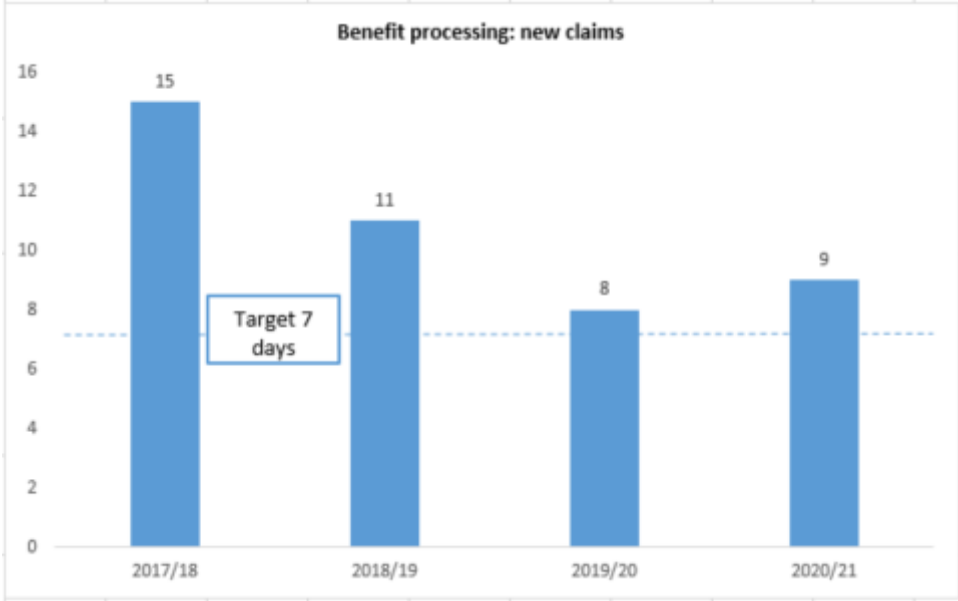
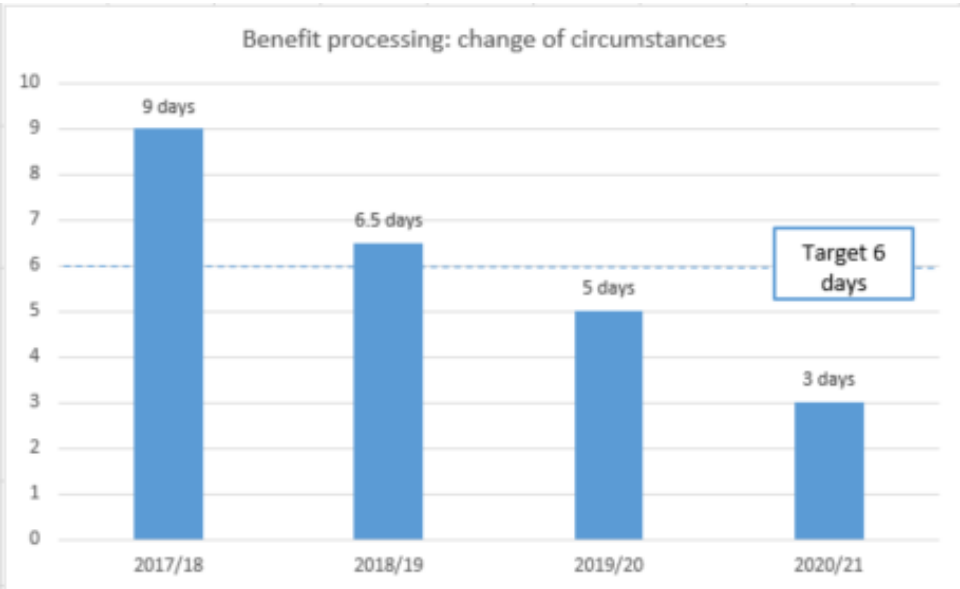
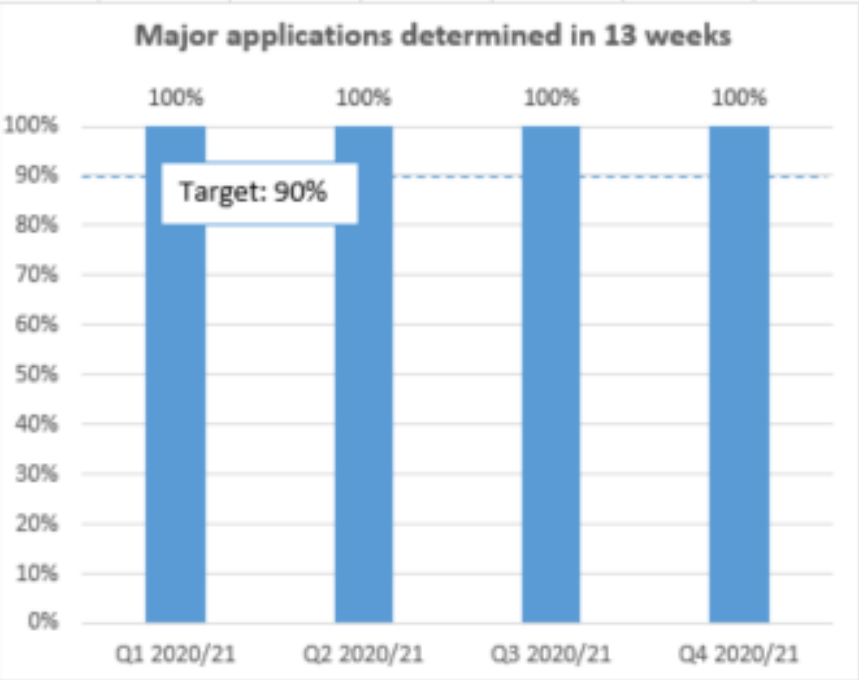



Appendix A: END OF YEAR KEY PERFORMANCE INDICATORS 2020/21

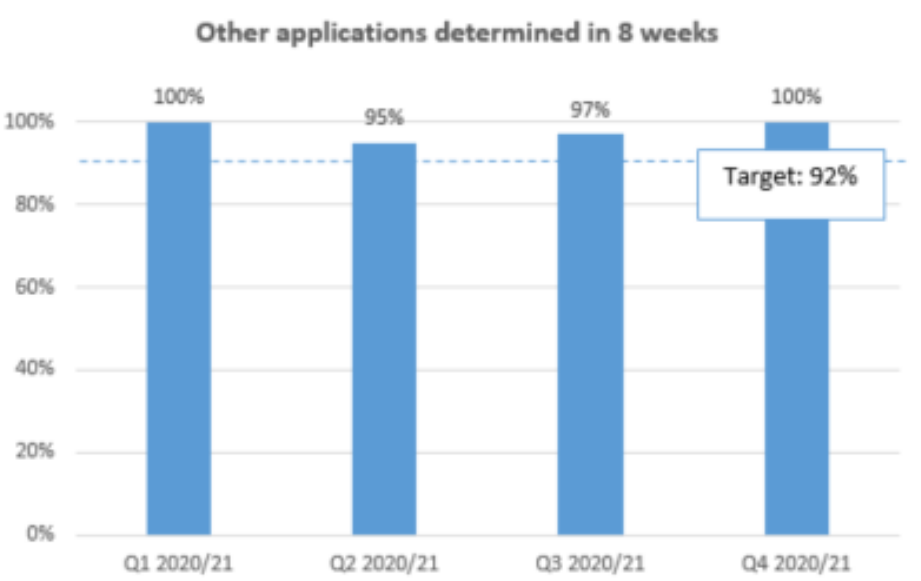
I. CUSTOMER FIRST INDICATORS

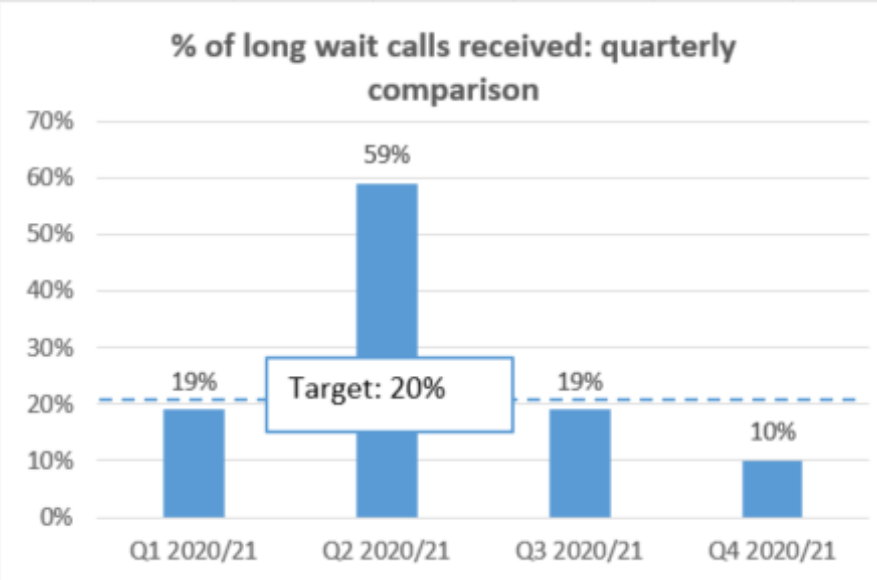
	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)										
REVENUES AND BENEFITS															
1.	Average time to process housing benefits claims (from date of receipt to date processed) A low result is good for this indicator	Revenues & Benefits Jane Walker	Monthly	<p>2020/21 RESULT: 9 days</p>  <table border="1"> <caption>Benefit processing: new claims</caption> <thead> <tr> <th>Financial Year</th> <th>Average Time (Days)</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>15</td> </tr> <tr> <td>2018/19</td> <td>11</td> </tr> <tr> <td>2019/20</td> <td>8</td> </tr> <tr> <td>2020/21</td> <td>9</td> </tr> </tbody> </table>	Financial Year	Average Time (Days)	2017/18	15	2018/19	11	2019/20	8	2020/21	9	<p>Below target: ↓</p> <p>TARGET for 2020/21: 7 days</p> <p>The result of 9 is the outturn position for 2020/21.</p> <p>The result is 2 days outside of the target, however considering the volume of new claims received in 2020/21, this is still regarded as good performance.</p> <p>Please note this result is what is reported to DWP for Housing Benefit claims and does not include claims for Council Tax support, which were much higher than normal due to the pandemic.</p>
Financial Year	Average Time (Days)														
2017/18	15														
2018/19	11														
2019/20	8														
2020/21	9														

