


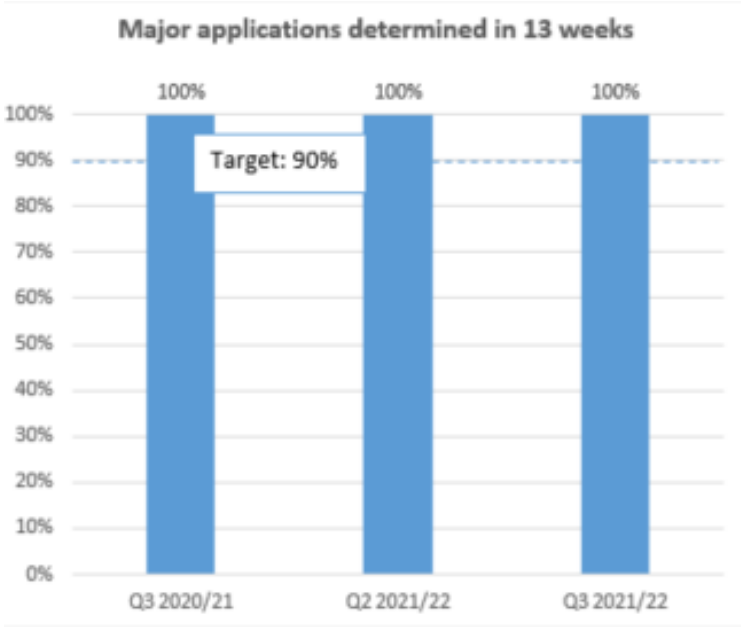



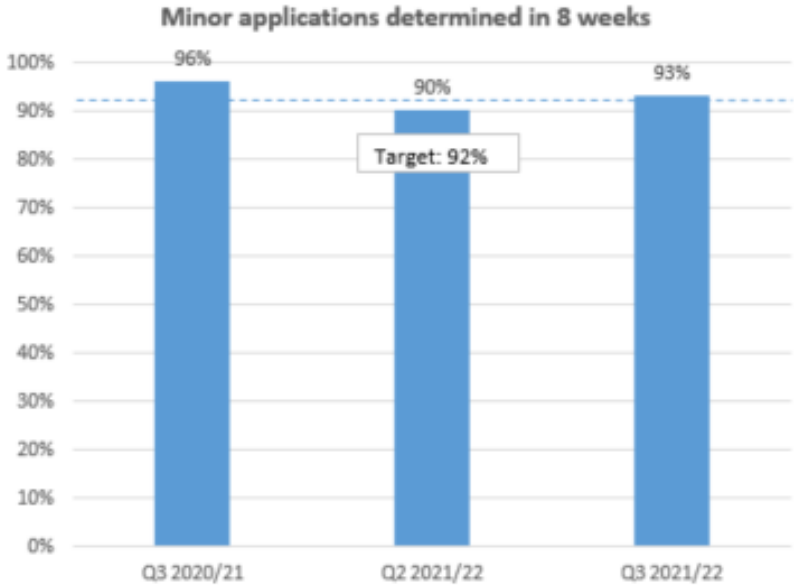
Appendix A: QUARTER 3 KEY PERFORMANCE INDICATORS 2021/22

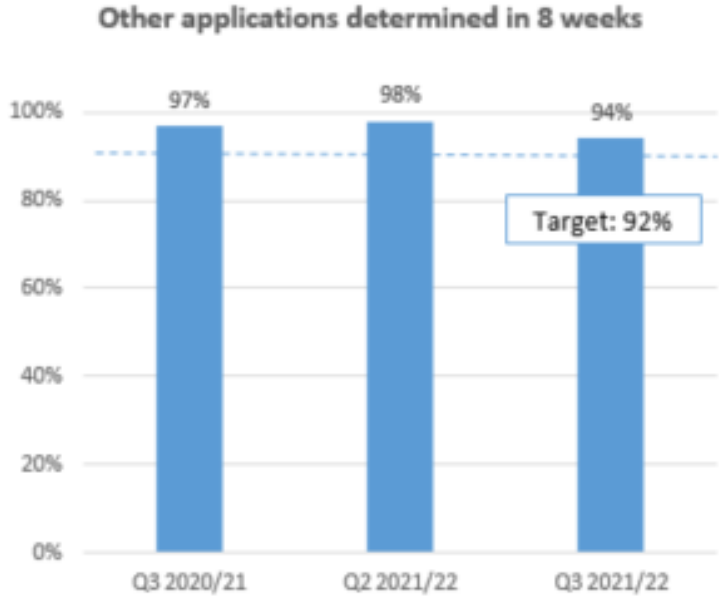

I. CUSTOMER FIRST INDICATORS

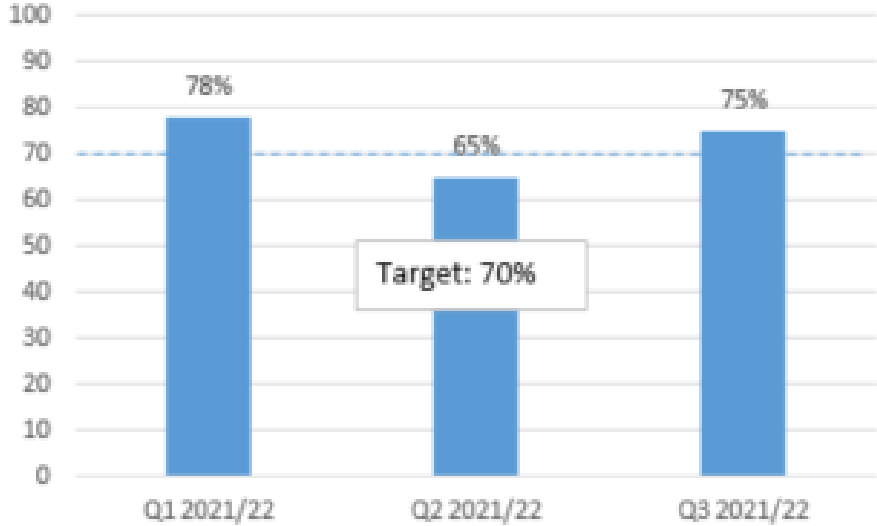
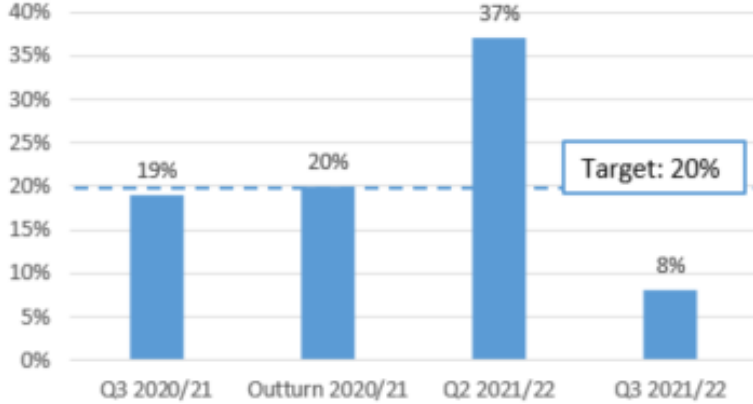

