

**Appendix A - Directorate of Chief Executive - Quarterly Measures**

Black Text - Qtrly							Purple Text - Cumulative				Blue Text - Annually				Cumulative Target				2020-21								2021-2022								2022-23							
Service Area	Code	Measure	Unit	QTR or Cum	High / Low is Good	Portfolio Holder	Owner	Low Target (Worst)	High Target (Best)	2020-21 Q1 Outturn	2020-21 Q2 Outturn	2020-21 Q3 Outturn	2020-21 Q4 Outturn	Low Target (Worst)	High Target (Best)	2021-22 Q1 Outturn	2021-22 Q2 Outturn	2021-22 Q3 Outturn	2021-22 Q4 Outturn	Target Changed?	How?	Low Target (Worst)	High Target (High)	Comment				Reduced Last Year	What about this year													
CX	Accountancy	ACC 1	Average return on investment portfolio	%	QTR	High is good	Clr Ric Metcalfe - Portfolio Holder for Our People and Resources	Colleen Warren - Financial Services Manager	0.75%	0.85%	0.45	0.18	0.09	0.20	0.12%	0.18%	0.10	0.13	0.14		Y	H (Increased Target)	0.15%	0.25%	Predicted small improvement. Our current investments are on fixed rate terms, so we would not be able to achieve much change this financial year.				5	Increasing but not returned												
CX	Accountancy	ACC 2	Average interest rate on external borrowing	%	QTR	Low is good	Clr Ric Metcalfe - Portfolio Holder for Our People and Resources	Colleen Warren - Financial Services Manager	4.75%	3.75%	Missing	3.69	3.64	3.25	4.75%	3.75%	3.15	3.15	3.10				4.75%	3.75%	No Change																	
CX	Communications	COM 1	Percentage of media enquiries responded to within four working hours	%	QTR	High is good	Clr Ric Metcalfe - Portfolio Holder for Our People and Resources	Steve Welsby - Communications Manager	70.00%	85.00%	89.00	86.00	84.00	87.00	70.00%	85.00%	76.00	78.00	76.00		Y	H (Increased Target)	75.00%	90.00%	No reply - Continuously breaking higher target so increased lower and higher																	
CX	Customer Services	CS 3	Average time taken to answer a call to customer services	Seconds	QTR	Low is good	Clr Chris Burke - Portfolio Holder for Customer Experience and Review	Joanne Crookes - Customer Services Manager	120	90	124	109	81	156	300	180	291	413	272				300	180	No Change																	
CX	Debtors & Creditors	DCT 1	Percentage of invoices paid within 30 days	%	QTR	High is good	Clr Ric Metcalfe - Portfolio Holder for Our People and Resources	Colleen Warren - Financial Services Manager	95.00%	97.00%				98.92	95.00%	97.00%							95.00%	97.00%	No Change																	
CX	Debtors & Creditors	DCT 2	Percentage of invoices that have a Purchase Order completed	%	QTR	High is good	Clr Ric Metcalfe - Portfolio Holder for Our People and Resources	Colleen Warren - Financial Services Manager	40.00%	50.00%				45.40	40.00%	50.00%					Y	H (Increased Target)	45.00%	55.00%	Big push across CoLC on compliance with PO being used																	
CX	Debtors & Creditors	DCT 3	Average number of days to pay invoices	Days	QTR	Low is good	Clr Ric Metcalfe - Portfolio Holder for Our People and Resources	Colleen Warren - Financial Services Manager					8.00	30	27						Y	H (Increased Target)	30	15	Constantly smashed target so increasing Higher target as lower 30 day is set as standard																	
CX	Work Based Learning	WBL 1	Percentage of apprentices completing their qualification on time	%	QTR	High is good	Clr Ric Metcalfe - Portfolio Holder for Our People and Resources	Claire Burroughs - HR and WBL Manager	92.00%	95.00%	100.00	100.00	75.00	100.00	Volumetric	Volumetric	100.00	0.00	0.00		Y	A (Adjusted Target)	95.00%	100.00%	Original target was 92% - 95% but moved to volumetric last year. These original values were not suitable. E.g. With 20 apprentices you could never have 92% of people.				1	Returned and Adjusted												
CX	Work Based Learning	WBL 3	Percentage of apprentices moving into Education, Employment or Training	%	QTR	High is good	Clr Ric Metcalfe - Portfolio Holder for Our People and Resources	Claire Burroughs - HR and WBL Manager	92.0%	95.0%	100.00	100.00	100.00	75.00	Volumetric	Volumetric	100.00	0.00	0.00		Y	A (Adjusted Target)	90.00%	95.00%	Targets reintroduced after volumetric for 2021-22 year. Lower and higher targets adjusted to be quantifiable and realistic. E.g. you cannot have 92% of 20 people																	

