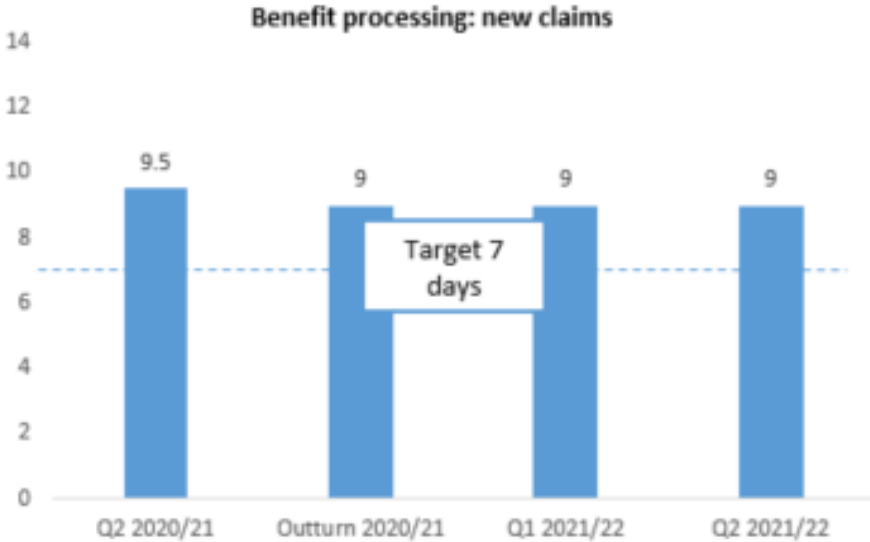
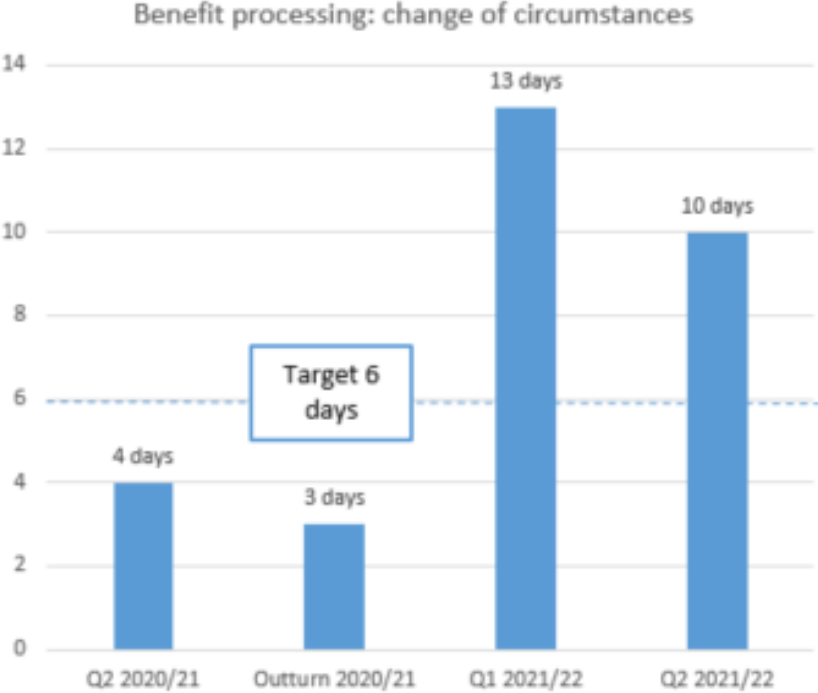
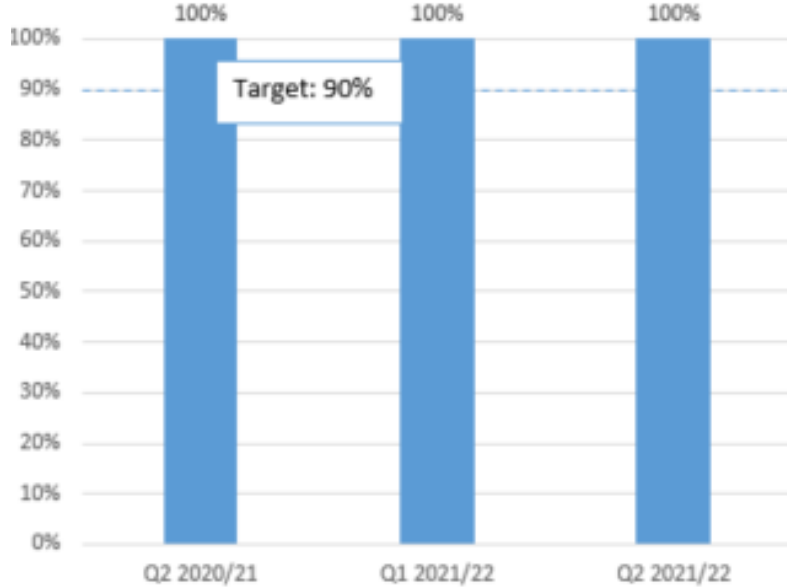



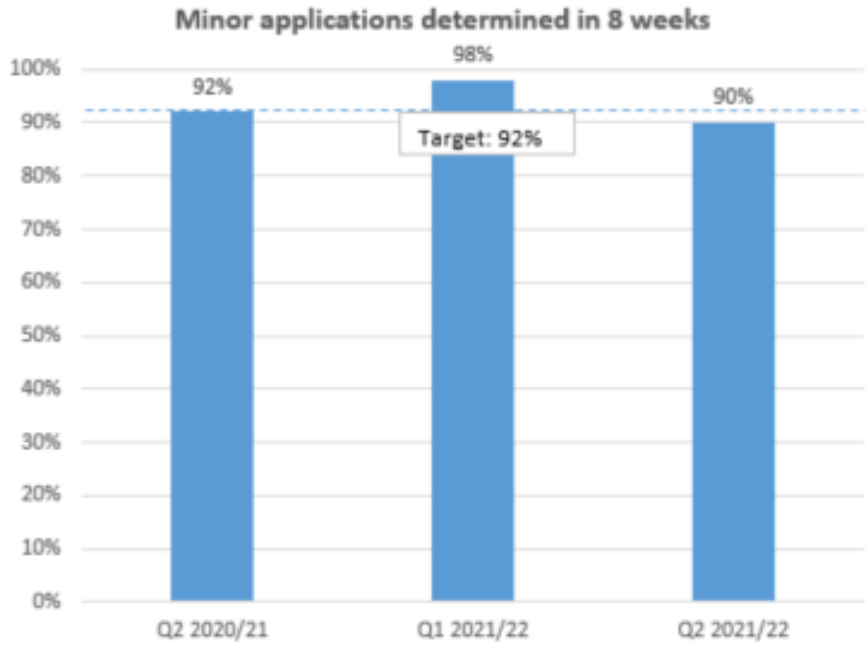
Appendix A: QUARTER 2 KEY PERFORMANCE INDICATORS 2021/22

