

SUBJECT:	PERFORMANCE TARGETS REPORT FOR 2022/23
DIRECTORATE:	CHIEF EXECUTIVE’S
REPORT AUTHOR:	ROBERT MARSHALL – BUSINESS INTELLIGENCE ANALYST – CORPORATE POLICY

1. Purpose of Report

- 1.1 To update officers and members on proposed performance targets for 2022/23 across DCX, DCE and DHI and provide supporting commentary.
- 1.2 This report was to confirm targets for the 2022-23 financial year based on all current measures but was not intended to review each measures suitability and or accuracy.

2. Executive Summary

- 2.1 There are 87 measures within COLC PSC of which 19 are volumetric (value-based or contextual). The table below gives an overview across all directorates as a highlight of targets that have; Increased, Decreased, Adjusted (Change in how it is reported) or that have had no change. The next page gives a breakdown across each Directorate to allow you to focus.

Including the changes highlighted in table 1, 8 measures have had their targets increased, 15 which have had a reduction and 9 which have been adjusted. Within **Appendix A**, by the side of each measure is commentary given by each directorate to outline the reason for any suggested change to target. It is worth noting that a small number of measures have been adjusted to allow for accuracy in reporting and achievement of goals. E.g. Having a target of 0% which has never been achieved and is very unlikely ever to be achieved has been adjusted to bring it in line with SMART targeting.

Table 1 – Summary of Targets for 2022-23 (All Directorates)

CoLC KPI's	Total	Volumetric	Increased Target 22-23	Decreased Target 22-23	Adjusted Target 22-23	No Change
Total Number of Measures	87	19	8	15	9	36
QTR Measures	65	17	7	12	6	23
Cumulative Measures	8	0	1	3	3	1
Annual Measures	11	2	0	0	0	9
Not being monitored	3	NA	NA	NA	NA	3

During the process of target setting and target reporting for Q3, several inconsistencies were highlighted, this target setting report sets out the initial steps to rectify inaccurate reporting processes but as outlined in 1.2 does not set to resolve all target and reporting tasks.

2.2 **Table 2 – Summary of Targets for 2022-23 (Chief Executive)**

DCX KPI's	Total	Volumetric	Increased Target 22-23	Decreased Target 22-23	Adjusted Target 22-23	No Change
Total Number of Measures	27	4	5	5	3	10
QTR Measures	15	3	5	2	2	3
Cumulative Measures	5	0	0	3	1	1
Annual Measures	5	1	0	0	0	4
Not being monitored	2	0	0	0	0	2

2.3 **Table 3 – Summary of Targets for 2022-23 (Communities and Environment)**

DCE KPI's	Total	Volumetric	Increased Target 22-23	Decreased Target 22-23	Adjusted Target 22-23	No Change
Total Number of Measures	39	10	1	1	3	24
QTR Measures	30	9	0	1	2	18
Cumulative Measures	2	0	1	0	1	0
Annual Measures	6	1	0	0	0	5
Not being monitored	1	0	0	0	0	1

2.4 **Table 4 – Summary of Targets for 2022-23 (Housing and Investment)**

DHI KPI's	Total	Volumetric	Increased Target 22-23	Decreased Target 22-23	Adjusted Target 22-23	No Change
Total Number of Measures	21	5	2	9	3	2
QTR Measures	20	5	2	9	2	2
Cumulative Measures	1	0	0	0	1	0
Annual Measures	0	0	0	0	0	0
Not being monitored	0	na	na	na	na	na

3. **Target Adjustment Update For 2021-22 into 2022-23**

3.1 In August 2021, 19 measures were brought to the Performance Scrutiny Committee following the call-in of the original Performance Target report.

Table 5 – Summary of KPI Measures altered during 2021-22 Financial Year shows the 19 measures, column 5 'How Measure Changed' shows what changed in the last financial year. Each measure is numbered in the first column to allow for referencing.

2 Targets increased - 9 and 10

3 Targets Suspended - 3, 4, 19

2 Targets changed to volumetric - 1 and 2

11 Targets were lowered/reduced– 5,6,7,8,10,13,14,15,16,17,18

3.2 The 6th column of Table 5 shows what changes, if any, there has been to these 19 measures as we enter the 2022-23 financial year.

