

APPENDIX A - CX Strategic Measures

CX Quarterly Measures

Service Area	Measure	Unit	Cumulative or Quarterly	High / Low is Good	Volumetric	Low Target (Worst)	On target	High Target (Best)	Portfolio Holder	Service Manager	Assistant Director/Director
Communications	COM - Percentage of media enquiries responded to within four working hours (New measure)	%	Quarterly	High is good	No	70.00%	<->	85.00%	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Steve Welsby - Communications Manager	Angela Andrews - Chief Executive & Town Clerk
Communications	COM - Number of proactive communications issued that help maintain or enhance our reputation (New measure)	Number	Quarterly	High is good	No	25	<->	40	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Steve Welsby - Communications Manager	Angela Andrews - Chief Executive & Town Clerk
Work Based Learning	WBL 5 - Percentage of apprentices completing their qualification on time	%	Quarterly	High is good	No	92.00%	<->	95.00%	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Claire Burroughs - HR and WBL Manager	Carolyn Wheater – City Solicitor
Work Based Learning	WBL 6 - 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	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Claire Burroughs - HR and WBL Manager	Carolyn Wheater – City Solicitor
Work Based Learning	WBL 7 - Percentage of apprentices moving into Education, Employment or Training	%	Quarterly	High is good	No	92.00%	<->	95.00%	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Claire Burroughs - HR and WBL Manager	Carolyn Wheater – City Solicitor
Customer Services	CS 4 - Number of face to face enquiries in customer services	Number	Quarterly	N/A	Yes	N/A	<->	N/A	Cllr Chris Burke - Portfolio Holder for Customer Experience and Review	Joanne Crookes - Customer Services Manager	Angela Andrews - Chief Executive & Town Clerk
Customer Services	CS - Number of telephone enquiries answered in Channel Shift Areas (Rev & Bens, Housing & Env. Services) (New measure)	Number	Quarterly	N/A	Yes	N/A	<->	N/A	Cllr Chris Burke - Portfolio Holder for Customer Experience and Review	Joanne Crookes - Customer Services Manager	Angela Andrews - Chief Executive & Town Clerk
Customer Services	CS 6 - Number of users logged into the on-line self service system this quarter	Number	Quarterly	High is good	No	Previous seasonal outturn + 2% Q1 19/20 = 8,084	<->	Previous seasonal outturn + 5% Q1 19/20 = 8,321	Cllr Chris Burke - Portfolio Holder for Customer Experience and Review	Joanne Crookes - Customer Services Manager	Angela Andrews - Chief Executive & Town Clerk
Customer Services	CS 8 - Average time taken to answer a call to customer services	Seconds	Quarterly	Low is good	No	120 seconds	<->	90 seconds	Cllr Chris Burke - Portfolio Holder for Customer Experience and Review	Joanne Crookes - Customer Services Manager	Angela Andrews - Chief Executive & Town Clerk
Customer Services	CS - Average customer feedback score (face to face enquiries - score out of 10) (New measure)	Number	Quarterly	High is good	No	8	<->	9.5	Cllr Chris Burke - Portfolio Holder for Customer Experience and Review	Joanne Crookes - Customer Services Manager	Angela Andrews - Chief Executive & Town Clerk
Customer Services	CS - Customer satisfaction with their phone call to Customer Services (New measure)	%	Quarterly	High is good	No	80%	<->	95%	Cllr Chris Burke - Portfolio Holder for Customer Experience and Review	Joanne Crookes - Customer Services Manager	Angela Andrews - Chief Executive & Town Clerk
Accountancy	ACC 8 - Average return on investment portfolio	%	Quarterly	High is good	No	0.75%	<->	0.85%	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Colleen Warren - Financial Services Manager	Jaclyn Gibson - Chief Finance Officer
Accountancy	ACC 9 - Average interest rate on external borrowing	%	Quarterly	Low is good	No	4.75%	<->	3.75%	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Colleen Warren - Financial Services Manager	Jaclyn Gibson - Chief Finance Officer
Revenues Administration	REV 4 - Council Tax - in year collection rate for Lincoln	%	Cumulative	High is good	No	Q1 - 26.73% Q2 - 52.39% Q3 - 78.56% Q4 - 96.85%	<->	Q1 - 27.09% Q2 - 52.80% Q3 - 79.47% Q4 - 97.10%	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Martin Walmsley - Head of Shared Revenues and Benefits	Jaclyn Gibson - Chief Finance Officer