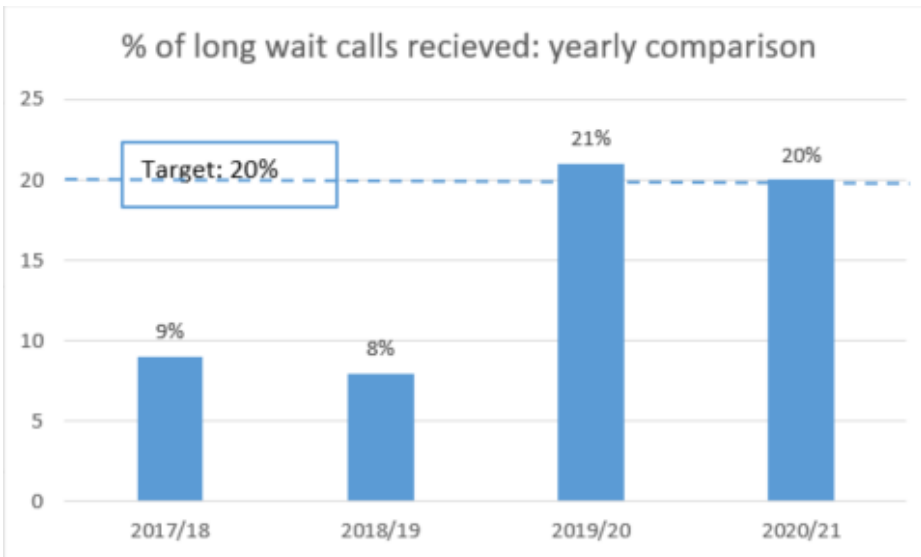


	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)												
2.	<p>Average time to process change of circumstances (from date of receipt to date processed)</p> <p>A low result is good for this indicator</p>	<p>Revenues & Benefits</p> <p>Jane Walker</p>	<p>Monthly</p>	<p>2020/21 RESULT: 3 days</p>  <table border="1"> <caption>Benefit processing: change of circumstances</caption> <thead> <tr> <th>Financial Year</th> <th>Average Time (Days)</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>9 days</td> </tr> <tr> <td>2018/19</td> <td>6.5 days</td> </tr> <tr> <td>2019/20</td> <td>5 days</td> </tr> <tr> <td>2020/21</td> <td>3 days</td> </tr> <tr> <td>Target</td> <td>6 days</td> </tr> </tbody> </table>	Financial Year	Average Time (Days)	2017/18	9 days	2018/19	6.5 days	2019/20	5 days	2020/21	3 days	Target	6 days	<p>Above target: ↑</p> <p>TARGET for 2020/21: 6 days</p> <p>The result of 3 days is the outturn for 2020/21. This is well below the target of 6 days, and particularly good performance considering the volume of change received, which was:</p> <p>12,717 changes processed in 2020/21 compared to 9,912 in 2019/20.</p> <p>Please note this does not include claims for Council Tax Support only changes.</p>
Financial Year	Average Time (Days)																
2017/18	9 days																
2018/19	6.5 days																
2019/20	5 days																
2020/21	3 days																
Target	6 days																

	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)															
PLANNING:																				
3.	Processing of planning applications: 'major' applications - % determined within 13 weeks A high result is good for this indicator	Planning Ben Martin	Quarterly	<p>Q4 RESULT: 100%</p>  <table border="1"> <caption>Major applications determined in 13 weeks</caption> <thead> <tr> <th>Quarter</th> <th>Result (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2020/21</td> <td>100%</td> <td>90%</td> </tr> <tr> <td>Q2 2020/21</td> <td>100%</td> <td>90%</td> </tr> <tr> <td>Q3 2020/21</td> <td>100%</td> <td>90%</td> </tr> <tr> <td>Q4 2020/21</td> <td>100%</td> <td>90%</td> </tr> </tbody> </table>	Quarter	Result (%)	Target (%)	Q1 2020/21	100%	90%	Q2 2020/21	100%	90%	Q3 2020/21	100%	90%	Q4 2020/21	100%	90%	<p>Above target: </p> <p>TARGET: 90%</p> <p>There were 2 applications in this category during quarter 4. Both applications were determined within 13 weeks or with an agreed extension of time.</p> <p>Comparison with previous years:</p> <p>2019/20 = 75%</p> <p>2018/19 = 100%</p> <p>2017/18 = 92%</p>
Quarter	Result (%)	Target (%)																		
Q1 2020/21	100%	90%																		
Q2 2020/21	100%	90%																		
Q3 2020/21	100%	90%																		
Q4 2020/21	100%	90%																		

	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)												
4.	Process of planning applications: 'minor' applications - % determined within 8 weeks A high result is good for this indicator	Planning Ben Martin	Quarterly	<p>Q4 RESULT: 98%</p>  <table border="1"> <caption>Minor applications determined in 8 weeks</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q1 2020/21</td> <td>93%</td> </tr> <tr> <td>Q2 2020/21</td> <td>92%</td> </tr> <tr> <td>Q3 2020/21</td> <td>96%</td> </tr> <tr> <td>Q4 2020/21</td> <td>98%</td> </tr> <tr> <td>Target</td> <td>92%</td> </tr> </tbody> </table>	Quarter	Percentage	Q1 2020/21	93%	Q2 2020/21	92%	Q3 2020/21	96%	Q4 2020/21	98%	Target	92%	<p>Above target: ↑</p> <p>TARGET: 92%</p> <p>There were 63 applications in this category during quarter 4. 62 applications were determined within 8 weeks or with an agreed extension of time and 1 applications was outside the target.</p> <p>Comparison with previous years:</p> <p>2019/20 = 76%</p> <p>2018/19 = 98%</p> <p>2017/18 = 93%</p>
Quarter	Percentage																
Q1 2020/21	93%																
Q2 2020/21	92%																
Q3 2020/21	96%																
Q4 2020/21	98%																
Target	92%																
5.	Process of planning applications: 'other' applications - % determined within 8 weeks A high result is good for this indicator	Planning Ben Martin	Quarterly	<p>Q4 RESULT: 100%</p>	<p>Above target: ↑</p> <p>TARGET: 92%</p> <p>There were 147 applications in this category during quarter 4. All 147 applications were determined within 8 weeks or with an agreed extension of time.</p>												

	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)												
				<p style="text-align: center;">Other applications determined in 8 weeks</p>  <table border="1" style="margin-left: auto; margin-right: auto;"> <caption>Other applications determined in 8 weeks</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q1 2020/21</td> <td>100%</td> </tr> <tr> <td>Q2 2020/21</td> <td>95%</td> </tr> <tr> <td>Q3 2020/21</td> <td>97%</td> </tr> <tr> <td>Q4 2020/21</td> <td>100%</td> </tr> <tr> <td>Target</td> <td>92%</td> </tr> </tbody> </table>	Quarter	Percentage	Q1 2020/21	100%	Q2 2020/21	95%	Q3 2020/21	97%	Q4 2020/21	100%	Target	92%	<p>Comparison with previous years:</p> <p>2019/20 = 97%</p> <p>2018/19 = 98%</p> <p>2017/18 = 93%</p>
Quarter	Percentage																
Q1 2020/21	100%																
Q2 2020/21	95%																
Q3 2020/21	97%																
Q4 2020/21	100%																
Target	92%																
CUSTOMER SERVICES																	
6.	<p>CSC - Channel mix (% contacts through each channel)</p> <p>Narrative indicator whilst baseline being developed</p>	<p>Customer Services</p> <p>Danielle Negrello</p>	<p>Quarterly</p>	<p>It is not currently possible to reliably report on customer contact through the WBC website, however there has been progress made regarding the development of the new corporate reporting platform to analyse customer experience. The CSC are currently testing and refining reports analysing customer complaints, online form submissions and detailed analysis of street cleansing, parks and nuisance issues, including hotspot mapping. Reporting for all online contact and channel shift will be built as part of the business intelligence project.</p> <p>There is some encouraging data however regarding engagement with online forms and services. In Q4, there were 1,888 Report a Street Cleansing or Parks Issue forms completed online – 1,342 of these (71%) were completed by customers and 492 (26%) were completed via the CSC.</p> <p>There were 562 Green Waste sign-ups, with 492 (87.5%) completed online by customers and 70 (12.5%) completed via the CSC.</p>	<p>No target.</p>												

	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)												
				<p>There were also 640 applications for financial support for residents self-isolating submitted, 100% of these completed online by customers without assistance from the CSC.</p> <p>Face to Face reopened on 12th April on reduced opening hours - Monday 9am - 3pm, Wednesday 11am-5pm and Friday 9am-3pm. Even though the service has reopened as a walk in, customers are strongly encouraged to go online/telephone the CSC, and not to come in unless absolutely necessary. Any customers that do come in are encouraged to self-serve.</p>													
7.	<p>Long wait calls received to CSC Long wait = calls not answered within 2 minutes</p> <p>(Revenues and Benefits calls are not included)</p> <p>A low result is good for this indicator</p>	<p>Customer Services</p> <p>Danielle Negrello</p>	Monthly	<p>Q4 RESULT: 10%</p>  <table border="1"> <caption>% of long wait calls received: quarterly comparison</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q1 2020/21</td> <td>19%</td> </tr> <tr> <td>Q2 2020/21</td> <td>59%</td> </tr> <tr> <td>Q3 2020/21</td> <td>19%</td> </tr> <tr> <td>Q4 2020/21</td> <td>10%</td> </tr> <tr> <td>Target</td> <td>20%</td> </tr> </tbody> </table>	Quarter	Percentage	Q1 2020/21	19%	Q2 2020/21	59%	Q3 2020/21	19%	Q4 2020/21	10%	Target	20%	<p>Q4 result above target: ↑</p> <p>Yearly result on target: ↔</p> <p>TARGET: 20%</p> <p>New Council Tax bills were sent out in quarter 4, causing an increase in calls to the CSC. Many of these calls resulted in longer talk times with customers, therefore impacting other calls waiting. Also the CSC took on the Missed Bins as a process, which also increased calls to the CSC. Despite these 2 factors, Q4 was the best performing quarter of the year.</p>
Quarter	Percentage																
Q1 2020/21	19%																
Q2 2020/21	59%																
Q3 2020/21	19%																
Q4 2020/21	10%																
Target	20%																

