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**TO ALL PERFORMANCE SCRUTINY
COMMITTEE MEMBERS**

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Date: 3 August 2021

PERFORMANCE SCRUTINY COMMITTEE - TUESDAY, 10 AUGUST 2021

Dear Councillor,

Further to the previously issued agenda for the Performance Scrutiny Committee meeting of Tuesday, 10 August 2021, please find attached the following additional papers.

3. Updated Performance Targets Report for 2021/22 (Pages 3 - 14)

If you require any further information please feel free to contact me using the information provided above.

Yours faithfully,

Clare Stait
Democratic Services Officer

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SUBJECT: UPDATED PERFORMANCE TARGETS REPORT FOR 2021/22

DIRECTORATE: CHIEF EXECUTIVE'S

REPORT AUTHOR: PAT JUKES, BUSINESS MANAGER – CORPORATE POLICY

1. Purpose of Report

- 1.1 To update Members on agreed performance targets for 2021/22 for initial reporting in Q1 2021/22, and to provide additional supporting information on the rationale for the changes

2. Executive Summary

- 2.1 In 2020/21 targets across many measures were significantly impacted by changes due to the Covid-19 pandemic. At the time we were still uncertain about the ongoing impact the pandemic would have on some measures and therefore the review of targets for 2020/21 was focussed on those measures which have seen significant pressure.

Following the call in of the original Performance Targets report and a Select Scrutiny meeting in July, it was agreed to go ahead with implementing the targets as proposed in the first report – but to bring a second report back to Performance Scrutiny in August. This update report thus includes additional information on why it was felt that a defined number of targets needed changing and what the next steps will be.

- 2.2 **Appendix A** details the measures chosen to have targets monitored. The targets were developed by the Assistant Directors in consultation with their Service Managers and then confirmed by Directors and Portfolio Holders, before going to Performance Scrutiny and Executive.

An additional column has been included for those measure with confirmed changes which summarises the rationale for the change and any planned next steps

3. Background

- 3.1 Performance measures are an important aspect of understanding how well a service is working and form a key component of recognising whether a service is delivering value for money.

Like SMART goals – measures also need to be specific, stretching but achievable, relevant and timely. We have an identified set of performance measurements which we consider still meet the specific and timely aspects of this aim. But with the impact of the pandemic on the way some services work, there were questions over whether all of the existing measure set were still relevant, and also whether some had potentially moved from stretching to impossible.

Targeted Performance measures are those where the team can influence how good the result is (how fast, how many, how far etc.); volumetric measures are those that a service team cannot influence but are still valuable for contextual information relating to other measures provided.

All of these considerations were part of the debate held with AD's and Service Managers.

- 3.2 The council's Performance Information Management System (PIMS) has been in operation since April 2019. This system now holds a set of 86 measures being a mix of quarterly and annual; volumetric and targeted indicators. There are currently 69 targeted indicators for which low and high targets have been set which form the 'acceptable' level of performance.
- 3.3 Performance targets are reviewed annually to reflect changes in the marketplace, the council's strategic direction, as well as current outturn achievements. During 2020/21 performance of a number of measures were significantly impacted by changes arising as a result of the Covid-19 pandemic. Data collection and performance reporting were also adversely affected by Covid-19 and uncertainty is likely to continue into 2021/22. Therefore a slightly different approach to reviewing targets was taken this year, maintaining the status quo unless there was evidence to suggest a change. We have also introduced the need for commentary on all measures (not just those performing poorly) when quarterly data is input to enable a greater understanding of performance whilst uncertainty continues.

4. *Targets for the year 2021/22*

- 4.1 At the start of Q4 2021/22, all Assistant Directors and some Service Managers were consulted on the set of measures and individual targets for each measure – these include a high target, i.e. the point at which the measure will turn 'green', plus a second low target, which is the point at which performance is considered to be deteriorating enough to turn 'red' thus providing a strong alert to potential issues.
- 4.2 Full details of proposed high and low targets as well as details of volumetric measures are provided in **Appendix A**. There are a total of 19 proposed changes, highlighted in pale blue in the appendix and summarised below:
 - a. Four measures have been removed altogether for 2021/22 (although work will continue to examine ways of re-introducing the customer satisfaction measures next year), all of which were targeted measures:
 - CS 4 - Average customer feedback score (face to face enquiries - score out of 10). Not currently able to be collected.
 - CS 5 - Customer satisfaction with their phone call to Customer Services. Not currently able to be collected.
 - PRS 1 - Return on new commercial investments. No longer pursuing any commercial property purchases. (to be removed permanently)
 - HM 3- Percentage of tenants satisfied with repairs and maintenance. Not currently able to be collected.
 - b. A further two currently targeted measures have been changed to volumetric because of ongoing uncertainty. The measures proposed were:
 - WBL 2 - Number of new starters on the apprenticeship scheme

- WBL 3 - Percentage of apprentices moving into Education, Employment or Training
- REV 2 - Business Rates - in year collection rate for Lincoln*

*Note that on investigation, REV 2, should not have been proposed for moving to volumetric, but should have been included in the small changes to target section – so this has now been included below. This means that just two measures have a temporary move to volumetric until some level of control has been brought back into the environment the team works in.

