

SUBJECT: STRATEGIC PERFORMANCE MEASURES & TARGETS 2024/25

DIRECTORATE: CHIEF EXECUTIVE AND TOWN CLERK

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1. Purpose of Report

- 1.1 To present the strategic performance measures and their targets for 2024/25 to Executive for final approval.

2. Executive Summary

- 2.1 Strategic performance measures are reviewed on an annual basis. This ensures the measures being reported to senior management and members on a quarterly basis continue to provide a clear picture of the council's service area performance. Additionally, all performance measure targets are reviewed annually to ensure the targets remain achievable but suitably challenging.
- 2.2 The target setting element of this work for 2024/25 has focused largely on the analysis of the council's performance outturn trend over recent quarters / years, alongside considering the expected impacts over the coming year. Benchmarking data has been used by service areas in this process, however, the availability of this data is limited due to local authorities reporting on the measures most relevant to their own authority and services, rather than there currently being a requirement for all local authorities to report on all measures in the same way.
- 2.3 As with previous years, some measures have seen their targets relaxed due to increasing financial pressures on the council, resource impacts, recruitment pressures and the cost-of-living crisis - all of which will inevitably continue to impact on performance. However, in some cases the targets have been made more stretching where some improvement in performance is expected.

3. Background

- 3.1 The council currently has a set of strategic performance measures in place used to monitor performance. These measures include a mix of targeted quarterly and annual measures, together with a number of volumetric measures, which are used for contextual purposes.
- 3.2 All targeted performance measures have both a high and a low target allocated to them. Where a performance outturn falls between the high and the low target, performance is considered to be acceptable and not of concern. Where the outturn is equal to or above the high target, the level of performance is considered to be at or above target. Where the outturn falls below the low target, the performance outturn is considered to be performing below target.

- 3.3 Those measures performing above or below target are highlighted within the quarterly Operational Performance Report as success stories or measures of concern requiring monitoring / action.

4. Performance Measure Review and Target Setting for 2024/25

- 4.1 Between December 2023 and February 2024, Directors, Assistant Directors and Service Managers, working with Portfolio Holders, were asked to review the existing strategic performance measures and their targets to ensure they remained suitable for monitoring service performance during 2024/25.
- 4.2 The performance measures, their high and low targets and details of the removed / new measures for 2024/25 are provided at Appendix A. Justifications for changes to measures and targets have been provided by the service area within this appendix.
- 4.3 It is important to note that the Office for Local Government (Oflog) is developing a new tool named the Local Authority Data Explorer, which will bring together a selection of existing performance measures to enable improved benchmarking to take place for different levels of local authorities in the future. At this stage there are a limited number of measures included within the trial system. All measures which are relevant to district councils are already included within the existing performance measure set for City of Lincoln Council and will therefore continue to be monitored during 2024/25. An ongoing review of the performance measures available within the new Local Authority Data Explorer system will take place throughout 2024/25 to ensure the measures being monitored by the council continue to be the most appropriate measures to monitor performance.

5. Summary of Changes for 2024/25

- 5.1 In total there are **63** targeted and **30** volumetric measures within the strategic performance measure set for 2024/25 (total of 93 measures).

5.2 New Performance Measures for 2024/25

14 performance measures have been added to the measure set for 2024/25 (see sections 5.2 & 5.3).

Chief Executive Directorate (CX)

- Corporate Policy & Transformation – Number of internal safeguarding concerns received
- Customer Services - Footfall into City Hall reception desk
- Audit - Completion of the Internal Audit Annual Plan

Directorate for Housing & Investment (DHI)

- Housing Solutions - Number of rough sleepers
- Housing Maintenance - Satisfaction with Repairs (Regulator of Social Housing Tenant Satisfaction Measure – TP02)

5.3 Directorate for Major Developments Measures

Together with the performance measures above for the directorates of CX, Communities and Environment (DCE) and DHI, from quarter 1 2024/25 the Directorate

for Major Development will report on a range of measures to provide members with an insight into the progress being made on the key work programmes within the directorate. These measures are expected to include:

Town Deal

- Percentage spend on Town Deal programme
- Percentage / number of Town Deal projects on target

UK Shared Prosperity Fund (UKSPF)

- Percentage spend on UKSPF programme
- Percentage / number of UKSPF projects on target
- Number of businesses receiving business support utilising the UKSPF fund

The performance status of the above measures will be determined by an external partner, working alongside the Major Developments Team, and will take into consideration a range of factors impacting on programme delivery such as milestone performance, financial performance and associated risks, amongst other factors.

