

Date: 28 September 2021

Audit & Scrutiny Committee

Performance Indicators and Formal Complaints Working Group Report

Working Group Members

Cllr Nolan

Cllr Dr Barrett

Cllr Hirst

Cllr Naylor

Cllr Tanner

Supporting Officers

Steve Summers – Strategic Director

Sarah Bennett – Corporate Director – Digital & Customer Engagement

Scope

The scope of the Performance Indicators and Formal Complaints Working Group is set out below:

1. To monitor and consider the Council's service Performance Indicators.
2. To consider in detail Formal Complaints received by the Council.
3. To consider how Performance Indicators and Formal Complaints are reported to the Audit & Scrutiny Committee
4. To make recommendations to the appropriate Audit & Scrutiny Committee.

Meeting Date

4th August 2021

Attached as Addendum 1 are the notes of the meeting.

Terms of Reference

The Working Groups Terms of Reference are attached at Addendum 2

1. Report Recommendations

The report recommendations are set out in full below.

R.1 - That the working group continue to monitor the outcomes of the Formal Complaints for the remainder of 2021/22.

R.2 - That the working group continue to monitor the outcomes of the Performance Indicators for the remainder of 2021/22.

2. Introduction

2.1 The council operates a two stage complaints process for customers to take issue with any perceived failure to provide a service, failure to respond to requests or failure to adhere to standards on the part of the council and its officers.

2.2 The council uses a variety of performance indicators to monitor how well services are performing in meeting the needs of service users. The council has set of key indicators of performance, the "toplines". The topline includes a variety of indicators that relate to the delivery of the council's priorities.

2.3 The topline measures performance across a range of council activity including: planning, housing, streetscene and revenue and benefits.

3. Explanation of Recommendations

Recommendation 1 That the working group continue to monitor the outcomes of the Formal Complaints for the remainder of 2021/22.
Explanation To continue to monitor formal complaints quarterly to identify common themes, trends or concerns.
Recommendation 2 That the working group continue to monitor the outcomes of the Performance Indicators for the remainder of 2021/22.
Explanation To monitor associated annual or quarterly trends and identify areas of performance concern.

**Performance Indicators and Formal Complaints Working Group
Minutes of Meeting 4th August 2021 18:30
Virtual via Microsoft Teams**

Present: Cllr Charles Nolan (CN), Cllr D Naylor (DN), Cllr Dr T Barrett (TB)

Also present: Steve Summers (SS) – Strategic Director
Sarah Bennett (SB) – Director of Digital & Customer Engagement

Apologies: Cllr Roger Hirst (RH), Cllr Sandy Tanner (ST), Greg Campbell, Phil Drane, Amanda Julian, Tracey Lilley, Jacqui Van Mellaerts

1. Welcome

The Chair welcomed all present to the meeting, which was the first of the financial year.

2. Terms of Reference

These are attached to these minutes.

4.1 Formal Complaints

A presentation on formal complaints received for Q4 2020/21 was provided to the working group (Addendum 3) by SS.

Overall number of complaints for 2021/22 were compared with previous years and an overall increase in Streetscene complaints was noted. This can be attributed to implementation of the new recycling scheme and an increase in complaints related to missed bins. It was noted that Revenues & Benefits complaints have decreased significantly.

A trend of no or delayed response was noted amongst Environmental Health complaints. SS explained resource issues in this area and how these are being overcome.

CN noted a theme of missed appointments by the repairs contractor amongst the Housing complaints and would be interested in comparing this to the performance reported at E, E & H committee, where KPI's suggest good performance in this area.

DN asked how we make amends for undue distress identified within complaints, specifically in relation to financial pressure. SS explained that these are dealt with on an individual basis; often an apology is issued if there is fault found and, if necessary, a compensation policy can be implemented.

A presentation on formal complaints received for Q1 2021/22 was then provided to the working group (Addendum 3a) by SS.

