

## REPORT UNDER RULE 2(vi) OF THE COUNCIL PROCEDURE RULES

**Report by Cllr Naomi Tweddle**  
**– Portfolio Holder for Our People and Resources**

1	Introduction
1.1	<p>In May 2024 I took up the position of Leader of the Council and Portfolio Holder for Our People and Resources, taking over these roles from Cllr Ric Metcalfe.</p> <p>I would like to express my personal thanks to Cllr Metcalfe for his dedication to the City of Lincoln and the City of Lincoln Council over the past 40 years, both as a city councillor but also in the role of Leader, which he held for over 20 years. This dedication has been instrumental in helping the city to thrive and become a leading location for residents and businesses.</p> <p>Over the past year in my previous role as Portfolio Holder for Inclusive Economic Growth and as a member of the council's Executive, it has been extremely uplifting to see the council continue to work hard to provide invaluable support to our residents and businesses. This has been at such a difficult time for many due to the ongoing cost of living pressures.</p> <p>Alongside providing this invaluable support, the council has also continued to progress many exciting projects in the city to further improve the resident, business and visitor experience. I would like to thank all council staff and members for their devotion to both the city and to the council.</p> <p>Whilst I have only recently taken up the position of Portfolio Holder for Climate and Corporate Strategy, and there have been recent changes to the portfolio remits, this annual Portfolio Holder report provides an update on the work progressed by the services under the portfolio during the previous 12 months and builds on Cllr Metcalfe's previous report for this portfolio. The areas covered within the report include:</p> <ul style="list-style-type: none"> <li>- Financial Sustainability</li> <li>- Revenues and Benefits Shared Service</li> <li>- Procurement</li> <li>- Property Services / Asset Management</li> <li>- Emergency Planning</li> <li>- Business Continuity</li> <li>- Risk Management</li> <li>- Corporate Health &amp; Safety</li> <li>- Safety Assurance Team</li> <li>- Human Resources</li> <li>- Work Based Learning</li> <li>- Craft Apprenticeship Scheme</li> <li>- Corporate Communications and Media Relations</li> <li>- Civic and International Partnerships</li> <li>- Legal Services</li> </ul>

	<p>The council's Medium Term Financial Strategy 2024-2025 sets out a need to deliver total annual revenue savings of £1.75m by 2027/28. Despite the growing financial pressures the council is facing, over the year ahead we must ensure the council continues to provide the best support possible to our residents and business to help them to navigate the enduring cost of living pressures, whilst also continuing to deliver a range of great projects to help our city to develop and progress even further.</p> <p>With the dedication and commitment of our staff, members and partners, I am confident we will once again overcome the challenges ahead and ensure Lincoln continues to be a leading city and destination in both the East Midlands and in England.</p>
<b>2</b>	<b>The Council's Priorities</b>
2.1	Section two of my report provides an overview of the key activities delivered by the council to support our employees and Lincoln's residents during the past 12 months.
2.2	<p><b><u>Our People</u></b></p> <p>Driven by the ongoing cost of living challenges, throughout the past year council staff have continued to ensure our residents and businesses have received the essential support they require to help them navigate this challenging time. This support has been provided in many different forms from a wide range of service areas and has been the highest focus for the council during this period.</p> <p>Without the dedication and commitment of our staff, it would not have been possible to provide such a high level of support. It has therefore been essential that we have continued to support our staff as far as possible through a range of routes.</p> <p>To support our staff through this challenging time, like many other local authorities and businesses, we have continued to support staff to work both from home and from work. This has demonstrated to our staff the council's commitment and flexibility towards meeting both their needs and the council's needs during these challenging times.</p> <p>In addition, the council has also continued to ensure our staff have received a range of training measures during the year to help them to undertake their role to the best of their ability, together with to help them to develop their skill set further.</p> <p>To help our staff to save money on a range of essential and non-essential products and services, we have continued to provide staff with a benefits scheme. Additionally, we have also provided a range of support and guidance sessions to our staff to help promote both healthy living and positive mental health.</p> <p>Human Resources owned policies have also continued to be reviewed at the required frequency, helping to ensure these policies continue to remain clear, include best practice also comply with legislation.</p> <p>Further details on the support provided to our staff during the past year is provided within the Human Resources update in section 12 of this report.</p>

2.3	<p><b><u>Our Resources</u></b></p> <p>Over the past 12 months the council has worked hard to ensure essential support has continued to reach those in need. Some examples of this ongoing work are provided below –</p> <ul style="list-style-type: none"> <li>• Our Customer Service Team, which is the customer’s first point of contact in many cases, has continued to answer a growing number of telephone, online and e-mail enquiries from our residents looking to access support</li> <li>• The council’s Safeguarding Lead has continued to make good progress in embedding safeguarding across the council and has continued to participate in multi-agency working to ensure support is provided to those in need</li> <li>• The council’s Housing Investment Team has continued to work hard to ensure our tenants are provided with homes which meet the decent homes standard and ensure void properties are returned to use as quickly as possible</li> <li>• Our residents who are homeless or at risk of becoming homeless have continued to receive essential support from the council’s Housing Solutions Team.</li> <li>• Our Housing Solutions Team has also continued to provide vital support for asylum seekers and refugees moving to Lincoln</li> <li>• The council’s Neighbourhood Team has continued to work hard to engage with Lincoln’s diverse communities and ensure our communities are aware of the support available to them to help navigate the current cost of living pressures</li> <li>• The council’s Revenues and Benefits Team has continued to experience significant levels of demand, which has continued to be further impacted by the delivery of several additional schemes to assist residents and businesses through the ongoing cost of living challenges - The team has continued to provide a significant level of positive, proactive and holistic support to our service users.</li> <li>• Our Welfare and Cost of Living Support teams have ensured our residents have continued to receive prompt, essential welfare, benefits and cost of living advice and support</li> <li>• Through effective use of the council’s social media channels and website, the council’s Communications Team has continued to ensure our residents and businesses are aware of the support available to them and how to access this</li> <li>• To help develop the skills of our residents and to help them into work, we have continued to deliver successful corporate and craft apprenticeship schemes - in May 2024 this hard work was recognised through the council being awarded the Greater Lincolnshire Apprenticeship Employer Champion 2024 Award.</li> </ul>
2.4	<p><b><u>Strategic Plan - Vision 2025</u></b></p> <p>The delivery of the council’s Vision 2025 strategic plan to date has been extremely challenging as a result of the financial and resource pressures faced by the council over recent years. This is largely as a result of the pandemic and the subsequent cost of living impacts.</p> <p>The council’s Vision 2025 strategic plan is available via the council’s website – <a href="#"><u>Vision 2025 Strategic Plan</u></a></p>
2.5	<p>Despite these challenges a wide range of projects and activities have been delivered, which have collectively had a positive impact on our city, our residents and our</p>

