoln Council's Vision 2025 priorities are:

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

The performance measures under each directorate predominantly link directly into one Vision 2025 strategic priority. These links are as follows:

Chief Executive's Directorate – *Let's reduce all kinds of inequality*

Directorate for Communities and Environment – *Let's enhance our remarkable place*

Directorate for Housing and Investment - *Let's deliver quality housing*

6. Organisational Impacts

6.1 Finance (including whole life costs where applicable)

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

Legal Implications including Procurement Rules

6.2 - There are no direct legal implications

Equality, Diversity and Human Rights

6.3 - There are no direct equality implications because of this report.

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

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

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

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

7. Risk Implications

7.1 (i) Options Explored – n/a

7.2 (ii) Key risks associated with the preferred approach – n/a

8. Recommendations

8.1 1) Performance Scrutiny Committee is asked to review and comment on the Quarter 2 2022/23 Operational performance report ahead of the report being presented to Executive on 21st November 2022.

2) Performance Scrutiny Committee is asked to confirm that the format of the performance report continues to meet their requirements.

Is this a key decision?

No

Do the exempt information categories apply?

No

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

No

How many appendices does the report contain?

Two (A and B)

List of Background Papers:

None

Lead Officers:

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