	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)										
				<p>2020/21 RESULT: 20%</p>  <table border="1"> <caption>% of long wait calls recieved: yearly comparison</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>9%</td> </tr> <tr> <td>2018/19</td> <td>8%</td> </tr> <tr> <td>2019/20</td> <td>21%</td> </tr> <tr> <td>2020/21</td> <td>20%</td> </tr> </tbody> </table>	Year	Percentage	2017/18	9%	2018/19	8%	2019/20	21%	2020/21	20%	<p>Comments on yearly result:</p> <p>There was a significant increase in calls to the CSC during the 2nd and 3rd quarters. The Town Hall was also closed for much of the year, which is likely to also have had an impact on the number of calls received. The CSC also started taking calls for the Parking service and Green Waste sign ups. Some resource was diverted to enable staff to contact customers regarding Covid Support. As a result fluctuating resource levels negatively impacted call wait times during busier periods.</p>
Year	Percentage														
2017/18	9%														
2018/19	8%														
2019/20	21%														
2020/21	20%														
8.	<p>CSC service levels: Percentage of all calls answered</p> <p>A high result is good for this indicator</p>	<p>Customer Services</p> <p>Danielle Negrello</p>	Monthly	<p>Q4 RESULT: 95%</p>	<p>Q4 result on target: </p> <p>Yearly result below target: </p> <p>TARGET: 95%</p> <p>The increase in calls to the CSC during the 2nd and 3rd quarters impacted service levels. Fluctuating resource levels also affected calls being answered. Both factors meant that the outturn performance was slightly below target.</p>										

	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)																								
				<p data-bbox="1048 169 1532 193">% of calls answered: quarterly comparison</p>  <table border="1" data-bbox="882 213 1693 727"> <caption>% of calls answered: quarterly comparison</caption> <thead> <tr> <th>Quarter</th> <th>% of calls answered</th> </tr> </thead> <tbody> <tr> <td>Q1 2020/21</td> <td>95%</td> </tr> <tr> <td>Q2 2020/21</td> <td>86%</td> </tr> <tr> <td>Q3 2020/21</td> <td>91%</td> </tr> <tr> <td>Q4 2020/21</td> <td>95%</td> </tr> <tr> <td>Target</td> <td>95%</td> </tr> </tbody> </table> <p data-bbox="831 772 1093 799">2020/21 RESULT: 93%</p> <p data-bbox="1048 858 1559 882">% of calls answered: yearly comparison</p>  <table border="1" data-bbox="904 911 1693 1326"> <caption>% of calls answered: yearly comparison</caption> <thead> <tr> <th>Year</th> <th>% of calls answered</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>98%</td> </tr> <tr> <td>2018/19</td> <td>99%</td> </tr> <tr> <td>2019/20</td> <td>94%</td> </tr> <tr> <td>2020/21</td> <td>93%</td> </tr> <tr> <td>Target</td> <td>95%</td> </tr> </tbody> </table>	Quarter	% of calls answered	Q1 2020/21	95%	Q2 2020/21	86%	Q3 2020/21	91%	Q4 2020/21	95%	Target	95%	Year	% of calls answered	2017/18	98%	2018/19	99%	2019/20	94%	2020/21	93%	Target	95%	
Quarter	% of calls answered																												
Q1 2020/21	95%																												
Q2 2020/21	86%																												
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2018/19	99%																												
2019/20	94%																												
2020/21	93%																												
Target	95%																												

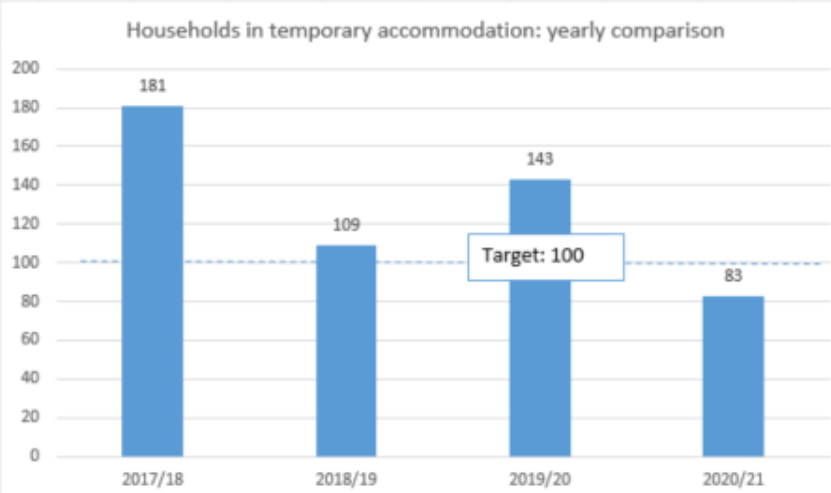

	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)										
9.	CSC service levels: FOI's responded to within 20 working days A high result is good for this indicator	Customer Services Danielle Negrello	Quarterly	<p>Q4 RESULT: 78%</p> <table border="1"> <caption>FOI response within 20 working days</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q1 2020/21</td> <td>73%</td> </tr> <tr> <td>Q2 2020/21</td> <td>81%</td> </tr> <tr> <td>Q3 2020/21</td> <td>83%</td> </tr> <tr> <td>Q4 2020/21</td> <td>78%</td> </tr> </tbody> </table>	Quarter	Percentage	Q1 2020/21	73%	Q2 2020/21	81%	Q3 2020/21	83%	Q4 2020/21	78%	<p>Q4 result below target: ↓</p> <p>TARGET: 100%</p> <p>A process is currently being developed on our corporate CRM tool (Firmstep) that will allow us to capture FOI requests and responses centrally. This will allow better oversight of responses from services and enable Group/Executive Heads to be alerted of any issues in their service area.</p> <p>Comparison with previous years:</p> <p>2019/20 = 84%</p> <p>2018/19 = 83.26%</p> <p>2017/18 = 88%</p>
Quarter	Percentage														
Q1 2020/21	73%														
Q2 2020/21	81%														
Q3 2020/21	83%														
Q4 2020/21	78%														

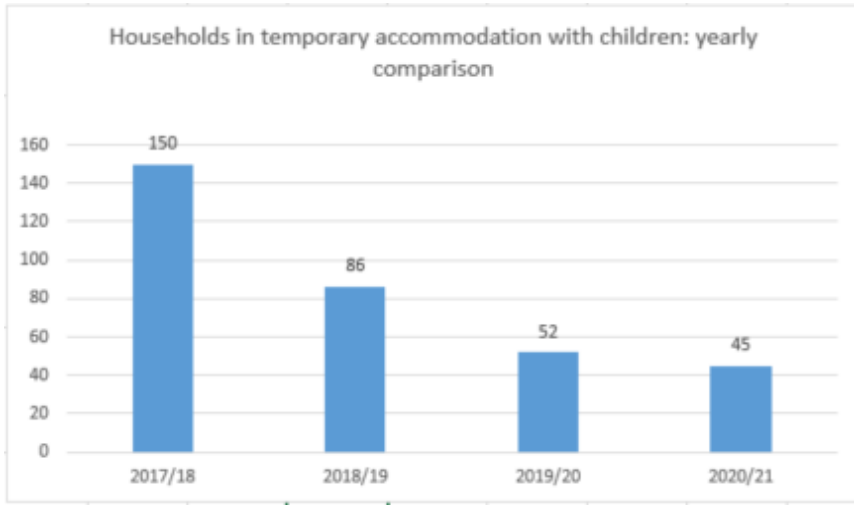
II. QUALITY OF LIFE INDICATORS

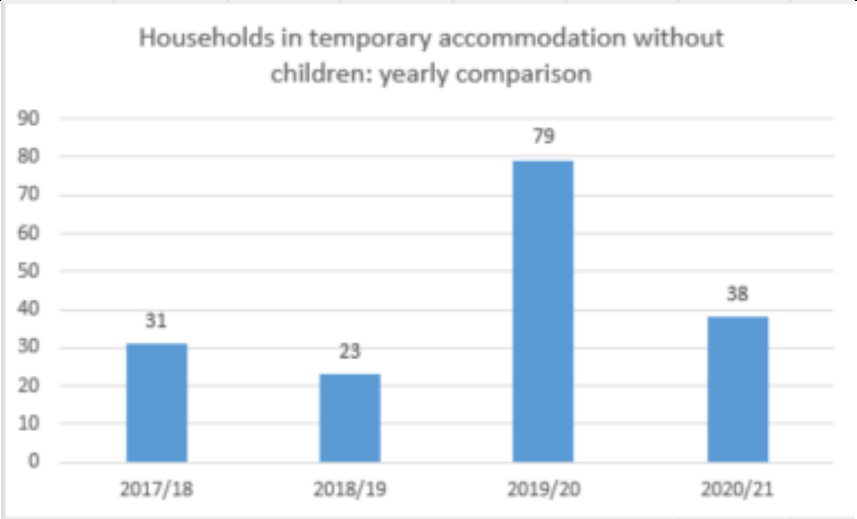
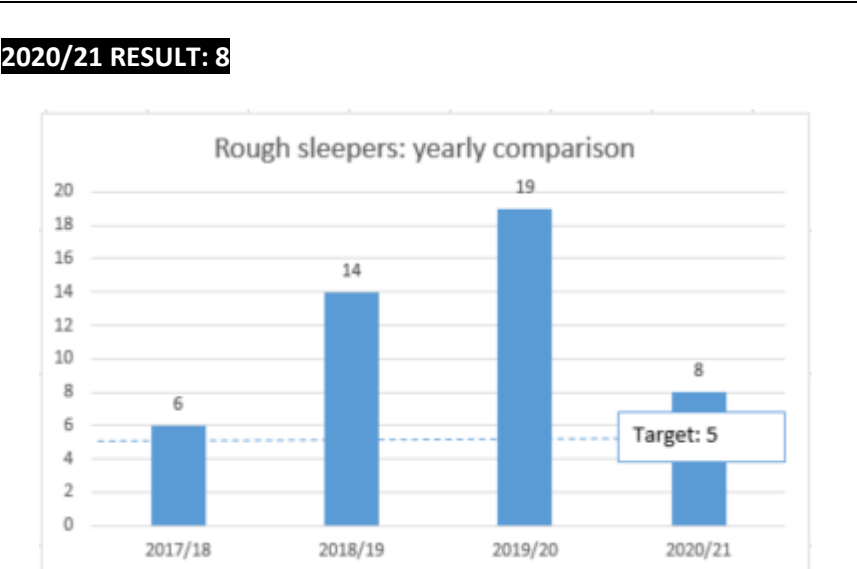
	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)
	HOUSING:				