- c. Of the remaining targeted measures there are now 13 confirmed changes (including REV 2) reflective of the current situation:
- ACC 1 - Average return on investment portfolio
 - REV 1 - Council Tax - in year collection rate for Lincoln
 - REV 2 - Business Rates - in year collection rate for Lincoln
 - REV 3 - Number of outstanding customer changes in the Revenues Team
 - BE 1 - Average (YTD) days to process new housing benefit claims from date received
 - BE 3 - Number of Housing Benefits / Council Tax support customers awaiting assessment
 - BE 4 - Percentage of risk-based quality checks made where Benefit entitlement is correct
 - PH 3 - Number of empty homes brought back into use
 - WM 1 - Percentage of waste recycled or composted
 - RC 1 - Rent collected as a proportion of rent owed
 - RC 2 - Current tenant arrears as a percentage of the annual rent debit
 - HV 2- Average re-let time calendar days for all dwellings - standard re-lets
 - HV 3 - Average re-let time calendar days for all dwellings (including major works)

4.3 Corporate measures, monitored by the corporate centre (i.e. sickness, complaints and vacant establishment posts, are volumetric and do not have targets.

4.4 Due to the impact of Covid-19 service areas have considered the best way to measure performance in their service. This has varied, dependent on the nature of the service. For example, Parking targets have remained the same as we are not able to directly influence these figures and are not in a position to 'guess' what they might be, whereas accounting targets have been adjusted to reflect what we realistically know what we can achieve from information on the prevalent interest rates. Because of the both the short and longer term impacts of Covid-19 on council services all targets will be reviewed again from end of Q2 in September to ensure they remain fit for purpose.

4.5 It will be noted that Customer Feedback measures have been removed from the 2021/22 measure set. This is in part because of short term difficulties in collecting these measures, but also to allow a review of our Customer Feedback Framework to enable more bespoke feedback, providing meaningful data which can be responded to appropriately. This will be considered as part of the annual targets review.

4.6 Following the call in of the original report seen by Performance Scrutiny on 22nd June and then by Exec on 24th June – a Select Scrutiny Committee sat on Wednesday 28th July to decide on the way forward. It was agreed that :

- The performance targets for 2021/22 as agreed at Executive on 24th June will not be revisited - so stand as approved
- In future years the target setting process will be more robust, with fuller explanations and attendance by relevant senior officers at Performance Scrutiny Committee to explain the changes proposed and answer Member questions
- The performance target report will go back to PSC on August 10th in its entirety, accompanied with further explanations so Members can have the opportunity to understand more fully why the targets were changed

4.7 As requested by CMT during the initial stages of developing the 2021/22 targets, there will be a review of the changed targets commencing in September 2021, in advance of the normal annual target setting process. This will focus on:

- Understanding whether we could be in a position before the year end to revert the two temporary volumetric measures back to targeted measures.
- Reviewing whether we have any progress on identifying a different way of monitoring satisfaction
- A review of the 13 target changes to determine whether the targets should remain for the rest of the year as set
- Setting timescales for the formal review of all targets for 2022/23

5. Strategic Priorities

5.1 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:

Performance targets are set with the aim of improving performance and therefore could result in positive effects on all priorities.

6. Organisational Impacts

6.1 Finance (including whole life costs where applicable) – n/a

6.2 Legal Implications including Procurement Rules – n/a

6.3 Equality, Diversity & Human Rights

The Public Sector Equality Duty means that the Council must consider all individuals when carrying out their day-to-day work, in shaping policy, delivering services and in relation to their own employees. It requires that public bodies have due regard to the need to:

- Eliminate discrimination
- Advance equality of opportunity

- Foster good relations between different people when carrying out their activities

Although there is no direct impact, effective performance monitoring will help us to deliver better services for all.

7. Risk Implications

7.1 (i) Initial Options Explored – n/a

8. Recommendation

8.1 Members note the rationale given for changes to targets to be used from Q1 2021/22 and offer any comments within the context of performance being assessed again at the end of Q1 and Q2.

Is this a key decision? No

Do the exempt information categories apply? No

Does Rule 15 of the Scrutiny Procedure Rules apply? No

How many appendices does the report contain? One

List of Background Papers: None

Lead Officer: Pat Jukes, Business Manager – Corporate Policy, CX Directorate

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CX Strategic Measures

APPENDIX A

NB: Changes are highlighted in blue. It should be noted that the impact of Covid-19 has meant that in some cases it has been difficult to forecast what a realistic target might be. Depending on the service area, some services have therefore changed to volumetric measures, some have changed targets to reflect