In addition to the above measures, a range of other measures will also be reported each quarter for contextual purposes. These measures will include:

- Percentage occupancy of Greetwell Place
- Percentage occupancy of The Terrace
- Unemployment rate within Lincoln
- Average wage in Lincoln

In 2024/25 measures will also be introduced to inform members on the progress of the Western Growth programme of works. Members will be notified of these measures once they have been agreed by the directorate and Portfolio Holder.

5.4 Performance Measures Removed from the Measure Set for 2024/25

9 performance measures have been removed from the measure set due to them no longer being the most appropriate measures to report through the quarterly reporting process. The rationale for these changes are detailed in Appendix A.

The performance measures removed from the measure set include:

Chief Executive Directorate (CX)

- COM 1 - Percentage of media enquiries responded to within four working hours or within requested response time
- CS 1 - Number of face to face enquiries in customer services
- PRO 2 - Percentage value of the top 10 spend contracts that have been sub-contracted (wholly or partly) to "local" suppliers to deliver
- PRO 3 - Percentage of total contract spend that is with an SME (Small and Medium-sized Enterprise)
- PRO 4 - Percentage of total contract spend that is with an SME who meets the "local" definition

Directorate for Communities & Environment (DCE)

- CON 1 - Area of sites of potential concern (in m2) made suitable for use in the year (contaminated land)
- PPASB 4 - Satisfaction of complainants relating to how their ASB complaint was handled

Directorate for Housing & Investment (DHI)

- HV 2 - Average re-let time calendar days for all dwellings - standard re-lets
- HM 3 - Percentage of tenants satisfied with repairs and maintenance

5.5 Performance Measures with Revised Targets for 2024/25

17 continuing performance measures have had their targets revised to reflect the current and expected impacts over the next 12 months. The rationale for these changes are detailed in Appendix A. These measures include:

Chief Executive Directorate (CX)

- ACC 1 - Average return on investment portfolio
- ACC 2 - Average interest rate on external borrowing
- DCT 2 - Percentage of invoices that have a Purchase Order completed
- BE 1 - Average days to process new housing benefit claims from date received (cumulative)
- BE 2 - Average days to process housing benefit claim changes of circumstances from date received (cumulative)
- BE 3 - Number of Housing Benefits / Council Tax support customers awaiting assessment
- REV 3 - Number of outstanding customer changes in the Revenues team

Directorate for Communities & Environment (DCE)

- FHS 1 - Percentage of premises fully or broadly compliant with Food Health & Safety inspection
- FHS 2 - Average time from actual date of inspection to achieving compliance
- FHS 3 - Percentage of food inspections that should have been completed and have been in that time period
- FHS 4 - Percentage of Citizens' Panel respondents who are satisfied with the standard of hygiene in restaurants / cafes / shops and takeaways in Lincoln
- AM 1 - Percentage occupancy of allotment plots
- GM 1 - Contractor points recorded against target standards specified in contract - Grounds Maintenance
- WM 3 - Satisfaction with refuse service (collected via Citizens' Panel)
- WM 4 - Satisfaction with recycling service (collected via Citizens' Panel)

Directorate for Housing & Investment (DHI)

- HV 3 - Average re-let time calendar days for all dwellings (including major works)
- HM 4 - Appointments kept as a percentage of appointments made (priority and urgent repairs) - HRS only

5.6 Performance Measures with Name Amendments / a Change of Focus

1 continuing performance measure has had its name amended / focus changed.

Chief Executive Directorate (CX)

- CS 2 - Number of telephone enquiries answered in Customer Services (removed focus on channel shift areas only)

5.7 Performance Measure with Reporting Frequency Changed for 2024/25

1 continuing performance measure has had its reporting frequency changed from annual to quarterly for 2024/25.

Chief Executive Directorate (CX)

- PRO 1 - Percentage spend on contracts that have been awarded to "local" contractors (as the primary contractor)

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5.8 Performance Measures with No Changes for 2024/25

60 continuing performance measures across the three directorates will continue without any changes for 2024/25 and will retain their existing targets.

6. Strategic Priorities

6.1 City of Lincoln Council's Vision 2025 priorities are:

- 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 measures and their 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)

There are no direct financial implications because of this report.

7.2 Legal Implications including Procurement Rules

There are no direct legal implications as a result of this report.

7.3 Equality, Diversity and 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

This report has no direct effect on equality in itself, but through accurate measurement of service performance we are constantly able to review the quality of services for all recipients.

8. Risk Implications

8.1 (i) Options Explored – N/A

8.2 (ii) Key Risks Associated with the Preferred Approach – N/A

9. Recommendations

9.1 Executive is asked to review and approve the strategic performance measures and their targets for 2024/25.

Is this a key decision?

No

Do the exempt information categories apply?

No

Does Rule 15 of the Scrutiny Procedure Rules (call-in and urgency) apply?

No

How many appendices does the report contain?

One

List of Background Papers:

None

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