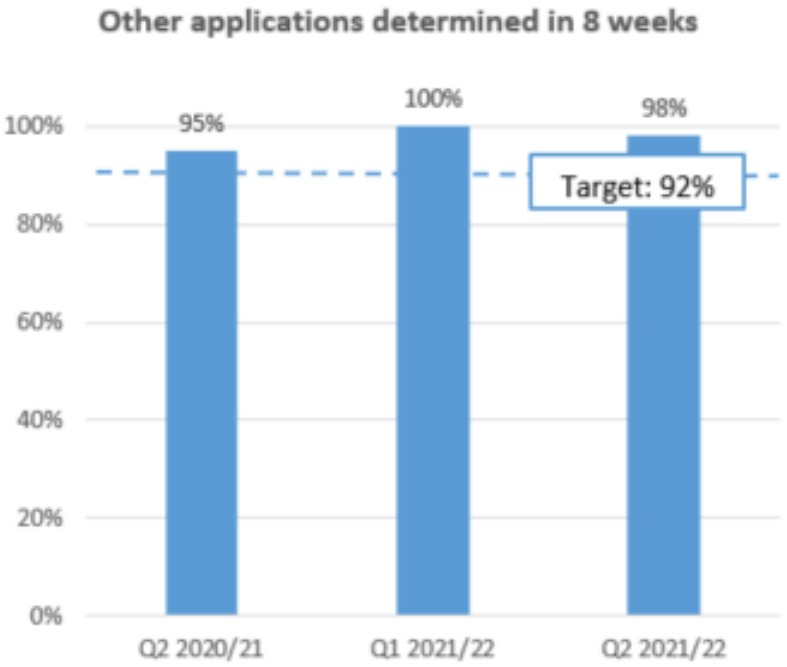

I. CUSTOMER FIRST INDICATORS

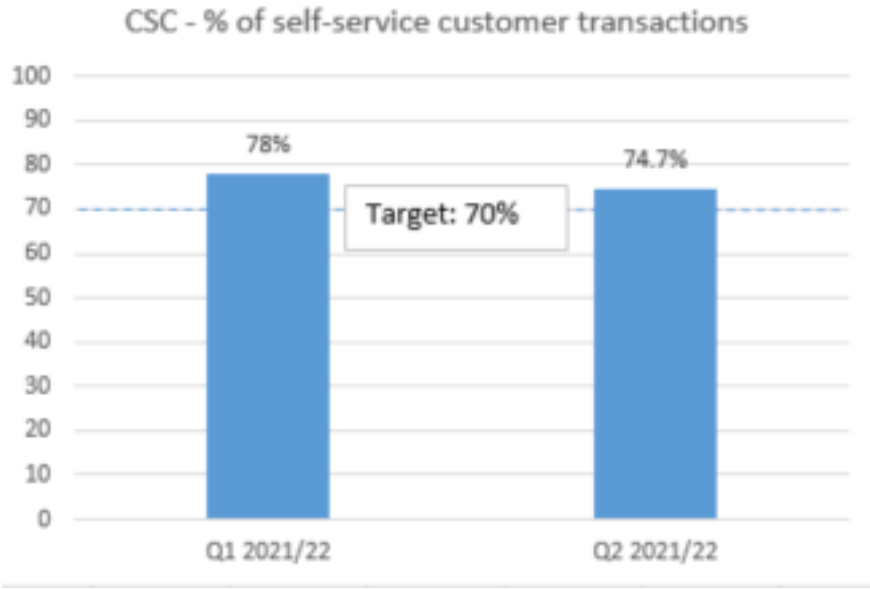
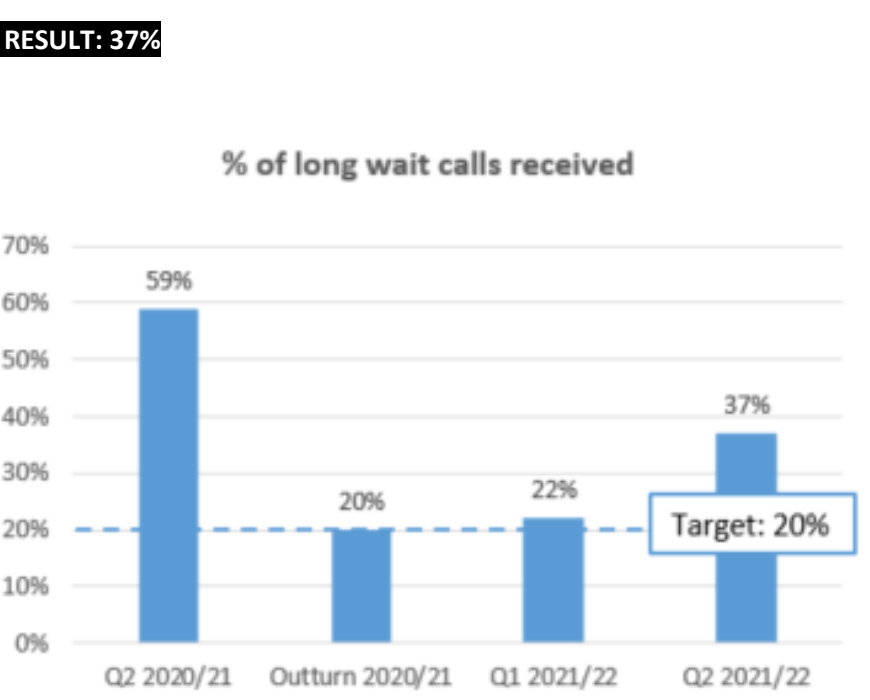
	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)												
REVENUES AND BENEFITS																	
1.	Average time to process housing benefits claims (from date of receipt to date processed) A low result is good for this indicator	Revenues & Benefits Jane Walker	Monthly	<p>Q2 RESULT: 9 days</p>  <table border="1"> <caption>Benefit processing: new claims</caption> <thead> <tr> <th>Period</th> <th>Average Time (Days)</th> </tr> </thead> <tbody> <tr> <td>Q2 2020/21</td> <td>9.5</td> </tr> <tr> <td>Outturn 2020/21</td> <td>9</td> </tr> <tr> <td>Q1 2021/22</td> <td>9</td> </tr> <tr> <td>Q2 2021/22</td> <td>9</td> </tr> <tr> <td>Target</td> <td>7</td> </tr> </tbody> </table>	Period	Average Time (Days)	Q2 2020/21	9.5	Outturn 2020/21	9	Q1 2021/22	9	Q2 2021/22	9	Target	7	<p>Below target: ↓</p> <p>TARGET: 7 days</p> <p>The service continue to closely monitor each new Housing Benefit claim received and actively chase customers to encourage them to supply the documentation required in order to process their claim. Despite this, some customers do take the full calendar month to supply information, and with very few new Housing Benefit claims being received it only takes one or two claims to take a calendar month to process to have a significant effect on this result.</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.</p>
Period	Average Time (Days)																
Q2 2020/21	9.5																
Outturn 2020/21	9																
Q1 2021/22	9																
Q2 2021/22	9																
Target	7																

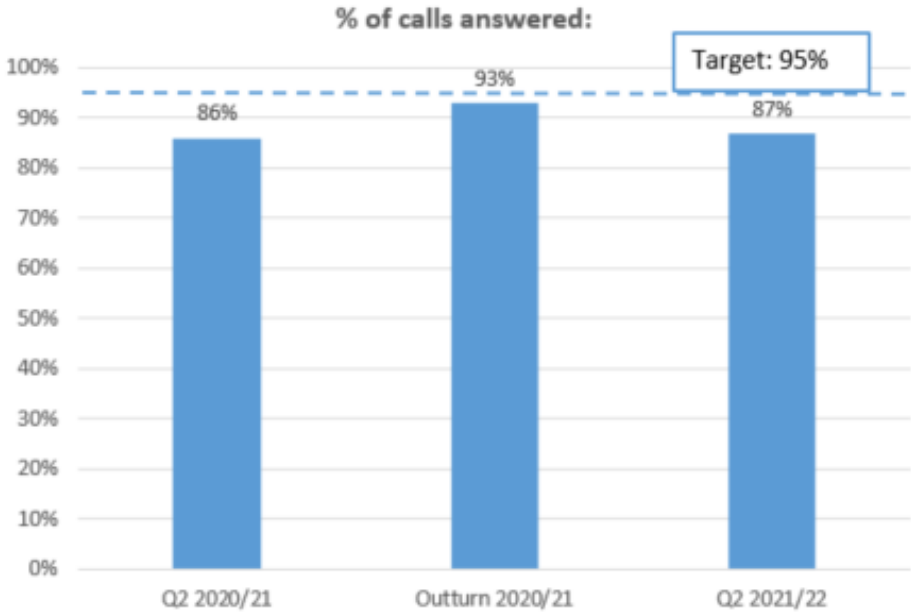
	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)												
2.	<p>Average time to process change of circumstances (from date of receipt to date processed)</p> <p>A low result is good for this indicator</p>	<p>Revenues & Benefits</p> <p>Jane Walker</p>	<p>Monthly</p>	<p>Q2 RESULT: 10 days</p>  <table border="1"> <caption>Benefit processing: change of circumstances</caption> <thead> <tr> <th>Period</th> <th>Average Time (Days)</th> </tr> </thead> <tbody> <tr> <td>Q2 2020/21</td> <td>4</td> </tr> <tr> <td>Outturn 2020/21</td> <td>3</td> </tr> <tr> <td>Q1 2021/22</td> <td>13</td> </tr> <tr> <td>Q2 2021/22</td> <td>10</td> </tr> <tr> <td>Target</td> <td>6</td> </tr> </tbody> </table>	Period	Average Time (Days)	Q2 2020/21	4	Outturn 2020/21	3	Q1 2021/22	13	Q2 2021/22	10	Target	6	<p>Below target: ↓</p> <p>TARGET: 6 days</p> <p>When reviewing performance during September the service discovered an issue with some of the automation of changes. The issue has now been fixed and October's provisional outturn is indicating a result almost at target.</p> <p>Please note this does not include claims for Council Tax Support only changes.</p>
Period	Average Time (Days)																
Q2 2020/21	4																
Outturn 2020/21	3																
Q1 2021/22	13																
Q2 2021/22	10																
Target	6																

	Indicator	Service area	Reporting frequency	Results 2021/22	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>Q2 RESULT: 100%</p> <p>Major applications determined in 13 weeks</p>  <table border="1"> <caption>Major applications determined in 13 weeks</caption> <thead> <tr> <th>Quarter</th> <th>Result (%)</th> </tr> </thead> <tbody> <tr> <td>Q2 2020/21</td> <td>100%</td> </tr> <tr> <td>Q1 2021/22</td> <td>100%</td> </tr> <tr> <td>Q2 2021/22</td> <td>100%</td> </tr> <tr> <td>Target</td> <td>90%</td> </tr> </tbody> </table>	Quarter	Result (%)	Q2 2020/21	100%	Q1 2021/22	100%	Q2 2021/22	100%	Target	90%	<p>Above target: </p> <p>TARGET: 90%</p> <p>There were 6 applications in this category during Q2. All applications were determined within 13 weeks or within an agreed extension of time.</p>
Quarter	Result (%)														
Q2 2020/21	100%														
Q1 2021/22	100%														
Q2 2021/22	100%														
Target	90%														

	Indicator	Service area	Reporting frequency	Results 2021/22	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>Q2 RESULT: 90%</p>  <table border="1"> <caption>Minor applications determined in 8 weeks</caption> <thead> <tr> <th>Period</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q2 2020/21</td> <td>92%</td> </tr> <tr> <td>Q1 2021/22</td> <td>98%</td> </tr> <tr> <td>Q2 2021/22</td> <td>90%</td> </tr> <tr> <td>Target</td> <td>92%</td> </tr> </tbody> </table>	Period	Percentage	Q2 2020/21	92%	Q1 2021/22	98%	Q2 2021/22	90%	Target	92%	<p>Below target: ↓</p> <p>TARGET: 92%</p> <p>There were 50 applications in this category during Q2, with 45 determined within 8 weeks or with an agreed extension of time and 5 outside the target.</p>
Period	Percentage														
Q2 2020/21	92%														
Q1 2021/22	98%														
Q2 2021/22	90%														
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>Q2 RESULT: 98%</p>	<p>Above target: ↑</p> <p>TARGET: 92%</p> <p>There were 175 applications in this category during Q2 with 172 determined within 8 weeks or with an agreed extension of time, and 3 outside the target.</p>										

	Indicator	Service area	Reporting frequency	Results 2021/22	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>Data for 'Other applications determined in 8 weeks'</caption> <thead> <tr> <th>Period</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q2 2020/21</td> <td>95%</td> </tr> <tr> <td>Q1 2021/22</td> <td>100%</td> </tr> <tr> <td>Q2 2021/22</td> <td>98%</td> </tr> <tr> <td>Target</td> <td>92%</td> </tr> </tbody> </table>	Period	Percentage	Q2 2020/21	95%	Q1 2021/22	100%	Q2 2021/22	98%	Target	92%	
Period	Percentage														
Q2 2020/21	95%														
Q1 2021/22	100%														
Q2 2021/22	98%														
Target	92%														
CUSTOMER SERVICES															
6.	CSC - Channel mix (% transactions that customers self-serve) Narrative indicator whilst baseline being developed	Customer Services Danielle Negrello	Quarterly	<p>Q2 RESULT: 74.7%*</p> <p>* for those processes for which data is currently available, which are those that have been digitised on the Firmstep platform.</p>	<p>Above target: </p> <p>TARGET 70%</p>										