	<p>businesses, some of which would not have been possible without the support of our partners.</p> <p>Recently the council produced a 'Vision 2025 Celebrating our Progress' report, which highlights the key projects and activities delivered to date. This report also includes some inspiring case studies demonstrating the real positive impact of these Vision 2025 projects and activities on Lincoln's communities during this challenging time.</p> <p>Members are likely to have read this extremely encouraging and interesting review already, however, if you have not had the opportunity to do so yet or would like to refresh your knowledge on the contents, the document can be accessed via the following link – <a href="#">Vision 2025 Celebrating our Progress</a></p>
2.6	With Vision 2025 coming to an end this year, service areas and the leadership team are working hard to develop the council's next five year strategic plan, Vision 2030, which will outline the key areas of focus for the council and the key projects the council will look to deliver through to 2030. Members will be provided with further details and will have the opportunity to contribute to this vital piece of work as this progresses throughout 2024.
2.7	Provided below is an update on the key workstreams and achievements of each service area, which fall under the portfolio of 'Our People and Resources' focusing on the previous 12 months.
<b>3</b>	<b>Financial Sustainability</b>
3.1	Like most councils, over the last twelve months we have continued to face substantial funding pressures, with the same economic hardship that affects individuals having a corresponding impact on the council. Inflation makes everything more expensive, affecting; the cost of the day-to-day goods and services we buy; our pay bill; and the cost of construction and higher borrowing rates increase the cost of our capital schemes. The cost-of-living crisis has increased the demand for council services, especially the services delivered to the most vulnerable residents who look to the council for support and rely on the safety net provided by local government. Against this backdrop of increasing costs and rising demands, our funding levels remain below our needs, widening the gap between our spending requirements and level of resources available.
3.2	Although our budget for 2023/24 had been fundamentally reset to reflect our increased cost base, further unforeseen and unavoidable cost pressures have arisen during the year which have impacted on the assumptions that underpinned the budget. Despite these additional cost pressures, as result of maintaining our strong financial discipline and in part due to fortuitous investment income arising from a positive impact of current economic factors, and buoyant fees and charges income, our financial outturn for 2023/24 was a small underspend. This resulted in higher than budgeted contributions to general balances.
3.3	Although we were able to respond to the emerging pressures during 2023/24, and maintain a balanced budget position, we will continue to face significant financial challenges in 2024/25 and future years, with an underlying need to reduce the net cost base by £1.75m by 2027/28.

	<p>Closing a projected budget gap of this size is a challenge for the council, but we have confidence in our track record of delivering strong financial discipline and that we can continue to rise to the challenge. Our successful financial planning to date, has enabled the protection of core services for the people of Lincoln, whilst at the same time allowed for significant investment in the City, and its economy, and delivery of our Vision. We will continue to adopt this approach, carefully balancing the allocation of resources towards our new Vision 2030, whilst ensuring we maintain a sustainable financial position and deliver the required reductions in its net cost base.</p>
<b>4</b>	<b>Revenues and Benefits Shared Service</b>
4.1	<p>The council's Revenues and Benefits shared service with North Kesteven District Council has now been in place for thirteen years and continues to perform well.</p> <p>As per recent years, the last twelve months have, again, presented a number of resource-intensive challenges to this service. Information on these challenges is detailed further below.</p>
4.2	<p>As with many other council services, the impacts from Covid-19 and then cost of living challenges have been significant. Work undertaken by the Revenues and Benefits Service has included:</p> <ul style="list-style-type: none"> <li>• Collection and recovery of monies due to the council</li> <li>• High levels of Benefit and Council Tax Support claims and correspondence</li> <li>• Household Support Fund (multiple rounds of this fund)</li> <li>• Discretionary Housing Payments</li> <li>• Cost of living related support through UK Shared Prosperity Fund initiatives</li> <li>• Retail, Hospitality and Leisure Relief (to businesses)</li> <li>• Council Tax Support Fund (to Council Tax payers)</li> </ul>
4.3	<p>For the financial year 2023/24, Council Tax in-year collection was down by 0.11% compared to 2022/23. Although performance has not yet returned to pre-pandemic levels of collection, cost of living pressures on residents have to be taken into account.</p> <p>Evidence locally, as well as on a wider national basis, is showing that more people are struggling to pay Council Tax and that this could continue for some time. Officers continue to ensure Council Tax is collected proactively, however with the importance of also looking to ensure taxpayers are receiving all the help (e.g. discounts, benefits) they are entitled to, and making payment arrangements to take account of residents' welfare and avoiding undue exceptional hardship.</p>
4.4	<p>With regard to Business Rates, for the financial year 2023/24 the in-year collection for Lincoln was down by 0.87%. It should be noted that performance in financial years since the start of the Covid-19 pandemic is not wholly comparable 'like for like' due to differing levels of discounts / reliefs available, however, collection outturn is positive particularly in light of the economic climate and significant challenges for businesses over the last few years.</p>
4.5	<p>As at the end of the financial year 2023/24, outstanding Revenues documents stood at a total of 1,745. This figure is higher than at the end of 2022/23 (Lincoln 637), however with significant demands on the team plus recruitment having only just taken place in respect of vacant positions, the team has performed well.</p>

4.6	<p>As expected, Quarter 4 2023/24 (as is always the case in the final quarter of the financial year) brought extremely high levels of customer contact. This was mainly due to issuing annual Council Tax and Business Rates bills.</p> <p>To give some context as to the workload of the Revenues Team, in 2023/24 110,970 items of correspondence were received, as well as 39,805 telephone calls taken (these are the total figures for our shared service with North Kesteven District Council).</p>
4.7	<p>In-year collection for the Lincoln BID Levy for the year ended 30th June 2024 is 97.17%, which is slightly down on last year's collection (by 0.04%). Despite this slight decrease, this remains an extremely positive rate of in-year collection, considering the ongoing challenging economic climate for many businesses.</p>
4.8	<p>The Cost of Living Support Team and Welfare Teams within the shared service continued to receive extremely high levels of demand in 2023/24. This was due to residents needing support and advice as a result of the increased living costs.</p> <p>During this period 6,324 Lincoln residents were given welfare / benefits advice and 157 money advice referrals were dealt with. Advice provided by the service enabled £31,246 additional benefits entitlement per week, and lump sum awards totalling £347,975. Discretionary Housing Payments of £142,202 were awarded, Council Tax Support Fund of more than £200,000 was awarded, as well as £794,462 awarded to residents through the Household Support Fund.</p>
4.9	<p>The shared service has continued to deliver significant savings across the partnership, whilst continuing to provide vital, holistic and tailored customer-focussed services to our residents and businesses, working closely with partners, such as foodbanks, Community Grocery, Department for Work and Pensions, Citizens Advice, Age UK and a range of other voluntary sector partners.</p>
<b>5</b>	<b>Procurement</b>
5.1	<p>Significant procurement support has been provided within the last year to a number of the key strategic priorities including the procurement of the Grounds Maintenance, Street Cleaning &amp; Waste Collection provision, Greyfriars Regeneration, as well as a number of the priorities of Vision 2025. In addition to this, the new Procurement Act 2023, which comes into force with effect from October 2024, is the biggest overhaul of the procurement function since 2006 and this has, and will continue to have, a significant impact on the workload of the Procurement Manager for the foreseeable future.</p>
5.2	<p>The Procurement Manager as part of her duties continually reviews whether there are any potential spend areas and / or contracts, which could be renegotiated or procured in order to generate savings. At present there are no significant areas to report but when they do arise, these will be reviewed in more detail with the operational lead.</p>
5.3	<p>Linked to this, and as in previous years, inflation is still an issue and as such the Procurement Manager in conjunction with operational leads and finance colleagues will continue to help mitigate some of these increases by looking at various options in relation to procurement.</p>