	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)												
REVENUES AND BENEFITS																	
1.	Average time to process housing benefits claims (from date of receipt to date processed) A low result is good for this indicator	Revenues & Benefits Jane Walker	Monthly	<p>Q3 RESULT: 8 days</p> <p style="text-align: center;">Benefit processing: new claims</p>  <table border="1" data-bbox="869 603 1704 1177"> <caption>Benefit processing: new claims - Average time to process (days)</caption> <thead> <tr> <th>Period</th> <th>Average Time (days)</th> </tr> </thead> <tbody> <tr> <td>Q3 2020/21</td> <td>9</td> </tr> <tr> <td>Outturn 2020/21</td> <td>9</td> </tr> <tr> <td>Q2 2021/22</td> <td>9</td> </tr> <tr> <td>Q3 2021/22</td> <td>8</td> </tr> <tr> <td>Target</td> <td>7</td> </tr> </tbody> </table>	Period	Average Time (days)	Q3 2020/21	9	Outturn 2020/21	9	Q2 2021/22	9	Q3 2021/22	8	Target	7	<p>Outside target: </p> <p>TARGET: 7 days</p> <p>This is a cumulative result taking in to account performance for all quarters. Performance has improved over the past 4 months and the year to date position has improved by one day since the end of quarter 2.</p> <p>The month by month results are as follows: Apr - 9 days May – 11 days Jun - 8 days Jul – 10 days Aug – 11 days Sep – 7 days Oct – 7 days Nov – 6 days Dec – 4 days</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)																
Q3 2020/21	9																
Outturn 2020/21	9																
Q2 2021/22	9																
Q3 2021/22	8																
Target	7																

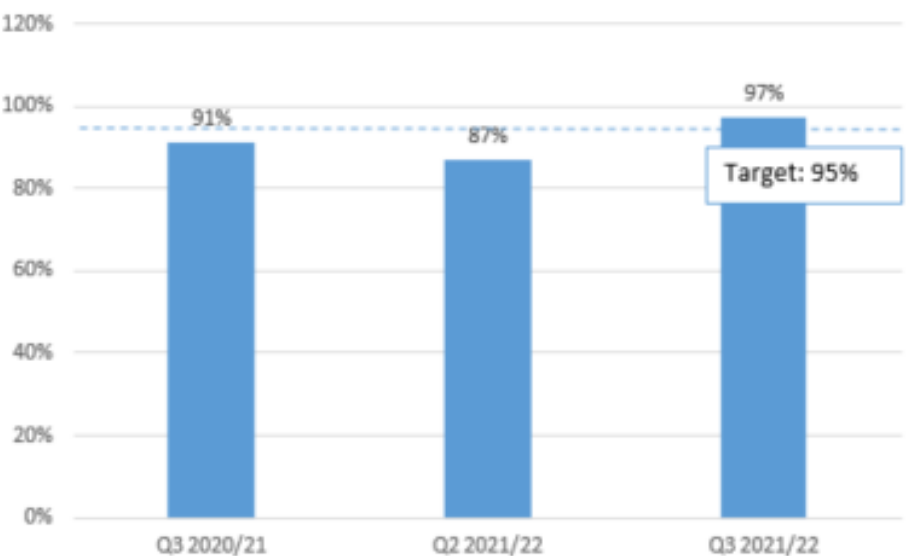

	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)												
2.	<p>Average time to process change of circumstances (from date of receipt to date processed)</p> <p>A low result is good for this indicator</p>	<p>Revenues & Benefits</p> <p>Jane Walker</p>	<p>Monthly</p>	<p>Q3 RESULT: 8 days</p>  <table border="1"> <caption>Benefit processing: change of circumstances</caption> <thead> <tr> <th>Quarter</th> <th>Average Time (Days)</th> </tr> </thead> <tbody> <tr> <td>Q3 2020/21</td> <td>4</td> </tr> <tr> <td>Outturn 2020/21</td> <td>3</td> </tr> <tr> <td>Q2 2021/22</td> <td>10</td> </tr> <tr> <td>Q3 2021/22</td> <td>8</td> </tr> <tr> <td>Target</td> <td>6</td> </tr> </tbody> </table>	Quarter	Average Time (Days)	Q3 2020/21	4	Outturn 2020/21	3	Q2 2021/22	10	Q3 2021/22	8	Target	6	<p>Outside target: ↓</p> <p>TARGET: 6 days</p> <p>This is a cumulative result taking in to account performance for all quarters. As with the speed of new claims performance, the speed of processing changes has improved compared to the first two quarters. Performance has been at or better than target for the last 6 months. The month by month results are as follows:</p> <ul style="list-style-type: none"> Apr - 9 days May - 16 days Jun 13 - days Jul - 6 days Aug - 6 days Sep - 5 days Oct - 3 days Nov - 3 days Dec - 5 days <p>Please note this does not include claims for Council Tax Support only changes.</p>
Quarter	Average Time (Days)																
Q3 2020/21	4																
Outturn 2020/21	3																
Q2 2021/22	10																
Q3 2021/22	8																
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>Q3 RESULT: 100%</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>Q3 2020/21</td> <td>100%</td> </tr> <tr> <td>Q2 2021/22</td> <td>100%</td> </tr> <tr> <td>Q3 2021/22</td> <td>100%</td> </tr> <tr> <td>Target</td> <td>90%</td> </tr> </tbody> </table>	Quarter	Result (%)	Q3 2020/21	100%	Q2 2021/22	100%	Q3 2021/22	100%	Target	90%	<p>Better than target: </p> <p>TARGET: 90%</p> <p>There were 3 applications in this category during Q3. All applications were determined within 13 weeks or within an agreed extension of time.</p>
Quarter	Result (%)														
Q3 2020/21	100%														
Q2 2021/22	100%														
Q3 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>Q3 RESULT: 93%</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>Q3 2020/21</td> <td>96%</td> </tr> <tr> <td>Q2 2021/22</td> <td>90%</td> </tr> <tr> <td>Q3 2021/22</td> <td>93%</td> </tr> <tr> <td>Target</td> <td>92%</td> </tr> </tbody> </table>	Quarter	Percentage	Q3 2020/21	96%	Q2 2021/22	90%	Q3 2021/22	93%	Target	92%	<p>Better than target: ↑</p> <p>TARGET: 92%</p> <p>There were 44 applications in this category during Q3, with 41 determined within 8 weeks or with an agreed extension of time and 3 outside the target.</p>
Quarter	Percentage														
Q3 2020/21	96%														
Q2 2021/22	90%														
Q3 2021/22	93%														
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>Q3 RESULT: 94%</p>	<p>Better than target: ↑</p> <p>TARGET: 92%</p> <p>There were 134 applications in this category during Q3, with 126 determined within 8 weeks or with an agreed extension of time and 8 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;"> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q3 2020/21</td> <td>97%</td> </tr> <tr> <td>Q2 2021/22</td> <td>98%</td> </tr> <tr> <td>Q3 2021/22</td> <td>94%</td> </tr> <tr> <td>Target</td> <td>92%</td> </tr> </tbody> </table>	Quarter	Percentage	Q3 2020/21	97%	Q2 2021/22	98%	Q3 2021/22	94%	Target	92%	
Quarter	Percentage														
Q3 2020/21	97%														
Q2 2021/22	98%														
Q3 2021/22	94%														
Target	92%														
CUSTOMER SERVICES															
6.	<p>CSC - Channel mix (% transactions that customers self-serve)</p> <p>Narrative indicator whilst baseline being developed</p>	<p>Customer Services</p> <p>Danielle Negrello</p>	Quarterly	<p>Q3 RESULT: 75%*</p> <p>* for those processes for which data is currently available, which are those that have been digitised on the Firmstep platform.</p>	<p>Better than target: </p> <p>TARGET 70%</p> <p>Majority of customer contact was related to Garden Waste sign ups, followed by reporting street cleansing or a parks issues.</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>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q1 2021/22</td> <td>78%</td> </tr> <tr> <td>Q2 2021/22</td> <td>65%</td> </tr> <tr> <td>Q3 2021/22</td> <td>75%</td> </tr> <tr> <td>Target</td> <td>70%</td> </tr> </tbody> </table>	Quarter	Percentage	Q1 2021/22	78%	Q2 2021/22	65%	Q3 2021/22	75%	Target	70%			
Quarter	Percentage																
Q1 2021/22	78%																
Q2 2021/22	65%																
Q3 2021/22	75%																
Target	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>Q3 RESULT: 8%</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>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q3 2020/21</td> <td>19%</td> </tr> <tr> <td>Outturn 2020/21</td> <td>20%</td> </tr> <tr> <td>Q2 2021/22</td> <td>37%</td> </tr> <tr> <td>Q3 2021/22</td> <td>8%</td> </tr> <tr> <td>Target</td> <td>20%</td> </tr> </tbody> </table>	Quarter	Percentage	Q3 2020/21	19%	Outturn 2020/21	20%	Q2 2021/22	37%	Q3 2021/22	8%	Target	20%	<p>Better than target: </p> <p>TARGET: 20%</p>
Quarter	Percentage																
Q3 2020/21	19%																
Outturn 2020/21	20%																
Q2 2021/22	37%																
Q3 2021/22	8%																
Target	20%																