Further complaints in relation to missed repairs appointments was noted and CN requested further understanding on the process for missed appointments

Action: TL to address at future working group

An improvement in street scene complaints was noted by the group.

The working group then reviewed outstanding Local Government Ombudsman (LGO) and Housing Ombudsman complaints, as well as the LGO's Annual Review letter for 2020/21 (Appendix B). Outcomes of outstanding investigations will continue to be reported to the working group as they are received.

Working Group Action:

1. For the working group to monitor these complaints against future quarters to identify concerns or themes.

4.2 **Performance Indicators**

The working group were provided with data for the council's key Performance Indicators (PIs) for Q4 2020/21 and Q1 2021/22 (Addendum 4).

A review of PI's was conducted in June 2021 and, as a result, some revised PI's have been included for 2021/22. Some targets have also been refreshed.

In GC's absence, separate tonnages for each waste stream could not be provided with the waste and recycling PI's (as requested at previous working groups).

Action: GC will report these for Q1 and Q2 at the next Working Group.

In relation to PI HR03 (sickness absence), CN queried whether the Council has been affected by the national increase in COVID-19 self-isolation. SS explained that, to date, the impact has been relatively small, helped by the majority of the workforce continuing to work from home. CN also noted that it was an improvement to see a breakdown of long-term sickness in the commentary.

In relation to PI P02 (% of appeals allowed) CN requested that the number of applications also be included, as well as the percentage.

Action: To include in the commentary for future quarters.

Working Group Action:

1. For the working group to continue to review progress of the quarterly Performance Indicators.

5. Any Other Business

None

6. Date of next meeting

Tuesday 9th November 2021 – 18:30

**Audit & Scrutiny Committee
Performance Indicators & Formal Complaints Working Group**

Members of Working Group

Crs. Nolan, Dr Barrett, Naylor, Tanner and Hirst.

Terms of Reference

1. To monitor and consider the Council's service Performance Indicators.

2. To consider in detail Formal Complaints received by the Council.

3. To consider how Performance Indicators and Formal Complaints are reported to the Audit & Scrutiny Committee.

4. To make recommendations to the appropriate Audit & Scrutiny Committee.



Members Working Group Formal Complaints Q4 2020/21

Jan-Mar 2021

Formal Complaints received annually

Department	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Assets	0	2	0	1	1	2	3	0
Building Control	0	0	0	0	0	0	1	0
Community Safety	0	0	0	0	0	1	1	7
Community Services	0	0	0	2	1	0	2	0
Customer Service	0	0	0	1	1	4	5	7
Democratic Services	0	0	1	1	0	0	2	1
Housing	10	11	32	30	38	47	75	66
Env Health & Licensing	0	1	1	0	1	3	4	10
Finance	0	0	0	0	0	2	0	0
Legal	3	0	2	1	0	0	0	0
Licensing	0	0	0	0	0	0	0	2
Parking	0	0	0	0	1	1	3	1
Planning	10	4	23	13	10	10	16	15
Revs & Bens	9	2	12	9	31	33	28	8
Streetscene	1	3	5	3	5	15	44	63
Total	33	23	76	61	89	118	184	180

2020/21 Formal Complaints received

Jan to Mar 2020

Q4			
Department	Total	Upheld	%
Community Safety	3	0	0%
Customer Service	1	1	100%
Environmental Health	4	3	75%
Housing	15	5	33%
Licensing	1	1	100%
Planning	8	4	50%
Revenues & Benefits	1	1	100%
Streetscene	11	6	55%
Total	44	21	48%

YTD			
Department	Total	Upheld	%
Community Safety	7	0	0%
Customer Service	7	4	57%
Environmental Health	10	6	60%
Housing	66	26	39%
Democratic Services	1	1	100%
Licensing	2	1	50%
Parking	1	1	100%
Planning	15	5	33%
Revenues & Benefits	8	5	63%
Streetscene	63	33	52%
Total	180	82	46%

