

**CX Strategic Measures**

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 expected performance, and in some cases because expected performance is not known and not within our control targets have been retained as in previous years.

| Service Area                   | Measure  | Unit    | Cumulative or Quarterly | High / Low is Good | Volumetric | 2020-2021  |           |  |                  |                  |                                 | 2021-2022                       |                                 |  | Portfolio Holder | Owner  | Comments (if required)   | Updated on PIMS?                                       |  |           |
|--------------------------------|--|---------|-------------------------|--------------------|------------|--|-----------|--|------------------|------------------|---------------------------------|---------------------------------|---------------------------------|--|------------------|--|--|--|--|-----------|
|                                |  |         |                         |                    |            | Low Target (Worst)                                       | On target | High Target (Best)                                       | Q2/19/20 Outturn | Q3/19/20 Outturn | Q4/19/20 Outturn                | Q1/20/21 Outturn                | Q2/20/21 Outturn                | Q3/20/21 Outturn   |                  |  |  |  | Low Target (Worst)   | On target |
| Communications                 | COM 1 - Percentage of media enquiries responded to within four working hours                               | %       | Quarterly               | High is good       | No         | 70.00%   | <->       | 85.00%   | 72               | 54               | 76                              | 89                              | 86                              | 70.00%   | <->              | 85.00%   | Clir Ric Metcalfe - Portfolio Holder for Our People and Resources      | Steve Welsby - Communications Manager                  | Retain 2020/21 targets   | Y         |
| Communications                 | COM 2 - Number of proactive communications issued that help maintain or enhance our reputation             | Number  | Quarterly               | High is good       | No         | 25   | <->       | 40   | 38               | 21               | 37                              | 46                              | 38                              | 25   | <->              | 40   | Clir Ric Metcalfe - Portfolio Holder for Our People and Resources      | Steve Welsby - Communications Manager                  | Retain 2020/21 targets   | Y         |
| Work Based Learning            | WBL 1 - Percentage of apprentices completing their qualification on time                                   | %       | Quarterly               | High is good       | No         | 92.00%   | <->       | 95.00%   | 100.00%          | 100.00%          | 12.00%                          | 100.00%                         | 100.00%                         | 92.00%   | <->              | 95.00%   | Clir Ric Metcalfe - Portfolio Holder for Our People and Resources      | Sharon Hylton - Work Based Learning Team Leader        | Retain 2020/21 targets   | Y         |
| Work Based Learning            | WBL 2 - Number of new starters on the apprenticeship scheme  | Number  | Cumulative              | High is good       | No         | Q1 - 3<br>Q2 - 8<br>Q3 - 13<br>Q4 - 18                   | <->       | Q1 - 5<br>Q2 - 10<br>Q3 - 15<br>Q4 - 20                  | 13               | 19               | 29                              | 3                               | 2                               | Volumetric   | <->              | Volumetric   | Clir Ric Metcalfe - Portfolio Holder for Our People and Resources      | Sharon Hylton - Work Based Learning Team Leader        | Retain 2020/21 figures and change to volumetric  | Y         |
| Work Based Learning            | WBL 3 - Percentage of apprentices moving into Education, Employment or Training                            | %       | Quarterly               | High is good       | No         | 92.00%   | <->       | 95.00%   | 100.00%          | 100.00%          | 85.00%                          | 100.00%                         | 100.00%                         | Volumetric   | <->              | Volumetric   | Clir Ric Metcalfe - Portfolio Holder for Our People and Resources      | Sharon Hylton - Work Based Learning Team Leader        | Retain 2020/21 figures and change to volumetric  | Y         |