	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)															
				<p style="text-align: center;">CSC - % of self-service customer transactions</p>  <table border="1"> <caption>CSC - % of self-service customer transactions</caption> <thead> <tr> <th>Period</th> <th>Value</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q1 2021/22</td> <td>78%</td> <td>70%</td> </tr> <tr> <td>Q2 2021/22</td> <td>74.7%</td> <td>70%</td> </tr> </tbody> </table>	Period	Value	Target	Q1 2021/22	78%	70%	Q2 2021/22	74.7%	70%							
Period	Value	Target																		
Q1 2021/22	78%	70%																		
Q2 2021/22	74.7%	70%																		
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>Q2 RESULT: 37%</p> <p style="text-align: center;">% of long wait calls received</p>  <table border="1"> <caption>% of long wait calls received</caption> <thead> <tr> <th>Period</th> <th>Value</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q2 2020/21</td> <td>59%</td> <td>20%</td> </tr> <tr> <td>Outturn 2020/21</td> <td>20%</td> <td>20%</td> </tr> <tr> <td>Q1 2021/22</td> <td>22%</td> <td>20%</td> </tr> <tr> <td>Q2 2021/22</td> <td>37%</td> <td>20%</td> </tr> </tbody> </table>	Period	Value	Target	Q2 2020/21	59%	20%	Outturn 2020/21	20%	20%	Q1 2021/22	22%	20%	Q2 2021/22	37%	20%	<p>Below target: ↓</p> <p>TARGET: 20%</p> <p>Over 45,000 Election canvassing emails were sent in July which impacted waiting times for all services in Q2 meaning that it was not possible to achieve the target within the available resourcing.</p> <p>As can be seen in the graph, this indicator does fluctuate depending on a number of factors. Q2 last year was affected by the new Green Bin</p>
Period	Value	Target																		
Q2 2020/21	59%	20%																		
Outturn 2020/21	20%	20%																		
Q1 2021/22	22%	20%																		
Q2 2021/22	37%	20%																		

	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)										
					service, Council Tax reminders & summons correspondence being resumed and more customers needing our support due to Covid. Q3 and Q4 were well within target, hence the outturn figure was on target with a similar performance anticipated this year.										
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>Q2 RESULT: 87%</p>  <table border="1"> <caption>% of calls answered</caption> <thead> <tr> <th>Period</th> <th>% of calls answered</th> </tr> </thead> <tbody> <tr> <td>Q2 2020/21</td> <td>86%</td> </tr> <tr> <td>Outturn 2020/21</td> <td>93%</td> </tr> <tr> <td>Q2 2021/22</td> <td>87%</td> </tr> <tr> <td>Target</td> <td>95%</td> </tr> </tbody> </table>	Period	% of calls answered	Q2 2020/21	86%	Outturn 2020/21	93%	Q2 2021/22	87%	Target	95%	<p>Below target: ↓</p> <p>TARGET: 95%</p> <p>Over 45,000 Election canvassing emails were sent in July which increased calls to the CSC meaning that it was not possible to achieve the target within the available resourcing.</p>
Period	% of calls answered														
Q2 2020/21	86%														
Outturn 2020/21	93%														
Q2 2021/22	87%														
Target	95%														


	Indicator	Service area	Reporting frequency	Results 2021/22	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>Q2 RESULT: 82%</p> <p>FOI response within 20 working days</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Response Rate (%)</th> </tr> </thead> <tbody> <tr> <td>Q2 2020/21</td> <td>81%</td> </tr> <tr> <td>Q1 2021/22</td> <td>83%</td> </tr> <tr> <td>Q2 2021/22</td> <td>82%</td> </tr> <tr> <td>Target</td> <td>100%</td> </tr> </tbody> </table>	Quarter	Response Rate (%)	Q2 2020/21	81%	Q1 2021/22	83%	Q2 2021/22	82%	Target	100%	<p>Below target: ↓</p> <p>TARGET: 100%</p> <p>30 FOI's were responded to late in Q2.</p> <p>A new process has recently been developed on our corporate CRM tool (Firmstep) that allows 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 so they can ensure that responses are sent in time. A report for highlighting cases in each service area is in the final stages of testing.</p>
Quarter	Response Rate (%)														
Q2 2020/21	81%														
Q1 2021/22	83%														
Q2 2021/22	82%														
Target	100%														

II. QUALITY OF LIFE INDICATORS

	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)
	HOUSING:				

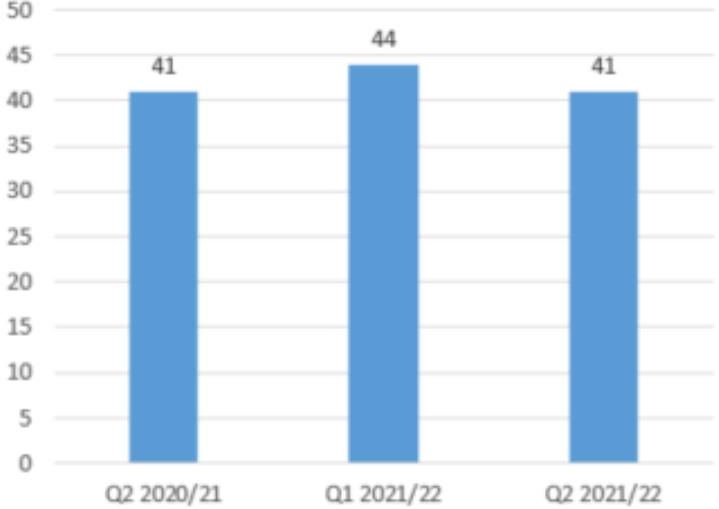
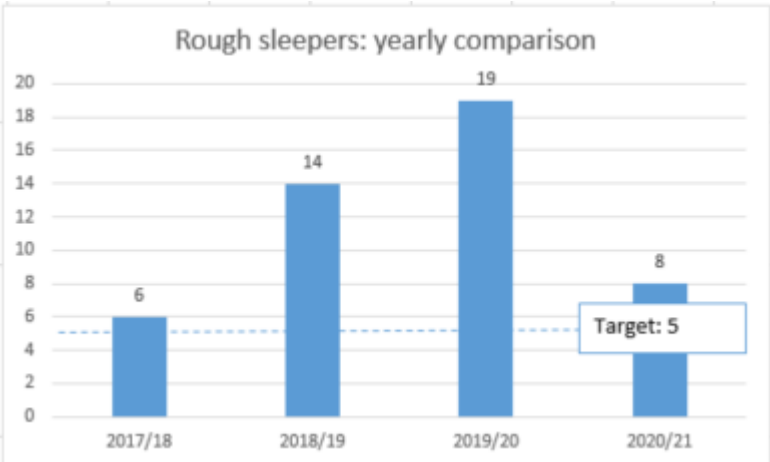

	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)																																																																								
10.	<p>Affordable homes completions, including social / affordable rent, affordable sales and starter homes. <i>(Starter homes do 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</p> <p>Ayaz Maqsood</p>	Biannually	<p>This is reported at the end of Quarter 2 and at the end of the year.</p> <p>The table below shows the number of actual handovers for each property type, as of the end of September 2021.</p> <table border="1" data-bbox="831 331 1659 979"> <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>5</td> <td>13</td> <td>0</td> <td>18</td> </tr> <tr> <td>Affordable rented</td> <td>13</td> <td>29</td> <td>6</td> <td>0</td> <td>48</td> </tr> <tr> <td>Low cost home ownership</td> <td>11</td> <td>23</td> <td>0</td> <td>0</td> <td>34</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>24</td> <td>57</td> <td>19</td> <td>0</td> <td>100</td> </tr> </tbody> </table> <p>The table below shows the number of handovers for each property type expected by the end of the year.</p> <table border="1" data-bbox="831 1129 1688 1362"> <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>6</td> <td>44</td> <td>21</td> <td>0</td> <td>71</td> </tr> <tr> <td>Affordable rented</td> <td>17</td> <td>57</td> <td>12</td> <td>5</td> <td>91</td> </tr> <tr> <td>Low cost home ownership</td> <td>11</td> <td>23</td> <td>0</td> <td>0</td> <td>34</td> </tr> <tr> <td>Other WBC owned TA (riverside RD)</td> <td>0</td> <td>0</td> <td>5</td> <td>0</td> <td>0</td> </tr> <tr> <td>Totals</td> <td>34</td> <td>124</td> <td>38</td> <td>5</td> <td>196</td> </tr> </tbody> </table>	Tenure / No. of bedrooms	One bed	Two bed	Three bed	Four bed	Total	Social rented	0	5	13	0	18	Affordable rented	13	29	6	0	48	Low cost home ownership	11	23	0	0	34	Other - HCC Flexicare scheme	0	0	0	0	0	Totals	24	57	19	0	100	Tenure/No. of Bedrooms	One bedroom	Two bedrooms	Three bedrooms	Four bedrooms	Total	Social rented	6	44	21	0	71	Affordable rented	17	57	12	5	91	Low cost home ownership	11	23	0	0	34	Other WBC owned TA (riverside RD)	0	0	5	0	0	Totals	34	124	38	5	196	<p>Starter homes do not contribute to reduction in homeless households on the waiting list or in temporary accommodation.</p>
Tenure / No. of bedrooms	One bed	Two bed	Three bed	Four bed	Total																																																																								
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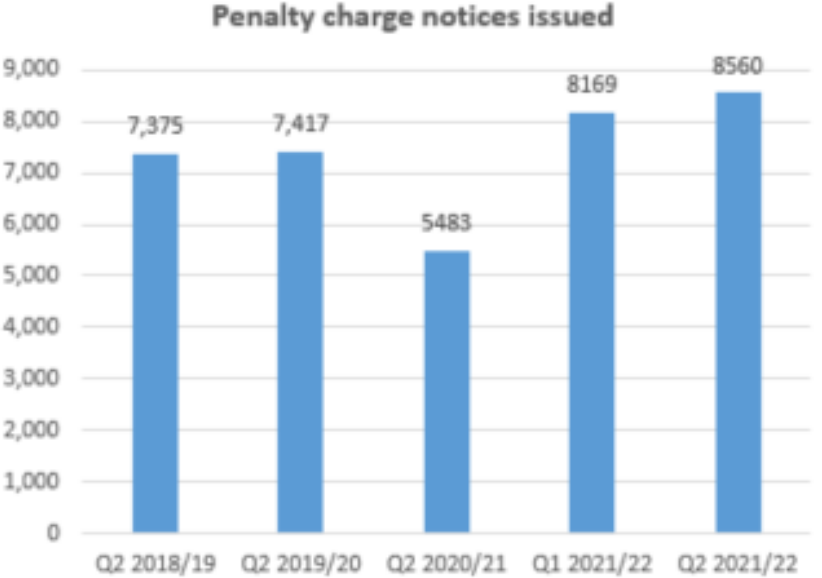
	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)								
11.	Number of statutory homeless A low result is good for this indicator	Housing Ayaz Maqsood	Quarterly	<p>Q2 RESULT: 8</p> <table border="1"> <caption>Number of statutory homeless</caption> <thead> <tr> <th>Quarter</th> <th>Number of statutory homeless</th> </tr> </thead> <tbody> <tr> <td>Q2 2020/21</td> <td>17</td> </tr> <tr> <td>Q1 2021/22</td> <td>16</td> </tr> <tr> <td>Q2 2021/22</td> <td>8</td> </tr> </tbody> </table>	Quarter	Number of statutory homeless	Q2 2020/21	17	Q1 2021/22	16	Q2 2021/22	8	<p>No target set</p> <p>In quarter 2 there were 8 cases where a statutory duty to house was accepted. See indicator 12 regarding reasons for homelessness.</p>
Quarter	Number of statutory homeless												
Q2 2020/21	17												
Q1 2021/22	16												
Q2 2021/22	8												
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>									