Service Area	Measure	Unit	Cumulative or Quarterly	High / Low is Good	Volumetric	Low Target (Worst)	On target	High Target (Best)	Portfolio Holder	Service Manager	Assistant Director/Director
Revenues Administration	REV 5 - Business Rates - in year collection rate for Lincoln	%	Cumulative	High is good	No	Q1 - 35.36% Q2 - 59.77% Q3 - 85.00% Q4 - 98.60%	<->	Q1 - 35.86% Q2 - 60.57% Q3 - 86.23% Q4 - 99.10%	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Martin Walmsley - Head of Shared Revenues and Benefits	Jaclyn Gibson - Chief Finance Officer
Revenues Administration	REV 6 - Number of outstanding customer changes in the Revenues team	Number	Quarterly	Low is good	No	Q1 - 650 Q2 - 600 Q3 - 500 Q4 - 150	<->	Q1 - 450 Q2 - 400 Q3 - 350 Q4 - 250	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Martin Walmsley - Head of Shared Revenues and Benefits	Jaclyn Gibson - Chief Finance Officer
Housing Benefit Administration	BE 4 - Average (YTD) days to process new housing benefit claims from date received	Days	Cumulative	Low is good	No	Q1 - 31.00 Q2 - 29.50 Q3 - 28.00 Q4 - 27.00	<->	Q1 - 28.00 Q2 - 26.50 Q3 - 25.00 Q4 - 24.00	Cllr Rosanne Kirk - Portfolio Holder for Reducing Inequality	Martin Walmsley - Head of Shared Revenues and Benefits	Jaclyn Gibson - Chief Finance Officer
Housing Benefit Administration	BE 5 - 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	Cllr Rosanne Kirk - Portfolio Holder for Reducing Inequality	Martin Walmsley - Head of Shared Revenues and Benefits	Jaclyn Gibson - Chief Finance Officer
Housing Benefit Administration	BE 6 - Number of Housing Benefits / Council Tax support customers awaiting assessment	Number	Quarterly	Low is good	No	Q1 1550 Q2 1450 Q3 1250 Q4 1100	<->	Q1 1300 Q2 1200 Q3 1050 Q4 950	Cllr Rosanne Kirk - Portfolio Holder for Reducing Inequality	Martin Walmsley - Head of Shared Revenues and Benefits	Jaclyn Gibson - Chief Finance Officer
Housing Benefit Administration	BE 7 - Percentage of risk-based quality checks made where Benefit entitlement is correct	%	Quarterly	High is good	No	Q1 - 83.00% Q2 - 84.50% Q3 - 86.00% Q4 - 87.00%	<->	Q1 - 86.00% Q2 - 87.50% Q3 - 89.00% Q4 - 90.00%	Cllr Rosanne Kirk - Portfolio Holder for Reducing Inequality	Martin Walmsley - Head of Shared Revenues and Benefits	Jaclyn Gibson - Chief Finance Officer
Housing Benefit Administration	BE 8 - The number of new benefit claims year to date (Housing Benefits/Council Tax Support)	Number	Quarterly	N/A	Yes	N/A	<->	N/A	Cllr Rosanne Kirk - Portfolio Holder for Reducing Inequality	Martin Walmsley - Head of Shared Revenues and Benefits	Jaclyn Gibson - Chief Finance Officer
ICT	ICT - Number of calls logged to IT helpdesk (New measure)	Number	Quarterly	N/A	Yes	N/A	<->	N/A	Cllr Chris Burke - Portfolio Holder for Customer Experience and Review	Matt Smith - Business Development & IT Manager	Angela Andrews - Chief Executive & Town Clerk
ICT	ICT - Percentage of first time fixes (New measure)	%	Quarterly	N/A	Yes	N/A	<->	N/A	Cllr Chris Burke - Portfolio Holder for Customer Experience and Review	Matt Smith - Business Development & IT Manager	Angela Andrews - Chief Executive & Town Clerk

CX Annual Measures

Service Area	Measure	Unit	Collection Frequency	High / Low is Good	Volumetric	Low Target (Worst)	On target	High Target (Best)	Portfolio Holder	Service Manager	Assistant Director
Debtors & Creditors	DCT 6 - Percentage of invoices paid within 30 days	%	Annual Q4	High is good	No	95.00%	<->	97.00%	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Colleen Warren - Financial Services Manager	Jaclyn Gibson - Chief Finance Officer
Debtors & Creditors	DCT 9 - Percentage of invoices that have a Purchase Order completed	%	Annual Q4	High is good	No	40.00%	<->	50.00%	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Colleen Warren - Financial Services Manager	Jaclyn Gibson - Chief Finance Officer
Democratic Services	DEM 8 - The number of individuals registered on the electoral register (local elections)	Number	Annual Q1	High is good	No	60,000	<->	61,500	Cllr Chris Burke - Portfolio Holder for Customer Experience and Review	Becky Scott - Legal & Democratic Services Manager	Carolyn Wheater – City Solicitor
Procurement Services	PRO - Percentage spend on contracts that have been awarded to "local" contractors (as the primary contractor) (New measure)	%	Annual Q2	High is good	No	20.00%	<->	45.00%	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Heather Carmichael - Procurement Manager	Carolyn Wheater – City Solicitor

Service Area	Measure	Unit	Cumulative or Quarterly	High / Low is Good	Volumetric	Low Target (Worst)	On target	High Target (Best)	Portfolio Holder	Service Manager	Assistant Director/Director
Procurement Services	PRO - Percentage value of the top 10 spend contracts that have been sub-contracted (wholly or partly) to "local" suppliers to deliver (New measure)	%	Annual Q2	High is good	No	70.00%	<->	90.00%	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Heather Carmichael - Procurement Manager	Carolyn Wheater – City Solicitor
Procurement Services	PRO - Percentage of total contract spend that is with an SME (New measure)	%	Annual Q2	High is good	No	20.00%	<->	40.00%	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Heather Carmichael - Procurement Manager	Carolyn Wheater – City Solicitor
Procurement Services	PRO - Percentage of total contract spend that is with an SME who meets the "local" definition (New measure)	%	Annual Q2	High is good	No	20.00%	<->	40.00%	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Heather Carmichael - Procurement Manager	Carolyn Wheater – City Solicitor
Property Services	PRS - Return on new commercial investments - (Annual rental yield = Net Income/Purchase Price plus initial purchase costs) (New measure)	%	Annual Q2	High is good	No	5%	<->	7%	Cllr Ric Metcalfe - Portfolio Holder for Our People and Resources	Mark Wheater - Strategic Property Manager	Jaelyn Gibson - Chief Finance Officer