Volumetric - no target to be set
Changes taken to Exec and PSC June 2021

Service Area	Measure	Unit	Cumulative or Quarterly	High / Low is Good	Volumetric	2020-2021		2021-2022		Portfolio Holder	Owner	Comments (if required)	Rationale as to why a change was proposed and accepted by the PH		
						Low Target (Worst)	On target	High Target (Best)	Low Target (Worst)					On target	High Target (Best)
Communications	COM 1 - Percentage of media enquiries responded to within four working hours	%	Quarterly	High is good	No	70.00%	<->	85.00%	70.00%	<->	85.00%	Clr Ric Metcalfe - Portfolio Holder for Our People and Resources	Steve Welsby - Communications Manager	Retain 2020/21 targets	
Communications	COM 2 - Number of proactive communications issued that help maintain or enhance our reputation	Number	Quarterly	High is good	No	25	<->	40	25	<->	40	Clr Ric Metcalfe - Portfolio Holder for Our People and Resources	Steve Welsby - Communications Manager	Retain 2020/21 targets	
Work Based Learning	WBL 1 - Percentage of apprentices completing their qualification on time	%	Quarterly	High is good	No	92.00%	<->	95.00%	92.00%	<->	95.00%	Clr Ric Metcalfe - Portfolio Holder for Our People and Resources	Sharon Hylton - Work Based Learning Team Leader	Retain 2020/21 targets	
Work Based Learning	WBL 2 - Number of new starters on the apprenticeship scheme	Number	Cumulative	High is good	No	Q1 - 3 Q2 - 8 Q3 - 13 Q4 - 18	<->	Q1 - 5 Q2 - 10 Q3 - 15 Q4 - 20	Volumetric	<->	Volumetric	Clr Ric Metcalfe - Portfolio Holder for Our People and Resources	Sharon Hylton - Work Based Learning Team Leader	Change to volumetric	The decision was taken to move to volumetric measures for at least the first two quarters of 2021/22 and possibly until the end of the year because the COVID-19 pandemic safety measures has dramatically affected our ability to recruit new apprentices. As apprenticeships are work based qualifications, onboarding remotely to the organisation presents its own challenges around how to collect evidence for their qualification, but also being able to provide quality support to young people who in most cases, are starting their career with us. In addition, we were not in a position to be able to support the move into education, employment or training due to external circumstances beyond our control.
Work Based Learning	WBL 3 - Percentage of apprentices moving into Education, Employment or Training	%	Quarterly	High is good	No	92.00%	<->	95.00%	Volumetric	<->	Volumetric	Clr Ric Metcalfe - Portfolio Holder for Our People and Resources	Sharon Hylton - Work Based Learning Team Leader	Change to volumetric	We have been working with service areas to identify apprenticeships in readiness for the recovery phase and are recruiting again now to support young people on our corporate apprenticeship scheme. There are also apprenticeship opportunities for our existing employees where it supports their development and is aligned to the delivery of our strategic objectives and required skills. In addition, work has been undertaken to identify new routes for apprenticeships such as digital and horticulture in addition to existing apprenticeships already offered. This will be reviewed again from September onwards.
Customer Services	CS 1 - Number of face to face enquiries in customer services	Number	Quarterly	Volumetric	Yes	N/A	<->	N/A				Clr Chris Burke - Portfolio Holder for Customer Experience and Review	Joanne Crookes - Customer Services Manager	Has always been a volumetric measure	
Customer Services	CS 2 - Number of telephone enquiries answered in Channel Shift Areas (Rev & Bens, Housing & Env. Services)	Number	Quarterly	Volumetric	Yes	N/A	<->	N/A				Clr Chris Burke - Portfolio Holder for Customer Experience and Review	Joanne Crookes - Customer Services Manager	Has always been a volumetric measure	
Customer Services	CS 3 - Average time taken to answer a call to customer services	Seconds	Quarterly	Low is good	No	300	<->	180	300	<->	180	Clr Chris Burke - Portfolio Holder for Customer Experience and Review	Joanne Crookes - Customer Services Manager	Retain 2020/21 targets	
Customer Services	CS 4 - Average customer feedback score (face to face enquiries - score out of 10)	Number	Quarterly	High is good	No	8	<->	9.5		<->		Clr Chris Burke - Portfolio Holder for Customer Experience and Review	Joanne Crookes - Customer Services Manager	Remove for 2021/22 only as not currently collected	We are now seeing very few customers face to face in Customer Services , as since the recovery phase of the pandemic started, we only offer City Hall visits for the most complex cases that need face to face interaction. In the last three months (of Q1) we only saw 53 customers on this basis and taking a sample from such a low number would not meet standards for market research
Customer Services	CS 5 - Customer satisfaction with their phone call to Customer Services	%	Quarterly	High is good	No	80%	<->	95%		<->		Clr Chris Burke - Portfolio Holder for Customer Experience and Review	Joanne Crookes - Customer Services Manager	Remove for 2021/22 only as not currently collected	Whilst we do have a much higher number of calls now than before the pandemic - we are also seeing increased call times required due to the complex nature of the calls, meaning that we are spending far longer on them than previously. Coupled with a reduced level of staffing, some time being spent on recruitment and subsequent training needs - to reinstate this and the other satisfaction calls right now would inevitably cause a longer waiting time for calls being answered (which already sits at around five minutes). Hence the decision was taken to stop this element for a period to prioritise answering incoming calls during this high demand and consider reinstating it later on in the year. In order to overcome the ongoing issue of surveying customer satisfaction interfering with the ability to respond to customer demands, the Creating Value Processes Pillar of One Council has been asked to review whether there is any option for developing an in house automatic survey that could ask a series of defined questions to any caller who agreed to take part. If this can be implemented it is likely that it will increase the reliability of the data collected.
Accountancy	ACC 1 - Average return on investment portfolio	%	Quarterly	High is good	No	0.75%	<->	0.85%	0.12%	<->	0.18%	Clr Ric Metcalfe - Portfolio Holder for Our People and Resources	Sarah Hardy - Principal Finance Business Partner	Targets updated	Since the start of the pandemic we have kept more of our resources in accounts where the funds are available to support our response the pandemic (instant access) in order to pay out grants etc. Our targets are driven by the BoE base rate which is currently set at 0.1%, so setting targets between 0.12% and 0.18% are in themselves already very stretching. If the recovery continues moving forward and we need less liquid resources, we plan to place more investments into fixed term accounts, however, whilst we may achieve slightly higher rates of interest, it is unlikely that these will be significantly over the Bank of England base rate.
Accountancy	ACC 2 - Average interest rate on external borrowing	%	Quarterly	Low is good	No	4.75%	<->	3.75%	4.75%	<->	3.75%	Clr Ric Metcalfe - Portfolio Holder for Our People and Resources	Sarah Hardy - Principal Finance Business Partner	Retain 2020/21 targets	
Revenues Administration	REV 1 - Council Tax - in year collection rate for Lincoln	%	Cumulative	High is good	No	Q1 - 26.50% Q2 - 52.50% Q3 - 78.50% Q4 - 96.75%	<->	Q1 - 27.00% Q2 - 53.00% Q3 - 79.00% Q4 - 97.00%	Q1 - 25.00% Q2 - 50.00% Q3 - 75.00% Q4 - 95.00%	<->	Q1 - 27.00% Q2 - 53.00% Q3 - 79.00% Q4 - 96.75%	Clr Ric Metcalfe - Portfolio Holder for Our People and Resources	Martin Walmsley - Head of Shared Revenues and Benefits	Targets updated	Covid is expected to have a significant impact on many of our vulnerable residents' financial affairs for many months, possibly years, - and as such the targets for all Rev's and Ben's services were considered very carefully and small adjustments made (both up and down) to reflect the expected impact. This applies to REV1, 2, 3 and BE1. 3, 4.