1 Suspended measure (19) has returned with the other two suspended measures (3 and 4) due to be back by Q1 following an initial trial.

The 2 targets that were increased for 2021-2022, 1 has been increased for 2022-23 (11) or 1 is maintaining the higher target level last year (9).

The 2 volumetric targets (1 and 2) have now returned to pre-covid target levels.

Out of the 11 reduced (made reduced);

1 has returned to pre-covid targets (15)

2 targets have increased but not back to pre-covid levels (5,13)

1 target has stayed at the reduced target level (14)

7 targets (6, 7, 8, 10, 16, 17, 18) have had a further reduction (made reduced) from what was set in 2021-22

Further details on all target adjustments with commentary can be found in Appendix A.

Table 5 - Summary of KPI Measures altered during 2021-22 Financial Year

No.	Service Area	Measure Code	Measure Description	How Measure Changed	What about this year
1	Work Based Learning	WBL 1	Percentage of apprentices completing their qualification on time	Changed to Volumetric	Target Returned
2	Work Based Learning	WBL 2	Number of new starters on the apprenticeship scheme	Changed to Volumetric	Target Returned
3	Customer Services	CS 4	Average customer feedback score (face to face enquiries)	Temporarily Suspended	No alternate solution has been found
4	Customer Services	CS 5	Customer satisfaction with their phone call to Customer Services	Temporarily Suspended	No alternate solution has been found
5	Accountancy	ACC 1	Average return on investment portfolio	Target Decreased	Target Increasing
6	Revenues Administration	REV 1	Council Tax - In year collection rate for Lincoln	Target Decreased	Target Decreased
7	Revenues Administration	REV 2	Business Rates - in year collection rate for Lincoln	Target Decreased	Target Decreased
8	Revenues Administration	REV 3	Number of outstanding customer changes in the Revenues Team	Target Decreased	Target Decreased
9	Housing Benefit Administration	BE 1	Average (YTD) days to process new housing benefit claims from date received	Target Increased	No Change
10	Housing Benefit Administration	BE 3	Number of Housing Benefits / Council Tax support customers awaiting assessment	Target Decreased	Target Decreased
11	Housing Benefit Administration	BE 4	Percentage of risk based quality checks made where Benefit entitlement is correct	Target Increased	Target Increased
13	Private Housing	PH 3	Number of empty homes brought back into use	Target Decreased	Target Increasing
14	Waste & Recycling	WM 1	Percentage of waste recycled or composted	Target Decreased	No Change
15	Rent Collection	RC 1	Rent collected as a proportion of rent due	Target Decreased	Returned
16	Rent Collection	RC 2	Current tenant arrears as a percentage of the annual rent debit	Target Decreased	Target Decreased
17	Housing Voids	HV 2	Average re-let time calendar days for all dwellings - standard re-lets (minor works)	Target Decreased	Target Decreased
18	Housing Voids	HV 3	Average re-let time calendar days for all dwellings (including minor and major works)	Target Decreased	Target Decreased
19	Housing Maintenance	HM 3	Percentage of tenants satisfied with repairs and maintenance	Temporarily Suspended	Returned

3.3 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.

Wherever possible every effort has been made to clearly outline changes and give reasons.

Changes are highlighted as;

RED = Reduced Target

GREEN = Increased Target

AMBER = Adjusted (This highlights that there has been a change to a target but not a specific change to the value. E.g. Changing from quarterly to cumulative or a measure that might have been split to allow for clearer reporting.

The use of Red, Amber and Green does not reflect an agreement or consideration of the changes and its suitability but an easy way to highlight changes. E.g. Red does not mean a bad change or that the change is wrong.

4. Background

4.1 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 that we consider still meet the specific and timely aspects of this aim.

Targeted Performance measures are those where the team can influence how successful the outcome or outturn 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.

4.2 The council's Performance Information Management System (PIMS) has been in operation since April 2019. This system now holds a set of 87 measures being a mix of quarterly and annual; volumetric and targeted indicators. There are currently 68 targeted indicators for which low and high targets have been set which form the 'acceptable' level of performance.

4.3 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. Details on the affected measures can be found in section 3 Above.

During this period of uncertainty, we introduced commentary on all measures and not just underperforming measures and this will continue for the foreseeable future.

