

SUBJECT: STRATEGIC PERFORMANCE MEASURES & TARGETS 2025/26

DIRECTORATE: CHIEF EXECUTIVE AND TOWN CLERK

REPORT AUTHOR: BUSINESS INTELLIGENCE OFFICER

1. Purpose of Report

- 1.1 To present the strategic performance measures and their targets for 2025/26 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 2025/26 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 2025/26

- 4.1 During December 2024 and January 2025, 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 2025/26.
- 4.2 Following approval by PSC, the final measure set and their targets will be presented to Executive in March 2025.
- 4.3 The performance measures, their high and low targets and details of the removed / new measures for 2025/26 are provided at Appendix A. Justifications for changes to measures and targets have been provided by the service area within this appendix.

5. Summary of Changes for 2025/26

- 5.1 In total there are 68 targeted and 28 volumetric measures within the strategic performance measure set for 2025/26 (total of 96 measures).

5.2 New Performance Measures for 2025/26

3 performance measures have been added to the measure set for 2025/26 (see sections 5.2 & 5.3).

Directorate for Communities & Environment (DCE)

- Events, Tourism and Culture – Visitor satisfaction with Events in Lincoln programme
- Public Protection and Anti-Social Behaviour – Total cases received in quarter (full service)
- Public Protection and Anti-Social Behaviour – Average days to close a case in quarter (full service)

5.3 Directorate for Major Developments Measures

Together with the performance measures above for the directorates of CX, DCE and DHI, the Directorate for Major Development reports on a range of measures to provide members with and insight into the progress being made on the key work programmes within the directorate. These measures 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 are determined by an external partner, working alongside the Major Developments Team, and 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 are also reported each quarter for contextual purposes. These measures include:

- Percentage occupancy of Greetwell Place
- Percentage occupancy of The Terrace
- Unemployment rate within Lincoln
- Average wage in Lincoln
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In 2025/26 the business plan for the Cornhill market will be developed and new measures considered for inclusion in the current measure set during 2025/26. Measures for Climate Change will be considered during consultation with the new Portfolio Holder, as well as the new Climate Change Manager due to join the authority in the coming quarter.

5.4 Performance Measures Removed from the Measure Set for 2025/26

2 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:

Directorate for Communities & Environment (DCE)

- PPASB1 - Number of cases received in the quarter (ASB cases only)
- PPASB 3 - Number of live cases open at the end of the quarter (across full PPASB service)

5.5 Performance Measures with Revised Targets for 2025/26

16 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)

- PRO 1 - Percentage spend on contracts that have been awarded to "local" contractors (as the primary contractor)
- CS 3 - Average time taken to answer a call to customer services
- ACC 1 - Average return on investment portfolio
- ACC 2 - Average interest rate on external borrowing
- 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
- BE 4 - Percentage of risk-based quality checks made where Benefit entitlement is correct (cumulative)
- REV 2 - Business Rates - in year collection rate for Lincoln (cumulative)
- REV 3 - Number of outstanding customer changes in the Revenues team

Directorate for Communities & Environment (DCE)

- DM 5 - Percentage of total decisions made in the quarter that have subsequently been overturned at appeal
- 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
- LIC 1 - Percentage of premises licences issued within 28 days of grant
- PH 1 - Average time in weeks from occupational therapy notification to completion of works on site for a DFG grant (all DFG's exc. extensions)

Directorate for Housing & Investment (DHI)

- CC 1 - Percentage of customers satisfied with their new Lincare Housing Assistance service connection to the control centre.

5.6 Performance Measures with Name Amendments / a Change of Focus

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

Directorate for Housing & Investment (DHI)

- HS 3 - Successful preventions and relief of homelessness against total number of homelessness approaches (name amended and focus change to report as a volumetric measure)

1 continuing performance measure has had a change of focus to report as a volumetric measure.

Directorate for Communities & Environment (DCE)

- AH 1- Number of affordable homes delivered (cumulative)

5.7 Performance Measure with Reporting Frequency Changed for 2025/26

0 continuing performance measures have had their reporting frequency changed from annual to quarterly for 2025/26.

5.8 Performance Measures with No Changes for 2025/26

73 continuing performance measures across the three directorates will continue without any changes for 2025/26 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

8.2 N/A.

(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 2025/26.

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

Lead Officers:

Business Intelligence Officer – Corporate Policy and Transformation