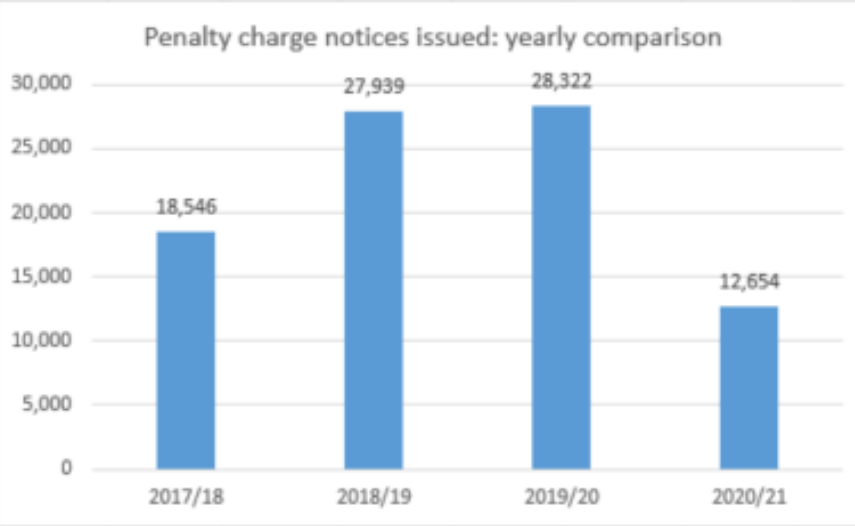
	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)																																																																								
10.	<p>Affordable homes completions, including social / affordable rent, affordable sales and starter homes. <i>(Starter homes do not contribute to reduction in homeless households on the waiting list or in temporary accom.)</i></p> <p>A high result is good for this indicator</p>	<p>Housing Ayaz Maqsood</p>	Biannually	<p>This is reported at the end of Quarter 2 and at the end of 2020/21.</p> <table border="1" data-bbox="831 260 1641 802"> <thead> <tr> <th>Tenure / No. of bedrooms</th> <th>One bed</th> <th>Two bed</th> <th>Three bed</th> <th>Four bed</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Social rented</td> <td>0</td> <td>2</td> <td>0</td> <td>0</td> <td>2</td> </tr> <tr> <td>Affordable rented</td> <td>17</td> <td>44</td> <td>0</td> <td>4</td> <td>65</td> </tr> <tr> <td>Low cost home ownership</td> <td>0</td> <td>16</td> <td>0</td> <td>0</td> <td>16</td> </tr> <tr> <td>Other - HCC Flexicare scheme</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Totals</td> <td>17</td> <td>62</td> <td>0</td> <td>4</td> <td>83</td> </tr> </tbody> </table> <p>Expected handovers during 2020/21:</p> <table border="1" data-bbox="831 898 1675 1297"> <thead> <tr> <th>Tenure/No. of Bedrooms</th> <th>One bedroom</th> <th>Two bedrooms</th> <th>Three bedrooms</th> <th>Four bedrooms</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Social rented</td> <td>9</td> <td>4</td> <td>0</td> <td>0</td> <td>13</td> </tr> <tr> <td>Affordable rented</td> <td>14</td> <td>55</td> <td>6</td> <td>9</td> <td>84</td> </tr> <tr> <td>Low cost home ownership</td> <td>2</td> <td>0</td> <td>0</td> <td>0</td> <td>2</td> </tr> <tr> <td>Other - HCC Flexicare scheme</td> <td>50</td> <td>0</td> <td>0</td> <td>0</td> <td>50</td> </tr> <tr> <td>Totals</td> <td>75</td> <td>59</td> <td>6</td> <td>9</td> <td>149</td> </tr> </tbody> </table>	Tenure / No. of bedrooms	One bed	Two bed	Three bed	Four bed	Total	Social rented	0	2	0	0	2	Affordable rented	17	44	0	4	65	Low cost home ownership	0	16	0	0	16	Other - HCC Flexicare scheme	0	0	0	0	0	Totals	17	62	0	4	83	Tenure/No. of Bedrooms	One bedroom	Two bedrooms	Three bedrooms	Four bedrooms	Total	Social rented	9	4	0	0	13	Affordable rented	14	55	6	9	84	Low cost home ownership	2	0	0	0	2	Other - HCC Flexicare scheme	50	0	0	0	50	Totals	75	59	6	9	149	<p>Expected handovers for 2020/21 were significantly reduced as many were delayed due to the pandemic. A higher level of handovers are expected in 2021/22 as a result. The low cost home ownership handovers were higher than predicted because a particular development expected in 2021/22 completed in 2020/21 instead.</p> <p>Comparison with previous years:</p> <p>2019/20 = 100</p> <p>2018/19 = 77</p> <p>2017/18 = 68</p>
Tenure / No. of bedrooms	One bed	Two bed	Three bed	Four bed	Total																																																																								
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	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)																								
11.	Number of statutory homeless A low result is good for this indicator	Housing Ayaz Maqsood	Quarterly	RESULT: 21	No target set In quarter 4 there were 21 cases where a statutory duty to house was accepted. See indicator 12 regarding reasons for homelessness.																								
12.	Reasons for homelessness Narrative indicator	Housing Ayaz Maqsood	Quarterly	<p>The reasons for homelessness among those to whom the council accepted a duty to house are as follows:</p> <table border="1"> <thead> <tr> <th>Reason for loss of last settled home</th> <th>Result Q4 2020/2021</th> </tr> </thead> <tbody> <tr> <td>Family no longer willing or able to accommodate</td> <td>6</td> </tr> <tr> <td>End of private rented tenancy - assured shorthold tenancy</td> <td>6</td> </tr> <tr> <td>Other</td> <td>1</td> </tr> <tr> <td>End of social rented tenancy</td> <td>0</td> </tr> <tr> <td>Eviction from support housing</td> <td>0</td> </tr> <tr> <td>Relationship with partner ended (non-violent breakdown)</td> <td>4</td> </tr> <tr> <td>Domestic abuse</td> <td>2</td> </tr> <tr> <td>End of private rented tenancy - not assured shorthold tenancy</td> <td>1</td> </tr> <tr> <td>Property disrepair</td> <td>0</td> </tr> <tr> <td>Friends no longer willing or able to accommodate</td> <td>1</td> </tr> <tr> <td>Total</td> <td>21</td> </tr> </tbody> </table>		Reason for loss of last settled home	Result Q4 2020/2021	Family no longer willing or able to accommodate	6	End of private rented tenancy - assured shorthold tenancy	6	Other	1	End of social rented tenancy	0	Eviction from support housing	0	Relationship with partner ended (non-violent breakdown)	4	Domestic abuse	2	End of private rented tenancy - not assured shorthold tenancy	1	Property disrepair	0	Friends no longer willing or able to accommodate	1	Total	21
Reason for loss of last settled home	Result Q4 2020/2021																												
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Friends no longer willing or able to accommodate	1																												
Total	21																												

	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)												
				<p>'Family no longer willing or able to accommodate' and 'end of a private rented tenancy' continue to be the main reasons for the loss of a last settled home for homeless households assessed under the Homelessness Reduction Act. It is anticipated that 'end of a private rented tenancy' will increase in the second and third quarters of 2021/22 as government pandemic measures around banning evictions are lifted.</p>													
13.	<p>Number of households living in temporary accommodation <i>Snap-shot at quarter end</i></p> <p>A low result is good for this indicator</p>	<p>Housing Ayaz Maqsood</p>	Quarterly	<p>2020/21 RESULT: 83</p> <p>Comparison with previous years</p>  <table border="1"> <caption>Households in temporary accommodation: yearly comparison</caption> <thead> <tr> <th>Year</th> <th>Number of Households</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>181</td> </tr> <tr> <td>2018/19</td> <td>109</td> </tr> <tr> <td>2019/20</td> <td>143</td> </tr> <tr> <td>2020/21</td> <td>83</td> </tr> <tr> <td>Target</td> <td>100</td> </tr> </tbody> </table>	Year	Number of Households	2017/18	181	2018/19	109	2019/20	143	2020/21	83	Target	100	<p>Above target: </p> <p>TARGET: 100</p> <p>The number of households in temporary accommodation remains steady. The Property Team have been particularly successful in moving households in temporary accommodation on into the private rented sector despite Covid-19 restrictions over the last year. 70 households were assisted via the council's rent and deposit initiative, HomeLet, during 2020/21. This is compared with 43 households in 2019/20. In addition, Housing Solutions Officers have also been very successful in preventing households from becoming homeless and therefore avoided them having to go into temporary accommodation. During 2020/21, 52 households were assisted to remain where they were or move into alternative accommodation. This is compared with 33 households assisted during 2019/20. It is anticipated that numbers in temporary accommodation may increase from</p>
Year	Number of Households																
2017/18	181																
2018/19	109																
2019/20	143																
2020/21	83																
Target	100																

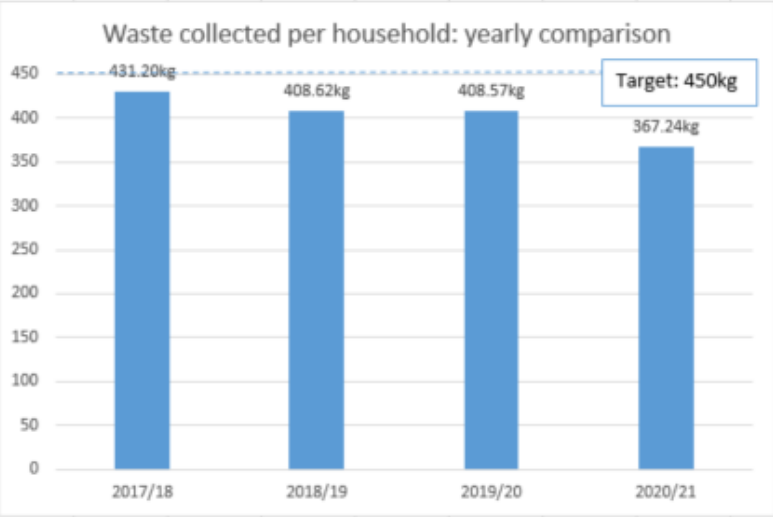


	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)										
					the autumn 2021 when government pandemic measures on banning evictions fall away. Preparations are in hand to cope with any increase in the number of households who need temporary accommodation. As from 1 April 2021, single homeless households and families are being accommodated separately, as per one of the key objectives of the council's Temporary Accommodation Strategy.										
14.	Number of households living in temporary accommodation with children <i>Snap-shot at quarter end</i> A low result is good for this indicator	Housing Ayaz Maqsood	Quarterly	2020/21 RESULT: 45  <table border="1"> <caption>Households in temporary accommodation with children: yearly comparison</caption> <thead> <tr> <th>Year</th> <th>Number of Households</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>150</td> </tr> <tr> <td>2018/19</td> <td>86</td> </tr> <tr> <td>2019/20</td> <td>52</td> </tr> <tr> <td>2020/21</td> <td>45</td> </tr> </tbody> </table>	Year	Number of Households	2017/18	150	2018/19	86	2019/20	52	2020/21	45	No target set The number of households in temporary accommodation (TA) with children remains steady. There were 87 children in TA at the end of March.
Year	Number of Households														
2017/18	150														
2018/19	86														
2019/20	52														
2020/21	45														
15.	Number of households living in temporary accommodation without children <i>Snap-shot at quarter end</i>	Housing Ayaz Maqsood	Quarterly	2020/21 RESULT: 38	No target set The number of households without children in temporary accommodation (TA) remains steady. The introduction of TA with complex needs support for										