CX QUARTERLY STRATEGIC MEASURES

Revenues Administration	REV 2 - Business Rates - in year collection rate for Lincoln	%	Volumetric	High is good	No	Q1 - 33.00% Q2 - 58.00% Q3 - 82.50% Q4 - 98.60%	<->	Q1 - 34.50% Q2 - 59.50% Q3 - 84.50% Q4 - 99.00%	Q1 - 33.50% Q2 - 58.50% Q3 - 82.50% Q4 - 98.50%	<->	Q1 - 34.49% Q2 - 59.58% Q3 - 83.39% Q4 - 98.89%	Clr Ric Metcalfe - Portfolio Holder for Our People and Resources	Martin Walmsley - Head of Shared Revenues and Benefits	Targets updated	
Revenues Administration	REV 3 - Number of outstanding customer changes in the Revenues Team	Number	Quarterly	Low is good	No	Q1 - 750 Q2 - 750 Q3 - 600 Q4 - 450	<->	Q1 - 600 Q2 - 600 Q3 - 450 Q4 - 300	Q1 - 800 Q2 - 750 Q3 - 700 Q4 - 650	<->	Q1 - 700 Q2 - 650 Q3 - 550 Q4 - 450	Clr Ric Metcalfe - Portfolio Holder for Our People and Resources	Martin Walmsley - Head of Shared Revenues and Benefits	Targets updated	Officers can and will allow deferrals of CT payments in relevant circumstances, although this means that these deferred monies will still need to be collected over an extended period - thus extending the change in targets span
Housing Benefit Administration	BE 1 - Average (YTD) days to process new housing benefit claims from date received	Days	Cumulative	Low is good	No	Q1 - 28.00 Q2 - 27.00 Q3 - 26.00 Q4 - 25.00	<->	Q1 - 26.00 Q2 - 25.00 Q3 - 24.00 Q4 - 23.50	Q1 - 21.00 Q2 - 20.00 Q3 - 19.50 Q4 - 19.00	<->	Q1 - 19.00 Q2 - 18.50 Q3 - 17.50 Q4 - 17.00	Clr Sue Burke - Portfolio Holder for Reducing Inequality	Martin Walmsley - Head of Shared Revenues and Benefits	Targets updated	REV 2 - Business Rates - in year collection rate for Lincoln target was based on 2019/20 collection rate, - due to impacts of-reliefs announced in the 3rd March 2021 Chancellor's Budget, it is not possible to compare 2021/22 to 2020/21 'like for like'. Also, the Expanded Retail Discount - which was 100% relief for qualifying businesses throughout the whole of 2020/21, has reduced to 66% relief for the second, third and fourth quarters of 2021/22 - meaning affected businesses will now have 34% of their Business Rates to pay.
Housing Benefit Administration	BE 2 - Average (YTD) days to process housing benefit claim changes of circumstances from date received	Days	Cumulative	Low is good	No	Q1 - 10.00 Q2 - 9.00 Q3 - 8.00 Q4 - 6.00	<->	Q1 - 7.50 Q2 - 7.00 Q3 - 6.50 Q4 - 4.50	Q1 - 10.00 Q2 - 9.00 Q3 - 8.00 Q4 - 6.00	<->	Q1 - 7.50 Q2 - 7.00 Q3 - 6.50 Q4 - 4.50	Clr Sue Burke - Portfolio Holder for Reducing Inequality	Martin Walmsley - Head of Shared Revenues and Benefits	Retain 2020/21 targets	
Housing Benefit Administration	BE 3 - Number of Housing Benefits / Council Tax support customers awaiting assessment	Number	Quarterly	Low is good	No	Q1 1250 Q2 1200 Q3 1150 Q4 1100	<->	Q1 1100 Q2 1050 Q3 1000 Q4 950	Q1 2000 Q2 1750 Q3 1500 Q4 1250	<->	Q1 1700 Q2 1500 Q3 1300 Q4 1100	Clr Sue Burke - Portfolio Holder for Reducing Inequality	Martin Walmsley - Head of Shared Revenues and Benefits	Targets updated	Also note that in the initial report there was a suggested change for this measure to be changed to a volumetric one - but on investigation this was not requested nor needed, so it has not been changed
Housing Benefit Administration	BE 4 - Percentage of risk-based quality checks made where Benefit entitlement is correct	%	Quarterly	High is good	No	Q1 - 85.00% Q2 - 86.00% Q3 - 87.00% Q4 - 88.00%	<->	Q1 - 88.00% Q2 - 89.00% Q3 - 90.00% Q4 - 91.00%	Q1 - 86.00% Q2 - 87.00% Q3 - 88.00% Q4 - 89.00%	<->	Q1 - 89.00% Q2 - 90.00% Q3 - 91.00% Q4 - 92.00%	Clr Sue Burke - Portfolio Holder for Reducing Inequality	Martin Walmsley - Head of Shared Revenues and Benefits	Targets updated	These targets were updated in line with expected additional changes, but in actual fact they were still significantly underestimating the number of changes and customer enquiries that have actually come through and the workload this has caused.
Housing Benefit Administration	BE 5 - The number of new benefit claims year to date (Housing Benefits/Council Tax Support)	Number	Quarterly	Volumetric	Yes	N/A	<->	N/A				Clr Sue Burke - Portfolio Holder for Reducing Inequality	Martin Walmsley - Head of Shared Revenues and Benefits	Has always been a volumetric measure	