	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)										
8.	CSC service levels: Percentage of all calls answered A high result is good for this indicator	Customer Services Danielle Negrello	Monthly	<p>Q3 RESULT: 97%</p> <p style="text-align: center;">% of calls answered:</p>  <table border="1" data-bbox="840 319 1747 877"> <caption>% of calls answered</caption> <thead> <tr> <th>Quarter</th> <th>% of calls answered</th> </tr> </thead> <tbody> <tr> <td>Q3 2020/21</td> <td>91%</td> </tr> <tr> <td>Q2 2021/22</td> <td>87%</td> </tr> <tr> <td>Q3 2021/22</td> <td>97%</td> </tr> <tr> <td>Target</td> <td>95%</td> </tr> </tbody> </table>	Quarter	% of calls answered	Q3 2020/21	91%	Q2 2021/22	87%	Q3 2021/22	97%	Target	95%	<p>Better than target: </p> <p>TARGET: 95%</p>
Quarter	% of calls answered														
Q3 2020/21	91%														
Q2 2021/22	87%														
Q3 2021/22	97%														
Target	95%														

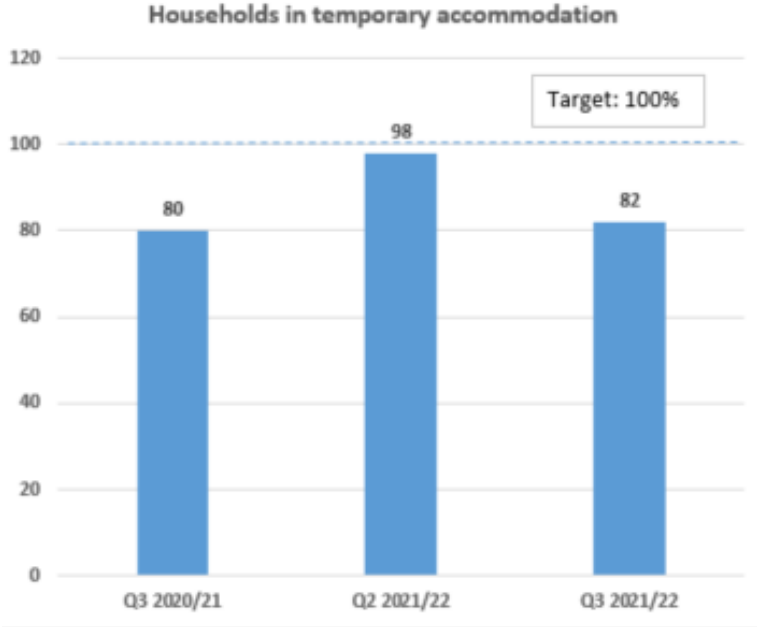

	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)										
9.	CSC service levels: FOI's responded to within 20 working days A high result is good for this indicator	Customer Services Danielle Negrello	Quarterly	<p>Q3 RESULT: 92%</p> <table border="1"> <caption>FOI response within 20 working days</caption> <thead> <tr> <th>Quarter</th> <th>Response Rate (%)</th> </tr> </thead> <tbody> <tr> <td>Q3 2020/21</td> <td>83%</td> </tr> <tr> <td>Q2 2021/22</td> <td>82%</td> </tr> <tr> <td>Q3 2021/22</td> <td>92%</td> </tr> <tr> <td>Target</td> <td>100%</td> </tr> </tbody> </table>	Quarter	Response Rate (%)	Q3 2020/21	83%	Q2 2021/22	82%	Q3 2021/22	92%	Target	100%	<p>Outside target: </p> <p>TARGET: 100%</p> <p>179 FOIs were received in Q3, of which 12 were responded to late.</p> <p>The service are now using the new dashboard on the corporate business intelligence platform to track FOI requests, and this, along with the use of Firmstep, has contributed to improving this score.</p>
Quarter	Response Rate (%)														
Q3 2020/21	83%														
Q2 2021/22	82%														
Q3 2021/22	92%														
Target	100%														

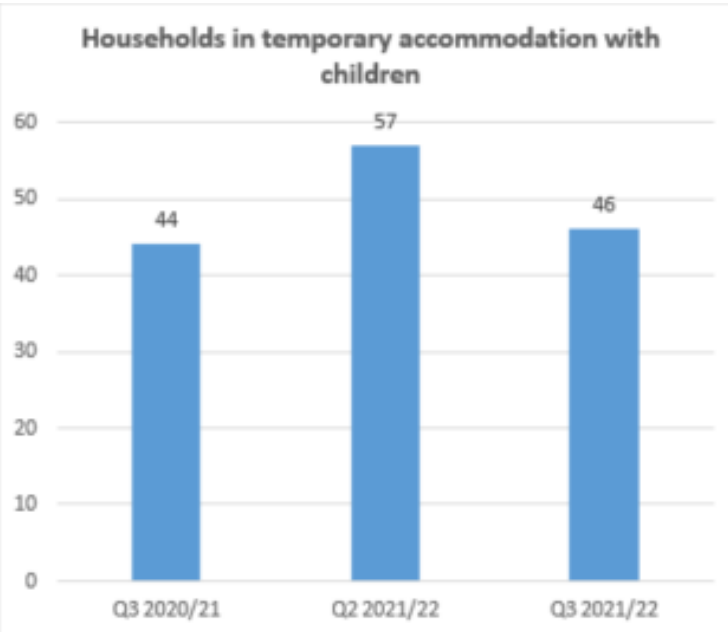
II. QUALITY OF LIFE INDICATORS

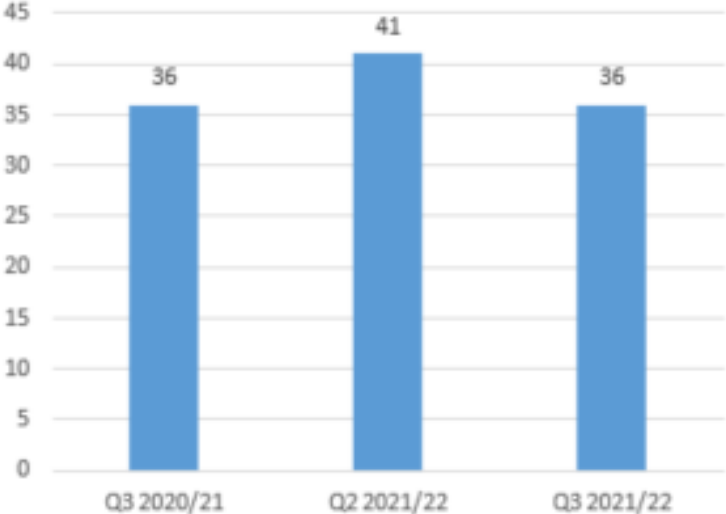
	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)
	HOUSING:				