	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)										
	A low result is good for this indicator			 <p>Households in temporary accommodation without children: yearly comparison</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Households</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>31</td> </tr> <tr> <td>2018/19</td> <td>23</td> </tr> <tr> <td>2019/20</td> <td>79</td> </tr> <tr> <td>2020/21</td> <td>38</td> </tr> </tbody> </table>	Year	Households	2017/18	31	2018/19	23	2019/20	79	2020/21	38	<p>all single homeless people began in Watford from 1 April 2021 and represents the achievement of another key objective of the council's Temporary Accommodation Strategy. All single homeless people will receive support with mental health, substance misuse recovery and support with accessing benefits as needed and assisted to become tenant ready. This approach will assist in reducing the likelihood of temporary accommodation placements breaking down and increase moves in to settled housing. The complex needs support is being provided by One YMCA together with accommodation management.</p>
Year	Households														
2017/18	31														
2018/19	23														
2019/20	79														
2020/21	38														
16.	<p>Rough sleepers within the authority area <i>Snap shot taken on one night in November</i></p> <p>A low result is good for this indicator</p>	<p>Housing Ayaz Maqsood</p>	Annual	<p>2020/21 RESULT: 8</p>  <p>Rough sleepers: yearly comparison</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Rough sleepers</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>6</td> </tr> <tr> <td>2018/19</td> <td>14</td> </tr> <tr> <td>2019/20</td> <td>19</td> </tr> <tr> <td>2020/21</td> <td>8</td> </tr> </tbody> </table> <p>Target: 5</p>	Year	Rough sleepers	2017/18	6	2018/19	14	2019/20	19	2020/21	8	<p>Below target: ↓</p> <p>TARGET: 5</p> <p>The number of 8 rough sleepers reflects the annual rough sleeper count, which took place on 21 November 2020. Bi-monthly counts are also undertaken. The last one on 26/3/2021 found no rough sleepers. One action in the council's Homelessness and Rough Sleeping Strategy Action Plan is to have zero rough sleepers on the streets of</p>
Year	Rough sleepers														
2017/18	6														
2018/19	14														
2019/20	19														
2020/21	8														

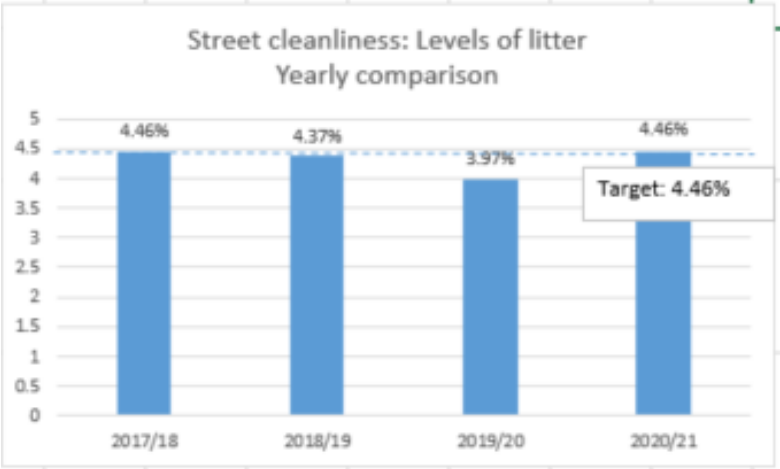
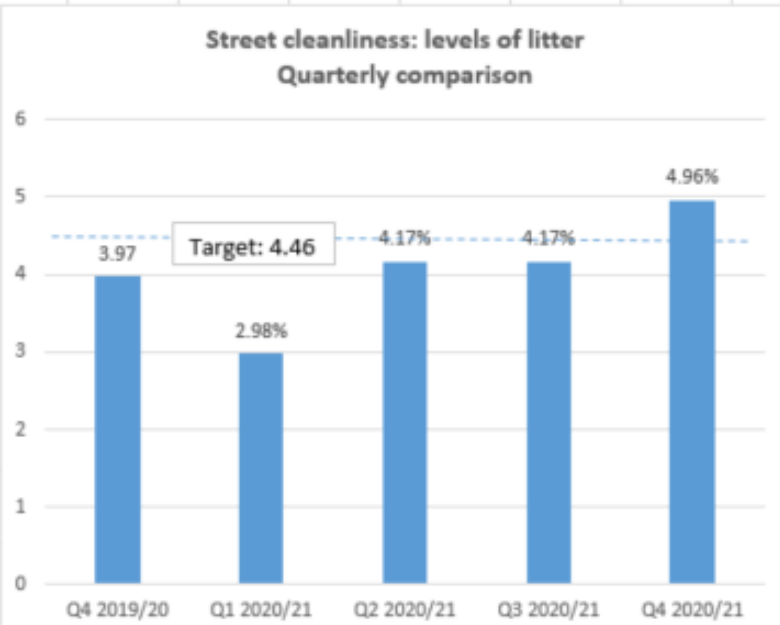
	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)										
					Watford. This was achieved from 15 January until the end of March. The target of 5 was set for 2020/21 before the Homelessness and Rough Sleeping Strategy Action Plan was in place.										
	PARKING:														
17.	Penalty Charge Notices issued	Parking Justin Bloomfield	Quarterly	<p>Q4 RESULT: 1,031</p> <p>2020/21 RESULT: 12,654</p>  <table border="1"> <caption>Penalty charge notices issued: yearly comparison</caption> <thead> <tr> <th>Year</th> <th>Number of Notices</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>18,546</td> </tr> <tr> <td>2018/19</td> <td>27,939</td> </tr> <tr> <td>2019/20</td> <td>28,322</td> </tr> <tr> <td>2020/21</td> <td>12,654</td> </tr> </tbody> </table>	Year	Number of Notices	2017/18	18,546	2018/19	27,939	2019/20	28,322	2020/21	12,654	<p>No target is set for penalty charge notices in line with national guidelines.</p> <p>Enforcement remained suspended throughout January until 29 March. PCN's were only issued on yellow lines.</p> <p>Parking restrictions were enforced for little more than 4 months of the year, in recognition that many residents would not be able to find a space, or park legally near their homes, as a result of the 'stay at home' guidance and therefore there was a significant reduction in the numbers of PCNs issued.</p>
Year	Number of Notices														
2017/18	18,546														
2018/19	27,939														
2019/20	28,322														
2020/21	12,654														

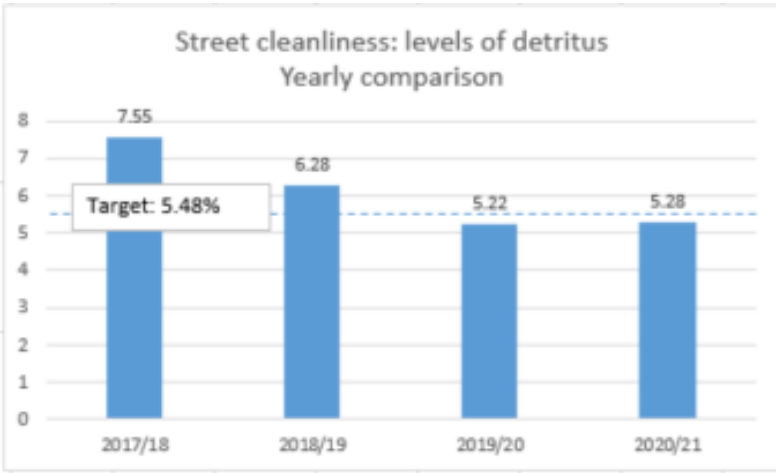
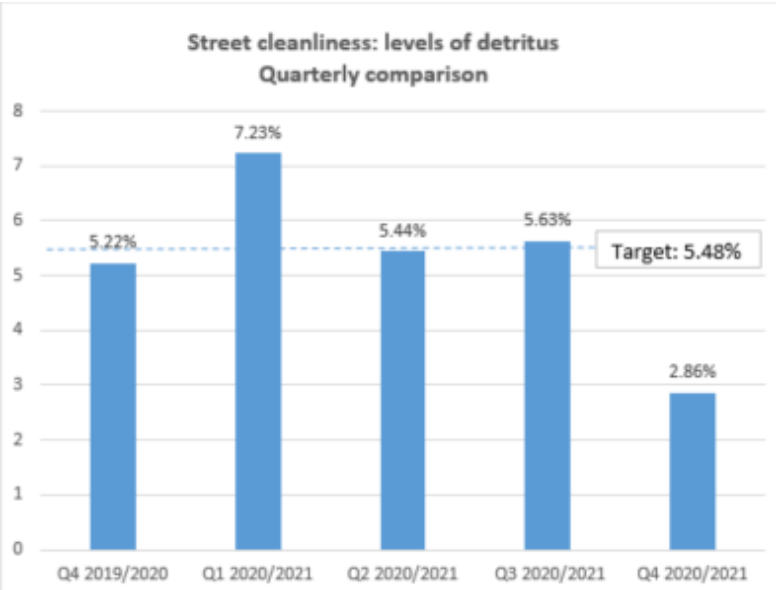