	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)																										
				<table border="1"> <thead> <tr> <th data-bbox="831 150 1541 225">Reason for loss of last settled home</th> <th data-bbox="1541 150 1767 225">Result Q2 2021/22</th> </tr> </thead> <tbody> <tr> <td data-bbox="831 225 1541 331">Family no longer willing or able to accommodate</td> <td data-bbox="1541 225 1767 331">1</td> </tr> <tr> <td data-bbox="831 331 1541 368">End of private rented tenancy - assured shorthold tenancy</td> <td data-bbox="1541 331 1767 368">2</td> </tr> <tr> <td data-bbox="831 368 1541 405">Other</td> <td data-bbox="1541 368 1767 405">0</td> </tr> <tr> <td data-bbox="831 405 1541 442">End of social rented tenancy</td> <td data-bbox="1541 405 1767 442">0</td> </tr> <tr> <td data-bbox="831 442 1541 478">Eviction from support housing</td> <td data-bbox="1541 442 1767 478">0</td> </tr> <tr> <td data-bbox="831 478 1541 515">Relationship with partner ended (non-violent breakdown)</td> <td data-bbox="1541 478 1767 515">0</td> </tr> <tr> <td data-bbox="831 515 1541 552">Domestic abuse</td> <td data-bbox="1541 515 1767 552">2</td> </tr> <tr> <td data-bbox="831 552 1541 588">End of private rented tenancy - not assured shorthold tenancy</td> <td data-bbox="1541 552 1767 588">1</td> </tr> <tr> <td data-bbox="831 588 1541 625">Property disrepair</td> <td data-bbox="1541 588 1767 625">0</td> </tr> <tr> <td data-bbox="831 625 1541 662">Friends no longer willing or able to accommodate</td> <td data-bbox="1541 625 1767 662">0</td> </tr> <tr> <td data-bbox="831 662 1541 699">Fire, flood or other emergency</td> <td data-bbox="1541 662 1767 699">2</td> </tr> <tr> <td data-bbox="831 699 1541 735">Total</td> <td data-bbox="1541 699 1767 735">8</td> </tr> </tbody> </table>	Reason for loss of last settled home	Result Q2 2021/22	Family no longer willing or able to accommodate	1	End of private rented tenancy - assured shorthold tenancy	2	Other	0	End of social rented tenancy	0	Eviction from support housing	0	Relationship with partner ended (non-violent breakdown)	0	Domestic abuse	2	End of private rented tenancy - not assured shorthold tenancy	1	Property disrepair	0	Friends no longer willing or able to accommodate	0	Fire, flood or other emergency	2	Total	8	
Reason for loss of last settled home	Result Q2 2021/22																														
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Property disrepair	0																														
Friends no longer willing or able to accommodate	0																														
Fire, flood or other emergency	2																														
Total	8																														
13.	Number of households living in temporary accommodation <i>Snap-shot at quarter end</i> A low result is good for this indicator	Housing Ayaz Maqsood	Quarterly	Q2 RESULT: 98	Above target:  TARGET: 100 This result is a snapshot figure. This has been increasing, but the housing development pipeline will help keep numbers down for a while. Expecting a surge from benefit changes, end of furlough and evictions which are not yet feeding through.																										

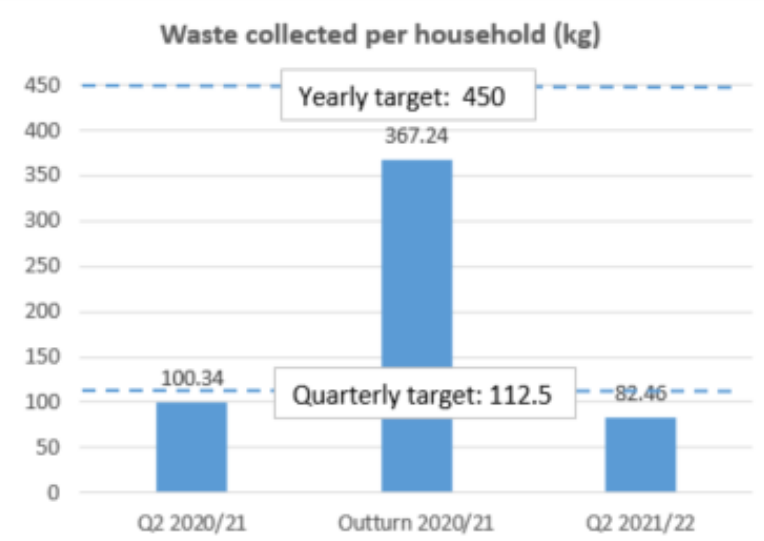

	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)								
				<p style="text-align: center;">Households in temporary accommodation</p> <table border="1"> <caption>Households in temporary accommodation</caption> <thead> <tr> <th>Quarter</th> <th>Number of Households</th> </tr> </thead> <tbody> <tr> <td>Q2 2020/21</td> <td>97</td> </tr> <tr> <td>Q1 2021/22</td> <td>93</td> </tr> <tr> <td>Q2 2021/22</td> <td>98</td> </tr> </tbody> </table>	Quarter	Number of Households	Q2 2020/21	97	Q1 2021/22	93	Q2 2021/22	98	
Quarter	Number of Households												
Q2 2020/21	97												
Q1 2021/22	93												
Q2 2021/22	98												
14.	<p>Number of households living in temporary accommodation with children <i>Snap-shot at quarter end</i></p> <p>A low result is good for this indicator</p>	<p>Housing Ayaz Maqsood</p>	<p>Quarterly</p>	<p>Q2 RESULT: 57</p>	<p>No target set</p>								

	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)								
				<p style="text-align: center;">Households in temporary accommodation with children</p>  <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Quarter</th> <th>Number of Households</th> </tr> </thead> <tbody> <tr> <td>Q2 2020/21</td> <td>56</td> </tr> <tr> <td>Q1 2021/22</td> <td>49</td> </tr> <tr> <td>Q2 2021/22</td> <td>57</td> </tr> </tbody> </table>	Quarter	Number of Households	Q2 2020/21	56	Q1 2021/22	49	Q2 2021/22	57	
Quarter	Number of Households												
Q2 2020/21	56												
Q1 2021/22	49												
Q2 2021/22	57												
15.	Number of households living in temporary accommodation without children <i>Snap-shot at quarter end</i> A low result is good for this indicator	Housing Ayaz Maqsood	Quarterly	Q2 RESULT: 41	No target set								

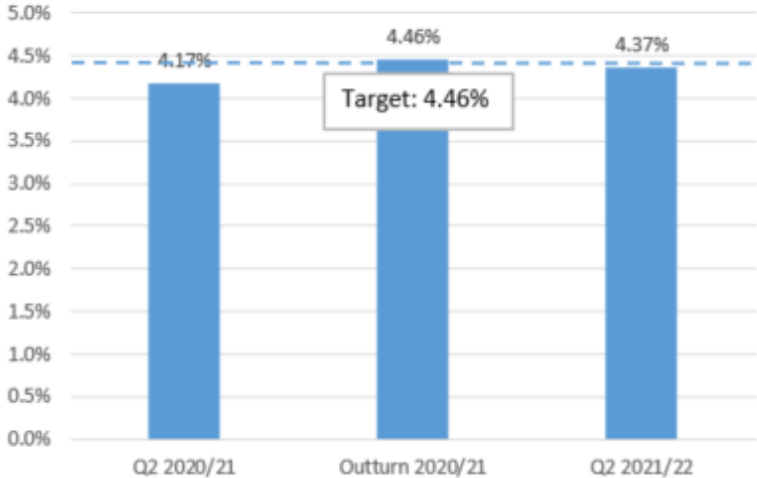

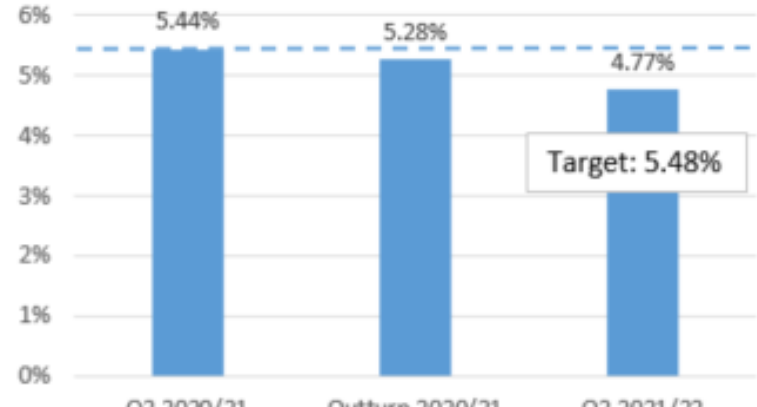

	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)												
				<p style="text-align: center;">Households in temporary accommodation without children</p>  <table border="1"> <caption>Households in temporary accommodation without children</caption> <thead> <tr> <th>Period</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Q2 2020/21</td> <td>41</td> </tr> <tr> <td>Q1 2021/22</td> <td>44</td> </tr> <tr> <td>Q2 2021/22</td> <td>41</td> </tr> </tbody> </table>	Period	Count	Q2 2020/21	41	Q1 2021/22	44	Q2 2021/22	41					
Period	Count																
Q2 2020/21	41																
Q1 2021/22	44																
Q2 2021/22	41																
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>ANNUAL RESULT NOVEMBER 2020: 8</p>  <table border="1"> <caption>Rough sleepers: yearly comparison</caption> <thead> <tr> <th>Year</th> <th>Count</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> <tr> <td>Target</td> <td>5</td> </tr> </tbody> </table>	Year	Count	2017/18	6	2018/19	14	2019/20	19	2020/21	8	Target	5	<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.</p> <p>The annual rough sleeper count for 2021 took place in the third week of November. The results will be reported in the Q3 report.</p>
Year	Count																
2017/18	6																
2018/19	14																
2019/20	19																
2020/21	8																
Target	5																
	PARKING:																