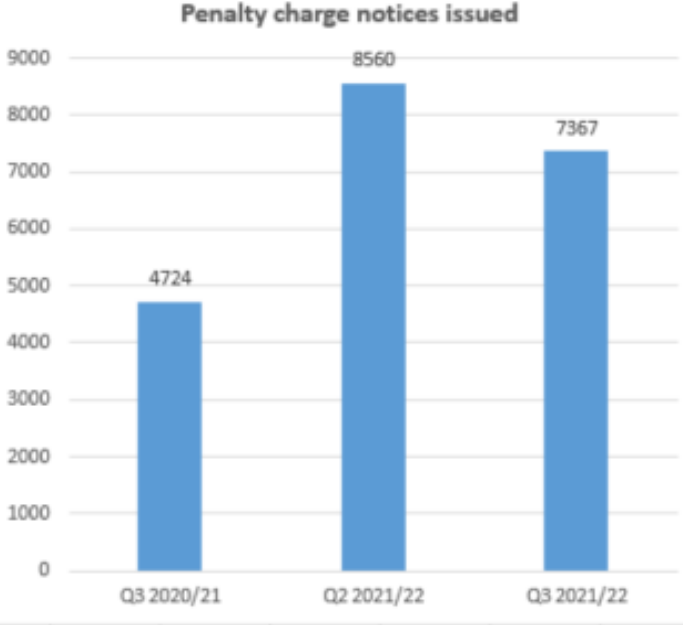
	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)								
10.	Affordable homes completions, including social / affordable rent, affordable sales and starter homes. <i>(Starter homes do not contribute to reduction in homeless households on the waiting list or in temporary accom.)</i> A high result is good for this indicator	Housing Ayaz Maqsood	Biannually	This is reported at the end of Quarter 2 and at the end of the year.									
11.	Number of statutory homeless A low result is good for this indicator	Housing Ayaz Maqsood	Quarterly	<p>Q3 RESULT: 8</p> <p>Number of statutory homeless</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>Q3 2020/21</td> <td>10</td> </tr> <tr> <td>Q2 2021/22</td> <td>8</td> </tr> <tr> <td>Q3 2021/22</td> <td>8</td> </tr> </tbody> </table>	Quarter	Number of statutory homeless	Q3 2020/21	10	Q2 2021/22	8	Q3 2021/22	8	<p>No target set</p> <p>In Q3 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												
Q3 2020/21	10												
Q2 2021/22	8												
Q3 2021/22	8												

	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)																														
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" data-bbox="831 261 1827 1214"> <thead> <tr> <th data-bbox="831 261 1588 347">Reason for loss of last settled home</th> <th data-bbox="1588 261 1827 347">Result Q3 2021/22</th> </tr> </thead> <tbody> <tr> <td data-bbox="831 347 1588 480">Family no longer willing or able to accommodate</td> <td data-bbox="1588 347 1827 480">2</td> </tr> <tr> <td data-bbox="831 480 1588 566">End of private rented tenancy - assured shorthold tenancy</td> <td data-bbox="1588 480 1827 566">1</td> </tr> <tr> <td data-bbox="831 566 1588 608">Other</td> <td data-bbox="1588 566 1827 608">0</td> </tr> <tr> <td data-bbox="831 608 1588 655">End of social rented tenancy</td> <td data-bbox="1588 608 1827 655">0</td> </tr> <tr> <td data-bbox="831 655 1588 703">Eviction from support housing</td> <td data-bbox="1588 655 1827 703">0</td> </tr> <tr> <td data-bbox="831 703 1588 751">Relationship with partner ended (non-violent breakdown)</td> <td data-bbox="1588 703 1827 751">0</td> </tr> <tr> <td data-bbox="831 751 1588 799">Domestic abuse</td> <td data-bbox="1588 751 1827 799">2</td> </tr> <tr> <td data-bbox="831 799 1588 847">End of private rented tenancy - not assured shorthold tenancy</td> <td data-bbox="1588 799 1827 847">1</td> </tr> <tr> <td data-bbox="831 847 1588 895">Property disrepair</td> <td data-bbox="1588 847 1827 895">0</td> </tr> <tr> <td data-bbox="831 895 1588 943">Friends no longer willing or able to accommodate</td> <td data-bbox="1588 895 1827 943">0</td> </tr> <tr> <td data-bbox="831 943 1588 991">Fire, flood or other emergency</td> <td data-bbox="1588 943 1827 991">0</td> </tr> <tr> <td data-bbox="831 991 1588 1038">Departure from institution: Custody</td> <td data-bbox="1588 991 1827 1038">1</td> </tr> <tr> <td data-bbox="831 1038 1588 1086">Home no longer suitable due to disability/ill health</td> <td data-bbox="1588 1038 1827 1086">1</td> </tr> <tr> <td data-bbox="831 1086 1588 1214">Total</td> <td data-bbox="1588 1086 1827 1214">8</td> </tr> </tbody> </table>	Reason for loss of last settled home	Result Q3 2021/22	Family no longer willing or able to accommodate	2	End of private rented tenancy - assured shorthold tenancy	1	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	0	Departure from institution: Custody	1	Home no longer suitable due to disability/ill health	1	Total	8	
Reason for loss of last settled home	Result Q3 2021/22																																		
Family no longer willing or able to accommodate	2																																		
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End of social rented tenancy	0																																		
Eviction from support housing	0																																		
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Fire, flood or other emergency	0																																		
Departure from institution: Custody	1																																		
Home no longer suitable due to disability/ill health	1																																		
Total	8																																		

	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)								
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	<p>Q3 RESULT: 82</p>  <p>The chart displays the number of households in temporary accommodation over three quarters. The y-axis ranges from 0 to 120. A dashed blue line indicates a target of 100%. The bars show 80 households in Q3 2020/21, 98 in Q2 2021/22, and 82 in Q3 2021/22.</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Households</th> </tr> </thead> <tbody> <tr> <td>Q3 2020/21</td> <td>80</td> </tr> <tr> <td>Q2 2021/22</td> <td>98</td> </tr> <tr> <td>Q3 2021/22</td> <td>82</td> </tr> </tbody> </table>	Quarter	Households	Q3 2020/21	80	Q2 2021/22	98	Q3 2021/22	82	<p>Better than target: </p> <p>TARGET: 100</p>
Quarter	Households												
Q3 2020/21	80												
Q2 2021/22	98												
Q3 2021/22	82												

	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)								
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	Q3 RESULT: 46  <table border="1"> <caption>Households in temporary accommodation with children</caption> <thead> <tr> <th>Quarter</th> <th>Number of Households</th> </tr> </thead> <tbody> <tr> <td>Q3 2020/21</td> <td>44</td> </tr> <tr> <td>Q2 2021/22</td> <td>57</td> </tr> <tr> <td>Q3 2021/22</td> <td>46</td> </tr> </tbody> </table>	Quarter	Number of Households	Q3 2020/21	44	Q2 2021/22	57	Q3 2021/22	46	No target set
Quarter	Number of Households												
Q3 2020/21	44												
Q2 2021/22	57												
Q3 2021/22	46												
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	Q3 RESULT: 36	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" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Quarter</th> <th>Number of Households</th> </tr> </thead> <tbody> <tr> <td>Q3 2020/21</td> <td>36</td> </tr> <tr> <td>Q2 2021/22</td> <td>41</td> </tr> <tr> <td>Q3 2021/22</td> <td>36</td> </tr> </tbody> </table>	Quarter	Number of Households	Q3 2020/21	36	Q2 2021/22	41	Q3 2021/22	36	
Quarter	Number of Households												
Q3 2020/21	36												
Q2 2021/22	41												
Q3 2021/22	36												
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</p> <p>Ayaz Maqsood</p>	Annual	<p>ANNUAL RESULT NOVEMBER 2021: 6</p>	<p>TARGET: 5</p> <p>The annual rough sleeper count for 2021 took place in the third week of November.</p> <p>The number of rough sleepers found in Watford was 6.</p>								
	PARKING:												