**Appendix A - Directorate of Chief Executive - Cumulative**

Black Text - Qtrly							Purple Text - Cumulative				Blue Text - Annually				Cumulative Target				2020-21								2021-2022								2022-23							
Service Area	Code	Measure	Unit	QTR or Cum	High / Low is Good	Portfolio Holder	Owner	Low Target (Worst)	High Target (Best)	2020-21 Q1 Outturn	2020-21 Q2 Outturn	2020-21 Q3 Outturn	2020-21 Q4 Outturn	Low Target (Worst)	High Target (Best)	2021-22 Q1 Outturn	2021-22 Q2 Outturn	2021-22 Q3 Outturn	2021-22 Q4 Outturn	Target Changed?	How?	Low Target (Worst)	High Target (High)	Comment				Reduced Last Year	What about this year													
CX	Housing Benefit Administration	BE 1	Average (YTD) days to process new housing benefit claims from date received	Days	CUM	Low is good	Clr Sue Burke - Portfolio Holder for Reducing Inequality	Martin Walmsley - Head of Shared Revenues and Benefits	Q1 - 28.00 Q2 - 27.00 Q3 - 26.00 Q4 - 25.00	Q1 - 26.00 Q2 - 25.00 Q3 - 24.00 Q4 - 23.50	15.89	16.69	16.72	16.91	Q1 - 21.00 Q2 - 20.00 Q3 - 19.50 Q4 - 19.00	Q1 - 19.00 Q2 - 18.50 Q3 - 17.50 Q4 - 17.00	16.81	17.50	16.45			Q1 - 21.00 Q2 - 20.00 Q3 - 19.50 Q4 - 19.00	Q1 - 19.00 Q2 - 18.50 Q3 - 17.50 Q4 - 17.00	Target was made harder in 2021-22 so kept the same for this year				9	Increased x2													
CX	Housing Benefit Administration	BE 2	Average (YTD) days to process housing benefit claim changes of circumstances from date received	Days	CUM	Low is good	Clr Sue Burke - Portfolio Holder for Reducing Inequality	Martin Walmsley - Head of Shared Revenues and Benefits	Q1 - 10.00 Q2 - 9.00 Q3 - 8.00 Q4 - 6.00	Q1 - 7.50 Q2 - 7.00 Q3 - 6.50 Q4 - 4.50	4.22	4.63	4.27	3.00	Q1 - 10.00 Q2 - 9.00 Q3 - 8.00 Q4 - 6.00	Q1 - 7.50 Q2 - 7.00 Q3 - 6.50 Q4 - 4.50	4.88	5.49	5.37	Y	L (Reduced Target)	Q1 - 10.00 Q2 - 9.00 Q3 - 8.00 Q4 - 6.00	Q1 - 7.50 Q2 - 7.00 Q3 - 6.50 Q4 - 5.00	Very small change made. Change of Q4 by 0.5 for lower and higher targets due to COVID impact																		
CX	Housing Benefit Administration	BE 3	Number of Housing Benefits / Council Tax support customers awaiting assessment	Number	CUM	Low is good	Clr Sue Burke - Portfolio Holder for Reducing Inequality	Martin Walmsley - Head of Shared Revenues and Benefits	Q1 1250 Q2 1200 Q3 1150 Q4 1100	Q1 1100 Q2 1050 Q3 1000 Q4 950	1365	1338	1835	2123	Q1 2000 Q2 1750 Q3 1500 Q4 1250	Q1 1700 Q2 1500 Q3 1300 Q4 1100	2098	1411	1643	Y	L (Reduced Target)	Q1 2000 Q2 1800 Q3 1600 Q4 1400	Q1 2500 Q2 2000 Q3 1750 Q4 1500	Amount of claims have continued to climb qtr. on qtr. Targets reduced to be in line with last year but expectation is that it will be above last year.				10	Decreased													
CX	Housing Benefit Administration	BE 4	Percentage of risk based quality checks made where Benefit entitlement is correct	%	CUM	High is good	Clr Sue Burke - Portfolio Holder for Reducing Inequality	Martin Walmsley - Head of Shared Revenues and Benefits	Q1 - 85.00% Q2 - 86.00% Q3 - 87.00% Q4 - 88.00%	Q1 - 88.00% Q2 - 89.00% Q3 - 90.00% Q4 - 91.00%	94.03	91.52	92.31	92.87	Q1 - 86.00% Q2 - 87.00% Q3 - 88.00% Q4 - 89.00%	Q1 - 89.00% Q2 - 90.00% Q3 - 91.00% Q4 - 92.00%	95.94	95.26	96.40	Y	H (Increased Target)	Q1 - 87.00% Q2 - 88.00% Q3 - 89.00% Q4 - 90.00%	Q1 - 90.00% Q2 - 91.00% Q3 - 92.00% Q4 - 93.00%	Targets have been made harder 2 years in a row. Supported by outturn				11	Increased x2													