Channel received



	Q1	Q2	Q3	Q4
Online form	50%	48%	53%	34%
Email	32%	41%	37%	39%
Website enquiry	9%	7%	5%	18%
Via LGO	4%	0%	0%	2%
Telephone	4%	0%	5%	0%
Letter	0%	4%	0%	7%

Upheld Formal Complaints – Jan to Mar 2021

Customer Service



No	Complaint	Stage
1	Poor line connection and handling of call by Customer Services Advisor	Stage 1 – part upheld

Upheld Formal Complaints – Jan to Mar 2021

Environmental Health



No	Complaint	Stage
1	No action regarding pest issues at neighbouring property despite multiple reports being made	Stage 1
2	Lack of action taken in regards to case against neighbour	Stage 2 (part upheld)
3	Officer not responding to emails	Stage 2

Upheld Formal Complaints – Jan to Mar 2021

Housing



BRENTWOOD
BOROUGH COUNCIL

No	Complaint	Stage
1	<ul style="list-style-type: none"> 1. Issues discovered when viewed void property were not fixed before moving in 2. Lack of communication and delays in regard to appointments 3. Outstanding issues still not resolved at time of complaint 	Stage 2 – compensation offered
2	Not satisfied with service received and the delay in heating being repaired	Stage 1
3	Ongoing heating issue not fixed	Stage 2 – missed appt compensation offered
4	After bidding on 3 bedroom properties, was informed by Housing Needs team that this was incorrect and it has been changed to 2 bedroom need	Stage 1 – part upheld
5	Unprofessional conduct in emails sent from Officer	Stage 1 – part upheld

Upheld Formal Complaints – Jan to Mar 2021

Planning



No	Complaint	Stage
1	Enforcement breaches regarding development and ongoing maintenance at site	Ongoing
2	Handling of prior approval application	Upheld and compensation offered
3	Enforcement breaches regarding development and ongoing maintenance at site	Ongoing
4	Enforcement breaches regarding development and ongoing maintenance at site	Ongoing

Upheld Formal Complaints – Jan to Mar 2021

Revenues and Benefits



No	Complaint	Stage
1	Allegations of overpayment of Housing Benefit	Stage 1

Upheld Formal Complaints – Jan to Mar 2021

Streetscene



No	Complaint	Stage
1	Repeated missed collection of white sacks	Stage 1
2	Repeated missed collections	Stage 1
3	No response regarding dissatisfaction with new recycling scheme	Stage 1
4	Repeated missed collections and no response to follow up questions	Stage 2
5	No response to escalating concerns regarding missed bins	Stage 2
6	No response to tree enquiry	Stage 1

Ombudsman



	Service	LGO/HO	Complaint	Council's decision	Ombudsman outcome
1	Housing	LGO	Information provided to tenants facing eviction	Not upheld	Fault found – apology issued
2	Env Health/Planning	LGO	Handling of an alleged planning breach and contamination of land	Not upheld	No fault found
3	Streetscene	LGO	Repeat missed collections	Not upheld	Under investigation
4	Env Health	LGO	No response regarding ongoing loud music from neighbours property	Not upheld	Under investigation
5	Planning	LGO	Illegal advertising and failure to enforce	Not upheld	Decision not to investigate – insufficient injustice
6	Planning	LGO	Handling of planning application	Not upheld	Decision not to investigate – out of jurisdiction



Members Working Group Formal Complaints Q1 2021/22

Apr-Jun 2021

Formal Complaints received annually

Department	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Assets	0	2	0	1	1	2	3	0
Building Control	0	0	0	0	0	0	1	0
Community Safety	0	0	0	0	0	1	1	7
Community Services	0	0	0	2	1	0	2	0
Customer Service	0	0	0	1	1	4	5	7
Democratic Services	0	0	1	1	0	0	2	1
Housing	10	11	32	30	38	47	75	66
Env Health & Licensing	0	1	1	0	1	3	4	10
Finance	0	0	0	0	0	2	0	0
Legal	3	0	2	1	0	0	0	0
Licensing	0	0	0	0	0	0	0	2
Parking	0	0	0	0	1	1	3	1
Planning	10	4	23	13	10	10	16	15
Revs & Bens	9	2	12	9	31	33	28	8
Streetscene	1	3	5	3	5	15	44	63
Total	33	23	76	61	89	118	184	180

