

Appendix B – Performance metrics and targets

Sundry Debts, HBOP & HRA

1. As part of the Debt Management improvement activity a Health Indicator has been developed for sundry debt and all other debt categories. It is planned that this Health Indicator, which will consist of a group of key performance indicators, will be reported monthly within the business area and quarterly with the budget monitoring figures.
2. Secured debt is defined as being secured against a property in the case of a legal charge. If debts are secured then recovery will take some time but will be fully recovered and therefore no risk.
3. Proposed annual performance indicator is value of unsecured debt over 6 months as a proportion of the total debt raised. Measure refers to the amount of unsecured sundry debt outstanding older than 6 months within the Agresso, NEC and Orchard systems.

Table 1: 21/22 Benchmark position for 22/23 Prior year target

Type	Invoices Raised	Debts	Debts	% unsecured debt
		outstanding +6 months	outstanding +1 year	
Sundry Debts ¹	£6,300k	£282k		4.48%
HBOP	£14,281k		£1,144k	8.01%
HRA	£14,559k	£444k		3.05%

Note: Excluding Southern Building Control Partnership, CIL and TCS.

Table 2: 22/23 Annual performance indicator template

Type	Invoices Raised	Debts	Debts	% unsecured debt	Prior year target	Outcome
		outstanding +6 months	outstanding +1 year			
Sundry Debts ¹					4.48%	
HBOP					8.01%	
HRA					3.05%	

The outcome will be traffic lighted with the following criteria:

Red – Old debts have increase over 10%	Amber - Old debts have increase lower than 10%	Green - Old debts have decrease
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4. Proposed quarterly performance indicator would be simplified to the rolling quarterly debt outstanding over 6 months.

Table 3: 22/23 Quarterly performance indicator template

Type	Debts outstanding +6 Months / 1 year (HBOP) as at					Outcome
	Q4 21/22	Q1 22/23	Q2 22/23	Q3 22/23	Q4 22/23	
Sundry Debts ¹	£282k					
HBOP	£1,144k					
HRA	£444k					

Note: Sundry debts will only be the sundry debts excluding Southern Building Control Partnership, CIL and TCS.

The outcome will be traffic lighted with the following criteria:

Red – +6 Months debt position deteriorates since last quarter by over 10%	Amber - +6 Months debt position deteriorates since last quarter by less than 10%	Green - +6 Months debt position improves since last quarter
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Collection Fund

5. Collection Fund performance metrics are more complex. The bills are raised in full at the beginning of the year and most will have a payment schedule. The impact of Covid-19 also makes year-on-year comparators difficult. The target could be set at pre-Covid-19 settlement percentages (2019/20) for each month:

Table 4: 22/23 Monthly performance indicator template

	A	M	J	J	A	S	O	N	D	J	F	M	O/S
Business Rates (19/20)	15.2%	8.8%	8.9%	8.3%	10.3%	8.9%	8.8%	8.2%	8.6%	6.4%	3.9%	2.3%	1.2%
Business Rates (22/23)													
Outcome													
	A	M	J	J	A	S	O	N	D	J	F	M	O/S
Council Tax (19/20)	17.3%	9.2%	9.3%	9.2%	9.1%	9.5%	9.3%	9.3%	8.6%	4.4%	2.0%	1.0%	1.8%
Council Tax (22/23)													
Outcome													

The outcome will be traffic lighted with the following criteria:

Red –deteriorates by over 10% against target	Amber - deteriorates by less than 10% against target	Green - improves against target
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Table 5: 22/23 Cumulative performance indicator template

Cumulated	A	M	J	J	A	S	O	N	D	J	F	M	O/S
Business Rates (19/20)	15.2%	24.1%	33.0%	41.3%	51.6%	60.5%	69.3%	77.5%	86.2%	92.6%	96.5%	98.8%	1.2%
Business Rates (22/23)													
Outcome													
	A	M	J	J	A	S	O	N	D	J	F	M	O/S
Council Tax (19/20)	17.3%	26.5%	35.8%	45.0%	54.1%	63.6%	72.9%	82.2%	90.8%	95.2%	97.2%	98.2%	1.8%
Council Tax (22/23)													
Outcome													

The outcome will be traffic lighted with the following criteria:

Red –deteriorates by over 10% against target	Amber - deteriorates by less than 10% against target	Green - improves against target
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Monitoring

- Key metrics will be reported within the corporate performance report. Metrics will be reported within the Strategy & Resource Committee. HBOP and HRA will be separately reported to Housing committee.