CX	Revenues Administration	REV 1	Council Tax - In year collection rate for Lincoln	%	CUM	High is good	Clr Ric Metcalfe - Portfolio Holder for Our People and Resources	Martin Walmsley - Head of Shared Revenues and Benefits	Q1 - 26.50% Q2 - 52.50% Q3 - 78.50% Q4 - 96.75%	Q1 - 27.00% Q2 - 53.00% Q3 - 79.00% Q4 - 97.00%	25.90	50.53	76.20	94.78	Q1 - 25.00% Q2 - 50.00% Q3 - 75.00% Q4 - 95.00%	Q1 - 27.00% Q2 - 53.00% Q3 - 79.00% Q4 - 96.75%	25.10	49.58	75.82	Y	L (Reduced Target)	Q1 - 25.00% Q2 - 50.00% Q3 - 75.00% Q4 - 95.00%	Q1 - 26.00% Q2 - 51.50% Q3 - 77.00% Q4 - 96.00%	Very small change to Higher Target per qtr. Driven by no CT Hardship fund this year. Low targets maintained				6	Decreased													
CX	Revenues Administration	REV 2	Business Rates - in year collection rate for Lincoln	%	CUM	High is good	Clr Ric Metcalfe - Portfolio Holder for Our People and Resources	Martin Walmsley - Head of Shared Revenues and Benefits	Q1 - 33.00% Q2 - 58.00% Q3 - 82.50% Q4 - 98.60%	Q1 - 34.50% Q2 - 59.50% Q3 - 84.50% Q4 - 99.00%	41.31	65.15	90.42	98.97	Q1 - 33.50% Q2 - 58.50% Q3 - 82.50% Q4 - 98.50%	Q1 - 34.49% Q2 - 59.58% Q3 - 83.39% Q4 - 98.89%	29.10	55.70	84.11	Y	L (Reduced Target)	Q1 - 32.00% Q2 - 54.00% Q3 - 81.00% Q4 - 97.00%	Q1 - 29.00% Q2 - 57.00% Q3 - 84.00% Q4 - 98.00%	Ongoing impacts of Covid-19 on revenues collections, also new relief effective from 2022/23. This is a small change and forecasting is very accurate.				7	Decreased													
CX	Revenues Administration	REV 3	Number of outstanding customer changes in the Revenues Team	Number	CUM	Low is good	Clr Ric Metcalfe - Portfolio Holder for Our People and Resources	Martin Walmsley - Head of Shared Revenues and Benefits	Q1 - 750 Q2 - 750 Q3 - 600 Q4 - 450	Q1 - 600 Q2 - 600 Q3 - 450 Q4 - 300	249	685	963	1650	Q1 - 800 Q2 - 750 Q3 - 700 Q4 - 650	Q1 - 700 Q2 - 650 Q3 - 550 Q4 - 450	2665	3737	1738	Y	L (Reduced Target)	Q1 - 2000 Q2 - 1800 Q3 - 1400 Q4 - 1200	Q1 - 1500 Q2 - 1400 Q3 - 1200 Q4 - 1100	Targets lowered to take into account the longer term outturn. COVID is continuing to have long term effects and increased demand. New targets although lower (reduced) are still predicting an improvement in service levels from the last financial year. E.g. Less cases open at the end of each quarter.				8	Decreased													
CX	Work Based Learning	WBL 2	Number of new starters on the apprenticeship scheme	Number	CUM	High is good	Clr Ric Metcalfe - Portfolio Holder for Our People and Resources	Claire Burroughs - HR and WBL Manager	Q1 - 3 Q2 - 8 Q3 - 13 Q4 - 18	Q1 - 5 Q2 - 10 Q3 - 15 Q4 - 20	3	5	9	11	Volumetric	Volumetric	4	2	3	Y	A (Adjusted Target)	Q1 - 3 Q2 - 8 Q3 - 13 Q4 - 18	Q1 - 5 Q2 - 10 Q3 - 15 Q4 - 20	Returned to cumulative measure from Vol. in 2021-22.				2	Returned													