5. Targets for the year 2022/2023

- 5.1 At the start of Q3 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 Acceptable and is blue and below this lower target is Red, highlighting an area of concern.
- 5.2 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 32 proposed changes, which are highlighted in columns Y and Z.

Column Y – Target Change

- “Y” indicates that this target has changed in some way

Column Z – How?

- H (Increased Target)
- L (Reduced Target)
- A (Adjusted) An aspect of how this measure is tracked or measured has changed or there was an administration
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Section 2 outlines the top line breakdown for CoLC as well as being split by the directorate.

- 5.3 At the time of this report, 3 measures have not been reinstated following their suspension in 2020-21. It is envisaged that these measures will be up and running for Q1 following an initial trial with property repairs;

DCX

- CS 4 – Average Customer Satisfaction score with face to face enquires
- CS 5 – Customer Satisfaction with phone calls to customer service

DCE

- ASB 4 – Satisfaction of complaints relating to how a complaint has been handled

A further update will be given on this from the CVP group.

5.4 8 measures have seen their targets increase against their 2021-22 target;

DCX

- ACC 1 – Average Return on investment portfolio
- BE 4 - Percentage of risk-based quality checks made where Benefit entitlement is correct
- COM 1 - Percentage of media enquiries responded to within four working hours
- DCT 2 - Percentage of invoices that have a Purchase Order completed
- DCT 3 - Average number of days to pay invoices

DCE

- PH 3 - Number of empty homes brought back into use

DHI

- BD 1 – Number of users logged into the online self-service system this quarter
- HM 4 - Appointments kept as a percentage of appointments made (priority 1-day and urgent 3-day repairs)

5.5 15 measures have seen their targets reduced against their 2021-22 target;

DCX

- BE 3 - Number of Housing Benefits / Council Tax support customers awaiting assessment
- REV 3 - Number of outstanding customer changes in the Revenues Team
- BE 2 - Average (YTD) days to process housing benefit claim changes of circumstances from the date received
- REV 1 - Council Tax - In year collection rate for Lincoln
- REV 2 - Business Rates - in-year collection rate for Lincoln

DCE

- FHS 2 - Average time from the actual date of inspection to achieving compliance

DHI

- CC 2 – Percentage of Lincare Telecare Alarm calls answered within 60 seconds
- HI 1 – Percentage of council properties that are not at the 'Decent Homes' standard (excluding refusals)
- HI 3 – Percentage of dwellings with a valid gas safety certificate
- HM 1b – Percentage of reactive repairs completed within target time (urgent - 3-day repairs ONLY)
- HS 3 – Successful preventions and relief of homelessness against the total number of homelessness approaches (updated measure)
- HV 1 – Percentage of rent lost through dwelling being vacant
- HV 2 – Average re-let time calendar days for all dwellings - standard re-lets (minor works)
- HV 3 – Average re-let time calendar days for all dwellings (including minor and major works)
- RC 2 - Current tenant arrears as a percentage of the annual rent due

5.6 9 measures have had an Adjustment to their 2021-22 target;

DCX

- WBL 1 - Percentage of apprentices completing their qualification on time
- WBL 2 – Number of new starters on the apprenticeship scheme
- WBL 3 - Percentage of apprentices moving into Education, Employment or Training

DCE

- FHS 1 - Percentage of premises fully or broadly compliant with Food Health & Safety inspection
- PH 2 - Average time (weeks) from receiving to resolving a complaint about housing standards in private rented accommodation (updated measure)
- AH 1 - Cumulative number of affordable homes delivered to date this year

DHI

- CC 1 – Percentage satisfied of new connections for the control centre
- HM 1a – Percentage of reactive repairs completed within target time (priority 1-day ONLY)
- RC 1 - Rent collected as a proportion of rent due

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

6. Strategic Priorities

6.1 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.

7. Organisational Impacts

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

7.2 Legal Implications including Procurement Rules – n/a

7.3 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.

8. Risk Implications

8.1 (i) Initial Options Explored – n/a

9. Recommendation

- 9.1
- CMT to put forward the targets for PSC and EXC.
 - Full review of target setting and monitoring
 - Update City of Lincoln Performance Framework and the Corporate Data Quality Policy Guidelines
 - Target review of all measures in all directorates to ascertain current situation (Who tracks what, when, why)
 - Define a clear ARC (Accountable, Responsible and Contributor) structure as part of the above

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

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