| Customer Services              | CS 1 - Number of face to face enquiries in customer services   | Number  | Quarterly               | Volumetric         | Yes        | N/A  | <->       | N/A  |                  |                  |                                 |                                 |                                 |  |                  |  | Clir Chris Burke - Portfolio Holder for Customer Experience and Review | Joanne Crookes - Customer Services Manager             |  | Y         |
| 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  |                  |                  |                                 |                                 |                                 |  |                  |  | Clir Chris Burke - Portfolio Holder for Customer Experience and Review | Joanne Crookes - Customer Services Manager             |  | Y         |
| Customer Services              | CS 3 - Average time taken to answer a call to customer services  | Seconds | Quarterly               | Low is good        | No         | 300  | <->       | 180  | 197              | 159              | 142                             | 124                             | 109                             | 300  | <->              | 180  | Clir Chris Burke - Portfolio Holder for Customer Experience and Review | Joanne Crookes - Customer Services Manager             | Retain 2020/21 targets   | Y         |
| 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  | 10               | 10               | Collection not possible - COVID | Collection not possible - COVID | Collection not possible - COVID |  | <->              |  | Clir Chris Burke - Portfolio Holder for Customer Experience and Review | Joanne Crookes - Customer Services Manager             | Remove for 2021/22 as not currently collected  | Y         |
| Customer Services              | CS 5 - Customer satisfaction with their phone call to Customer Services                                    | %       | Quarterly               | High is good       | No         | 80%  | <->       | 95%  | 98               | 96               | Collection not possible - COVID | Collection not possible - COVID | Collection not possible - COVID |  | <->              |  | Clir Chris Burke - Portfolio Holder for Customer Experience and Review | Joanne Crookes - Customer Services Manager             | Remove for 2021/22 as not currently collected  | Y         |
| Accountancy                    | ACC 1 - Average return on investment portfolio   | %       | Quarterly               | High is good       | No         | 0.75%  | <->       | 0.85%  | 0.86%            | 0.85%            | 0.80%                           | 0.45%                           | 0.18%                           | 0.12%  | <->              | 0.18%  | Clir Ric Metcalfe - Portfolio Holder for Our People and Resources      | Sarah Hardy - Principal Finance Business Partner       | 0.18% is probably towards the high side of the likely interest receivable (given the base rate issues currently) | Y         |
| Accountancy                    | ACC 2 - Average interest rate on external borrowing  | %       | Quarterly               | Low is good        | No         | 4.75%  | <->       | 3.75%  | 3.38%            | 3.60%            | 3.69%                           | No data                         | 3.69%                           | 4.75%  | <->              | 3.75%  | Clir Ric Metcalfe - Portfolio Holder for Our People and Resources      | Sarah Hardy - Principal Finance Business Partner       | Retain 2020/21 targets   | Y         |
| Revenues Administration        | REV 1 - Council Tax - in year collection rate for Lincoln  | %       | Cumulative              | High is good       | No         | Q1 - 26.50%<br>Q2 - 52.50%<br>Q3 - 78.50%<br>Q4 - 96.75% | <->       | Q1 - 27.00%<br>Q2 - 53.00%<br>Q3 - 79.00%<br>Q4 - 97.00% | 52.87%           | 79.03%           | 96.77%                          | 25.90%                          | 50.53%                          | Q1 - 25.00%<br>Q2 - 50.00%<br>Q3 - 75.00%<br>Q4 - 95.00% | <->              | Q1 - 27.00%<br>Q2 - 53.00%<br>Q3 - 79.00%<br>Q4 - 96.75% | Clir Ric Metcalfe - Portfolio Holder for Our People and Resources      | Martin Walmsley - Head of Shared Revenues and Benefits | Targets updated  | Y         |