**Appendix A - Directorate of Chief Executive - Annual**

Black Text - Qtrly							Purple Text - Cumulative		Blue Text - Annually		Cumulative Target		2020-21						2021-2022						2022-23				
Service Area	Code	Measure	Unit	QTR or Cum	High / Low is Good	Portfolio Holder	Owner	Low Target (Worst)	High Target (Best)	2020-21 Q1 Outturn	2020-21 Q2 Outturn	2020-21 Q3 Outturn	2020-21 Q4 Outturn	Low Target (Worst)	High Target (Best)	2021-22 Q1 Outturn	2021-22 Q2 Outturn	2021-22 Q3 Outturn	2021-22 Q4 Outturn	Target Changed?	How?	Low Target (Worst)	High Target (High)	Comment	Reduced Last Year	What about this year			
Procurement Services	PRO 2	Percentage value of the top 10 spend contracts that have been sub	%	Annual Q3	High is good	Clr Ric Metcalfe - Portfolio Holder for Our People and Resources	Heather Carmichael - Client Procurement Officer	70.00%	90.00%			24.00		70.00%	90.00%			23.60					70.00%	90.00%	No Change				
Procurement Services	PRO 1	Percentage spend on contracts that have been awarded to "local" contractors (as the primary contractor)	%	Annual Q3	High is good	Clr Ric Metcalfe - Portfolio Holder for Our People and Resources	Heather Carmichael - Client Procurement Officer	20.00%	45.00%			35.00		20.00%	45.00%			45.00					20.00%	45.00%	No Change				
Procurement Services	PRO 3	Percentage of total contract spend that is with an SME	%	Annual Q3	High is good	Clr Ric Metcalfe - Portfolio Holder for Our People and Resources	Heather Carmichael - Client Procurement Officer	20.00%	40.00%			40.00		20.00%	40.00%			42.10					20.00%	40.00%	No Change				
Procurement Services	PRO 4	Percentage of total contract spend that is with an SME who meets the "local" definition	%	Annual Q3	High is good	Clr Ric Metcalfe - Portfolio Holder for Our People and Resources	Heather Carmichael - Client Procurement Officer	20.00%	40.00%			46.00		20.00%	40.00%			48.20					20.00%	40.00%	No Change				