	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)								
17.	Penalty Charge Notices issued	Parking Justin Bloomfield	Quarterly	<p>Q3 RESULT: 7,367</p>  <table border="1"> <caption>Penalty charge notices issued</caption> <thead> <tr> <th>Quarter</th> <th>Number of Notices</th> </tr> </thead> <tbody> <tr> <td>Q3 2020/21</td> <td>4724</td> </tr> <tr> <td>Q2 2021/22</td> <td>8560</td> </tr> <tr> <td>Q3 2021/22</td> <td>7367</td> </tr> </tbody> </table>	Quarter	Number of Notices	Q3 2020/21	4724	Q2 2021/22	8560	Q3 2021/22	7367	<p>No target is set for penalty charge notices in line with national guidelines.</p> <p>There was a slight fall in issue numbers in December. Reduced enforcement hours/days over the Christmas period also contributed to the result.</p>
Quarter	Number of Notices												
Q3 2020/21	4724												
Q2 2021/22	8560												
Q3 2021/22	7367												
18.	Tribunal appeals (won/lost/not contested)	Parking Justin Bloomfield	Quarterly	<p>Q3 RESULT:</p> <p>Tribunal appeals – won / lost / not contested</p> <table border="1"> <tbody> <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> </tbody> </table>	Won	1	Lost	0	Not contested	0	<p>No target</p>		
Won	1												
Lost	0												
Not contested	0												

	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)
19.	Reasons for appeals lost (narrative measure)	Parking Justin Bloomfield	Quarterly	Not applicable for quarter 3 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>Q3 RESULT: 79.76kg</p> <table border="1"> <caption>Waste collected per household (kg)</caption> <thead> <tr> <th>Quarter</th> <th>Waste collected (kg)</th> </tr> </thead> <tbody> <tr> <td>Q3 2020/21</td> <td>81.01</td> </tr> <tr> <td>Q2 2021/22</td> <td>82.46</td> </tr> <tr> <td>Q3 2021/22</td> <td>79.76</td> </tr> <tr> <td>Quarterly target</td> <td>112.5</td> </tr> </tbody> </table>	Quarter	Waste collected (kg)	Q3 2020/21	81.01	Q2 2021/22	82.46	Q3 2021/22	79.76	Quarterly target	112.5	<p>Better than target: </p> <p>TARGET per quarter: 112.5 kg</p> <p>ANNUAL TARGET2: 450 kg</p>
Quarter	Waste collected (kg)														
Q3 2020/21	81.01														
Q2 2021/22	82.46														
Q3 2021/22	79.76														
Quarterly target	112.5														
21.	Waste recycled and composted A high result is good for this indicator	Leisure, Community & Environ'tal Services Chris Fennell	Quarterly	<p>Q3 RESULT: 52.56%</p> <table border="1"> <caption>Waste recycled and composted</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q3 2020/21</td> <td>54.15%</td> </tr> <tr> <td>Q2 2021/22</td> <td>56.21%</td> </tr> <tr> <td>Q3 2021/22</td> <td>52.56%</td> </tr> <tr> <td>Target</td> <td>46%</td> </tr> </tbody> </table>	Quarter	Percentage	Q3 2020/21	54.15%	Q2 2021/22	56.21%	Q3 2021/22	52.56%	Target	46%	<p>Better than target </p> <p>TARGET: 46%</p> <p>Q3 result is lower than last quarter however still well within target. This is due to the seasonal impact of collecting less garden waste tonnage during the winter months (Oct – Dec).</p>
Quarter	Percentage														
Q3 2020/21	54.15%														
Q2 2021/22	56.21%														
Q3 2021/22	52.56%														
Target	46%														

	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)										
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>Q3 RESULT: 53.02%</p> <p>Waste recycled and composted (contractual target)</p> <table border="1"> <caption>Waste recycled and composted (contractual target)</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q3 2020/21</td> <td>55.81%</td> </tr> <tr> <td>Q2 2021/22</td> <td>56.59%</td> </tr> <tr> <td>Q3 2021/22</td> <td>53.02%</td> </tr> <tr> <td>Target</td> <td>47.5%</td> </tr> </tbody> </table>	Quarter	Percentage	Q3 2020/21	55.81%	Q2 2021/22	56.59%	Q3 2021/22	53.02%	Target	47.5%	<p>Better than target: </p> <p>TARGET: 47.5%</p>
Quarter	Percentage														
Q3 2020/21	55.81%														
Q2 2021/22	56.59%														
Q3 2021/22	53.02%														
Target	47.5%														
23.	<p>Levels of Litter: 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>Q3 RESULT: 6.15%</p> <p>Street cleanliness: levels of litter</p> <table border="1"> <caption>Street cleanliness: levels of litter</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q3 2020/21</td> <td>4.17%</td> </tr> <tr> <td>Q2 2021/22</td> <td>4.37%</td> </tr> <tr> <td>Q3 2021/22</td> <td>6.15%</td> </tr> <tr> <td>Target</td> <td>4.46%</td> </tr> </tbody> </table>	Quarter	Percentage	Q3 2020/21	4.17%	Q2 2021/22	4.37%	Q3 2021/22	6.15%	Target	4.46%	<p>Outside target: </p> <p>TARGET: 4.46%</p> <p>The litter score has increased from 4.17% this time last year to 6.15% this year. Performance gains in Other Retail and Commercial areas were offset by levels in Industry and Warehousing and Main Road areas. Again this result can be attributed to wider service requirements to support other contract services, but also more people working from home using local amenities and increased footfall.</p>
Quarter	Percentage														
Q3 2020/21	4.17%														
Q2 2021/22	4.37%														
Q3 2021/22	6.15%														
Target	4.46%														

	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)										
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>Q3 RESULT: 6.10%</p> <p>Street cleanliness: levels of detritus</p> <table border="1"> <caption>Street cleanliness: levels of detritus</caption> <thead> <tr> <th>Quarter</th> <th>Result (%)</th> </tr> </thead> <tbody> <tr> <td>Q3 2020/21</td> <td>5.63%</td> </tr> <tr> <td>Q2 2021/22</td> <td>4.77%</td> </tr> <tr> <td>Q3 2021/22</td> <td>6.10%</td> </tr> <tr> <td>Target</td> <td>5.48%</td> </tr> </tbody> </table>	Quarter	Result (%)	Q3 2020/21	5.63%	Q2 2021/22	4.77%	Q3 2021/22	6.10%	Target	5.48%	<p>Outside target: ↓</p> <p>TARGET: 5.48%</p> <p>The detritus score has slightly increased from 5.63% this time last year to 6.10% this year. Performance gains in Other Retail and Commercial and Housing areas have been offset by levels in Industry and Warehousing, Main Roads and Recreational areas. Although good progress with the autumn leaf clearance had been made by early December, this result can be attributed to a combination of factors, such as a later than normal leaf fall, weather conditions and wider service requirements, due to the national driver shortage and Covid absence.</p>
Quarter	Result (%)														
Q3 2020/21	5.63%														
Q2 2021/22	4.77%														
Q3 2021/22	6.10%														
Target	5.48%														
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>Q3 RESULT: 2.18%</p> <p>Street cleanliness: levels of graffiti</p> <table border="1"> <caption>Street cleanliness: levels of graffiti</caption> <thead> <tr> <th>Quarter</th> <th>Result (%)</th> </tr> </thead> <tbody> <tr> <td>Q3 2020/21</td> <td>3.37%</td> </tr> <tr> <td>Q2 2021/22</td> <td>1.98%</td> </tr> <tr> <td>Q3 2021/22</td> <td>2.18%</td> </tr> <tr> <td>Target</td> <td>3.71%</td> </tr> </tbody> </table>	Quarter	Result (%)	Q3 2020/21	3.37%	Q2 2021/22	1.98%	Q3 2021/22	2.18%	Target	3.71%	<p>Better than target: ↑</p> <p>TARGET: 3.71%</p> <p>The graffiti score has decreased from 3.37% this time last year to 2.18% this year. This improvement is largely down to significant performance gain in Other Highway and Main Road areas. Graffiti hot spots within Main Retail and Commercial, Other Retail and Commercial and Recreational Areas will be targeted to ensure the score remains within target.</p>
Quarter	Result (%)														
Q3 2020/21	3.37%														
Q2 2021/22	1.98%														
Q3 2021/22	2.18%														
Target	3.71%														