<b>6</b>	<b>Property Services</b>
6.1	Property Services comprises of the Facilities Management Team and the Estates and Surveying Team, which cover all of the council's corporate assets.
6.2	With regard to the maintenance of the council's corporate assets, the Facilities Management Team has continued to deliver a programme of responsive and cyclical repairs and maintenance to the council's assets of over £738k. In addition to this, capital investment works have also been undertaken during the year, the most significant of which was the full refurbishment of the of the entire roof, as well as re-decoration of the High Bridge shops / buildings, preserving a special and unique building in the City. Other capital works have also taken place including, repairs to multi-storey car parks, repairs to Newport Lodge Cemetery Wall, repairs to Arboretum bridges, and improvements at the Grandstand and Bud Robinson Community Centres.
6.3	The Estates and Surveying Team have continued to provide a strategic and operational property and land management service, including lettings of investment properties, property reviews, valuations and disposals.
6.4	The teams are also leading on two Vision 2025 schemes: the Re-Imaging Greyfriars project, which was successful in securing the National Heritage Lottery Fund and Towns Fund. This funding forms part of the overall project to invest over £3m to bring this unique heritage asset back into use. The contractor has now been appointed and work is due to start on site in late Summer, with completion in Summer 2025.
6.5	The second scheme is in relation to developing options for 20/21 High Street and 40/42 Michaelgate (known as the Harlequin Project). Both of these schemes are being progressed in partnership with Heritage Trust Lincolnshire (HTL). 40/42 Michaelgate has now been leased to HTL and they have been successful in securing funding to conserve the building and bring it back into use as holiday lets. Work started on site in January and is due to finish in late Autumn. Whilst significant progress has been made with the Michaelgate buildings, work on the High Street properties is still in its initial development phase, although HTL has secured funding from the Architectural Heritage Fund to carry out a structural survey, develop designs, and to produce a fundraising strategy, business and marketing plans.
<b>7</b>	<b>Emergency Planning</b>
7.1	On an ongoing basis the council works with the Lincolnshire Resilience Forum (LRF). The LRF is a multi-agency partnership made up of representatives from local public services, including the emergency services, local authorities, the NHS, and others. These agencies are known as Category 1 Responders.
7.2	Although the LRF is not a statutory body, it is a statutory process made up of many different statutory bodies. This partnership is supported by Category 2 responders. They have a responsibility to co-operate and to share relevant information with the LRF. These responders include the Highways Agency, Public Utilities, British Red Cross, the MoD and the Drainage Boards.
7.3	In an incident, everyone comes together to help the people of wherever the incident is by responding in a way that minimises the impact on the public, property, and environment of Lincolnshire.

7.4	Our Emergency Plan provides a framework for the control and co-ordination of a response to an emergency affecting the council and is usually refreshed annually. Our plan supports our duty under the Civil Contingencies Act 2004 to be prepared and work in partnership in the event of an emergency.
7.5	We have a full out of hours rota for strategic (gold) and tactical (silver) commanders for emergency planning purposes. Gold is staffed by the Chief Executive, Directors and Assistant Directors and silver predominantly by Service Managers. Refresher training is under way for all of those staff on those rotas.
7.6	It has been a busy year in the world of emergency planning. Storm Babet in October 2023 and Storm Henk in January of this year saw the Lincolnshire Resilience Forum standing up multi-agency response to flooding from both of these over several weeks.
7.7	Over the last year a strategic commander has also completed the Multi-agency Gold Incident Command Course coordinated by the National College of Policing. It is planned to send more commanders on this training course to build experience. We have also rolled out training to elected members.
7.8	Each year the LRF coordinate a major exercise across all partners to test plans and identify gaps and training needs. This year the exercise, held in May, was based around a major incident at the LNER Stadium. It was a table top exercise held over two days with day 1 as the Emergency Response day and day 2 as the Recovery day (recovery is process of restoring communities and agencies back to normal operations). It hosted nearly 200 delegates from most of the LRF partners as well as national agencies and the Department for Levelling Up, Housing and Communities and the Department for Environment, Food and Rural Affairs. The Response day was led by officers from the City of Lincoln Council.
<b>8</b>	<b>Business Continuity</b>
8.1	<p>Business Continuity Management is a framework that assists in the management of risks, which might impact the smooth running of the council or the delivery of key services. These risks could be from the external environment (e.g. power outages, severe weather etc.) or from within an organisation (e.g. systems failure, loss of key staff). Well organised Business Continuity plans will facilitate the recovery of key business systems within agreed timescales whilst maintaining the council's critical activities and the delivery of vital services to the public.</p> <p>Business Continuity Management complements and interrelates with other corporate activities, notably risk management and emergency planning.</p>
8.2	The council's overarching business continuity plan is reviewed on annual basis, with the last annual review in January 2024. We also have critical service area plans all of which undergo regular review, led by the service area, and supported by the council's Emergency Planning Officer who is from the Joint Emergency Management Service at Lincolnshire County Council.
8.3	A key element of Business Continuity Management is the regular exercising of our plans. Our most recent council-wide exercise was undertaken in June 2024 and explored the council's response to a widespread power outage. There were a number