**Appendix A - Directorate of Chief Executive - Volumetric**

Black Text - Qtrly							Purple Text - Cumulative		Blue Text - Annually		Cumulative Target		2020-21						2021-2022						2022-23				
Service Area	Code	Measure	Unit	QTR or Cum	High / Low is Good	Portfolio Holder	Owner	Low Target (Worst)	High Target (Best)	2020-21 Q1 Outturn	2020-21 Q2 Outturn	2020-21 Q3 Outturn	2020-21 Q4 Outturn	Low Target (Worst)	High Target (Best)	2021-22 Q1 Outturn	2021-22 Q2 Outturn	2021-22 Q3 Outturn	2021-22 Q4 Outturn	Target Changed?	How?	Low Target (Worst)	High Target (High)	Comment	Reduced Last Year	What about this year			
Housing Benefit Administration	BE 5	The number of new benefit claims PER QUARETR (Housing Benefits/Council Tax Support)	Number	QTR	Volumetric	Clr Sue Burke - Portfolio Holder for Reducing Inequality	Martin Walmsley - Head of Shared Revenues and Benefits	Volumetric	Volumetric	1987	3073	4192	5335	Volumetric	Volumetric	973	1995	2966					Volumetric	Volumetric	Has always been volumetric				
Customer Services	CS 1	Number of face to face enquiries in customer services	Number	QTR	Volumetric	Clr Chris Burke - Portfolio Holder for Customer Experience and Review	Joanne Crookes - Customer Services Manager	Volumetric	Volumetric	13.00	67.00	32.00	15.00	Volumetric	Volumetric	53.00	72.00	73.00					Volumetric	Volumetric	Has always been volumetric				
Customer Services	CS 2	Number of telephone enquiries answered in Channel Shift Areas (Rev & Bens, Housing & Env. Service)	Number	QTR	Volumetric	Clr Chris Burke - Portfolio Holder for Customer Experience and Review	Joanne Crookes - Customer Services Manager	Volumetric	Volumetric	18086	25690	25396	27453	Volumetric	Volumetric	29980	31960	29692					Volumetric	Volumetric	Has always been volumetric. Look at options to give more context in the future.				
Democratic Services	DEM 1	The number of individuals registered on the electoral register (local elections)	Number	Annual Q3	Volumetric	Clr Chris Burke - Portfolio Holder for Customer Experience and Review	Cheryl Evans - Democratic Services and Elections Manager	Volumetric	Volumetric				68203	Volumetric	Volumetric			62292					Volumetric	Volumetric	Has always been volumetric. Look at options to give more context in the future.				

**Appendix A - Directorate of Chief Executive - Suspended**

Black Text - Qtrly							Purple Text - Cumulative		Blue Text - Annually		Cumulative Target		2020-21						2021-2022						2022-23				
Service Area	Code	Measure	Unit	QTR or Cum	High / Low is Good	Portfolio Holder	Owner	Low Target (Worst)	High Target (Best)	2020-21 Q1 Outturn	2020-21 Q2 Outturn	2020-21 Q3 Outturn	2020-21 Q4 Outturn	Low Target (Worst)	High Target (Best)	2021-22 Q1 Outturn	2021-22 Q2 Outturn	2021-22 Q3 Outturn	2021-22 Q4 Outturn	Target Changed?	How?	Low Target (Worst)	High Target (High)	Comment	Reduced Last Year	What about this year			
Customer Services	CS 4	Average customer feedback score (face to face enquiries)	Number	QTR	High is good	Clr Chris Burke - Portfolio Holder for Customer Experience and Review	Joanne Crookes - Customer Services Manager	8	9.5														8	9.5	A new process for capturing customer satisfaction is being trialled in housing repairs. Once completed (by April 2022, it will be rolled out to this measure also)	3			
Customer Services	CS 5	Customer satisfaction with their phone call to Customer Services	%	QTR	High is good	Clr Chris Burke - Portfolio Holder for Customer Experience and Review	Joanne Crookes - Customer Services Manager	80.0%	95.0%														80.00%	95.00%	A new process for capturing customer satisfaction is being trialled in housing repairs. Once completed (by April 2022, it will be rolled out to this measure also)	4	?		