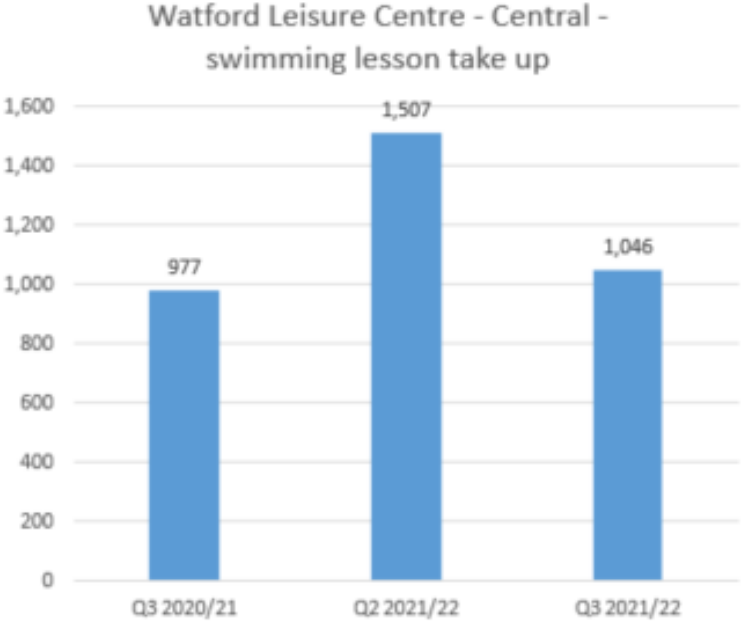
	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)										
26.	<p>Levels of Fly Posting: Improved street and environmental cleanliness</p> <p>A low result is good for this indicator</p>	<p>Leisure, Community & Environ'tal Services</p> <p>Chris Fennell</p>	Quarterly	<p>Q3 RESULT: 1.59%</p> <table border="1"> <caption>Street cleanliness: levels of fly posting</caption> <thead> <tr> <th>Quarter</th> <th>Level of Fly Posting (%)</th> </tr> </thead> <tbody> <tr> <td>Q3 2020/21</td> <td>1.19%</td> </tr> <tr> <td>Q2 2021/22</td> <td>1.39%</td> </tr> <tr> <td>Q3 2021/22</td> <td>1.59%</td> </tr> <tr> <td>Target</td> <td>0.36%</td> </tr> </tbody> </table>	Quarter	Level of Fly Posting (%)	Q3 2020/21	1.19%	Q2 2021/22	1.39%	Q3 2021/22	1.59%	Target	0.36%	<p>Outside target: </p> <p>TARGET: 0.36%</p> <p>The fly posting score has increased from 1.19% this time last year to 1.59% this year. This is mainly due to a spate of estate agent boards attached to highway infrastructure within Main Road and Housing areas. Efforts to spot and remove these boards will be stepped up in time for the next survey. Joint action with Planning Enforcement can help to deter agents from erecting boards on highway land, however prosecutions in the past haven't always resulted in a change in behaviour from Estate Agents. Remnant bunting left behind on lamp columns and street furniture in the town centre also contributed to the overall performance loss.</p>
Quarter	Level of Fly Posting (%)														
Q3 2020/21	1.19%														
Q2 2021/22	1.39%														
Q3 2021/22	1.59%														
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 Stacey</p>	Annual	<p>Q3 RESULT: 17</p>	<p>TARGET for 2021/22: 16</p> <p>In October 2021, results were announced and we were successful in achieving Green Flag Awards for 5 new sites in addition to our existing 12 sites. These additional sites are Garston Park, Oxhey Activity Park, King George V Playing Fields, Lea Farm Recreation Ground and Watford Heath/Oxhey Grange Playing Fields (the latter is a combined award across 2 sites). We now have a total</p>										

	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)								
					of 17 Green Flag parks, which exceeds our target of 16.								
28.	Throughput of Watford Leisure Centre: Woodside A high result is good for this indicator	Leisure, Community & Environ'tal Services Chris Fennell	Quarterly	<p>Q3 RESULT: 104,249</p> <table border="1"> <caption>Throughput Watford Leisure Centre - Woodside</caption> <thead> <tr> <th>Quarter</th> <th>Throughput</th> </tr> </thead> <tbody> <tr> <td>Q3 2020/21</td> <td>73,544</td> </tr> <tr> <td>Q2 2021/22</td> <td>131,963</td> </tr> <tr> <td>Q3 2021/22</td> <td>104,249</td> </tr> </tbody> </table>	Quarter	Throughput	Q3 2020/21	73,544	Q2 2021/22	131,963	Q3 2021/22	104,249	<p>No target set at this time</p> <p>Throughput has dropped compared with Q2. This is a usual trend due to the winter and also taking into account the new Omicron variant. Customers are continuing to be cautious at this time.</p>
Quarter	Throughput												
Q3 2020/21	73,544												
Q2 2021/22	131,963												
Q3 2021/22	104,249												
29.	Membership of Watford Leisure Centre: Woodside A high result is good for this indicator	Leisure, Community & Environ'tal Services Chris Fennell	Quarterly	<p>Q3 RESULT: 3,992</p>	<p>No target set at this time</p> <p>Still recovering from the pandemic, it is expected figures will move slightly up & down. Discussions are taking place with community/BME/working groups who are interested in swimming. Hoping to increase membership and offer new customers options to try the facilities.</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="831 161 1608 751"> <thead> <tr> <th>Quarter</th> <th>Membership</th> </tr> </thead> <tbody> <tr> <td>Q3 2020/21</td> <td>2,882</td> </tr> <tr> <td>Q2 2021/22</td> <td>4,119</td> </tr> <tr> <td>Q3 2021/22</td> <td>3,992</td> </tr> </tbody> </table>	Quarter	Membership	Q3 2020/21	2,882	Q2 2021/22	4,119	Q3 2021/22	3,992	
Quarter	Membership												
Q3 2020/21	2,882												
Q2 2021/22	4,119												
Q3 2021/22	3,992												
30.	Watford Leisure Centre - Woodside - swimming lessons take up	Leisure, Community & Environ'tal Services Chris Fennell	Quarterly	Q3 RESULT: 1,981	<p>No target set at this time</p> <p>A dip in attendance is predicted over the winter months, however numbers are looking positive as we move forward and government guidelines lift.</p>								


	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)								
				<p style="text-align: center;">Swimming Lessons take up - Woodside</p>  <table border="1" data-bbox="846 159 1590 845"> <thead> <tr> <th>Quarter</th> <th>Take up</th> </tr> </thead> <tbody> <tr> <td>Q3 2020/21</td> <td>1,564</td> </tr> <tr> <td>Q2 2021/22</td> <td>2,022</td> </tr> <tr> <td>Q3 2021/22</td> <td>1,981</td> </tr> </tbody> </table>	Quarter	Take up	Q3 2020/21	1,564	Q2 2021/22	2,022	Q3 2021/22	1,981	
Quarter	Take up												
Q3 2020/21	1,564												
Q2 2021/22	2,022												
Q3 2021/22	1,981												
31.	Throughput of Watford Leisure Centre: Central A high result is good for this indicator	Leisure, Community & Environ'tal Services Chris Fennell	Quarterly	Q3 RESULT: 59,512	No target set at this time Throughput has dropped compared with Q2. This is a usual trend due to the winter and also taking into account the new Omicron variant. Customers are continuing to be cautious at this time.								