	of learning points and key actions from this, which will now be taken forward to further improve our plans and resilience.
<b>9</b>	<b>Risk Management</b>
9.1	<p>The council continues to develop and monitor key risks, which are those which could affect the council's ability to achieve its priorities during the year.</p> <p>Elements of Risk Management are commissioned from Lincolnshire County Council's Assurance Lincolnshire service in order to provide the level of expertise that we require. The development and monitoring of the council's strategic, operational and project risk registers, however, remains a role that is undertaken by the City of Lincoln Council through the Corporate Management Team and Directorate Management Teams.</p>
9.2	The Strategic Risk Register for 2023/24 was initially formulated by the Corporate Leadership Team, and as part of the reporting protocol within the current Risk Management Strategy, both the Executive Committee and Performance Scrutiny Committee receive reports on the Strategic Risk Register to consider the status and movement of all strategic risks at that particular point in time.
9.3	The initial Strategic Risk Register for 2023/24 contained 14 strategic risks. Since then, risks have been mitigated against with adequate controls put in place resulting in some positive movements in the risk scores. There were no new emerging strategic risks during the year.
9.4	Each Directorate identifies key risks within their service areas creating a Directorate Risk Register. These registers contain risks that are mainly of an operational nature.
9.5	A review of the Risk Management Strategy was undertaken in June 2023, with no significant amendments. Training for both officers (Corporate Leadership Team and Service Managers) and Members was also provided during Summer 2023.
<b>10</b>	<b>Corporate Health &amp; Safety</b>
10.1	The council continues to have a comprehensive two-year rolling Health & Safety Development Plan in place, which is prioritised according to risk. It is fully resourced and is approved and monitored by the Health & Safety Champions Group.
10.2	<p>Unacceptable behaviour towards our employees has been one the main areas that the Corporate Health &amp; Safety Team has been focusing on during the last year. There has been an increase in the level of intensity of unacceptable behaviour and this was recognised as an elevated risk.</p> <p>In response to this, all unacceptable behaviour procedures have been reviewed to ensure that intelligence from third party referrals are shared with the appropriate services in a timely manner. The exercise with caution register and notifications sent out to staff have been streamlined, and in the region of £20,000 has been invested to deliver both face to face and online conflict resolution and personal safety training.</p> <p>Additionally, a targeted working group has been established to ensure that a council wide approach in managing people with more challenging behaviours is robust, proportionate and appropriate.</p>

10.3	<p>The updating of national mapping of radon gas affected areas in December 2022 put the council in an informed position regarding our legal duties, as an employer and as a social &amp; commercial landlord, to risk assess and control exposure to radon gas. Lincoln has a band of limestone running beneath the city, which releases radon gas. This gas has the potential to enter properties through the floor. If not managed, it can then build up to levels, which can be a risk to health. Exposure to radon is known to be the second largest cause of lung cancer in the UK. A radon management plan has been agreed and sets out the stages for radon management - these being checking, measuring, remediating, monitoring and reviewing.</p>																																																		
10.4	<p>The checking phase has been completed. This has identified how many properties fall within the highest risk 6 to the lowest risk 2. Table 1 below details the number of council residential units that are in an affected area. Table 2 below details the number of workplaces which fall into a radon affected area.</p> <p><u>Table 1 – Council Residential Units</u></p> <table><tr><th>Radon Class</th><th>Affected Area</th><th colspan="2">Total number residential units that are within an Affected Area &amp; % of total affected</th></tr><tr><td>6</td><td>Yes</td><td>115</td><td>2.6%</td></tr><tr><td>5</td><td>Yes</td><td>92</td><td>1.4%</td></tr><tr><td>4</td><td>Yes</td><td>53</td><td>1.0%</td></tr><tr><td>3</td><td>Yes</td><td>714</td><td>10.0%</td></tr><tr><td>2</td><td>Yes</td><td>2,564</td><td>35.0%</td></tr><tr><td>1</td><td>No</td><td>3,648</td><td>50.0%</td></tr><tr><td>Totals</td><td></td><td>7,186 –</td><td>100.0%</td></tr></table> <p><u>Table 2 – Council Workplaces</u></p> <table><tr><th>Radon Class</th><th>Affected Area</th><th>Total number workplaces that are within an Affected Area</th></tr><tr><td>6</td><td>Yes</td><td>1</td></tr><tr><td>5</td><td>Yes</td><td>4</td></tr><tr><td>4</td><td>Yes</td><td>0</td></tr><tr><td>3</td><td>Yes</td><td>1</td></tr><tr><td>2</td><td>Yes</td><td>11</td></tr></table>	Radon Class	Affected Area	Total number residential units that are within an Affected Area & % of total affected		6	Yes	115	2.6%	5	Yes	92	1.4%	4	Yes	53	1.0%	3	Yes	714	10.0%	2	Yes	2,564	35.0%	1	No	3,648	50.0%	Totals		7,186 –	100.0%	Radon Class	Affected Area	Total number workplaces that are within an Affected Area	6	Yes	1	5	Yes	4	4	Yes	0	3	Yes	1	2	Yes	11
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10.5	<p>The council is now planning the measuring stage. Due to the number of properties in affected areas this will be undertaken in phases. This first phase of which is scheduled September to December 2024 where radon detectors will be placed in properties for at least 3 months. The detectors will be then sent to the UK Health Security Agency (UKHSA) for analysis only then will we start to get an understanding if there are levels of radon detected above the action level. This will be an ongoing project for at least 3 years and further updates will be provided moving forwards.</p>																																																		

<b>11</b>	<b>Safety Assurance Team</b>
11.1	<p>Asbestos in the Housing stock continues to be managed through the Safety Assurance Team. The asbestos management software 'Asbestos Pro' continues to be used to store data relating to asbestos and is accessible to operatives and contractors to interrogate prior to undertaking works. Some further developments are planned for the software.</p> <p>Re-inspections of known Asbestos Containing Materials within communal areas and Asbestos Insulating Board across the Housing stock continue to be undertaken to monitor the condition and manage.</p>
11.2	<p>An agency Fire Risk Assessor was previously engaged and good progress has been made on undertaking Fire Risk Assessments to the communal areas of low-rise blocks of flats, with 95% of low-rise blocks now having a current Fire Risk Assessment. In addition, 100% of high-rise blocks and 100% of supported housing schemes have a current Fire Risk Assessment. Actions arising from the Fire Risk Assessment are being monitored to ensure completion.</p> <p>All low-rise blocks have now had a Fire Risk Assessment in the last three years, however, those showing as not having a current Fire Risk Assessment are now due a review as their last assessment was in 2021 (the review frequency for low rise blocks is every 2 years).</p>
11.3	<p>Following the implementation of the Building Safety Act all three of the high-rise tower blocks have been registered with the Building Safety Regulator and work continues to complete the building safety case report.</p> <p>With the implementation of the Fire Safety (England) Regulation, fire door inspections are being undertaken (Communal and Flat front doors) at the high-rise tower blocks. Additionally, as part of the fire door inspection schedule, this is also being rolled out and is in the early stages of including the supported housing schemes and low-rise blocks.</p>
11.4	<p>Fire Safety Audits were completed by the Fire Risk Assessor and Fire Safety Assurance Manager at De Wint Court in October 2023, along with at the three high rise tower blocks.</p> <p>It was identified that the Responsible Officers (RO's) and Responsible Officer Support Staff (ROSS) are completing and recording their weekly and monthly checks, e.g. weekly fire alarm test and monthly emergency light tests, which provides reassurance that the day-to-day fire safety is being managed at these locations.</p> <p>Good progress has been made to imbed the Responsible Officer framework across both the Housing and Corporate stock including to roll out updated training to all RO's and ROSS.</p>
11.5	<p>Lincolnshire Fire and Rescue completed a training exercise at Jarvis House in April 2023. This is designed to test readiness and procedures in the event of any threat to the building and our tenants.</p>