	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)												
17.	Penalty Charge Notices issued	Parking Justin Bloomfield	Quarterly	<p>Q2 RESULT: 8,560</p>  <table border="1"> <caption>Penalty charge notices issued</caption> <thead> <tr> <th>Period</th> <th>Number of Notices</th> </tr> </thead> <tbody> <tr> <td>Q2 2018/19</td> <td>7,375</td> </tr> <tr> <td>Q2 2019/20</td> <td>7,417</td> </tr> <tr> <td>Q2 2020/21</td> <td>5,483</td> </tr> <tr> <td>Q1 2021/22</td> <td>8,169</td> </tr> <tr> <td>Q2 2021/22</td> <td>8,560</td> </tr> </tbody> </table>	Period	Number of Notices	Q2 2018/19	7,375	Q2 2019/20	7,417	Q2 2020/21	5,483	Q1 2021/22	8,169	Q2 2021/22	8,560	<p>No target is set for penalty charge notices in line with national guidelines.</p> <p>Parking enforcement resumed at the beginning of Q1, on 29 March 2021. Match day enforcement was resumed on 24 August, and as of this date all aspects of the service were back to full operation.</p> <p>Over the past year, there have been two new controlled parking zones introduced in Oxhey and North Watford. Any introduction of new areas and/or additional hours of enforcement, particularly where shopping areas are located, such as St Albans Road, will inevitably result in an increase in PCN numbers. Over time we would expect compliancy to increase and the issue numbers to begin to fall.</p> <p>In addition, the move to NSL as an enforcement contractor, together with the move to new mobile ANPR enabled enforcement devices have increased efficiency.</p>
Period	Number of Notices																
Q2 2018/19	7,375																
Q2 2019/20	7,417																
Q2 2020/21	5,483																
Q1 2021/22	8,169																
Q2 2021/22	8,560																


	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)						
18.	Tribunal appeals (won/lost/not contested)	Parking Justin Bloomfield	Quarterly	<p>Q2 RESULT:</p> <p>Tribunal appeals – won / lost / not contested</p> <table border="1"> <tr> <td>Won</td> <td>1</td> </tr> <tr> <td>Lost</td> <td>0</td> </tr> <tr> <td>Not contested</td> <td>0</td> </tr> </table>	Won	1	Lost	0	Not contested	0	<p>No target</p> <p>Motorists challenging the council's decision at tribunal continues to remain notably low. This is related to the fact it can take some time for cases to reach the tribunal stage, or to be heard once they do. The period of suspended/limited enforcement during the pandemic means that fewer challenges were being made and therefore, fewer motorists were challenging the decisions made by the parking service. This could also be taken as an indication that the parking service are making the correct decisions at the early stages, resulting in motorists feeling less inclined to appeal.</p>
Won	1										
Lost	0										
Not contested	0										
19.	Reasons for appeals lost (narrative measure)	Parking Justin Bloomfield	Quarterly	Not applicable for quarter 2 as no appeals lost.							

	Indicator	Service area	Reporting frequency	Results 2021/22	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>Q2 RESULT: 82.46 kg</p>  <table border="1"> <caption>Waste collected per household (kg)</caption> <thead> <tr> <th>Period</th> <th>Waste Collected (kg)</th> </tr> </thead> <tbody> <tr> <td>Q2 2020/21</td> <td>100.34</td> </tr> <tr> <td>Outturn 2020/21</td> <td>367.24</td> </tr> <tr> <td>Q2 2021/22</td> <td>82.46</td> </tr> <tr> <td>Yearly target</td> <td>450</td> </tr> <tr> <td>Quarterly target</td> <td>112.5</td> </tr> </tbody> </table>	Period	Waste Collected (kg)	Q2 2020/21	100.34	Outturn 2020/21	367.24	Q2 2021/22	82.46	Yearly target	450	Quarterly target	112.5	<p>Above target: </p> <p>TARGET per quarter: 112.5 kg</p> <p>ANNUAL TARGET2: 450 kg</p> <p>Waste collected per household continues to reduce due to fortnightly collections.</p>
Period	Waste Collected (kg)																
Q2 2020/21	100.34																
Outturn 2020/21	367.24																
Q2 2021/22	82.46																
Yearly target	450																
Quarterly target	112.5																

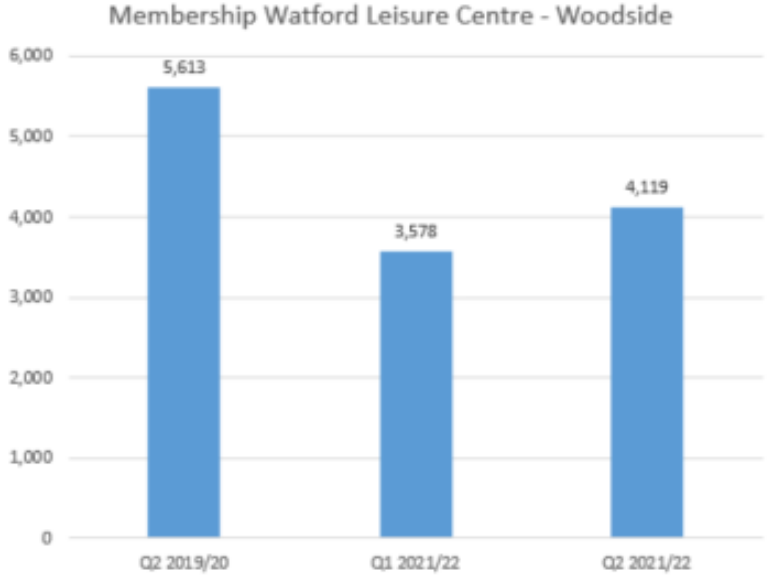

	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)										
21.	Waste recycled and composted A high result is good for this indicator	Leisure, Community & Environ'tal Services Chris Fennell	Quarterly	<p>Q2 RESULT: 56.21%</p>  <table border="1"> <caption>Waste recycled and composted</caption> <thead> <tr> <th>Period</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q2 2020/21</td> <td>49.45%</td> </tr> <tr> <td>Outturn 2020/21</td> <td>52.51%</td> </tr> <tr> <td>Q2 2021/22</td> <td>56.21%</td> </tr> <tr> <td>Target</td> <td>46%</td> </tr> </tbody> </table>	Period	Percentage	Q2 2020/21	49.45%	Outturn 2020/21	52.51%	Q2 2021/22	56.21%	Target	46%	<p>Above target </p> <p>TARGET: 46%</p> <p>Weekly food waste and fortnightly waste collection introduced September 2020. Recycling rate continues to increase due to this service change.</p>
Period	Percentage														
Q2 2020/21	49.45%														
Outturn 2020/21	52.51%														
Q2 2021/22	56.21%														
Target	46%														
22.	Recycled household kerbside collection services (Veolia contract target) A high result is good for this indicator	Leisure, Community & Environ'tal Services Chris Fennell	Quarterly	<p>Q2 RESULT: 56.59%</p>  <table border="1"> <caption>Waste recycled and composted (contractual target)</caption> <thead> <tr> <th>Period</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q2 2020/21</td> <td>50.73%</td> </tr> <tr> <td>Outturn 2020/21</td> <td>53.07%</td> </tr> <tr> <td>Q2 2021/22</td> <td>56.59%</td> </tr> <tr> <td>Target</td> <td>47.5%</td> </tr> </tbody> </table>	Period	Percentage	Q2 2020/21	50.73%	Outturn 2020/21	53.07%	Q2 2021/22	56.59%	Target	47.5%	<p>Above target: </p> <p>TARGET: 47.5%</p> <p>Weekly food waste and fortnightly waste collection introduced September 2020. Recycling rate continues to increase due to this service change.</p>
Period	Percentage														
Q2 2020/21	50.73%														
Outturn 2020/21	53.07%														
Q2 2021/22	56.59%														
Target	47.5%														

	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)										
23.	Levels of Litter: Improved street and environmental cleanliness A low result is good for this indicator	Leisure, Community & Environ'tal Services Chris Fennell	Quarterly	<p>Q2 RESULT: 4.37%</p> <p style="text-align: center;">Street cleanliness: levels of litter</p>  <table border="1" data-bbox="831 325 1585 804"> <thead> <tr> <th>Period</th> <th>Result (%)</th> </tr> </thead> <tbody> <tr> <td>Q2 2020/21</td> <td>4.17%</td> </tr> <tr> <td>Outturn 2020/21</td> <td>4.46%</td> </tr> <tr> <td>Q2 2021/22</td> <td>4.37%</td> </tr> <tr> <td>Target</td> <td>4.46%</td> </tr> </tbody> </table>	Period	Result (%)	Q2 2020/21	4.17%	Outturn 2020/21	4.46%	Q2 2021/22	4.37%	Target	4.46%	<p>Above target: </p> <p>TARGET: 4.46%</p> <p>The litter score has slightly increased from 4.17% this time last year to 4.37% this year, but remains within target. The survey results show improved performance within combined Housing areas, with only Medium Obstruction Housing areas showing an increase; there was also an improvement found in Recreational areas. Littering within Other Retail and Commercial and Main Road areas continues to be challenging, however efforts will focus on these areas and Other Highway areas ahead of the next survey.</p>
Period	Result (%)														
Q2 2020/21	4.17%														
Outturn 2020/21	4.46%														
Q2 2021/22	4.37%														
Target	4.46%														
24.	Levels of Detritus: Improved street and environmental cleanliness A low result is good for this indicator	Leisure, Community & Environ'tal Services Chris Fennell	Quarterly	<p>Q2 RESULT: 4.77%</p> <p style="text-align: center;">Street cleanliness: levels of detritus</p>  <table border="1" data-bbox="831 1034 1585 1442"> <thead> <tr> <th>Period</th> <th>Result (%)</th> </tr> </thead> <tbody> <tr> <td>Q2 2020/21</td> <td>5.44%</td> </tr> <tr> <td>Outturn 2020/21</td> <td>5.28%</td> </tr> <tr> <td>Q2 2021/22</td> <td>4.77%</td> </tr> <tr> <td>Target</td> <td>5.48%</td> </tr> </tbody> </table>	Period	Result (%)	Q2 2020/21	5.44%	Outturn 2020/21	5.28%	Q2 2021/22	4.77%	Target	5.48%	<p>Above target: </p> <p>TARGET: 5.48%</p> <p>The detritus score is well within target, reducing from 5.44% this time last year to 4.77% this year; a result that reflects a significant improvement in detritus levels in Other Highway areas. There was also continued high performance within Main and Other Retail and Commercial and Low Obstruction Housing areas. To maintain and improve performance, further attention will be given to High and Medium Obstruction Housing, Recreational and Main Road areas.</p>
Period	Result (%)														
Q2 2020/21	5.44%														
Outturn 2020/21	5.28%														
Q2 2021/22	4.77%														
Target	5.48%														