2021/22 Formal Complaints received

Apr to Jun 2021

Q1			
Department	Total	Upheld	%
Assets	1	N/A	N/A
Community Services	1	N/A	N/A
Electoral Services	1	0	0%
Environmental Health	3	2	67%
Housing	21	9	43%
Planning	4	2	50%
Revenues & Benefits	2	1	50%
Streetscene	5	2	40%
Total	38	16	42%

YTD			
Department	Total	Upheld	%
Assets	1	N/A	N/A
Community Services	1	N/A	N/A
Electoral Services	1	0	0%
Environmental Health	3	2	67%
Housing	21	9	43%
Planning	4	2	50%
Revenues & Benefits	2	1	50%
Streetscene	5	2	40%
Total	38	16	42%

2021/22 Formal Complaints responded to within agreed timeframe Apr to Jun 2021

Q1	
Department	%
Electoral Services	100%
Environmental Health	100%
Housing	76%
Planning	50%
Revenues & Benefits	100%
Streetscene	40%
Total	72%

YTD	
Department	%
Electoral Services	100%
Environmental Health	100%
Housing	76%
Planning	50%
Revenues & Benefits	100%
Streetscene	40%
Total	72%

Channel received



	Q1	Q2	Q3	Q4
Online form	41%			
Email	43%			
Website enquiry	11%			
Via LGO/HO	3%			
Telephone	0%			
Letter	2%			

Upheld Formal Complaints – Apr to Jun 2021

Assets



No	Complaint	Stage
1	No response to query requesting details of your lease agreement and rent payments	Stage 1 - ongoing

Upheld Formal Complaints – Apr to Jun 2021

Community Services



No	Complaint	Stage
1	Service provided by Brentwood Centre	Stage 1 - ongoing

Upheld Formal Complaints – Apr to Jun 2021

Environmental Health



No	Complaint	Stage
1	Mishandling of complaint regarding living in a dangerous property	Stage 2
2	No response received from multiple emails	Stage 1

Upheld Formal Complaints – Apr to Jun 2021

Housing



No	Complaint	Stage
1	Delay in further refund of rent overpayments	Stage 1 – £200 Compensation offered
2	Lost garage application	Stage 2 – Part upheld
3	Report of fungi in property not followed up	Stage 1
4	Delay in fixing leak in property above and repairing damage caused	Stage 1
5	Refusal to remove summer house left by previous tenant	Stage 2

Upheld Formal Complaints – Apr to Jun 2021

Housing



No	Complaint	Stage
6	Rent refund not received	Stage 1
7	Poor customer service from contractor	Stage 1
8	Missed gas servicing appointments	Stage 1 – part upheld Stage 2 - ongoing
9	Boiler repair delays	Stage 1 – part upheld Stage 2 - ongoing

Upheld Formal Complaints – Apr to Jun 2021 Planning



No	Complaint	Stage
1	Correspondence sent to multiple addresses with no response	Stage 1
2	Delay in contact from Officer	Stage 1 - Upheld and pre-app fee refunded

Upheld Formal Complaints – Apr to Jun 2021

Revenues and Benefits



No	Complaint	Stage
1	Receiving a Council Tax bill for a property no longer lived in	Stage 1