	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)								
				<p style="text-align: center;">Throughput - Watford Leisure Centre Central</p>  <table border="1" data-bbox="853 161 1583 724"> <thead> <tr> <th>Quarter</th> <th>Throughput</th> </tr> </thead> <tbody> <tr> <td>Q3 2020/21</td> <td>41,553</td> </tr> <tr> <td>Q2 2021/22</td> <td>95,067</td> </tr> <tr> <td>Q3 2021/22</td> <td>59,512</td> </tr> </tbody> </table>	Quarter	Throughput	Q3 2020/21	41,553	Q2 2021/22	95,067	Q3 2021/22	59,512	
Quarter	Throughput												
Q3 2020/21	41,553												
Q2 2021/22	95,067												
Q3 2021/22	59,512												
32.	<p>Membership of Watford Leisure Centre: Central</p> <p>A high result is good for this indicator</p>	<p>Leisure, Community & Environ'tal Services</p> <p>Chris Fennell</p>	Quarterly	<p>Q3 RESULT: 2,548</p>  <table border="1" data-bbox="853 903 1583 1469"> <thead> <tr> <th>Quarter</th> <th>Membership</th> </tr> </thead> <tbody> <tr> <td>Q3 2020/21</td> <td>1,633</td> </tr> <tr> <td>Q2 2021/22</td> <td>2,764</td> </tr> <tr> <td>Q3 2021/22</td> <td>2,548</td> </tr> </tbody> </table>	Quarter	Membership	Q3 2020/21	1,633	Q2 2021/22	2,764	Q3 2021/22	2,548	<p>No target set at this time</p> <p>Still recovering from the pandemic, it is expected figures will move slightly up & down. Discussions are taking place with community/BME/working groups who are interested in swimming. Hoping to increase membership and offer new customers options to try the facilities.</p>
Quarter	Membership												
Q3 2020/21	1,633												
Q2 2021/22	2,764												
Q3 2021/22	2,548												

	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)								
33.	Watford Leisure Centre – Central - swimming lessons take up	Leisure, Community & Environ'tal Services Chris Fennell	Quarterly	<p>Q3 RESULT: 1,046</p>  <table border="1"> <caption>Watford Leisure Centre - Central - swimming lesson take up</caption> <thead> <tr> <th>Quarter</th> <th>Take up</th> </tr> </thead> <tbody> <tr> <td>Q3 2020/21</td> <td>977</td> </tr> <tr> <td>Q2 2021/22</td> <td>1,507</td> </tr> <tr> <td>Q3 2021/22</td> <td>1,046</td> </tr> </tbody> </table>	Quarter	Take up	Q3 2020/21	977	Q2 2021/22	1,507	Q3 2021/22	1,046	<p>No target set at this time</p> <p>A dip in attendance is predicted over the winter months, however numbers are looking positive as we move forward and government guidelines lift.</p>
Quarter	Take up												
Q3 2020/21	977												
Q2 2021/22	1,507												
Q3 2021/22	1,046												


III. FINANCIAL INDICATORS

	Indicator	Service area	Reporting frequency	Results 2021/22	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	<p>Q3 RESULT: 1.20%</p> <table border="1"> <caption>Value of outstanding invoices under 12 months</caption> <thead> <tr> <th>Period</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Outturn 2020/21</td> <td>0.86%</td> </tr> <tr> <td>Q2 2021/22</td> <td>1.50%</td> </tr> <tr> <td>Q3 2021/22</td> <td>1.20%</td> </tr> </tbody> </table>	Period	Value (%)	Outturn 2020/21	0.86%	Q2 2021/22	1.50%	Q3 2021/22	1.20%	<p>Better than target: ↑</p> <p>Target: 3% or less</p> <p>There has been a slight decrease since the end of Q2, and efforts are continuing to reduce the very old debt. Work is currently underway to assess if any of the old debts would be suitable for enforcement action where none is in place already.</p>
Period	Value (%)												
Outturn 2020/21	0.86%												
Q2 2021/22	1.50%												
Q3 2021/22	1.20%												
35.	Value of outstanding invoices over 12 months A low result is good for this indicator	Revenues & Benefits Jane Walker	Monthly	<p>Q3 RESULT: 15.34%</p> <table border="1"> <caption>Value of outstanding invoices over 12 months</caption> <thead> <tr> <th>Period</th> <th>Value (%)</th> </tr> </thead> <tbody> <tr> <td>Q3 2020/21</td> <td>6.70%</td> </tr> <tr> <td>Q2 2021/22</td> <td>10.81%</td> </tr> <tr> <td>Q3 2021/22</td> <td>15.34%</td> </tr> </tbody> </table>	Period	Value (%)	Q3 2020/21	6.70%	Q2 2021/22	10.81%	Q3 2021/22	15.34%	<p>Outside target: ↓</p> <p>Target: 10 % or less</p> <p>Some old debt has moved into the 12+ month age bracket since Q2. The service are currently proactively chasing the oldest debts.</p>
Period	Value (%)												
Q3 2020/21	6.70%												
Q2 2021/22	10.81%												
Q3 2021/22	15.34%												

	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)
36.	% payment classified as 'LA error' A low result is good for this indicator	Revenues & Benefits Jane Walker	Monthly	Q3 RESULT: 0.43%	<p>Better than target: </p> <p>Target: 0.48% or less</p> <p>Performance is now back under target at the end of Q3. The Benefits Team completed a review of LA error cases and found that 2 large overpayments had been categorised as LA error when they were in fact a DWP error and a claimant error (so the overpayments were not caused by the LA). Correcting these claims brought the performance back under target.</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.	Collection rates of council tax A high result is good for this indicator	Revenues & Benefits Jane Walker	Monthly	Q3 RESULT: 80.9%	<p>Target for 2021/22: 97%</p> <p>This is a cumulative result. The target above is for the whole year.</p> <p>At the end of Q3 the Council Tax Collection rate was 80.9% against a profile of 81.4% for Q3 2020/21. Reminders and final notices have been sent. The service are holding two courts</p>


	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)
					in January and February 2022, and will be proactively calling all customers who are behind with their instalments in 2021/22 to chase payment.
38.	Collection rates of NNDR A high result is good for this indicator	Revenues & Benefits Jane Walker	Monthly	Q3 RESULT: 78.73%	Target for 2021/22: 97% Performance at the end of Q3 against a profile of 77.83% in Q3 last year. Performance remains around 5% down on 2019/20 (pre-Covid). This is predominantly due to the extra reliefs awarded in 2021/22. The service continue to contact all business rate payers with arrears.
39.	Creditor payments paid within 30 days A high result is good for this indicator	Finance Hannah Doney	Quarterly	Q3 RESULT: 99.50%	No target set at this time

IV. STAFF INDICATORS

	Indicator	Service area	Reporting frequency	Results 2021/22	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	Q3 RESULT: 3.26 days	Better than target:  TARGET: 5 days Increase in days lost predominantly due to an increase in long term absence. See indicator 41 below for a comparison with Q2.
41.	Staff sickness – long term / short term Narrative indicator	Human Resources Terry Baldwin	Monthly	Q3 RESULT: Short term absences – 44 Long term absences – 6 Comparison with Quarter 2: Short term absences -35 Long term absences - 4 These figures relate to absences started within the relevant quarter.	No target set 32% of short term absences were Covid related.