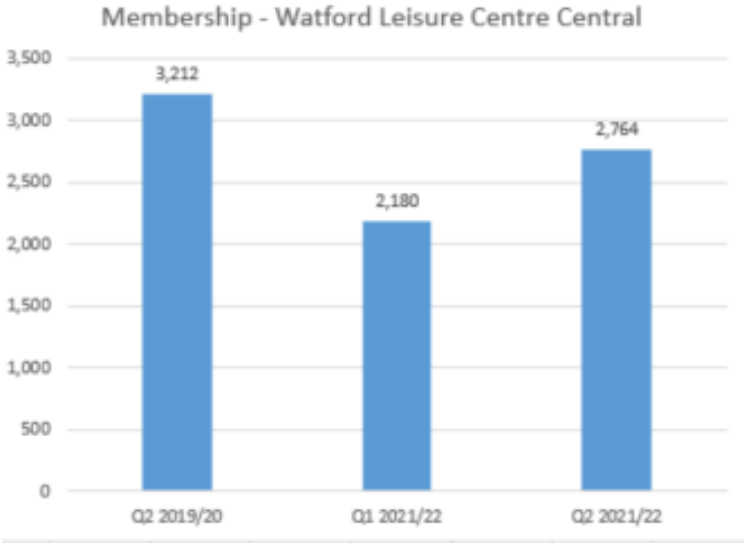
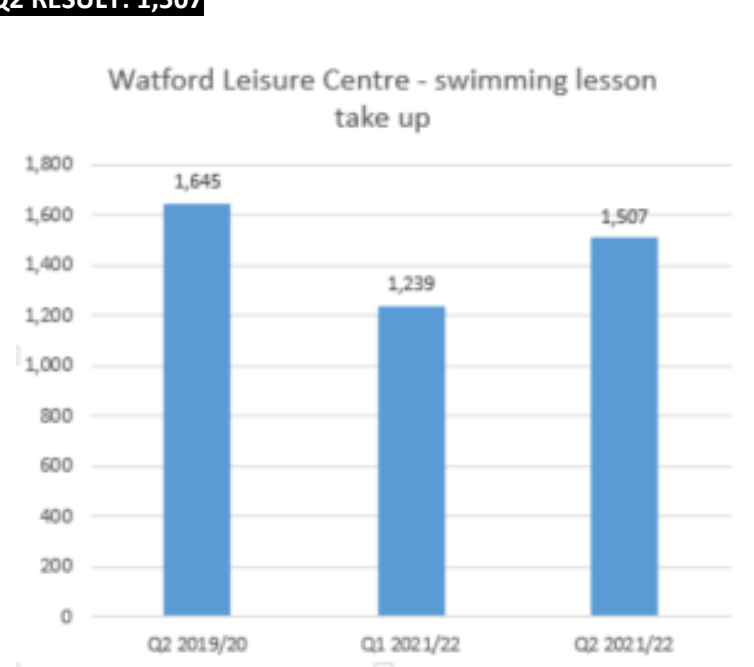
	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)										
25.	<p>Levels of Graffiti: Improved street and environmental cleanliness</p> <p>A low result is good for this indicator</p>	<p>Leisure, Community & Environ'tal Services</p> <p>Chris Fennell</p>	Quarterly	<p>Q2 RESULT: 1.98%</p> <p>Street cleanliness: levels of graffiti</p> <table border="1"> <caption>Street cleanliness: levels of graffiti</caption> <thead> <tr> <th>Period</th> <th>Result (%)</th> </tr> </thead> <tbody> <tr> <td>Q2 2020/21</td> <td>2.38%</td> </tr> <tr> <td>Outturn 2020/21</td> <td>2.98%</td> </tr> <tr> <td>Q2 2021/22</td> <td>1.98%</td> </tr> <tr> <td>Target</td> <td>3.71%</td> </tr> </tbody> </table>	Period	Result (%)	Q2 2020/21	2.38%	Outturn 2020/21	2.98%	Q2 2021/22	1.98%	Target	3.71%	<p>Above target: </p> <p>TARGET: 3.71%</p> <p>The graffiti score continues to be well within target, reducing from 2.38% this time last year to 1.98% this year. This result is largely down to significant improvements within Other Highway locations, and further modest improvements within Main and Other Retail and Commercial and Main Road areas. Despite this Other Highway locations continue to be the worst affected areas and so our hot spot team will continue to target these locations.</p>
Period	Result (%)														
Q2 2020/21	2.38%														
Outturn 2020/21	2.98%														
Q2 2021/22	1.98%														
Target	3.71%														
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>Q2 RESULT: 1.39%</p>	<p>Below target: </p> <p>TARGET: 0.36%</p> <p>The fly posting score has increased from 0.60% this time last year to 1.39% this year and may reflect increased economic activity this year. Other Retail and Commercial and Main Road areas remain the worst affected locations and efforts will continue to be directed at these areas. The main issues were estate agents 'for sale' boards on public highways, circus posters and a banner on Tolpits Lane.</p>										

	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)										
				 <p>Street cleanliness: levels of fly posting</p> <table border="1"> <thead> <tr> <th>Period</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q2 2020/21</td> <td>0.60%</td> </tr> <tr> <td>Outturn 2020/21</td> <td>0.94%</td> </tr> <tr> <td>Q2 2021/22</td> <td>1.39%</td> </tr> <tr> <td>Target</td> <td>0.36%</td> </tr> </tbody> </table>	Period	Percentage	Q2 2020/21	0.60%	Outturn 2020/21	0.94%	Q2 2021/22	1.39%	Target	0.36%	
Period	Percentage														
Q2 2020/21	0.60%														
Outturn 2020/21	0.94%														
Q2 2021/22	1.39%														
Target	0.36%														
27.	<p>Number of Green Flag awards achieved</p> <p>A high result is good for this indicator</p>	<p>Parks Heritage and Culture</p> <p>Paul Rabbitts</p>	Annual	<p>Q2 RESULT: 12</p> <p>Result updated in October to 17</p>	<p>TARGET for 2021/22: 16</p> <p>Although the known number of Green Flag parks during Q2 was 12, judging has been underway throughout the year including for 5 new sites. In October 2021, results were announced and WBC was successful in achieving Green Flag Awards for the 5 new sites in addition to the existing 12 sites. WBC now have a total of 17 Green Flag parks, which exceeds our target of 16.</p>										

	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)								
28.	Throughput of Watford Leisure Centre: Woodside A high result is good for this indicator	Leisure, Community & Environ'tal Services Chris Fennell	Quarterly	<p>Q2 RESULT: 131,963</p> <table border="1"> <caption>Throughput Watford Leisure Centre - Woodside</caption> <thead> <tr> <th>Quarter</th> <th>Throughput</th> </tr> </thead> <tbody> <tr> <td>Q2 2019/20</td> <td>212,104</td> </tr> <tr> <td>Q1 2021/22</td> <td>118,840</td> </tr> <tr> <td>Q2 2021/22</td> <td>131,963</td> </tr> </tbody> </table>	Quarter	Throughput	Q2 2019/20	212,104	Q1 2021/22	118,840	Q2 2021/22	131,963	<p>No target set at this time</p> <p>Centre reopened in April 2021 following lockdown, with all services fully restarted from July 2021. All areas opened and now seeing a steady growth.</p>
Quarter	Throughput												
Q2 2019/20	212,104												
Q1 2021/22	118,840												
Q2 2021/22	131,963												
29.	Membership of Watford Leisure Centre: Woodside A high result is good for this indicator	Leisure, Community & Environ'tal Services Chris Fennell	Quarterly	<p>Q2 RESULT: 4,119</p>	<p>No target set at this time</p> <p>Centre reopened in April 2021 following lockdown, with all services fully restarted from July 2021. All areas opened and now seeing a steady growth.</p>								


	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)								
				<p style="text-align: center;">Membership Watford Leisure Centre - Woodside</p>  <table border="1" data-bbox="831 165 1606 751"> <thead> <tr> <th>Period</th> <th>Membership</th> </tr> </thead> <tbody> <tr> <td>Q2 2019/20</td> <td>5,613</td> </tr> <tr> <td>Q1 2021/22</td> <td>3,578</td> </tr> <tr> <td>Q2 2021/22</td> <td>4,119</td> </tr> </tbody> </table>	Period	Membership	Q2 2019/20	5,613	Q1 2021/22	3,578	Q2 2021/22	4,119	
Period	Membership												
Q2 2019/20	5,613												
Q1 2021/22	3,578												
Q2 2021/22	4,119												
30.	Watford Leisure Centre - Woodside - swimming lessons take up	Leisure, Community & Environ'tal Services Chris Fennell	Quarterly	<p>Q2 RESULT: 2,022</p> <p style="text-align: center;">Swimming Lessons take up - Woodside</p>  <table border="1" data-bbox="831 842 1606 1458"> <thead> <tr> <th>Period</th> <th>Swimming Lessons take up</th> </tr> </thead> <tbody> <tr> <td>Q2 2019/20</td> <td>2,464</td> </tr> <tr> <td>Q1 2021/22</td> <td>1,817</td> </tr> <tr> <td>Q2 2021/22</td> <td>2,022</td> </tr> </tbody> </table>	Period	Swimming Lessons take up	Q2 2019/20	2,464	Q1 2021/22	1,817	Q2 2021/22	2,022	<p>No target set at this time</p> <p>Centre reopened in April 2021 following lockdown, with all services fully restarted from July 2021. All areas opened and now seeing a steady growth.</p>
Period	Swimming Lessons take up												
Q2 2019/20	2,464												
Q1 2021/22	1,817												
Q2 2021/22	2,022												

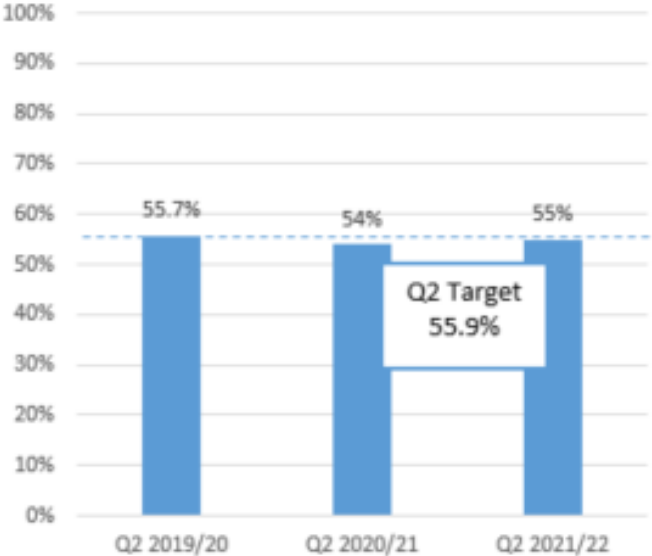

	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)								
31.	Throughput of Watford Leisure Centre: Central A high result is good for this indicator	Leisure, Community & Environ'tal Services Chris Fennell	Quarterly	<p>Q2 RESULT: 95,067</p> <table border="1"> <caption>Throughput - Watford Leisure Centre Central</caption> <thead> <tr> <th>Quarter</th> <th>Throughput</th> </tr> </thead> <tbody> <tr> <td>Q2 2019/20</td> <td>112,482</td> </tr> <tr> <td>Q1 2021/22</td> <td>64,717</td> </tr> <tr> <td>Q2 2021/22</td> <td>95,067</td> </tr> </tbody> </table>	Quarter	Throughput	Q2 2019/20	112,482	Q1 2021/22	64,717	Q2 2021/22	95,067	<p>No target set at this time</p> <p>Centre reopened in April 2021 following lockdown, with all services fully restarted from July 2021. All areas opened and now seeing a steady growth.</p>
Quarter	Throughput												
Q2 2019/20	112,482												
Q1 2021/22	64,717												
Q2 2021/22	95,067												
32.	Membership of Watford Leisure Centre: Central A high result is good for this indicator	Leisure, Community & Environ'tal Services Chris Fennell	Quarterly	<p>Q2 RESULT: 2,764</p>	<p>No target set at this time</p> <p>Centre reopened in April 2021 following lockdown, with all services fully restarted from July 2021. All areas opened and now seeing a steady growth.</p>								

