Appendix E - Existing targets (where targets were previously set) compared to revised targets following the review

Directorate	Service	Measure reference/name	High/Low is good	Low target prior to the review (Worst)	High target prior to the review (Best)	Low target following review (Worst)	High target following review (Best)	Target amended	Notes/Reason for change
CX	Housing Benefit Administration	BE 4 - Average (YTD) days to process new housing benefit claims from date received	Low is good	26 days	24 days	27 days	24 days	Y	Lower target slightly amended due to impact of Universal Credit (UC) cases, which can delay assessment of Housing Benefit (large volume of UC-related documents to process).
CX	Housing Benefit Administration	BE 5 - Average (YTD) days to process housing benefit claim changes of circumstances from date received	Low is good	6 days	5 days	6 days	4.5 days	Y	Target considers the impact of UC-related changes, and large volume of UC-related documents to process. Despite this impact, target has been set with consideration of the current level of performance being achieved by the Benefits team.
CX	Housing Benefit Administration	BE 7 - Percentage of risk based quality checks made where Benefit entitlement is correct	High is good	86.50%	91.50%	87.00%	90.00%	Y	Risk-based quality checks take place on claims more likely to result in financial error. Increasing number of UC-related cases more likely to result in error due to complexity. Target slightly revised as a result of this. Staff training is currently taking place to help improve performance.
CX	Democratic Services	DEM 8 - The number of individuals registered on the electoral register	High is good	60,000	62,500	60,000	61,500	Y	Revised high target in line with current number of individuals on the electoral register and the estimated number of individuals expected to join the electoral register during 2019/20.
CX	Revenues Administration	REV 4 - Council Tax - in year collection rate for Lincoln	High is good	96.61%	97.11%	96.85%	97.10%	Y	Slight change of targets due to impact of Council Tax Scheme with some taxpayers receiving a reduced level of support. Target has however been set with consideration of the current level of performance being achieved by the Revenues team.
CX	Revenues Administration	REV 5 - Business Rates - In year collection rate for Lincoln	High is good	98.65%	99.15%	98.60%	99.10%	Y	Targets amended due to potential impact of high street downturn (empty business units).
CX	Work Based Learning	WBL 7 - Number of apprentices moving into Education, Employment or Training	High is good	90.00%	100.00%	92.00%	95.00%	Y	Due to there being a lower number of apprentices on the apprenticeship scheme, just one apprentice can have a large impact on the overall percentage. Therefore, targets slightly amended to be more appropriate.
CX	Customer Services	CS 8 - Average time to answer a call to customer services	Low is good	50 seconds	40 seconds	120 seconds	90 seconds	Y	Revised targets take into consideration the length of time customers expect to wait and are happy to wait for their call to be answered. Revised target also helps Customer Service Assistants to ensure customer enquiries are fully answered/resolved on first contact rather than the focus being on answering calls as quickly as possible. This is important with Customer Service Assistants receiving more complex calls and providing an increased level of support to vulnerable people.
DCE	Development Management	DM 16 - Percentage of applications approved	High is good	85.00%	97.00%	85.00%	97.00%	N	No change.
DCE	Development Management	DM 21 - Percentage of Non-Major Planning Applications determined within the government target (70% in 8 weeks) measured on a 2 year rolling basis	High is good	70.00%	90.00%	70.00%	90.00%	N	No change.
DCE	Development Management	DM 22 - Percentage of Major Planning Applications determined within the government target (60% in 13 weeks) measured on a 2 year rolling basis	High is good	60.00%	90.00%	60.00%	90.00%	N	No change.
DCE	Parking Services	PS 6 - Overall percentage utilisation of car parks	High is good	60.00%	70.00%	60.00%	70.00%	N	No change.
DCE	Private Housing	PH 4 - Number of empty homes brought back into use	High is good	25	50	25	50	N	No change.
DCE	Affordable Housing	AH 4 - Cumulative number of affordable homes delivered to date this year	High is good	150	172	150	172	N	Targets for this measure remain the same at present. Work is currently being undertaken to calculate the new Projected Housing Needs figure for the city, which will form part of the new Housing Strategy (expected to be presented to members in June 2019). It is likely that the targets for this measure will be revised in line with the new Projected Housing Needs figure when this is available.

Directorate	Service	Measure reference/name	High/Low is good	Low target prior to the review (Worst)	High target prior to the review (Best)	Low target following review (Worst)	High target following review (Best)	Target amended	Notes/Reason for change
DCE	Food Health & Safety	FHS 4 - Percentage of premises fully or broadly compliant with Food Health & Safety Inspection	High is good	95.00%	97.00%	95.00%	97.00%	N	No change.
DCE	Food Health & Safety	FHS 6 - Percentage of food inspections that should have been completed and have been in that time period	High is good	90.00%	97.00%	85.00%	97.00%	Y	Minor amendment to the low target in line with national targets. High target remains the same.
DCE	Waste & Recycling	WM 5 - Percentage of waste recycled or composted	High is good	35.00%	45.00%	35.00%	38.00%	Y	The targets have been changed based on results from recent years and what we can reasonably expect to achieve. COLC will not improve beyond this target without a significant change to our collection services which would require significant investment. It is expected that Lincolnshire Waste Partnership will drive significant changes in waste services in future years, so it is appropriate to tighten margins between upper and lower to give greater focus on the impact of those changes.
DCE	Public Protection and Anti-Social Behaviour	AB 5 - Satisfaction of complainants relating to how the complaint was handled	High is good	85.00%	87.50%	75.00%	85.00%	Y	Parameter has been widened to account for variation in the results. Given the indicator relates to an enforcement service it's incredibly difficult to consistently achieve high levels of satisfaction. The indicator to date has given a useful overview of service performance, but even when that level drops the feedback has failed to highlight where the outcome was directly affected by the teams actions, i.e. we find people are dissatisfied where they do not like the outcome of a complaint, often dictated and governed by the legislative parameters the team has to work within. With a narrow parameter the indicator often turns red which is not representative of the team's performance.
DHI	Rent Collection	RC 3 - Rent collected as a proportion of rent owed	High is good	95.00%	96.50%	96.50%	98.00%	Y	Targets increased to be more challenging.
DHI	Rent Collection	RC 4 - Current tenant arrears as a percentage of the annual rent debit	Low is good	5.00%	3.50%	4.00%	3.00%	Y	Targets lowered to be more challenging (low is good).
DHI	Housing Voids	HV 9 - Average re-let time for all dwellings - including calendar days (including major works)	Low is good	28 days	25 days	31 days	28 days	Y	The targets have increased based on the last few years performance, coupled with the fact we have had the new build completions in last financial year. From those new builds, a lot of those were already existing tenants so that naturally left a significant number of voids in the system. Also, with this increase in the targets it still puts us around the upper/upper medium quartile when we benchmark nationally. Targets will be reviewed for next year based on this year's performance.
DHI	Housing Maintenance	HM 3 - Percentage of reactive repairs completed with target time	High is good	95.00%	97.50%	96.00%	98.00%	Y	Target increased to be more challenging.