	The Safety Assurance Team continue to work jointly with Lincolnshire Fire and Rescue in relation to fire safety across the Housing stock, including to provide and produce updated information on high rise and sheltered schemes etc.
11.6	Fire Safety Roadshows were held in April 2024 at each of the three high rise tower blocks including Jarvis House, Shuttleworth House and Trent View, to engage with residents regarding fire safety and discuss any concerns they may have had. Attendance at the roadshows included the Safety Assurance Team, Tenancy Services Team, Investment Team and Lincolnshire Fire and Rescue.
11.7	In terms of staffing within the Safety Assurance Team, the team currently has a vacancy for the Technical Officer Fire Safety post. This post continues to prove challenging to fill with a suitably qualified and experienced candidate.
<b>12</b>	<b>Human Resources</b>
12.1	<p><b>Health and Wellbeing</b></p> <p>The Human Resources Team has continued to prioritise employee mental and physical health &amp; wellbeing over the past year.</p> <p>Several health and wellbeing topics and initiatives have been shared / launched over the past 12 months to raise awareness to employees of a range of support available to them. These include:</p> <ul style="list-style-type: none"> <li>• Mental Health – Mental Health awareness days and weeks have been promoted. This included notification that our Mindful Employer Charter had been successfully renewed and a review of the council's Mental Health and Wellbeing e-learning was undertaken.</li> <li>• Women's Health - Menopause café was relaunched as a Health and Wellbeing Café (women's health through the ages) – this was at the request of participants.</li> <li>• Men's Health - Andy's Man Club attended both City Hall and Hamilton House to provide information about Andy's Man Club and how they support Men's Mental Health in Lincoln.</li> <li>• Financial wellbeing – Financial Wellbeing courses along with Pension Pre-Retirement Courses have been promoted and delivered. We continue to promote the council's Employee Discounts Platform, which gives employees access to a range of ways to make savings through discounts / initiatives etc.</li> <li>• Physical Wellbeing – 'A knowing your numbers' event was rolled out at both City Hall and Hamilton House to allow employees to have checks covering weight, BMI and blood pressure. Additionally, a trial started in the Housing Repairs Service towards the end of Quarter 4 2023/24 where an external physiotherapist attends Hamilton House once a month to offer support and advice to those in manual / trade roles.</li> </ul> <p>Alongside this support provided, the council's Health and Wellbeing pages on the council's intranet 'Hub' have been redesigned and updated to provide a digital version of the previous 'Our Health Matters' booklet. There are now dedicated 'Hub' pages for Mental Health, Women's Health, Men's Health, Financial Wellbeing, Being Active and Resilience.</p>

12.2	<p><b>Staff Development</b></p> <p>The leadership development three-day programme has continued to be delivered over the past year with very positive feedback being received from participants.</p> <p>SafeTalk (Suicide Awareness) workshops for employees in certain areas have recently commenced, which aims to increase participants willingness and ability to recognise when a person might have thoughts of taking their own life, engage them in direct and open discussion on this and move quickly to connect them with someone able to provide a suicide first-aid intervention. In addition to this, ASIST Training (Applied Suicide Intervention Skills Training) has been booked for a number of employees. This is a two-day interactive workshop in suicide first aid.</p>
12.3	<p><b>Workforce Plan</b></p> <p>The council's Organisational Development Board have committed to develop a council Wide Workforce Plan.</p> <p>The Human Resources Team will provide support in the development of the Workforce Plan, which will analyse the current workforce and identify future workforce requirements, skills and competencies, which will be needed to deliver services in line with the council's strategic plan.</p> <p>Subgroups have been established and meetings have commenced (and remain ongoing) to have discussions and form plans for each service area.</p> <p>These plans will be reviewed and considered accordingly by the council's Corporate Management Team and Organisational Development Board.</p>
12.4	<p><b>Policies and Procedures</b></p> <p>The Human Resources Team has continued to review Human Resources owned policies over the past year to ensure clarity, best practice, and compliance with legislation. All Human Resources policies are reviewed at least every three years. Trade Unions have continued to be actively involved in the review of these policies.</p> <p>As part of each review, advice, guidance and training (where necessary) continues to be provided for staff who have supervisory duties.</p>
<b>13</b>	<b>Work Based Learning (WBL)</b>
13.1	<p>Over the past year the Work Based Learning Team has continued to deliver apprenticeships in the following areas –</p> <ul style="list-style-type: none"> <li>• Customer Service Practitioner Level 2</li> <li>• Business Administrator Level 3</li> <li>• Team Leader / Supervisor Level 3</li> <li>• Operational Departmental Management Level 5</li> </ul> <p>These apprenticeships have been delivered as a supporting provider in partnership with the council's main providers First College and LAGAT College. The team is proactive</p>

	in the support of learners and continually receives positive feedback and high success rates; a high percentage of our learners achieve an overall grade of 'Distinction'.
13.2	<p>The council has held the Matrix Standard Accreditation consistently since 2013. This ensures the delivery of high-quality information, advice and guidance services that enable people to reach their full potential and have a better understanding of the landscape of opportunities that are available to them.</p> <p>Offering advice relating to education, skills, employability, careers, housing, health advice and money &amp; travel advice has also continued, which leads to more well informed, successful employees.</p> <p>Enrichment opportunities throughout our programmes have also continued to be provided such as work shadowing, project work and workshops to improve the learning our apprentices undertake and to give them a broader view of the landscape, naturally widening their participation with their employer and the community.</p>
13.3	<p>In May 2024 the council was awarded the Greater Lincolnshire Apprenticeship Employer Champion 2024 Award. The council was recognised for "integrating structured learning with hands-on training and real-world responsibilities, their apprentices consistently demonstrate high levels of confidence, professionalism, and integrity."</p> <p>I would like to congratulate the Work Based Learning Team for their integral role in delivering the council's apprenticeship scheme and for securing this award.</p>
13.4	<p>Our ethos, as it has done for the past 29 years, remains 'grow our own'.</p> <p>Many of our apprentices secure permanent positions at the council.</p>
<b>14</b>	<b>Craft Apprenticeship Scheme</b>
14.1	There are currently two craft apprentices in the Housing Repairs Service nearing the end of their second year in electrical and plumbing work. Both apprentices have provided positive feedback about the program, which is encouraging and highlights the value of these opportunities provided by the council.
14.2	<p>The Housing Repairs Service is currently looking at other methods of recruiting trainees due to the difficulties in recruiting trades, particularly electricians.</p> <p>During the past year the service has recruited an electrician who applied for a full electrician post. This individual had the required qualifications but needed to gain site experience. To support this individual the service has provided the opportunity for the individual to gain this experience, and hopefully, this approach can have a positive outcome and help retain staff in these challenging positions.</p>
14.3	<p>Looking ahead, the Housing Repairs Service is proactively focusing on workforce development, identifying future labour pressure points, and establishing apprenticeship programs for anticipated trades. This approach is aimed at ensuring a secure and skilled workforce for the future.</p> <p>Continuing into the next academic year, the service will work with Lincoln College to provide further apprentices to develop the next generation of the workforce.</p>