| Revenues Administration        | REV 2 - Business Rates - in year collection rate for Lincoln   | %       | Volumetric              | High is good       | No         | Q1 - 33.00%<br>Q2 - 58.00%<br>Q3 - 82.50%<br>Q4 - 98.60% | <->       | Q1 - 34.50%<br>Q2 - 59.50%<br>Q3 - 84.50%<br>Q4 - 99.00% | 59.58%           | 83.39%           | 99.46%                          | 41.31%                          | 65.15%                          | Volumetric   | <->              | Volumetric   | Clir Ric Metcalfe - Portfolio Holder for Our People and Resources      | Martin Walmsley - Head of Shared Revenues and Benefits | Change to volumetric   | Y         |
| Revenues Administration        | REV 3 - Number of outstanding customer changes in the Revenues Team  | Number  | Quarterly               | Low is good        | No         | Q1 - 750<br>Q2 - 750<br>Q3 - 600<br>Q4 - 450             | <->       | Q1 - 600<br>Q2 - 600<br>Q3 - 450<br>Q4 - 300             | 1177             | 550              | 371                             | 249                             | 685                             | Q1 - 800<br>Q2 - 750<br>Q3 - 700<br>Q4 - 650             | <->              | Q1 - 700<br>Q2 - 650<br>Q3 - 550<br>Q4 - 450             | Clir Ric Metcalfe - Portfolio Holder for Our People and Resources      | Martin Walmsley - Head of Shared Revenues and Benefits | Targets updated  | Y         |
| 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<br>Q2 - 27.00<br>Q3 - 26.00<br>Q4 - 25.00     | <->       | Q1 - 26.00<br>Q2 - 25.00<br>Q3 - 24.00<br>Q4 - 23.50     | 23.42            | 21.73            | 20.60                           | 15.89                           | 16.69                           | Q1 - 21.00<br>Q2 - 20.00<br>Q3 - 19.50<br>Q4 - 19.00     | <->              | Q1 - 19.00<br>Q2 - 18.50<br>Q3 - 17.50<br>Q4 - 17.00     | Clir Rosanne Kirk - Portfolio Holder for Reducing Inequality           | Martin Walmsley - Head of Shared Revenues and Benefits | Targets updated  | Y         |
| 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<br>Q2 - 9.00<br>Q3 - 8.00<br>Q4 - 6.00        | <->       | Q1 - 7.50<br>Q2 - 7.00<br>Q3 - 6.50<br>Q4 - 4.50         | 4.88             | 5.84             | 3.17                            | 4.22                            | 4.63                            | Q1 - 10.00<br>Q2 - 9.00<br>Q3 - 8.00<br>Q4 - 6.00        | <->              | Q1 - 7.50<br>Q2 - 7.00<br>Q3 - 6.50<br>Q4 - 4.50         | Clir Rosanne Kirk - Portfolio Holder for Reducing Inequality           | Martin Walmsley - Head of Shared Revenues and Benefits | Targets retained as 20/21  | Y         |
| Housing Benefit Administration | BE 3 - Number of Housing Benefits / Council Tax support customers awaiting assessment                      | Number  | Quarterly               | Low is good        | No         | Q1 1250<br>Q2 1200<br>Q3 1150<br>Q4 1100                 | <->       | Q1 1100<br>Q2 1050<br>Q3 1000<br>Q4 950                  | 939              | 1,025            | 1,510                           | 1,365                           | 1,338                           | Q1 2000<br>Q2 1750<br>Q3 1500<br>Q4 1250                 | <->              | Q1 1700<br>Q2 1500<br>Q3 1300<br>Q4 1100                 | Clir Rosanne Kirk - Portfolio Holder for Reducing Inequality           | Martin Walmsley - Head of Shared Revenues and Benefits | Targets updated  | Y         |
| 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%<br>Q2 - 86.00%<br>Q3 - 87.00%<br>Q4 - 88.00% | <->       | Q1 - 88.00%<br>Q2 - 89.00%<br>Q3 - 90.00%<br>Q4 - 91.00% | 95.57%           | 95.72%           | 95.00%                          | 31.33%                          | 91.52%                          | Q1 - 86.00%<br>Q2 - 87.00%<br>Q3 - 88.00%<br>Q4 - 89.00% | <->              | Q1 - 89.00%<br>Q2 - 90.00%<br>Q3 - 91.00%<br>Q4 - 92.00% | Clir Rosanne Kirk - Portfolio Holder for Reducing Inequality           | Martin Walmsley - Head of Shared Revenues and Benefits | Targets updated  | Y         |
| 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  |                  |                  |                                 |                                 |                                 |  |                  |  | Clir Rosanne Kirk - Portfolio Holder for Reducing Inequality           | Martin Walmsley - Head of Shared Revenues and Benefits | N/A  | Y         |

| Service Area        | Measure   | Unit | Collection Frequency | High / Low is Good | Volumetric | 2020-2021          |           |                    |         |         |         | 2021-2022 |         |         | Portfolio Holder | Owner | Comments (if required)  | Updated on PIMS?                                 |                        |           |