	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)								
				<p style="text-align: center;">Membership - Watford Leisure Centre Central</p>  <table border="1" data-bbox="842 165 1594 724"> <thead> <tr> <th>Quarter</th> <th>Membership</th> </tr> </thead> <tbody> <tr> <td>Q2 2019/20</td> <td>3,212</td> </tr> <tr> <td>Q1 2021/22</td> <td>2,180</td> </tr> <tr> <td>Q2 2021/22</td> <td>2,764</td> </tr> </tbody> </table>	Quarter	Membership	Q2 2019/20	3,212	Q1 2021/22	2,180	Q2 2021/22	2,764	
Quarter	Membership												
Q2 2019/20	3,212												
Q1 2021/22	2,180												
Q2 2021/22	2,764												
33.	Watford Leisure Centre – Central - swimming lessons take up	Leisure, Community & Environ'tal Services Chris Fennell	Quarterly	<p>Q2 RESULT: 1,507</p> <p style="text-align: center;">Watford Leisure Centre - swimming lesson take up</p>  <table border="1" data-bbox="842 804 1594 1474"> <thead> <tr> <th>Quarter</th> <th>Swimming Lesson Take Up</th> </tr> </thead> <tbody> <tr> <td>Q2 2019/20</td> <td>1,645</td> </tr> <tr> <td>Q1 2021/22</td> <td>1,239</td> </tr> <tr> <td>Q2 2021/22</td> <td>1,507</td> </tr> </tbody> </table>	Quarter	Swimming Lesson Take Up	Q2 2019/20	1,645	Q1 2021/22	1,239	Q2 2021/22	1,507	<p>No target set at this time</p> <p>Centre reopened in April 2021 following lockdown, with all services fully restarted from July 2021. All areas opened and now seeing a steady growth.</p>
Quarter	Swimming Lesson Take Up												
Q2 2019/20	1,645												
Q1 2021/22	1,239												
Q2 2021/22	1,507												

III. FINANCIAL INDICATORS


	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)								
34.	<p>Value of outstanding invoices <12 months old compared to total raised in a rolling 12 month period</p> <p>A low result is good for this indicator</p>	<p>Revenues & Benefits</p> <p>Jane Walker</p>	Monthly	<p>Q2 RESULT: 1.50%</p> <table border="1"> <caption>Value of outstanding invoices under 12 months</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q4 2020/21</td> <td>0.86%</td> </tr> <tr> <td>Q1 2021/22</td> <td>0.87%</td> </tr> <tr> <td>Q2 2021/22</td> <td>1.50%</td> </tr> </tbody> </table> <p>Target: 3% or less</p>	Quarter	Percentage	Q4 2020/21	0.86%	Q1 2021/22	0.87%	Q2 2021/22	1.50%	<p>Above target: ↑</p> <p>Target: 3% or less</p> <p>The result is still within target, however the value of debt older than 12 months has increased since Q1. The service have allocated 2 officers to focus on this debt in Q3.</p>
Quarter	Percentage												
Q4 2020/21	0.86%												
Q1 2021/22	0.87%												
Q2 2021/22	1.50%												
35.	<p>Value of outstanding invoices over 12 months</p> <p>A low result is good for this indicator</p>	<p>Revenues & Benefits</p> <p>Jane Walker</p>	Monthly	<p>Q2 RESULT: 10.81%</p>	<p>Below target: ↓</p> <p>Target: 10 % or less</p>								

	Indicator	Service area	Reporting frequency	Results 2021/22	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	Q2 RESULT: 0.75%	<p>Below target: </p> <p>Target: 0.48% or less</p> <p>Although we are reporting a result of 0.75% for the cumulative position at the end of Q2, the cases that fall into the subsidy LA error cell for August are currently being checked. We had a number of cases referred the Housing Benefit Data Matching Service, that created very large overpayments. We classified the whole overpayment period as LA error when we believe some of the period should be classified as Claimant error. If this turns out to be the case the % will decrease.</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	Q2 RESULT: 55%	<p>Target for 2021/22: 97%</p> <p>This is a cumulative result. The target above is for the whole year.</p>

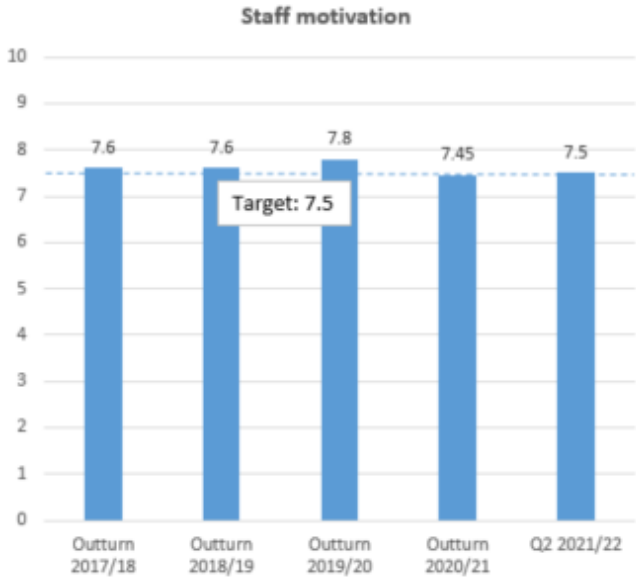

	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)										
				<p style="text-align: center;">Collection rates of council tax</p>  <table border="1" style="margin-left: auto; margin-right: auto;"> <caption>Collection Rates of Council Tax</caption> <thead> <tr> <th>Quarter</th> <th>Collection Rate (%)</th> </tr> </thead> <tbody> <tr> <td>Q2 2019/20</td> <td>55.7%</td> </tr> <tr> <td>Q2 2020/21</td> <td>54%</td> </tr> <tr> <td>Q2 2021/22</td> <td>55%</td> </tr> <tr> <td>Q2 Target</td> <td>55.9%</td> </tr> </tbody> </table>	Quarter	Collection Rate (%)	Q2 2019/20	55.7%	Q2 2020/21	54%	Q2 2021/22	55%	Q2 Target	55.9%	
Quarter	Collection Rate (%)														
Q2 2019/20	55.7%														
Q2 2020/21	54%														
Q2 2021/22	55%														
Q2 Target	55.9%														
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	<p>Q2 RESULT: 47.49%</p>	<p>Below quarterly target: </p> <p>Target for 2021/22: 97%</p> <p>Target for Q2: 50:30%</p> <p>The service is continuing to pursue arrears and have now recommenced enforcement.</p>										


	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)												
				<p style="text-align: center;">Collection rates of NDR</p> <table border="1"> <caption>Collection rates of NDR</caption> <thead> <tr> <th>Quarter</th> <th>Collection Rate</th> </tr> </thead> <tbody> <tr> <td>Q2 2018/19</td> <td>58.5%</td> </tr> <tr> <td>Q2 2019/20</td> <td>56.22%</td> </tr> <tr> <td>Q2 2020/21</td> <td>50.30%</td> </tr> <tr> <td>Q2 2021/22</td> <td>47.49%</td> </tr> <tr> <td>Q2 Target</td> <td>50.30%</td> </tr> </tbody> </table>	Quarter	Collection Rate	Q2 2018/19	58.5%	Q2 2019/20	56.22%	Q2 2020/21	50.30%	Q2 2021/22	47.49%	Q2 Target	50.30%	
Quarter	Collection Rate																
Q2 2018/19	58.5%																
Q2 2019/20	56.22%																
Q2 2020/21	50.30%																
Q2 2021/22	47.49%																
Q2 Target	50.30%																
39.	Creditor payments paid within 30 days A high result is good for this indicator	Finance Hannah Doney	Quarterly	Q2 RESULT: 99.09%	No target set at this time												

IV. STAFF INDICATORS

	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)
40.	<p>Sickness absence (working days lost per employee, rolling 12 month rate)</p> <p>A low result is good for this indicator</p>	<p>Human Resources</p> <p>Terry Baldwin</p>	Monthly	<p>Q2 RESULT: 2.97 days</p>	<p>Above target: </p> <p>TARGET: 5 days</p> <p>Absences have been steadily rising since July, although the result is still exceptionally low. Staff working from home and generally low rates of absence overall is thought to be contributing to this result. See indicator 41 below for a comparison with Q1.</p>
41.	<p>Staff sickness – long term / short term</p> <p>Narrative indicator</p>	<p>Human Resources</p> <p>Terry Baldwin</p>	Monthly	<p>Q2 RESULT:</p> <p>Short term absences – 35 Long term absences – 4</p> <p>Comparison with Quarter 1: Short term absences -23 Long term absences - 1</p> <p>These figures relate to absences started within the relevant quarter.</p>	<p>No target set</p>

	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)														
42.	Staff satisfaction taken from PDRs A high result is good for this indicator	Human Resources Terry Baldwin	Monthly	<p>Q2 RESULT: 7.3</p> <p>Staff satisfaction</p> <table border="1"> <caption>Staff Satisfaction Data</caption> <thead> <tr> <th>Year</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Outturn 2017/18</td> <td>7</td> </tr> <tr> <td>Outturn 2018/19</td> <td>7.4</td> </tr> <tr> <td>Outturn 2019/20</td> <td>7.5</td> </tr> <tr> <td>Outturn 2020/21</td> <td>7.47</td> </tr> <tr> <td>Q2 2021/22</td> <td>7.3</td> </tr> <tr> <td>Target</td> <td>7.5</td> </tr> </tbody> </table>	Year	Score	Outturn 2017/18	7	Outturn 2018/19	7.4	Outturn 2019/20	7.5	Outturn 2020/21	7.47	Q2 2021/22	7.3	Target	7.5	<p>Below 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> <p>A comparison of the last 4 years has been included for this indicator starting with 2017/18, which was the first year this indicator was included.</p> <p>Taking in to account the Covid-19 pandemic, working from home and changes to ways of working, this is a positive result and very close to our target level.</p>
Year	Score																		
Outturn 2017/18	7																		
Outturn 2018/19	7.4																		
Outturn 2019/20	7.5																		
Outturn 2020/21	7.47																		
Q2 2021/22	7.3																		
Target	7.5																		
43.	Staff motivation taken from PDRs A high result is good for this indicator	Human Resources Terry Baldwin	Monthly	<p>Q2 RESULT: 7.5</p>	<p>On target: ↔</p> <p>TARGET: 7.5</p> <p>Taking in to account the Covid-19 pandemic, working from home and changes to ways of working, as with staff satisfaction, this is a positive result and indicates staff are engaged in their work and with Watford as a whole.</p>														