15	<b>Corporate Communications and Media Relations</b>
15.1	<p>Our communications team continues to ensure our reputation is maintained and enhanced wherever possible.</p> <p>Some of the successful work the team has been involved with this year has included:</p> <ul style="list-style-type: none"> <li>• The creation of a Domestic Abuse social media campaign to run throughout Euro 24, with 24 graphics created, approved and distributed among all Lincolnshire councils and third sector organisations</li> <li>• Filming a warm spaces video for use by authorities across the county, highlighting what a warm spaces area looks like and what benefits can be gained by using them</li> <li>• Filming a warm packs video, showing what packs include and how those referring can access them and how recipients can benefit</li> <li>• An increased focus on the promotion of Lincoln Community Lottery and our Social Responsibility Charter, using a variety of communications tools and methods</li> <li>• Following the cancellation of Lincoln Christmas Market, and the switch to Events In Lincoln, resulted in a small gain in social media followers, with more than 44,000 followers on Facebook.</li> <li>• Significant support for the new Events in Lincoln programme, including creation of the brand and marketing and promoting all the events before, during and after they take place</li> <li>• Creation of more than twenty Cost of Living social media graphics which provided money-saving hints and tips. These were shared to all Lincolnshire councils</li> <li>• Assisting in the creation, design and promotion of the Housing directorate's new 30-Year Business Plan</li> <li>• An exploration into producing high-quality video podcasts within the housing directorate initially, to help engage and inform staff about current and upcoming projects</li> <li>• Launched Cornhill Market social media with followers on the market's Facebook page up to 1.2k by June 2024, with a further 1.4k followers on Instagram.</li> <li>• Communications roll out for Cornhill Market reopening, with a build-up on social media, press releases, video series with traders, and newsletters to promote the opening day on 17 May 2024. Significant coverage gained.</li> <li>• Implementation of GovDelivery bulletins for a variety of topics including Western Growth Corridor, Be Lincoln Town Deal, Green Spaces, and Events, a total of 1,266 across the board as of June 2024.</li> <li>• Production of video highlighting the Barbican Creative Hub project, in partnership with University of Lincoln. The video was particularly popular on Be Lincoln's LinkedIn channel, with over 2.1k views, 10 shares and 110 reactions.</li> <li>• Helping to create 20-metre-long hoarding for the Western Growth Corridor site's southern access on Skellingthorpe Road, working with design partner and Birchwood Primary School pupils to create a vision for 'Our Future Community'.</li> <li>• Assisting in the creation of a new brand identity for the Western Growth Corridor scheme, to be launched later this year.</li> <li>• Helped garner more than 200,000 Instagram impressions, more than 100,000 twitter impressions and reached more than two million people on Facebook as part of the Events in Lincoln promotion</li> </ul>

	<ul style="list-style-type: none"> <li>• Created new approach to promotion of voter I.D. for general election, using iconic landmarks from across the city</li> <li>• Worked to promote changes in polling stations for the local and general elections, using social media, strategically placed posters, videos and interviews</li> <li>• Ongoing communications for the Be Lincoln Town Deal brand, regular updates to the social media channels and website and quarterly communications reports to Town Deal board</li> <li>• Promotion of D-Day 80<sup>th</sup> anniversary Freedom of the City Parade, alongside video used internal and external highlighting the event</li> <li>• Support and promotion of the survey of the Greening of the Brayford Project in joint partnership with East Mercia River Trust</li> <li>• Continued promotion of diversity days, including Eid, Christmas, Remembrance Day, International Day of Charity, Diwali, New Year's Day, Holocaust Memorial Day, and International Women's Day</li> <li>• Development of a Vision 2025 graphic campaign, designed to promote some of the key milestones and achievements that have taken place during Vision 2025</li> <li>• Creation of 5 Growth Conference videos aimed at showcasing the work of the council since the start of Vision 2025. These videos have also been submitted to the District Council Network to assist in their promotion of the good work local government does to mark 50 years since the launch of the 1974 Local Government Act</li> </ul>
<b>16</b>	<b>Civic and International Partnerships</b>
16.1	<p><b><u>Lincoln Guildhall</u></b></p> <p>For the past two years Lincoln Guildhall has been recognised as the number one “Thing to Do” in Lincoln based on Travellers’ Reviews on TripAdvisor. Tourists from around the country, and the world, continue to visit Lincoln Guildhall based on these reviews and recommendations.</p> <p>Tours of the Guildhall have continued to be held over the past year on Mondays, Wednesdays, Fridays and Saturdays at 10.30am and 2.00pm for the public. Private tours have also continued to be provided if required. For the winter months during 2023/24, the Civic Team experimented with closing the Guildhall on Mondays and Wednesdays whilst visitor numbers were generally lower, reopening on again on these days in early March.</p> <p>Combined tours of Lincoln Guildhall and Posterngate also continued following a short break over the winter. These tours often have a waiting list and the Civic Team anticipate that these tours will continue to popular moving forwards.</p> <p>Alliances with both Bishop Grosseteste University (BGU) and the University of Lincoln have continued to evolve over the past year. The Lincoln Charters Project has continued with further exciting digital work being undertaken with the collection. This work has resulted in several students volunteering with us working on our deposit in the Lincolnshire Archives.</p>
16.2	<p><b><u>Mayoralty</u></b></p> <p>Last year’s Mayoral Year was extremely busy, with the Mayor and Sheriff attending many events throughout the year including graduations, care home and school visits.</p>