|---------------------|---|------|----------------------|--------------------|------------|--------------------|-----------|--------------------|---------|---------|---------|-----------|---------|---------|------------------|-------|---|--|------------------------|-----------|
|                     |   |      |                      |                    |            | Low Target (Worst) | On target | High Target (Best) | 2015/16 | 2016/17 | 2017/18 | 2018/19   | 2019/20 | 2020/21 |                  |       |   |  | Low Target (Worst)     | On target |
| Debtors & Creditors | DCT 1 - Percentage of invoices paid within 30 days                  | %    | Annual Q4            | High is good       | No         | 95%                | <->       | 97%                | 95.38%  | 97.03%  | 95.17%  | 97.79%    | 96.22%  | 95%     | <->              | 97%   | Clir Ric Metcalfe - Portfolio Holder for Our People and Resources | Sarah Hardy - Principal Finance Business Partner | Retain 2020/21 targets | Y         |
| Debtors & Creditors | DCT 2 - Percentage of invoices that have a Purchase Order completed | %    | Annual Q4            | High is good       | No         | 55%                | <->       | 65%                | 43.10%  | 40.76%  | 41.60%  | 46.00%    | 45.60%  | 55%     | <->              | 65%   | Clir Ric Metcalfe - Portfolio Holder for Our People and Resources | Sarah Hardy - Principal Finance Business Partner | Retain 2020/21 targets | Y         |

|                           |                      |   |        |           |              |     |     |     |     |                                      |     |     |     |   |  |  |                   |   |
|---------------------------|----------------------|---|--------|-----------|--------------|-----|-----|-----|-----|--------------------------------------|-----|-----|-----|---|--|--|-------------------|---|
| CX ANNUAL STRATEGIC MEASU | Democratic Services  | DEM 1 - The number of individuals registered on the electoral register (local elections)  | Number | Annual Q3 | Volumetric   | Yes | N/A | <-> | N/A |                                      |     |     |     |   | Clir Chris Burke - Portfolio Holder for Customer Experience and Review | Graham Watts - Democratic and Elections Manager  | Retain as 2020/21 | y |
|                           | Procurement Services | PRO 1 - Percentage spend on contracts that have been awarded to "local" contractors (as the primary contractor)                         | %      | Annual Q2 | High is good | No  | 20% | <-> | 45% | Data will be input from Q3 2020/2021 | 20% | <-> | 45% | Clir Ric Metcalfe - Portfolio Holder for Our People and Resources | Heather Carmichael - Client Procurement Officer                        | Retain 2020/21 targets   | y                 |   |
|                           | 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 Q2 | High is good | No  | 70% | <-> | 90% | Data will be input from Q3 2020/2021 | 70% | <-> | 90% | Clir Ric Metcalfe - Portfolio Holder for Our People and Resources | Heather Carmichael - Client Procurement Officer                        | Retain 2020/21 targets   | y                 |   |
|                           | Procurement Services | PRO 3 - Percentage of total contract spend that is with an SME  | %      | Annual Q2 | High is good | No  | 20% | <-> | 40% | Data will be input from Q3 2020/2021 | 20% | <-> | 40% | Clir Ric Metcalfe - Portfolio Holder for Our People and Resources | Heather Carmichael - Client Procurement Officer                        | Retain 2020/21 targets   | y                 |   |
|                           | Procurement Services | PRO 4 - Percentage of total contract spend that is with an SME who meets the "local" definition   | %      | Annual Q2 | High is good | No  | 20% | <-> | 40% | Data will be input from Q3 2020/2021 | 20% | <-> | 40% | Clir Ric Metcalfe - Portfolio Holder for Our People and Resources | Heather Carmichael - Client Procurement Officer                        | Retain 2020/21 targets   | y                 |   |
|                           | 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 |     |     |     | Clir Ric Metcalfe - Portfolio Holder for Our People and Resources | Property Services  | Needs to cease being a performance measure as we are no longer pursuing any commercial property purchases, it no longer part of our strategy so we wouldn't have any data to report each year. |                   |   |

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|------------------------|
| Volumetric - no target |
| Target for 2021-22     |