Service Area	Measure	Unit	Collection Frequency	High / Low is Good	Volumetric	Low Target (Worst)	On target	High Target (Best)	Low Target (Worst)	On target	High Target (Best)	Portfolio Holder	Owner	Comments (if required)	
Debtors & Creditors	DCT 1 - Percentage of invoices paid within 30 days	%	Annual Q4	High is good	No	95%	<->	97%	95%	<->	97%	Clr Ric Metcalfe - Portfolio Holder for Our People and Resources	Colleen Warren - Financial Services Manager	Retain 2020/21 targets	
	DCT 2 - Percentage of invoices that have a Purchase Order completed	%	Annual Q4	High is good	No	55%	<->	65%	55%	<->	65%	Clr Ric Metcalfe - Portfolio Holder for Our People and Resources	Colleen Warren - Financial Services Manager	Retain 2020/21 targets	
Debtors & Creditors	DCT 3 - Average number of days to pay invoices	Days	Annual Q4	Low is good	No							Clr Ric Metcalfe - Portfolio Holder for Our People and Resources	Colleen Warren - Financial Services Manager	New measure from 2021/22	
Democratic Services	DEM 1 - The number of individuals registered on the electoral register (local elections)	Number	Annual Q3	Volumetric	Yes	N/A	<->	N/A				Clr Chris Burke - Portfolio Holder for Customer Experience and Review	Cheryl Evans - Democratic and Elections Manager	Has always been a volumetric measure	
Procurement Services	PRO 1 - Percentage spend on contracts that have been awarded to "local" contractors (as the primary contractor)	%	Annual Q3	High is good	No	20%	<->	45%	20%	<->	45%	Clr Ric Metcalfe - Portfolio Holder for Our People and Resources	Heather Carmichael - Client Procurement Officer	Retain 2020/21 targets	
Procurement Services	PRO 2 - Percentage value of the top 10 spend contracts that have been sub-contracted (wholly or partly) to "local" suppliers to deliver	%	Annual Q3	High is good	No	70%	<->	90%	70%	<->	90%	Clr Ric Metcalfe - Portfolio Holder for Our People and Resources	Heather Carmichael - Client Procurement Officer	Retain 2020/21 targets	
Procurement Services	PRO 3 - Percentage of total contract spend that is with an SME	%	Annual Q3	High is good	No	20%	<->	40%	20%	<->	40%	Clr Ric Metcalfe - Portfolio Holder for Our People and Resources	Heather Carmichael - Client Procurement Officer	Retain 2020/21 targets	
Procurement Services	PRO 4 - Percentage of total contract spend that is with an SME who meets the "local" definition	%	Annual Q3	High is good	No	20%	<->	40%	20%	<->	40%	Clr Ric Metcalfe - Portfolio Holder for Our People and Resources	Heather Carmichael - Client Procurement Officer	Retain 2020/21 targets	
Property Services	PRS 1 - Return on new commercial investments - (Annual rental yield = Net Income/Purchase Price plus initial purchase costs)	%	Annual Q2	High is good	No	5%	<->	7%	Data will be input from Q3 2020/2025			Clr Ric Metcalfe - Portfolio Holder for Our People and Resources	Property Services	Cancel measure permanently	This measure was developed specifically to monitor NEW commercial investments as part of the TFS forward programme. However, as we are no longer pursuing a strategy of new commercial investments, the measure is no longer valid, hence the recommendation to delete it. Older returns on investments are covered within the annual Capital Strategy report.