Upheld Formal Complaints – Apr to Jun 2021

Streetscene



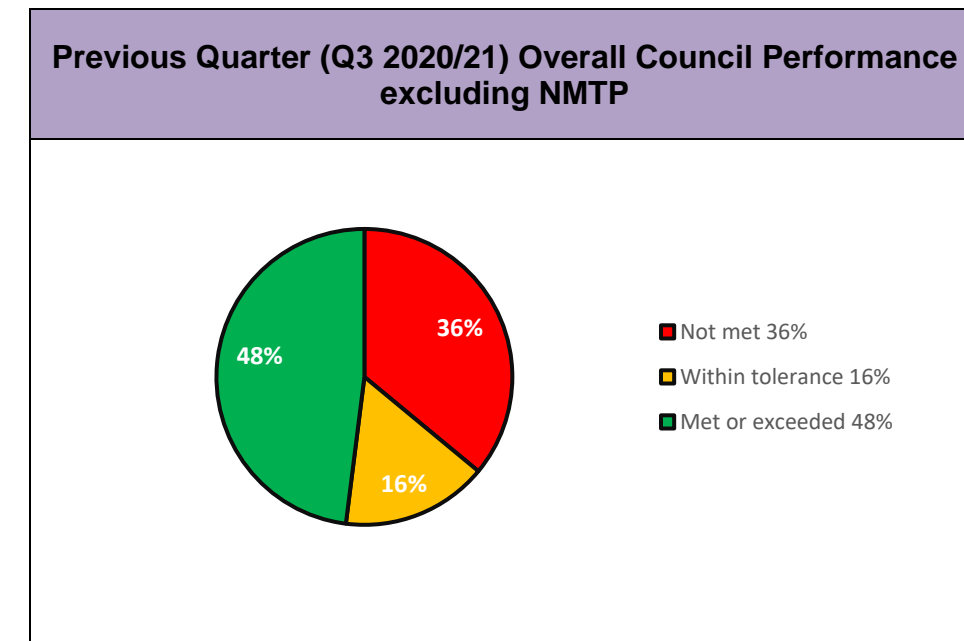
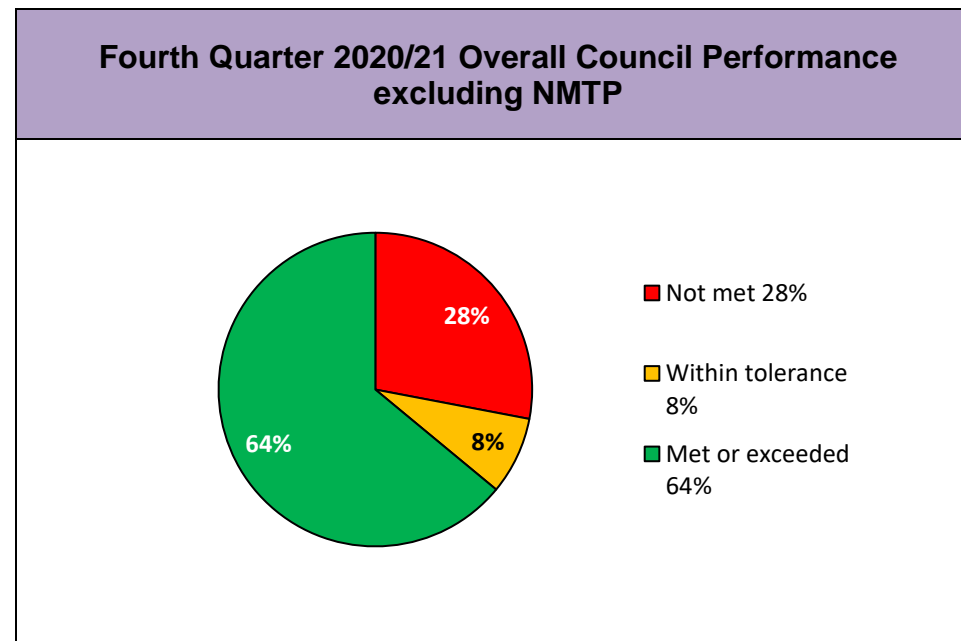
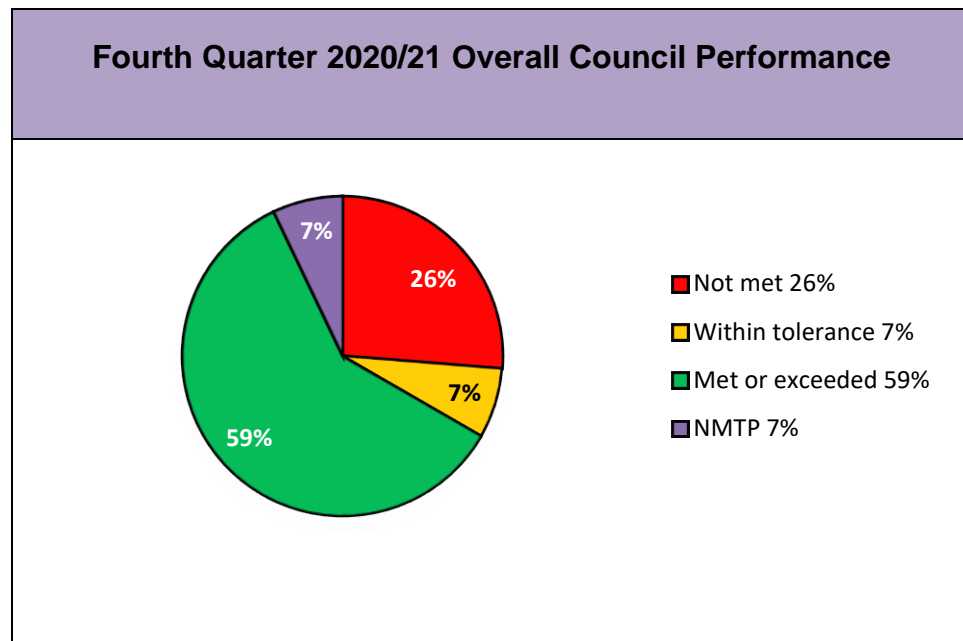
No	Complaint	Stage
1	Repeated missed collections	Stage 2 (part upheld)
2	Unable to set up recycling collection	Stage 1

