

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
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Do the exempt information categories apply?	No
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Does Rule 15 of the Scrutiny Procedure Rules apply?	No
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How many appendices does the report contain?	One
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List of Background Papers:	None
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