	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)																																
18.	Tribunal appeals (won/lost/not contested)	Parking Justin Bloomfield	Quarterly	<p>Q4 RESULT:</p> <p style="text-align: center;">Tribunal appeals – won / lost / not contested</p> <table border="1" data-bbox="936 331 1370 443"> <tr> <td>Won</td> <td>1</td> </tr> <tr> <td>Lost</td> <td>0</td> </tr> <tr> <td>Not contested</td> <td>5</td> </tr> </table> <p>2020/21 RESULT:</p> <table border="1" data-bbox="882 590 1317 702"> <tr> <td>Won</td> <td>3</td> </tr> <tr> <td>Lost</td> <td>2</td> </tr> <tr> <td>Not contested</td> <td>6</td> </tr> </table> <p style="text-align: center;">Tribunal appeals - won / lost / not contested: yearly comparison</p>  <table border="1" data-bbox="828 774 1668 1332"> <caption>Tribunal appeals - won / lost / not contested: yearly comparison</caption> <thead> <tr> <th>Year</th> <th>Won</th> <th>Lost</th> <th>Not contested</th> </tr> </thead> <tbody> <tr> <td>2017/2018</td> <td>19</td> <td>5</td> <td>2</td> </tr> <tr> <td>2018/2019</td> <td>4</td> <td>1</td> <td>1</td> </tr> <tr> <td>2019/2020</td> <td>16</td> <td>11</td> <td>11</td> </tr> <tr> <td>2020/2021</td> <td>3</td> <td>2</td> <td>6</td> </tr> </tbody> </table>	Won	1	Lost	0	Not contested	5	Won	3	Lost	2	Not contested	6	Year	Won	Lost	Not contested	2017/2018	19	5	2	2018/2019	4	1	1	2019/2020	16	11	11	2020/2021	3	2	6	<p>No target</p> <p>Appeals generally remain low due to suspension of enforcement.</p>
Won	1																																				
Lost	0																																				
Not contested	5																																				
Won	3																																				
Lost	2																																				
Not contested	6																																				
Year	Won	Lost	Not contested																																		
2017/2018	19	5	2																																		
2018/2019	4	1	1																																		
2019/2020	16	11	11																																		
2020/2021	3	2	6																																		

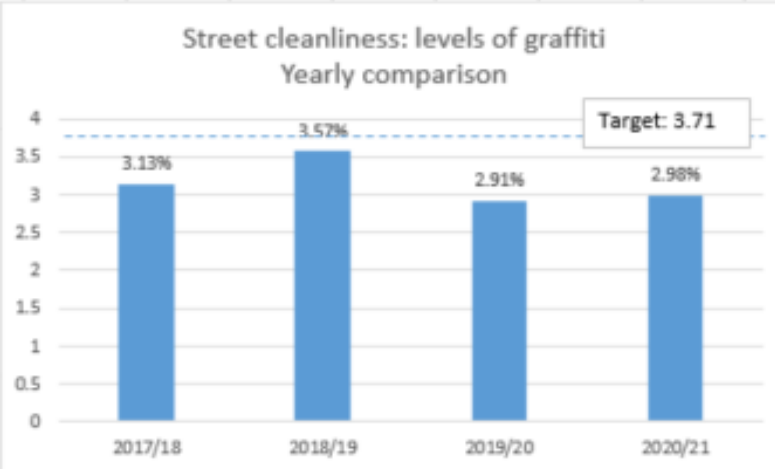
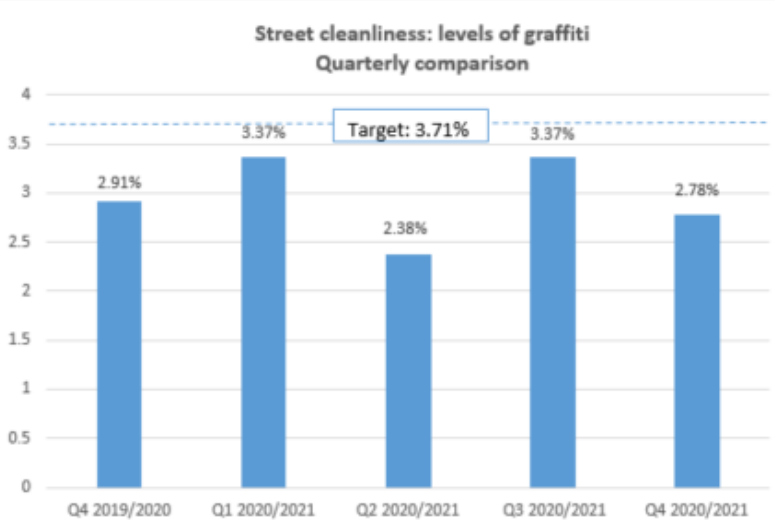

	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)
19.	Reasons for appeals lost (narrative measure)	Parking Justin Bloomfield	Quarterly	Not applicable for quarter 4 as no appeals lost.	

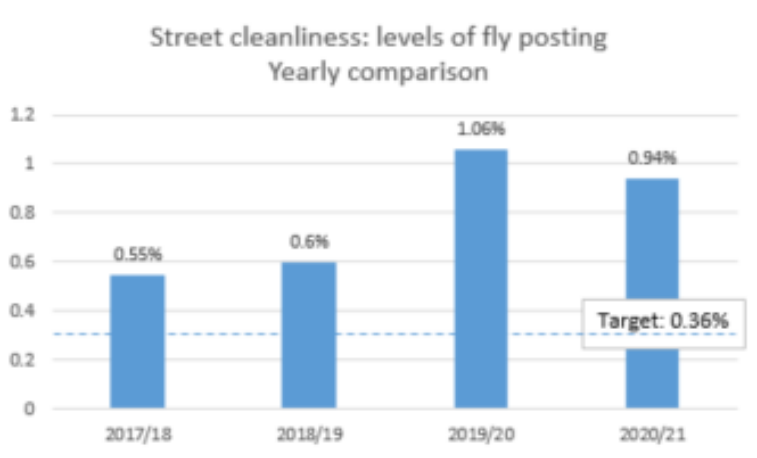


	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)												
WASTE, RECYCLING AND STREET CLEANSING																	
20.	Residual household waste per household A low result is good for this indicator	Leisure, Community & Environ'tal Services Chris Fennell	Quarterly	<p>Q4 RESULT: 85.31 kg</p> <p>2020/21 RESULT: 367.24</p>  <table border="1"> <caption>Waste collected per household: yearly comparison</caption> <thead> <tr> <th>Year</th> <th>Waste collected (kg)</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>431.20</td> </tr> <tr> <td>2018/19</td> <td>408.62</td> </tr> <tr> <td>2019/20</td> <td>408.57</td> </tr> <tr> <td>2020/21</td> <td>367.24</td> </tr> <tr> <td>Target</td> <td>450</td> </tr> </tbody> </table>	Year	Waste collected (kg)	2017/18	431.20	2018/19	408.62	2019/20	408.57	2020/21	367.24	Target	450	<p>Above target: </p> <p>TARGET per quarter: 112.5 kg</p> <p>TARGET for 2020/21: 450 kg</p> <p>When compared to quarter 4 2019/20, this quarter has seen a reduction of 16 kg of residual waste per household. As per the comments below, these results are reflective of the successful waste service changes implemented in September 2020.</p>
Year	Waste collected (kg)																
2017/18	431.20																
2018/19	408.62																
2019/20	408.57																
2020/21	367.24																
Target	450																
21.	Waste recycled and composted A high result is good for this indicator	Leisure, Community & Environ'tal Services Chris Fennell	Quarterly	<p>Q4 RESULT: 53.06%</p> <p>2020/21 RESULT: 52.51%</p>	<p>Above target </p> <p>TARGET: 46%</p> <p>When compared to quarter 4 2019/20, this quarter has seen an increase in 420 tonnes of recycling, 493 tonnes of food waste and a reduction in 314 tonnes of residual waste - all contributing to the over 50% recycling rate. These results are reflective of the waste service changes implemented in September 2020.</p> <p>The results are particularly encouraging as quarter 4 is traditionally the lowest</p>												

	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)												
				<p style="text-align: center;">Waste recycled and composted: yearly comparison</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>46.19%</td> </tr> <tr> <td>2018/19</td> <td>47.47%</td> </tr> <tr> <td>2019/20</td> <td>47.8%</td> </tr> <tr> <td>2020/21</td> <td>52.51%</td> </tr> <tr> <td>Target</td> <td>46%</td> </tr> </tbody> </table>	Year	Percentage	2017/18	46.19%	2018/19	47.47%	2019/20	47.8%	2020/21	52.51%	Target	46%	<p>performing quarter due to seasonal fluctuations in garden waste and increased residual waste over the Christmas period.</p>
Year	Percentage																
2017/18	46.19%																
2018/19	47.47%																
2019/20	47.8%																
2020/21	52.51%																
Target	46%																
22.	<p>Recycled household kerbside collection services (Veolia contract target)</p> <p>A high result is good for this indicator</p>	<p>Leisure, Community & Environ'tal Services</p> <p>Chris Fennell</p>	Quarterly	<p>Q4 RESULT: 53.33%</p> <p>2020/21 RESULT: 53.07%</p> <p style="text-align: center;">Waste recycled and composted (contractual target): yearly comparison</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>46.41%</td> </tr> <tr> <td>2018/19</td> <td>47.67%</td> </tr> <tr> <td>2019/20</td> <td>48.05%</td> </tr> <tr> <td>2020/21</td> <td>53.07%</td> </tr> <tr> <td>Target</td> <td>47.5%</td> </tr> </tbody> </table>	Year	Percentage	2017/18	46.41%	2018/19	47.67%	2019/20	48.05%	2020/21	53.07%	Target	47.5%	<p>Above target </p> <p>TARGET: 47.5%</p> <p>See commentary for indicator 21.</p>
Year	Percentage																
2017/18	46.41%																
2018/19	47.67%																
2019/20	48.05%																
2020/21	53.07%																
Target	47.5%																

	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)
23.	<p>Levels of Litter: Improved street and environmental cleanliness</p> <p>A low result is good for this indicator</p> <p>The surveyed areas include:</p> <p>Tudor Oxhey Stanborough Leggatts Woodside Central</p>	<p>Leisure, Community & Environ'tal Services</p> <p>Chris Fennell</p>	Quarterly	<p>2020/21 RESULT: 4.46%</p>  <p>Q4 RESULT: 4.96%</p> 	<p>On target: </p> <p>TARGET: 4.46%</p> <p>Annual result on target at 4.46%.</p> <p>Looking at quarterly results, the litter score has increased from 3.97% in Q4 last year to 4.96% this year. Although there were performance gains within Main Road and Medium Obstruction Housing areas, these gains were offset by persistent littering in Other Retail and Commercial areas, High Obstruction Housing areas, and Other Highway areas. An increase in litter levels within Recreational areas is thought to be due to increased visitor numbers during the lockdown. Littering hot spots will be targeted accordingly.</p>