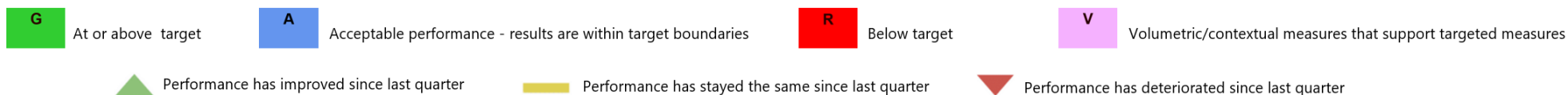


	<p>Last year's Mayor also had an extremely successful charity fund-raising year and managed to raise approximately £11,000 for his chosen charities.</p> <p>The traditional Mayor Making Ceremony this year took place on 14th May 2024, when the new Civic Party came into office.</p>
16.3	<p><b><u>Civic Events</u></b></p> <p>Civic events organised by the Civic Office have continued to take place over the past year.</p> <p>Recent events have included the Mayor and Mayoress attending the Democracy Weekend in our twin town of Neustadt an der Weinstrasse, the 65th Anniversary of the Freedom of the City of RAF Waddington and beacon lighting for the D-Day commemorations; to name but a few.</p> <p>Future events throughout the year will include the Remembrance Services at the War Memorial and the Cathedral, Battle of Britain Service and the Christmas Lights Switch on.</p> <p>Other events to be organised by the Civic Team are fund-raising events for the Mayor's chosen charity for 2024/25, MacMillan Nurses.</p>
16.4	<p><b><u>International Partnerships</u></b></p> <p>The Oberbürgermeister of Neustadt an der Weinstrasse, Lincoln's twin town in Germany, invited a delegation to visit their town for Democracy Weekend in May. The Mayor and Mayoress attended and it was a successful visit.</p> <p>The Mayor of Port Lincoln, Lincoln's twin town in South Australia, is visiting Lincolnshire on the occasion of the Matthew Flinders ceremony in Donnington. The Mayor of Lincoln will also be in attendance and will be meeting with our friends from Port Lincoln.</p>
<b>17</b>	<b>Legal Services</b>
17.1	<p>The Legal Services Team has continued to support the council's Vision 2025 and its strategic priorities over the past 12 months, with the team providing advice and representation to all service areas as well as members. The team has undergone staff changes and now has a new Service Manager and Litigation Solicitor, but the team is still trying to recruit to other permanent roles.</p>
17.2	<p>The team's role in enforcement is ongoing and has increased this year. Officers regularly have to consider the complex needs of an individual and balance these against the need to provide a service or to take action when required. The team frequently work closely with third parties. Housing are now increasingly enforcement focused and therefore there has been an increase in Housing enforcement action, it is expected that this will continue to increase.</p>
17.3	<p>The team supports the council's regulatory teams such as Licensing, Private Housing and Environmental Health and has seen an increase in this work also. The team also support the Planning Team and advise on the provision of financial benefits, which often involves consideration of Subsidy Control advice.</p>

17.4	The conveyancing work on vital projects has continued and the team is involved in the provision of temporary accommodation and providing private housing advice. The team contribute to improvements to housing generally and on homelessness issues. The team has advised on strategic priorities such as Greyfriars and the sale of land at Riseholme Road. Leases and other commercial property work continue to be provided by the team’s Trainee Legal Executive whom it is hoped will qualify in March 2025.																																																																						
17.5	The team continues to provide support for procurement exercises to ensure the council can deliver both services and works / projects. In addition, the team has worked on the regeneration of the city through major projects and planning work, including the Western Growth Corridor and in the city centre. The team now has a Projects Solicitor to assist the Major Development Team in the delivery of Western Growth Corridor, their role is to advise upon and draft all the legals in respect of this project bringing this work back in house.																																																																						
18	<b>Performance Summary</b>																																																																						
18.1	<p><b><u>Sickness Levels</u></b></p> <p>The cumulative sickness per FTE at the end of 2023/24 was a significant improvement in performance, with this being 4.85 days lower than the 2021/22 year end outturn and 4.06 days lower than the 2022/23 year end outturn. The latest quarter 1 2024/25 cumulative sickness per FTE figure of 2.37 days was a small increase of 0.09 days when compared to the quarter 1 2023/24 outturn, however, was 0.55 days lower than the quarter 1 2021/22 outturn and 0.33 days lower than the quarter 1 2022/23 outturn.</p> <p><b>Cumulative sickness per FTE trends (excluding apprentices)</b></p> <table><tr><td></td><td colspan="4">Days</td></tr><tr><td>Year</td><td>Quarter 1</td><td>Quarter 2</td><td>Quarter 3</td><td>Quarter 4</td></tr><tr><td>2013/14</td><td>2.68</td><td>5.18</td><td>7.69</td><td>10.78</td></tr><tr><td>2014/15</td><td>2.99</td><td>6.68</td><td>9.93</td><td>13.43</td></tr><tr><td>2015/16</td><td>3.01</td><td>5.70</td><td>8.60</td><td>11.63</td></tr><tr><td>2016/17</td><td>2.43</td><td>5.1</td><td>8.27</td><td>11.52</td></tr><tr><td>2017/18</td><td>3.11</td><td>6.34</td><td>9.84</td><td>13.62</td></tr><tr><td>2018/19</td><td>2.90</td><td>4.83</td><td>7.28</td><td>10.35</td></tr><tr><td>2019/20</td><td>2.42</td><td>5.07</td><td>7.75</td><td>10.49</td></tr><tr><td>2020/21</td><td>1.13</td><td>2.83</td><td>5.82</td><td>9.10</td></tr><tr><td>2021/22</td><td>2.92</td><td>6.32</td><td>10.51</td><td>13.80</td></tr><tr><td>2022/23</td><td>2.70</td><td>6.38</td><td>10.29</td><td>13.01</td></tr><tr><td>2023/24</td><td>2.28</td><td>4.48</td><td>6.51</td><td>8.95</td></tr><tr><td>2024/25</td><td>2.37</td><td>-</td><td>-</td><td>-</td></tr></table>		Days				Year	Quarter 1	Quarter 2	Quarter 3	Quarter 4	2013/14	2.68	5.18	7.69	10.78	2014/15	2.99	6.68	9.93	13.43	2015/16	3.01	5.70	8.60	11.63	2016/17	2.43	5.1	8.27	11.52	2017/18	3.11	6.34	9.84	13.62	2018/19	2.90	4.83	7.28	10.35	2019/20	2.42	5.07	7.75	10.49	2020/21	1.13	2.83	5.82	9.10	2021/22	2.92	6.32	10.51	13.80	2022/23	2.70	6.38	10.29	13.01	2023/24	2.28	4.48	6.51	8.95	2024/25	2.37	-	-	-
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18.2	<p><b><u>Quarterly Performance Measures – Our People and Resources</u></b></p> <p>The table provided at Appendix A shows performance up to the end of Quarter 1 2024/25 for those performance measures under my portfolio.</p> <p>Within the latest data period there were <b>3</b> performance measures showing as below target, <b>5</b> measures showing as above target, <b>3</b> measures falling within their target boundaries showing acceptable performance and <b>1</b> volumetric (untargeted) measure.</p>																																																																						

	The latest service area commentary for these performance measures is also provided within the table at Appendix A.
<b>19</b>	<b>Looking Forward</b>
19.1	<p>Over the next 12 months I look forward to working with council staff, elected members and our partners to build on the success of this portfolio to date, and continue to make a real difference within our communities through progressing Vision 2025 and developing Vision 2030. These plans are crucial in helping to deliver Lincoln's ambitious future.</p> <p>I would like to thank all council staff, elected members and partners for their ongoing dedication to the council and supporting our communities over the past year.</p> <p>I would also like to thank officers for their assistance in the preparation of this report.</p> <p><b>Councillor Naomi Tweddle</b>  <b>Portfolio Holder for People &amp; Resources</b></p>