	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>Q3 RESULT: 7.3</p> <p>Staff satisfaction</p> <table border="1"> <caption>Staff Satisfaction Data</caption> <thead> <tr> <th>Quarter</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Q3 2020/21</td> <td>6.71</td> </tr> <tr> <td>Q2 2021/22</td> <td>7.3</td> </tr> <tr> <td>Q3 2021/22</td> <td>7.3</td> </tr> <tr> <td>Target</td> <td>7.5</td> </tr> </tbody> </table>	Quarter	Score	Q3 2020/21	6.71	Q2 2021/22	7.3	Q3 2021/22	7.3	Target	7.5	<p>Outside 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>
Quarter	Score														
Q3 2020/21	6.71														
Q2 2021/22	7.3														
Q3 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>Q3 RESULT: 7.6</p>	<p>Better than target: </p> <p>TARGET: 7.5</p>										


	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)										
				<p style="text-align: center;">Staff motivation</p>  <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Quarter</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>Q3 2020/21</td> <td>6.77</td> </tr> <tr> <td>Q2 2021/22</td> <td>7.3</td> </tr> <tr> <td>Q3 2021/22</td> <td>7.6</td> </tr> <tr> <td>Target</td> <td>7.5</td> </tr> </tbody> </table>	Quarter	Score	Q3 2020/21	6.77	Q2 2021/22	7.3	Q3 2021/22	7.6	Target	7.5	
Quarter	Score														
Q3 2020/21	6.77														
Q2 2021/22	7.3														
Q3 2021/22	7.6														
Target	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>Q3 RESULT: 76.23%</p>	<p>Outside target: </p> <p>TARGET: 100%</p> <p>93 of 122 reviews completed on time. 50% of late completions due to either manager or employee being on leave.</p>										

	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)										
45.	<p>PDRs completed on time</p> <p>A high result is good for this indicator</p>	<p>Human Resources</p> <p>Terry Baldwin</p>	Annual	<p>Q3 RESULT: 53.7%</p>	<p>Outside target: ↓</p> <p>TARGET: 100%</p> <p>Although the final completion figure is low, 90% of appraisals have been held and 110 appraisals are showing as fully complete. Of those remaining, 75 just need a final sign off to complete the process.</p> <p>Future reporting via iTrent is being investigated and we intend to launch the system in time for the next round of appraisals from April 2022. This will allow better reporting and monitoring of the different stages of the review process.</p>										
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>Q3 RESULT: 2%</p>  <table border="1"> <caption>Missed calls to the helpdesk</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q3 2020/21</td> <td>16%</td> </tr> <tr> <td>Q2 2021/22</td> <td>3%</td> </tr> <tr> <td>Q3 2021/22</td> <td>2%</td> </tr> <tr> <td>Target</td> <td>8%</td> </tr> </tbody> </table>	Quarter	Percentage	Q3 2020/21	16%	Q2 2021/22	3%	Q3 2021/22	2%	Target	8%	<p>Better than target: ↑</p> <p>TARGET: 8%</p> <p>Watford BC / Three Rivers DC – shared result.</p> <p>There has been an increase in the number of users moving away from using the Service desk phone lines and towards Littlefish LIVE. Littlefish happy with the volumes currently across each of the channels available. Users overall response to Littlefish LIVE is positive.</p>
Quarter	Percentage														
Q3 2020/21	16%														
Q2 2021/22	3%														
Q3 2021/22	2%														
Target	8%														

	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)								
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>Q3 RESULT: 94%</p> <table border="1"> <caption>Customer Satisfaction</caption> <thead> <tr> <th>Quarter</th> <th>Result (%)</th> </tr> </thead> <tbody> <tr> <td>Q3 2020/21</td> <td>94%</td> </tr> <tr> <td>Q2 2021/22</td> <td>93%</td> </tr> <tr> <td>Q3 2021/22</td> <td>94%</td> </tr> </tbody> </table>	Quarter	Result (%)	Q3 2020/21	94%	Q2 2021/22	93%	Q3 2021/22	94%	<p>No target set.</p> <p>There is no contractual target for customer satisfaction.</p> <p>Ongoing positive feedback. Users who provide a negative response are followed up by Littlefish and then by the Councils Business Relationship Manager.</p>
Quarter	Result (%)												
Q3 2020/21	94%												
Q2 2021/22	93%												
Q3 2021/22	94%												
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>Q3 RESULT: 94%</p> <table border="1"> <caption>First time fix</caption> <thead> <tr> <th>Quarter</th> <th>Result (%)</th> </tr> </thead> <tbody> <tr> <td>Q3 2020/21</td> <td>9%</td> </tr> <tr> <td>Q2 2021/22</td> <td>96%</td> </tr> <tr> <td>Q3 2021/22</td> <td>94%</td> </tr> </tbody> </table> <p>Target: 45%</p>	Quarter	Result (%)	Q3 2020/21	9%	Q2 2021/22	96%	Q3 2021/22	94%	<p>Better than target: ↑</p> <p>TARGET: 45%</p> <p>Ongoing positive position with the First Contact Resolution with Littlefish. These higher figures are becoming more achievable the more users transition to the Littlefish LIVE contact channel.</p>
Quarter	Result (%)												
Q3 2020/21	9%												
Q2 2021/22	96%												
Q3 2021/22	94%												
49.	Tickets closed per team	ICT	Quarterly	<p>Q3 RESULT: 86%</p>	<p>Better than target: ↑</p>								

	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)										
	A high result is good for this indicator	Emma Tiernan		<p>Tickets closed per team</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q3 2020/21</td> <td>66%</td> </tr> <tr> <td>Q2 2021/22</td> <td>83%</td> </tr> <tr> <td>Q3 2021/22</td> <td>86%</td> </tr> <tr> <td>Target</td> <td>80%</td> </tr> </tbody> </table>	Quarter	Percentage	Q3 2020/21	66%	Q2 2021/22	83%	Q3 2021/22	86%	Target	80%	<p>TARGET: 80%</p> <p>This continues to remain a consistent, achievable figure. W3R ICT are working with Littlefish to review other processes that could be shifted over to the Littlefish Service desk team.</p>
Quarter	Percentage														
Q3 2020/21	66%														
Q2 2021/22	83%														
Q3 2021/22	86%														
Target	80%														
50.	Tickets against service levels A high result is good for this indicator	ICT Emma Tiernan	Quarterly	<p>Q3 RESULT: 95%</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q3 2020/21</td> <td>85%</td> </tr> <tr> <td>Q2 2021/22</td> <td>91%</td> </tr> <tr> <td>Q3 2021/22</td> <td>95%</td> </tr> <tr> <td>Target</td> <td>95%</td> </tr> </tbody> </table>	Quarter	Percentage	Q3 2020/21	85%	Q2 2021/22	91%	Q3 2021/22	95%	Target	95%	<p>On target: ↔</p> <p>TARGET: 95%</p> <p>Adjustments have been made to how the service levels are measured, e.g. only within core working hours such as 8am to 6pm. This calculation was previously being obtained using full service desk operating hours of 6am to 10pm, however users are not available to contact throughout those periods.</p>
Quarter	Percentage														
Q3 2020/21	85%														
Q2 2021/22	91%														
Q3 2021/22	95%														
Target	95%														
51.	Network Uptime Local Area Network: Network uptime defined as availability of local area network	ICT Emma Tiernan	Quarterly	<p>Q3 RESULT: 100%</p>	<p>Better than target: ↑</p> <p>TARGET: 99%</p>										

	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)
	<p>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>No internal network issues reported in Q3. This indicator relates to the network within WBC Town Hall and Three Rivers House.</p>
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	Q3 RESULT: 99%	<p>On target: </p> <p>TARGET: 99%</p> <p>3 priority 1 incidents related to Academy, a Revenue and Benefits application. This was however related to the local system administrative processes not being correctly set. This was not related to infrastructure issues. Communications have been sent to the service to address this.</p>

	Indicator	Service area	Reporting frequency	Results 2021/22	Comments & Benchmarking (where available)
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 Wiggenhall Depots</p> <p>A high result is good for this indicator</p>	<p>ICT</p> <p>Emma Tiernan</p>	Quarterly	Q3 RESULT: 100%	<p>Better than target: </p> <p>TARGET: 99%</p> <p>No downtime reported across the wide area network for all sites.</p>