Service Area	Measure	Unit	Cumulative or Quarterly	High / Low is Good	Volumetric	2020-2021			2021-2022			PH	Owner	Comments
						Low Target (Worst)	On target	High Target (Best)	Low Target (Worst)	On target	High Target (Best)			
Food and Health & Safety Enforcement	FHS 1 - Percentage of premises fully or broadly compliant with Food Health & Safety inspection	%	Quarterly	High is good	No	96%	<->	98%	96%	<->	98%	Clr Bob Bushell - Portfolio Holder for Remarkable Place	Sara Boothright - Environmental Health & Corporate Safety Manager	Retain 2020/21 targets
Food and Health & Safety Enforcement	FHS 2 - Average time from actual date of inspection to achieving compliance	Days	Quarterly	Low is good	No	13	<->	8	13	<->	8	Clr Bob Bushell - Portfolio Holder for Remarkable Place	Sara Boothright - Environmental Health & Corporate Safety Manager	Retain 2020/21 targets
Food and Health & Safety Enforcement	FHS 3 - Percentage of food inspections that should have been completed and have been in that time period	%	Quarterly	High is good	No	85%	<->	97.00%	85%	<->	97.00%	Clr Bob Bushell - Portfolio Holder for Remarkable Place	Sara Boothright - Environmental Health & Corporate Safety Manager	Retain 2020/21 targets

DCE QUARTERLY STRATEGIC MEASURES	Development Management (Planning)	DM 1 - Number of applications in the quarter	Number	Quarterly	Volumetric	Yes	N/A	<->	N/A			ClIr Neil Murray - Portfolio Holder for Economic Growth	Kieron Manning - Assistant Director for Planning	Has always been a volumetric measure		
	Development Management (Planning)	DM 2 - End to end time to determine a planning application (Days)	Days	Quarterly	Low is good	No	85	<->	65.00	85	<->	65.00	ClIr Neil Murray - Portfolio Holder for Economic Growth	Kieron Manning - Assistant Director for Planning	Retain 2020/21 targets	
	Development Management (Planning)	DM 3 - Number of live planning applications open	Number	Quarterly	Low is good	No	180	<->	120.00	180	<->	120.00	ClIr Neil Murray - Portfolio Holder for Economic Growth	Kieron Manning - Assistant Director for Planning	Retain 2020/21 targets	
	Development Management (Planning)	DM 4 - Percentage of applications approved	%	Quarterly	High is good	No	85%	<->	97%	85%	<->	97%	ClIr Neil Murray - Portfolio Holder for Economic Growth	Kieron Manning - Assistant Director for Planning	Retain 2020/21 targets	
	Development Management (Planning)	DM 5 - Percentage of decisions on planning applications that are subsequently overturned on appeal	%	Quarterly	Low is good	No	10%	<->	5%	10%	<->	5%	ClIr Neil Murray - Portfolio Holder for Economic Growth	Kieron Manning - Assistant Director for Planning	Retain 2020/21 targets	
	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	%	Quarterly	High is good	No	70%	<->	90%	70%	<->	90%	ClIr Neil Murray - Portfolio Holder for Economic Growth	Kieron Manning - Assistant Director for Planning	Retain 2020/21 targets	
	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	%	Quarterly	High is good	No	60%	<->	90%	60%	<->	90%	ClIr Neil Murray - Portfolio Holder for Economic Growth	Kieron Manning - Assistant Director for Planning	Retain 2020/21 targets	
	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)	Weeks	Quarterly	Low is good	No	26	<->	19	26	<->	19	ClIr Donald Nannestad - Portfolio Holder for Quality Housing	Sara Boothright - Environmental Health & Corporate Safety Manager	Retain 2020/21 targets	
	Private Housing	PH 2 - Average time (weeks) from receiving to resolving a complaint about housing standards in private rented accommodation (updated measure)	Weeks	Quarterly	Low is good	No	12	<->	20	12	<->	20	ClIr Donald Nannestad - Portfolio Holder for Quality Housing	Sara Boothright - Environmental Health & Corporate Safety Manager	Retain 2020/21 targets	