	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)
24.	<p>Levels of Detritus: Improved street and environmental cleanliness</p> <p>A low result is good for this indicator</p> <p>The surveyed areas include:</p> <p>Tudor Oxhey Stanborough Leggatts Woodside Central</p>	<p>Leisure, Community & Environ'tal Services</p> <p>Chris Fennell</p>	Quarterly	<p>2020/21 RESULT: 5.28%</p>  <p>Q4 RESULT: 2.86%</p> 	<p>Above target: </p> <p>TARGET: 5.48%</p> <p>[Commentary to be added on Annual performance]</p> <p>The detritus score has improved significantly in the last quarter, reducing from 5.22% this time last year to 2.86% this year (see quarterly result), and is well within target. This is a very pleasing result, with most land use areas showing performance gains. There were a few detritus hot spots in Other Highway, Housing and Main Road areas and these locations will receive attention ahead of the next survey.</p>



	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)
25.	Levels of Graffiti: Improved street and environmental cleanliness A low result is good for this indicator	Leisure, Community & Environ'tal Services Chris Fennell	Quarterly	<p>2020/21 RESULT: 2.98%</p>  <p>Q4 RESULT: 2.78%</p> 	<p>Above target: </p> <p>TARGET: 3.71%</p> <p>The quarterly graffiti score has reduced from 2.91% this time last year to 2.78% this year and the yearly score remains within target. This is due to improved performance within Housing and Industry and Warehousing areas. The results indicate that further performance gains can be achieved by focusing effort on Other Highway, Main Road and Other Retail and Commercial areas.</p>



	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)
26.	<p>Levels of Fly Posting: Improved street and environmental cleanliness</p> <p>A low result is good for this indicator</p>	<p>Leisure, Community & Environ'tal Services</p> <p>Chris Fennell</p>	Quarterly	<p>2020/21 RESULT: 0.94%</p>  <p>Q4 RESULT: 0.79%</p> 	<p>Below target: </p> <p>TARGET: 0.36%</p> <p>The quarterly fly posting score has reduced from 1.06% this time last year to 0.79% for quarter 4 this year. This result can be attributed to modest performance gains within Low Obstruction Housing areas.</p> <p>The target for fly-posting is very tight at 0.36%, and as the figures show it is challenging for the service to meet. Effort will continue to be directed at controlling fly posting hot spots within Other Retail and Commercial, and Industry and Warehousing areas.</p>


	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)
27.	Number of Green Flag awards achieved A high result is good for this indicator	Parks Heritage and Culture Paul Rabbitts	Annual	Q4 RESULT: 12	TARGET for 2021: 13 Green Flag applications are judged annually and results announced in July.
28.	Throughput of Watford Leisure Centre: Woodside A high result is good for this indicator	Leisure, Community & Environ'tal Services Chris Fennell	Quarterly	Q4 RESULT: 0	No target set at this time Leisure Facilities closed in quarter 4 due to lockdown.
29.	Membership of Watford Leisure Centre: Woodside A high result is good for this indicator	Leisure, Community & Environ'tal Services Chris Fennell	Quarterly	Q4 RESULT: 3,128	No target set at this time Figures taken as of 1st April after freezing membership due to lockdown. Closures are impacting on numbers and customer are cautious about returning.
30.	Watford Leisure Centre - Woodside - swimming lessons take up	Leisure, Community & Environ'tal Services Chris Fennell	Quarterly	Q4 RESULT: 1,372	No target set at this time Figures taken as of 1st April after freezing membership due to lockdown.

	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)
31.	Throughput of Watford Leisure Centre: Central A high result is good for this indicator	Leisure, Community & Environ'tal Services Chris Fennell	Quarterly	Q4 RESULT: 10,625	No target set at this time West Herts College returned on 8th March. This was the only footfall during quarter 4.
32.	Membership of Watford Leisure Centre: Central A high result is good for this indicator	Leisure, Community & Environ'tal Services Chris Fennell	Quarterly	Q4 RESULT: 1,901	No target set at this time Figures taken as of 1st April after freezing membership due to lockdown.
33.	Watford Leisure Centre – Central - swimming lessons take up	Leisure, Community & Environ'tal Services Chris Fennell	Quarterly	Q4 RESULT: 898	No target set at this time Figures taken as of 1st April after freezing membership due to lockdown.


III. FINANCIAL INDICATORS

	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)
34.	Value of outstanding invoices <12 months old compared to total raised in a rolling 12 month period A low result is good for this indicator	Revenues & Benefits Jane Walker	Monthly	2020/21 RESULT: 7.88%	Below target:  Target: 3% or less The service have been less proactive regarding the chasing of debt due to the Covid-19 pandemic, and this has affected the result.
35.	Value of outstanding invoices over 12 months A low result is good for this indicator	Revenues & Benefits Jane Walker	Monthly	2020/21 RESULT: 8.37%	Above target:  Target: 10 % or less


	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)
36.	<p>% payment classified as 'LA error'</p> <p>A low result is good for this indicator</p>	<p>Revenues & Benefits</p> <p>Jane Walker</p>	Monthly	2020/21 RESULT: 0.12%	<p>Above target: </p> <p>Target: 0.48% or less</p> <p>The outturn for 2020/21 is 0.12% which is £34,397.</p> <p>This is the best result recorded since Watford became a shared service in 2010.</p> <p>LA error arises when a mistake is made and/or the council have been slow in processing changes resulting in overpayments. If the overall LA error rate is :</p> <p>>0.54% - NIL subsidy received on overpayments caused by LA error</p> <p><0.54>0.48% - 40% subsidy received on overpayments caused by LA error</p> <p><0.48% 100% subsidy received</p>
37.	<p>Collection rates of council tax</p> <p>A high result is good for this indicator</p>	<p>Revenues & Benefits</p> <p>Jane Walker</p>	Monthly	2020/21 RESULT: 96.4%	<p>Below target: </p> <p>Target for 2020/21 : 97%</p> <p>The outturn for 2020/21 was 96.4% so just 0.6 % below target for 2020/21. This result is 0.9% down compared to 2019/20, and is due to the impact of the Covid-19 pandemic.</p> <p>For the majority of 2020/21 only gentle reminders were sent for non-payment. Formal recovery work, including taking customers to</p>

	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)
					court to secure liability orders, did not start until late 2020.
38.	<p>Collection rates of NNDR</p> <p>A high result is good for this indicator</p>	<p>Revenues & Benefits</p> <p>Jane Walker</p>	Monthly	2020/21 RESULT: 92.61%	<p>Below target: </p> <p>Target for 2020/21 : 97%</p> <p>Outturn for 2020/21 was 92.61%. This result is 4.39% below target and 5.07% down on the position for quarter 4 in 2019/20.</p> <p>Many businesses suffered enormously due to the pandemic and are still recovering, which has impacted the collection rate.</p>
39.	<p>Creditor payments paid within 30 days</p> <p>A high result is good for this indicator</p>	<p>Finance</p> <p>Angela George</p>	Quarterly	2020/21 RESULT: 99.44%	No target set at this time

IV. STAFF INDICATORS

	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)
40.	Sickness absence (working days lost per employee, rolling 12 month rate) A low result is good for this indicator	Human Resources Terry Baldwin	Monthly	2020/21 RESULT: 2.69 days	Above target:  TARGET: 5 days Significantly below target and the best figure on record. Although there have been a number of absences due to Covid-19, overall, working from home appears to have had a positive impact on the number of days lost per employee. The effect is most markedly seen in the short term absence rates.
41.	Staff sickness – long term / short term Narrative indicator	Human Resources Terry Baldwin	Monthly	Q4 RESULT: Short term absences – 25 Long term absences – 1 Comparison with Quarter 3: Short term absences -21 Long term absences - 1 These figures relate to absences started within the relevant quarter.	No target set 8 of the short term absences were suspected or confirmed Covid-19. The single long term absentee has now returned.



	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)										
42.	Staff satisfaction taken from PDRs A high result is good for this indicator	Human Resources Terry Baldwin	Monthly	<p>2020/21: RESULT: 7.5</p> <table border="1"> <caption>Staff satisfaction: yearly comparison</caption> <thead> <tr> <th>Year</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>7</td> </tr> <tr> <td>2018/19</td> <td>7.4</td> </tr> <tr> <td>2019/20</td> <td>7.5</td> </tr> <tr> <td>2020/21</td> <td>7.5</td> </tr> </tbody> </table>	Year	Score	2017/18	7	2018/19	7.4	2019/20	7.5	2020/21	7.5	<p>On target: </p> <p>TARGET: 7.5</p> <p>This result is taken from the annual PDR cycle where all staff are asked to score their satisfaction from 0-10.</p>
Year	Score														
2017/18	7														
2018/19	7.4														
2019/20	7.5														
2020/21	7.5														
43.	Staff motivation taken from PDRs A high result is good for this indicator	Human Resources Terry Baldwin	Monthly	<p>2020/21 RESULT: 7.5</p> <table border="1"> <caption>Staff motivation: yearly comparison</caption> <thead> <tr> <th>Year</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>7.6</td> </tr> <tr> <td>2018/19</td> <td>7.6</td> </tr> <tr> <td>2019/20</td> <td>7.8</td> </tr> <tr> <td>2020/21</td> <td>7.5</td> </tr> </tbody> </table>	Year	Score	2017/18	7.6	2018/19	7.6	2019/20	7.8	2020/21	7.5	<p>On target: </p> <p>TARGET: 7.5</p> <p>See commentary above for indicator 42, which also applies for staff motivation.</p>
Year	Score														
2017/18	7.6														
2018/19	7.6														
2019/20	7.8														
2020/21	7.5														

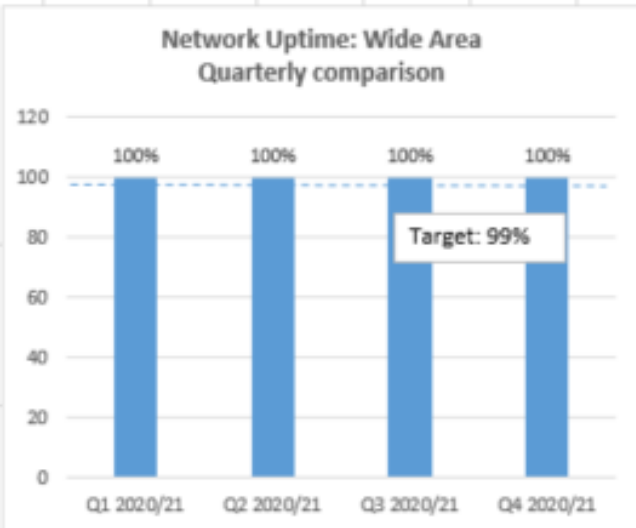
	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)
44.	Return to work interviews carried out on time A high result is good for this indicator	Human Resources Terry Baldwin	Monthly	2020/21 RESULT: 75.81%	Below target:  TARGET: 100% 47 out of 62 RTW's were completed on time. The average time to complete is 9.57 days. The rolling 12 month compliance shows poor rates in the Summer of 2020 (dropping to 44% in June) but this has steadily increased over the year with most months averaging a compliance rate of 70-80% and hitting 100% in February 2021. Managers and HR to continue to work together to review and monitor RtW compliance rates.
45.	PDRs completed on time A high result is good for this indicator	Human Resources Terry Baldwin	Annual	2020/21 RESULT: Not reported in this quarter.	