	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)												
				<p style="text-align: center;">Staff motivation</p>  <table border="1" data-bbox="831 161 1464 740"> <thead> <tr> <th>Year</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Outturn 2017/18</td> <td>7.6</td> </tr> <tr> <td>Outturn 2018/19</td> <td>7.6</td> </tr> <tr> <td>Outturn 2019/20</td> <td>7.8</td> </tr> <tr> <td>Outturn 2020/21</td> <td>7.45</td> </tr> <tr> <td>Q2 2021/22</td> <td>7.5</td> </tr> </tbody> </table>	Year	Score	Outturn 2017/18	7.6	Outturn 2018/19	7.6	Outturn 2019/20	7.8	Outturn 2020/21	7.45	Q2 2021/22	7.5	
Year	Score																
Outturn 2017/18	7.6																
Outturn 2018/19	7.6																
Outturn 2019/20	7.8																
Outturn 2020/21	7.45																
Q2 2021/22	7.5																
44.	<p>Return to work interviews carried out on time</p> <p>A high result is good for this indicator</p>	<p>Human Resources</p> <p>Terry Baldwin</p>	Monthly	<p>Q2 RESULT: 75%</p>	<p>Below target: </p> <p>TARGET: 100%</p> <p>The absence data is reviewed quarterly at leadership Board and the results for return to work interviews are discussed with Group Heads of Service. These communications are then cascaded down to other Heads of Service and Managers for action.</p> <p>Some small numbers can skew the figures considerably For example if 2 people require a return to work interview and only 1 is completed on time, the result shows as 50%.</p>												

	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)
45.	PDRs completed on time A high result is good for this indicator	Human Resources Terry Baldwin	Annual	Q2 RESULT: 38.40%	<p>Below target: </p> <p>TARGET: 100%</p> <p>PDR completion rates are reviewed at Leadership Board and discussions held regarding improving the number of completed PDR's. It is acknowledged some front line services have delayed starting their annual appraisals with staff due to Covid and their work supporting the community.</p> <p>While completion rates are low, annual appraisals have been carried out with staff but may be waiting for the final sign off by the employee, following comments from senior management or waiting for the next line manager (i.e. the manager's manager) to sign off the form.</p> <p>There have also been some technical issues with access to the system, which has delayed the sign off of some PDR's. This has been corrected to allow sign off by employees.</p> <p>In addition, the HR service is investigating whether iTrent, the new HR and payroll system, can provide a more streamlined, systems based appraisal process for next year.</p>

	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)												
46.	ICT service: Missed calls to the helpdesk A low result is good for this indicator	ICT Emma Tiernan	Monthly	<p>Q2 RESULT: 3%</p>  <table border="1"> <caption>Missed calls to the helpdesk</caption> <thead> <tr> <th>Period</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q2 2020/2021</td> <td>14%</td> </tr> <tr> <td>Outturn 2020/2021</td> <td>12%</td> </tr> <tr> <td>Q1 2021/2022</td> <td>10%</td> </tr> <tr> <td>Q2 2021/2022</td> <td>3%</td> </tr> <tr> <td>Target</td> <td>8%</td> </tr> </tbody> </table>	Period	Percentage	Q2 2020/2021	14%	Outturn 2020/2021	12%	Q1 2021/2022	10%	Q2 2021/2022	3%	Target	8%	<p>Above target: </p> <p>TARGET: 8%</p> <p>Watford BC / Three Rivers DC – shared result.</p> <p>New service commenced with Littlefish on July 2021. A total of 39 missed telephone calls to the Service Desk, against a total of 750 received. Longest abandoned waiting time was 13 mins experienced in July. The longest wait time in August, by comparison was 6 minutes. Really great response to the new Littlefish LIVE service, where users can chat with an engineer over an instant messenger type interface. W3RICT will be working with Littlefish to increase adoption rates for that channel.</p>
Period	Percentage																
Q2 2020/2021	14%																
Outturn 2020/2021	12%																
Q1 2021/2022	10%																
Q2 2021/2022	3%																
Target	8%																
47.	Customer satisfaction survey Responses where the service has been rated as meeting or exceeding expectations. Narrative indicator	ICT Emma Tiernan	Monthly	<p>Q2 RESULT: 93%</p>  <table border="1"> <caption>Customer Satisfaction</caption> <thead> <tr> <th>Period</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q2 2020/2021</td> <td>90%</td> </tr> <tr> <td>Q1 2021/2022</td> <td>91.30%</td> </tr> <tr> <td>Q2 2021/2022</td> <td>93%</td> </tr> </tbody> </table>	Period	Percentage	Q2 2020/2021	90%	Q1 2021/2022	91.30%	Q2 2021/2022	93%	<p>No target set.</p> <p>There is no contractual target for customer satisfaction. New service commenced with Littlefish on July 2021.</p> <p>A total of 5 responses rated the service as 'poor' over the 2 months recorded, out of 220 surveys responded to. Each of these has been followed up by a member of the Littlefish team or a W3RICT Business Relationship Manager to understand the reason behind the poor response. Continuous Service Improvement (CSIP) with Littlefish will be kicked off in October 2021 and the 'Poor' responses, where relevant, will be fed into the CISP.</p>				
Period	Percentage																
Q2 2020/2021	90%																
Q1 2021/2022	91.30%																
Q2 2021/2022	93%																

	Indicator	Service area	Reporting frequency	Results 2021/22	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>Q2 RESULT: 96%</p> <p>First time fix</p> <table border="1"> <caption>First time fix Data</caption> <thead> <tr> <th>Period</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q2 2020/2021</td> <td>20.0%</td> </tr> <tr> <td>Outturn 2020/2021</td> <td>17.0%</td> </tr> <tr> <td>Q1 2021/2022</td> <td>6.9%</td> </tr> <tr> <td>Q2 2021/2022</td> <td>96.0%</td> </tr> <tr> <td>Target</td> <td>45%</td> </tr> </tbody> </table>	Period	Percentage	Q2 2020/2021	20.0%	Outturn 2020/2021	17.0%	Q1 2021/2022	6.9%	Q2 2021/2022	96.0%	Target	45%	<p>Above target: </p> <p>TARGET: 45%</p> <p>New service commenced with Littlefish on July 2021 Great First Contact Resolution rate response from Littlefish.</p>
Period	Percentage																
Q2 2020/2021	20.0%																
Outturn 2020/2021	17.0%																
Q1 2021/2022	6.9%																
Q2 2021/2022	96.0%																
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>Q2 RESULT: 83%</p> <p>Tickets closed per team</p> <table border="1"> <caption>Tickets closed per team Data</caption> <thead> <tr> <th>Period</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Outturn 2020/2021</td> <td>69%</td> </tr> <tr> <td>Q1 2021/2022</td> <td>60%</td> </tr> <tr> <td>Q2 2021/2022</td> <td>83%</td> </tr> <tr> <td>Target</td> <td>80%</td> </tr> </tbody> </table>	Period	Percentage	Outturn 2020/2021	69%	Q1 2021/2022	60%	Q2 2021/2022	83%	Target	80%	<p>Above target: </p> <p>TARGET: 80%</p> <p>New service commenced with Littlefish on July 2021 Littlefish already exceeding the 80% resolution of the total volume of tickets that are logged with the service desk. We are working to ensure that this is a number that can be met month on month.</p>		
Period	Percentage																
Outturn 2020/2021	69%																
Q1 2021/2022	60%																
Q2 2021/2022	83%																
Target	80%																

	Indicator	Service area	Reporting frequency	Results 2021/22	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>Q2 RESULT: 91%</p> <p>Tickets against service levels</p> <table border="1"> <caption>Tickets against service levels</caption> <thead> <tr> <th>Period</th> <th>Result (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Q2 2020/2021</td> <td>85%</td> <td>95%</td> </tr> <tr> <td>Outturn 2020/2021</td> <td>87%</td> <td>95%</td> </tr> <tr> <td>Q1 2021/2022</td> <td>88.30%</td> <td>95%</td> </tr> <tr> <td>Q2 2021/2022</td> <td>91%</td> <td>95%</td> </tr> </tbody> </table>	Period	Result (%)	Target (%)	Q2 2020/2021	85%	95%	Outturn 2020/2021	87%	95%	Q1 2021/2022	88.30%	95%	Q2 2021/2022	91%	95%	<p>Below target: ↓</p> <p>TARGET: 95%</p> <p>New service commenced with Littlefish on July 2021. Please be aware that currently there is no way of splitting these results between the teams and therefore this figure includes results across the Littlefish and W3R teams.</p> <p>Resolution to P1 and P2 incidents was 100%. The figure impacting this overall score is the resolution of standard service requests within 5 days. For months July through to September, the core hours for recording the service levels are from 6am to 10pm, regardless of whether or not a user is available during those hours. This will be adjusted via a contract change.</p>
Period	Result (%)	Target (%)																		
Q2 2020/2021	85%	95%																		
Outturn 2020/2021	87%	95%																		
Q1 2021/2022	88.30%	95%																		
Q2 2021/2022	91%	95%																		
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>Q2 RESULT: 100%</p>	<p>Above target: ↑</p> <p>TARGET: 99%</p> <p>No internal network issues reported in Q2. This indicator relates to the network within WBC Town Hall and Three Rivers House.</p>															

	Indicator	Service area	Reporting frequency	Results 2021/22	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	Q2 RESULT: 99%	<p>On target: </p> <p>TARGET: 99%</p> <p>New service commenced with Littlefish on July 2021. In July, a total of 4 systems were reported as a P1. All 4 were progressed as a P1, but only 2 of these would be classified as system down and therefore a P1. These were;</p> <ol style="list-style-type: none"> 1. VPN connectivity lost - total downtime recorded of 10 mins. The system was disconnected for approx 300 users, but the system came back on line immediately after. 2. TRDC Academy system was unavailable to users. The system was unavailable from 10:15am through to 13:35.
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	Q2 RESULT: 100%	<p>Above target: </p> <p>TARGET: 99%</p> <p>New service commenced with Littlefish on July 2021. No downtime reported across the wide area network for all sites.</p>