	Private Housing	PH 3 - Number of empty homes brought back into use	Number	Quarterly (Collected 6 monthly)	High is good	No	Q2 12 Q4 25	<->	Q2 25 Q4 50	Q1 0 Q2 7 Q3 7 Q4 13	<->	Q1 13 Q2 13 Q3 25 Q4 25	ClIr Donald Nannestad - Portfolio Holder for Quality Housing	Sara Boothright - Environmental Health & Corporate Safety Manager	Targets updated	The Housing Strategy states: "The Council has an Empty Homes Strategy, enabling the council to use a range of enforcement powers to bring empty homes, in private sector ownership, back into use. The Council's target is to bring 25 homes back into use per annum and an aspirational target of 50 homes per annum" Reducing the targets in 2021/22 was a pragmatic response to a situation where we would not have an active Empty Homes Officer for the first 6 months of the year due to the impact of Covid and the need to re-prioritise his resource elsewhere in the department. In addition to this we have been operating under safety protocols which means that whilst we can now do external inspections, we are not currently meeting with others to perform internal inspections Work will of course continue wherever we can, for example on continuing to send out warning letters, and we aim to be in a position to re- focus on returning empty homes into use in the second half of the year.
	Public Protection & Anti-Social Behaviour	ASB 1 - no. of cases received in the quarter (ASB)	Number	Quarterly	Volumetric	Yes	N/A	<->	N/A				ClIr Sue Burke - Portfolio Holder for Reducing Inequality	Francesca Bell - Public Protection, ASB and Licensing Service Manager	Has always been a volumetric measure	
	Public Protection & Anti-Social Behaviour	ASB 2 - No. of cases closed in the quarter	Number	Quarterly	Volumetric	Yes	N/A	<->	N/A				ClIr Sue Burke - Portfolio Holder for Reducing Inequality	Francesca Bell - Public Protection, ASB and Licensing Service Manager	Has always been a volumetric measure	
	Public Protection & Anti-Social Behaviour	ASB 3 - Number of live cases open at the end of the quarter	Number	Quarterly	Low is good	No	260	<->	220	260	<->	220	ClIr Sue Burke - Portfolio Holder for Reducing Inequality	Francesca Bell - Public Protection, ASB and Licensing Service Manager	Retain 2020/21 targets	
	Public Protection & Anti-Social Behaviour	ASB 4 - Satisfaction of complainants relating to how the complaint was handled	%	Quarterly	High is good	No	75.00%	<->	85.00%	75.00%	<->	85.00%	ClIr Sue Burke - Portfolio Holder for Reducing Inequality	Francesca Bell - Public Protection, ASB and Licensing Service Manager	Retain 2020/21 targets	
	Sport & Leisure	SP 1 - Quarterly visitor numbers to Birchwood and Yarborough Leisure Centres	Number	Quarterly	High is good	No	Min increase of 0.7% each Q = 233,197 (based on Q3 19/20)	<->	Increase of 1% each Q (Sport England Target) = 233,892 (based on Q3 19/20)	Min increase of 0.7% each Q = 233,197 (based on Q3 19/20)	<->	Increase of 1% each Q (Sport England Target) = 233,892 (based on Q3 19/20)	ClIr Bob Bushell - Portfolio Holder for Remarkable Place	Steve Lockwood - Leisure, Sport and City Services Manager	Retain 2020/21 targets	
	Sport & Leisure	SP 3a - Percentage of respondents to satisfaction survey who would recommend Birchwood Leisure Centre (new measure for 20/21)	%	Quarterly	High is good	No	62%	<->	70%	62%	<->	70%	ClIr Bob Bushell - Portfolio Holder for Remarkable Place	Steve Lockwood - Leisure, Sport and City Services Manager	Retain 2020/21 targets	
	Sport & Leisure	SP 3b - Percentage of respondents to satisfaction survey who would recommend Yarborough Leisure Centre (new measure for 20/21)	%	Quarterly	High is good	No	62%	<->	70%	62%	<->	70%	ClIr Bob Bushell - Portfolio Holder for Remarkable Place	Steve Lockwood - Leisure, Sport and City Services Manager	Retain 2020/21 targets	