	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)												
46.	<p>ICT service: Missed calls to the helpdesk</p> <p>A low result is good for this indicator</p>	<p>ICT</p> <p>Emma Tiernan</p>	Monthly	<p>Q4 RESULT: 12%</p> <p>2020/21 RESULT: 12%</p> <table border="1"> <caption>Missed calls to the helpdesk: yearly comparison</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>5%</td> </tr> <tr> <td>2018/19</td> <td>4%</td> </tr> <tr> <td>2019/20</td> <td>4%</td> </tr> <tr> <td>2020/21</td> <td>12%</td> </tr> <tr> <td>Target</td> <td>8%</td> </tr> </tbody> </table>	Year	Percentage	2017/18	5%	2018/19	4%	2019/20	4%	2020/21	12%	Target	8%	<p>Below target: </p> <p>TARGET: 8%</p> <p>Watford BC / Three Rivers DC – shared result.</p> <p>Figures for February and March, are back to levels that are considered to be in a reasonable range. AmicusITS have been working on adjustments to the team and a creation of a new overflow pod. Additionally ICT are looking at a self-service portal as an alternative channel.</p>
Year	Percentage																
2017/18	5%																
2018/19	4%																
2019/20	4%																
2020/21	12%																
Target	8%																
47.	<p>Customer satisfaction survey</p> <p>Responses where the service has been rated as meeting or exceeding expectations.</p> <p>Narrative indicator</p>	<p>ICT</p> <p>Emma Tiernan</p>	Monthly	<p>Q4 RESULT: 90%</p> <p>There is no contractual target for customer satisfaction. In quarter 4 90% of users fed back that the service was Awesome or Fair.</p>	<p>No target set.</p> <p>Customer satisfaction remains consistent. All Poor ratings are followed up on an individual basis with the user by the Business Relationship Managers and where improvements can be made to service, or user education required, this is included within the Continuous Service Improvement plan.</p>												

	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)												
48.	<p>First time fix</p> <p>(first time fix statistics are calculated by the ME system as an incident being closed 30 minutes post creation)</p> <p>A high result is good for this indicator</p>	<p>ICT</p> <p>Emma Tiernan</p>	Quarterly	<p>Q4 RESULT: 12%</p> <p>2020/21 RESULT: 17%</p> <table border="1"> <caption>First time fix: yearly comparison</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>48%</td> </tr> <tr> <td>2018/19</td> <td>37%</td> </tr> <tr> <td>2019/20</td> <td>38%</td> </tr> <tr> <td>2020/21</td> <td>17%</td> </tr> <tr> <td>Target</td> <td>45%</td> </tr> </tbody> </table>	Year	Percentage	2017/18	48%	2018/19	37%	2019/20	38%	2020/21	17%	Target	45%	<p>Below target: ↓</p> <p>TARGET: 45%</p> <p>Due to changes within the Amicus systems, engineers are now required to tick a box in order to flag the call was resolved as a first time fix, therefore we believe these numbers are not necessarily an accurate reflection of the volume of calls being resolved at first point of contact. The issue has been escalated within the Amicus Service Delivery Team.</p>
Year	Percentage																
2017/18	48%																
2018/19	37%																
2019/20	38%																
2020/21	17%																
Target	45%																
49.	<p>Tickets closed per team</p> <p>A high result is good for this indicator</p>	<p>ICT</p> <p>Emma Tiernan</p>	Quarterly	<p>Q4 RESULT: 66%</p> <p>2020/21 RESULT: 69%</p> <table border="1"> <caption>Tickets closed per team: yearly comparison</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>74%</td> </tr> <tr> <td>2018/19</td> <td>78%</td> </tr> <tr> <td>2019/20</td> <td>76%</td> </tr> <tr> <td>2020/21</td> <td>69%</td> </tr> <tr> <td>Target</td> <td>80%</td> </tr> </tbody> </table>	Year	Percentage	2017/18	74%	2018/19	78%	2019/20	76%	2020/21	69%	Target	80%	<p>Below target: ↓</p> <p>TARGET: 80%</p> <p>Consistent challenge within this area now, which is being worked through with AmicusITS.</p>
Year	Percentage																
2017/18	74%																
2018/19	78%																
2019/20	76%																
2020/21	69%																
Target	80%																

	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)										
50.	<p>Tickets against service levels</p> <p>A high result is good for this indicator</p>	<p>ICT</p> <p>Emma Tiernan</p>	Quarterly	<p>Q4 RESULT: 90%</p> <p>2020/21 RESULT: 87%</p>  <table border="1"> <caption>Tickets against service levels: yearly comparison</caption> <thead> <tr> <th>Year</th> <th>Result (%)</th> </tr> </thead> <tbody> <tr> <td>2017/18</td> <td>74%</td> </tr> <tr> <td>2018/19</td> <td>78%</td> </tr> <tr> <td>2019/20</td> <td>76%</td> </tr> <tr> <td>2020/21</td> <td>87%</td> </tr> </tbody> </table>	Year	Result (%)	2017/18	74%	2018/19	78%	2019/20	76%	2020/21	87%	<p>Below target: ↓</p> <p>TARGET: 95%</p> <p>Stable and increasing volume of incidents and service requests being resolved within service levels.</p>
Year	Result (%)														
2017/18	74%														
2018/19	78%														
2019/20	76%														
2020/21	87%														
51.	<p>Network Uptime Local Area Network:</p> <p>Network uptime defined as availability of local area network across all primary sites, Watford Borough Council, Three Rivers District Council. This would be measured through P1 and major incident notification</p> <p>A high result is good for this indicator</p>	<p>ICT</p> <p>Emma Tiernan</p>	Quarterly	<p>Q4 RESULT: 100%</p> <p>2020/21 RESULT: 100%</p>  <table border="1"> <caption>Network Uptime: Local Area Quarterly comparison</caption> <thead> <tr> <th>Quarter</th> <th>Result (%)</th> </tr> </thead> <tbody> <tr> <td>Q1 2020/21</td> <td>100%</td> </tr> <tr> <td>Q2 2020/21</td> <td>100%</td> </tr> <tr> <td>Q3 2020/21</td> <td>100%</td> </tr> <tr> <td>Q4 2020/21</td> <td>100%</td> </tr> </tbody> </table>	Quarter	Result (%)	Q1 2020/21	100%	Q2 2020/21	100%	Q3 2020/21	100%	Q4 2020/21	100%	<p>Above target: ↑</p> <p>TARGET: 99%</p> <p>No local area network outage in quarter 4.</p> <p>This is a new indicator for 2020/21 so no yearly comparison available yet.</p>
Quarter	Result (%)														
Q1 2020/21	100%														
Q2 2020/21	100%														
Q3 2020/21	100%														
Q4 2020/21	100%														

	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)										
52.	<p>Core System Uptime:</p> <p>Core systems uptime defined as the available of all priority 1 applications.</p> <p>Downtime to be recorded as full system unavailable, not partial, the time from call logged to call resolution.</p> <p>A high result is good for this indicator</p>	<p>ICT</p> <p>Emma Tiernan</p>	Quarterly	<p>Q4 RESULT: 99.9%</p> <p>2020/21 RESULT: 99.5%</p> <table border="1"> <caption>Core System Uptime Quarterly comparison</caption> <thead> <tr> <th>Quarter</th> <th>Uptime (%)</th> </tr> </thead> <tbody> <tr> <td>Q2 2020/21</td> <td>99%</td> </tr> <tr> <td>Q3 2020/21</td> <td>99.7%</td> </tr> <tr> <td>Q4 2020/21</td> <td>99.9%</td> </tr> <tr> <td>Target</td> <td>99%</td> </tr> </tbody> </table>	Quarter	Uptime (%)	Q2 2020/21	99%	Q3 2020/21	99.7%	Q4 2020/21	99.9%	Target	99%	<p>Above target: </p> <p>TARGET: 99%</p> <p>One system outage related to Intranet.</p> <p>Issue in March with 8*8, where calls were going to voicemail when a status of GREEN was set.</p> <p>This is a new indicator for 2020/21 so no yearly comparison available yet. Q1 figures not available due to a new ticketing system in May.</p>
Quarter	Uptime (%)														
Q2 2020/21	99%														
Q3 2020/21	99.7%														
Q4 2020/21	99.9%														
Target	99%														
53.	<p>Network Uptime Wide Area Network:</p> <p>Network uptime defined as availability of wide area network across all connected sites, Watford Borough Council, Three Rivers District Council, Batchworth and Wiggshall Depots</p> <p>A high result is good for this indicator</p>	<p>ICT</p> <p>Emma Tiernan</p>	Quarterly	<p>Q4 RESULT: 100%</p> <p>2020/21 RESULT: 100%</p>	<p>Above target: </p> <p>TARGET: 99%</p> <p>No full outages.</p> <p>March - variable connectivity experienced, but not a full outage.</p> <p>February - random issues experienced with VPN connections.</p> <p>This is a new indicator for 2020/21 so no yearly comparison available yet.</p>										

	Indicator	Service area	Reporting frequency	Results 2020/21	Comments & Benchmarking (where available)										
				 <p>The chart displays network uptime percentages for four quarters in 2020/21. The y-axis ranges from 0 to 120. A dashed blue line indicates a target of 99%. All four quarters (Q1, Q2, Q3, and Q4) achieved 100% uptime, which is above the target.</p> <table border="1"><thead><tr><th>Quarter</th><th>Uptime (%)</th></tr></thead><tbody><tr><td>Q1 2020/21</td><td>100%</td></tr><tr><td>Q2 2020/21</td><td>100%</td></tr><tr><td>Q3 2020/21</td><td>100%</td></tr><tr><td>Q4 2020/21</td><td>100%</td></tr></tbody></table>	Quarter	Uptime (%)	Q1 2020/21	100%	Q2 2020/21	100%	Q3 2020/21	100%	Q4 2020/21	100%	
Quarter	Uptime (%)														
Q1 2020/21	100%														
Q2 2020/21	100%														
Q3 2020/21	100%														
Q4 2020/21	100%														