## APPENDIX A - Our People and Resources – quarterly performance measure outturns as at Quarter 1 2024/25



Service Area	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous value	Quarter 1 2024/25 outturn	Status		Service area commentary
Procurement	PRO 1	Percentage spend on contracts that have been awarded to "local" contractors (as the primary contractor)	%	High is good	20.00	45.00	-	-	54.05	G	▬	<p>The total contract spend as an authority in quarter 1 was £12,544,200.79. Of that spend, a total of £6,780,241.49 was awarded to "local" contractors.</p> <p>Local is defined as anywhere within Lincolnshire plus a 20 mile radius of the County boundary (as per the Local Agenda Policy).</p> <p>For comparison and completeness, as this measure is now reported quarterly instead of annually, in 2023-24 the total annual spend awarded to local contractors was £32,127,770.74, representing 55.98% of the total contract spend of £57,390,696.45.</p>
Work Based Learning	WBL 1	Percentage of apprentices completing their qualification on time	%	High is good	95.00	100.00	Q4 - 23/24	67.00	50.00	R	▼	<p>In Q1 24/25, the number of apprentices completing their apprenticeship on time was 50% (1/2). The individual not completing on time for this quarter decided to withdraw. It is important to note that due to the number of apprentices due to complete during the quarter, the impact on performance of 1 apprentice not completing on time was much larger.</p>

Service Area	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous value	Quarter 1 2024/25 outturn	Status		Service area commentary
Work Based Learning	WBL 2	Percentage of apprentices moving into Education, Employment or Training	%	High is good	90.00	95.00	Q4 - 23/24	100.00	50.00	R	▼	In Q1 24/25 50% (1/2) of apprentices on programme moved into Employment, Education or Training. (One was an early leaver). There were 2 new starters on the apprenticeship scheme during Q1 24/25.
Accountancy	ACC 1	Average return on investment portfolio	%	High is good	3.50	4.50	Q4 - 23/24	5.60	5.30	G	▼	With Bank of England base rate expected to reduce gradually over the financial year, markets are adjusting rates accordingly and we are seeing a slight reduction in yield when compared with the back end of the prior year.
Accountancy	ACC 2	Average interest rate on external borrowing	%	Low is good	5.50	3.50	Q4 - 23/24	3.28	3.26	G	▲	Average interest paid on borrowing expected to remain fairly constant throughout the year due to having a number of long term loans at better than market rates which will not need to be replaced for some time.
Debtors & Creditors	DCT 1	Percentage of invoices paid within 30 days	%	High is good	95.00	97.00	Q4 - 23/24	86.86	95.70	A	▲	<p>This measure has seen an improvement in performance since the previous quarter, with the outturn achieving above the low target.</p> <p>It is important to note that figures are calculated on all supplier invoices and credit notes (not refunds or grants) paid 01/10/2023 - 31/12/2023.</p> <p>Figures are adjusted based on certain assumptions: 1) No invoice collected for payment by supplier by direct debit or paid by standing order is assumed to be late. 2) No credit note taken by COLC outside of 30 days classified as late 3) 0.5% of those invoices paid over 30 days assumed to be in dispute at some point and hence paid late after dispute</p>

Service Area	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous value	Quarter 1 2024/25 outturn	Status		Service area commentary
												was resolved, therefore not classified as late 4) 1% of those invoices paid after 30 days assumed were held back from payment because the overall balance with the supplier was in credit.
Debtors & Creditors	DCT 2	Percentage of invoices that have a Purchase Order completed	%	High is good	65.00	75.00	Q4 - 23/24	77.00	75.00	G	▼	Based on supplier expenditure only (none supplier expenditure is excluded) i.e. all invoices and credit notes dated between 01/04/2024 and 30/06/2024. Starting figure: 3,575 invoices and credit notes. Adjustments to starting figure: - Utility bills where purchase orders are not required (510). Supplier invoices where a purchase order would be unsuitable for processing (356). Final number of invoices included - 2,709 of which 2,037 were linked to either an Agresso or Universal Housing order number and 672 were not.
Debtors & Creditors	DCT 3	Average number of days to pay invoices	Days	Low is good	20	15	Q4 - 23/24	22	15	G	▲	This measure has seen a significant improvement in performance since last quarter, with the outturn achieving the high target for the measure of 15 days. Figures calculated on all supplier invoices and credit notes paid between 01/04/2024 - 30/06/2024. Figures adjusted for those invoices and credit notes where the overall supplier account balance has been in credit and therefore invoices cannot be paid until credit balance has been used.
Revenues Administration	REV 1	Council Tax – in year collection rate	%	High is good	25.00	26.00	Q1 - 23/24	26.30	25.64	A	▼	The performance for this outturn remains within the acceptable target range at 25.64%, however council tax collection has decreased by 0.66% when compared to Quarter 1

Service Area	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous value	Quarter 1 2024/25 outturn	Status		Service area commentary
		for Lincoln (cumulative)										2023/24. This is attributed to the cessation of discretionary awards for council tax made in April 2023, totalling £116,667.11.
Revenues Administration	REV 2	Business Rates – in year collection rate for Lincoln (cumulative)	%	High is good	29.00	32.00	Q1 - 23/24	35.61	25.64	R	▼	<p>The outturn for this measure has seen a decrease in performance by 0.60%, reducing from above the high target last quarter, and by 9.97% when compared to quarter 1 2023/24.</p> <p>At the end of June 262 accounts were in arrears. Of the top 20 accounts in arrears - the majority have either been to court in June or are due in court in July.</p> <p>Reminders are issued, and recovery and enforcement action taken where appropriate, where sole traders and companies fail to make and maintain a payment plan.</p>
Revenues Administration	REV 3	Number of outstanding customer changes in the Revenues Team	Number	Low is good	1,800	1,700	Q1 - 23/24	1,114	1,775	A	▼	<p>At the end of quarter 1, there were 1,453 documents outstanding in the Enterprise document management system that relate to changes for City of Lincoln Council customers.</p> <p>Emails received are now indexed before being actioned to make counting more efficient, as well as improving accuracy through inclusion in the Enterprise document system.</p> <p>In addition to the Enterprise system, there are also 332 outstanding documents in the</p>

Service Area	Measure ID	Measure	Unit	High or low is good	Low target	High target	Previous data period	Previous value	Quarter 1 2024/25 outturn	Status		Service area commentary
												<p>Citizens Access Revenues (self-serve) system, with these being included for the first time this year, which account for more than half of the 600 outstanding documents increase recorded for the measure.</p> <p>The council tax team continues with staffing problems either vacancies or sickness. Overtime is in place and officers are encouraged to maintain a work life balance, no officers are mandated to do the overtime on offer. Steps are currently being taken to address the backlog of work.</p>
Revenues Administration	REV 4	Number of accounts created for the My Lincoln Accounts system (to date)	Number	N/A	Volumetric	Volumetric	Q4 - 23/24	4,905	5,552	V		The total number of customers who have registered on My Lincoln Accounts system by 30th June 2024 is 5,552.