DHI QUARTERLY STRATEGIC MEASURES															
Housing Investment	HI 1 - Percentage of council properties that are not at the 'Decent Homes' standard (excluding refusals)	%	Quarterly	Low is good	No	1.00%	<->	0.00%	1.00%	<->	0.00%	Cllr Donald Nannestad - Portfolio Holder for Quality Housing	Kevin Bowring - Investment Manager	Remain as 2020/21	
Housing Investment	HI 2 - Number of properties 'not decent' as a result of tenants refusal to allow work (excluding referrals)	Number	Quarterly	Volumetric	Yes	N/A	<->	N/A				Cllr Donald Nannestad - Portfolio Holder for Quality Housing	Kevin Bowring - Investment Manager	Has always been a volumetric measure	
Housing Investment	HI 3 - Percentage of dwellings with a valid gas safety certificate	%	Quarterly	High is good	No	99.80%	<->	99.96%	99.80%	<->	99.96%	Cllr Donald Nannestad - Portfolio Holder for Quality Housing	Kevin Bowring - Investment Manager	Remain as 2020/21	
Control Centre	CC 2 - Percentage of Lincare Housing Assistance calls answered within 60 seconds	%	Quarterly	High is good	No	97.50%	<->	98.75%	97.50%	<->	98.75%	Cllr Donald Nannestad - Portfolio Holder for Quality Housing	Clive Thomasson - Supported Housing Manager	Remain as 2020/21 - in line with TSA	
Rent Collection	RC 1 - Rent collected as a proportion of rent owed	%	Quarterly	High is good	No	96.50%	<->	98.00%	96.00%	<->	97.00%	Cllr Donald Nannestad - Portfolio Holder for Quality Housing	Keeley Johnson - Tenancy Services Manager	Targets updated	RC1 and 2 are interlinked, so this comment covers both measures: When targets were proposed and agreed by the Portfolio and seen at Housing Sub Committee - it was anticipated that we would see some significant drops in rent collection and therefore increases in arrears. To date it does appear that we have not yet seen the rent collection dropping as far as anticipated although arrears have increased. The true test may come post September when all furlough payments stop, and it becomes clearer whether jobs are still there or have been lost through the pandemic.
Rent Collection	RC 2 - Current tenant arrears as a percentage of the annual rent debit	%	Quarterly	Low is good	No	4.00%	<->	3.00%	4.50%	<->	3.50%	Cllr Donald Nannestad - Portfolio Holder for Quality Housing	Keeley Johnson - Tenancy Services Manager	Targets updated	
Housing Solutions	HS 1 - The number of people currently on the housing list	Number	Quarterly	Volumetric	Yes	n/a	<->	N/A				Cllr Donald Nannestad - Portfolio Holder for Quality Housing	Alison Timmins - Housing Solutions Manager	Has always been a volumetric measure	
Housing Solutions	HS 2 - The number of people approaching the council as homeless	Number	Quarterly	Volumetric	yes	n/a	<->	N/A				Cllr Donald Nannestad - Portfolio Holder for Quality Housing	Alison Timmins - Housing Solutions Manager	Has always been a volumetric measure	
Housing Solutions	HS 3 - Successful preventions and relief of homelessness against total number of homelessness approaches (updated measure)	%	Quarterly	High is good	No	50.00%	<->	55.00%	50.00%	<->	55.00%	Cllr Donald Nannestad - Portfolio Holder for Quality Housing	Alison Timmins - Housing Solutions Manager	Remain as 2020/21	
Housing Voids	HV 1 - Percentage of rent lost through dwelling being vacant	%	Quarterly	Low is good	No	0.80%	<->	0.90%	0.80%	<->	0.90%	Cllr Donald Nannestad - Portfolio Holder for Quality Housing	Keeley Johnson - Tenancy Services Manager	Remain as 2020/21	
Housing Voids	HV 2 - Average re-let time calendar days for all dwellings - standard re-lets	Days	Quarterly	Low is good	No	30 days	<->	27 days	32 days	<->	29 days	Cllr Donald Nannestad - Portfolio Holder for Quality Housing	Keeley Johnson - Tenancy Services Manager	Targets updated	These two measures are very similar with the only difference being that major works are included in HV3. As the Voids team has taken on additional workload in the form of maintaining temporary homelessness accommodation for the NSAP and buy-back programmes - when targets were proposed, they included the time needed for the additional work. However, what was not known at that point was that as a result of the pandemic the team would also face other knock on effects, such as difficulties securing raw materials and recruiting tradespeople - impacting on the performance of our in-house team and contractors. Then - unfortunately, at the start of Q2 the voids contractor went into administration, and the full Voids contract will have to be re-procured. This will impact on voids performance figures for the rest of this year (days are calculated to the point when a void is let) therefore we will be concentrating on clearing the backlog of voids As improvements are made over the next 6 months in our systems and ways of working, the time taken to repair and relet a void should reduce which will lead to a reduction in the rent loss figure.
Housing Voids	HV 3 - Average re-let time calendar days for all dwellings (including major works)	Days	Quarterly	Low is good	No	31 days	<->	28 days	38 days	<->	35 days	Cllr Donald Nannestad - Portfolio Holder for Quality Housing	Keeley Johnson - Tenancy Services Manager	Targets updated	
Housing Maintenance	HM 1 - Percentage of reactive repairs completed within target time (priority and urgent repairs) - HRS only	%	Quarterly	High is good	No	97%	<->	99.00%	97%	<->	99.00%	Cllr Donald Nannestad - Portfolio Holder for Quality Housing	Matthew Hillman - Assistant Director Investment	Remain as 2020/21	
Housing Maintenance	HM 2 - Percentage of repairs fixed first time (priority and urgent repairs) - HRS only	%	Quarterly	High is good	No	90%	<->	93.00%	90%	<->	93.00%	Cllr Donald Nannestad - Portfolio Holder for Quality Housing	Matthew Hillman - Assistant Director Investment	Remain as 2020/21	
Housing Maintenance	HM 3 - Percentage of tenants satisfied with repairs and maintenance	%	Quarterly	High is good	No	94%		96.00%	Remove indicator (reviewing current customer feedback framework)			Cllr Donald Nannestad - Portfolio Holder for Quality Housing	Matthew Hillman - Assistant Director Investment	Remove for 2021/22 only as not currently collected	This measure was also collected by the Customer Service team - so please see comments in CS5 which apply to this one too
Housing Maintenance	HM 4 - Appointments kept as a percentage of appointments made (priority and urgent repairs) - HRS only	%	Quarterly	High is good	No	94%	<->	97.00%	94%	<->	97.00%	Cllr Donald Nannestad - Portfolio Holder for Quality Housing	Matthew Hillman - Assistant Director Investment	Remain as 2020/21	
Business Development & ICT	BD 1 - Number of users logged into the on-line self service system this quarter	Number	Quarterly	High is good	No	Profiled: Q4 = 10,000 Qs1-3 = 8,409	<->	Profiled: Q4 = 10,500 Qs1-3 = 8,700	Profiled: Q4 = 10,000 Qs1-3 = 8,409	<->	Profiled: Q4 = 10,500 Qs1-3 = 8,700	Cllr Chris Burke - Portfolio Holder for Customer Experience and Review	Matt Smith - Business Development & IT Manager	Remain as 2020/21	
Business Development & ICT	ICT 1 - Number of calls logged to IT helpdesk	Number	Quarterly	Volumetric	Yes	N/A	<->	N/A				Cllr Chris Burke - Portfolio Holder for Customer Experience and Review	Matt Smith - Business Development & IT Manager	Has always been a volumetric measure	
Business Development & ICT	ICT 2 - Percentage of first time fixes	%	Quarterly	Volumetric	Yes	N/A	<->	N/A				Cllr Chris Burke - Portfolio Holder for Customer Experience and Review	Matt Smith - Business Development & IT Manager	Has always been a volumetric measure	

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