Ombudsman



	Service	LGO/HO	Complaint	Council's decision	Ombudsman outcome
1	Housing	HO	No action taken regarding mould and water in property	Not upheld	Under investigation
2	Planning	LGO	Breach of conditions regarding brick colour on neighboring property	Not upheld	Decision not to investigate – insufficient injustice
3	Housing	LGO	Told by housing 3-bedroom need was incorrect and should have been 2-bedroom need	Part upheld (wording in policy)	Under investigation
4	Env Health	LGO	No action taken regarding noise nuisance at neighbouring property	Part upheld	Under investigation
5	Planning/Env Health	LGO	Biased behaviour and actions from EH and Planning Enforcement	Not upheld	Decision not to investigate – unlikely to find fault

Performance Dashboard – Fourth Quarter 2020/21



Fourth Quarter 2020/21 Performance by Department


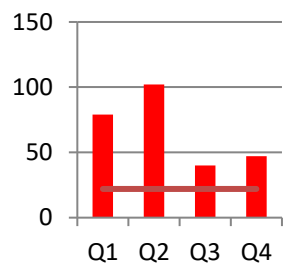


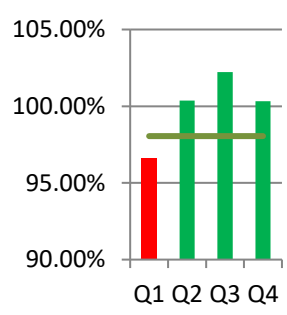


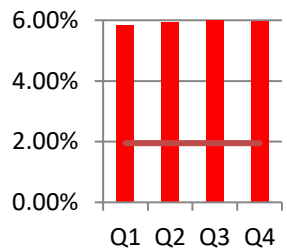


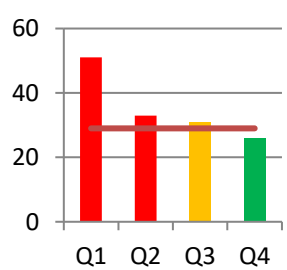

Dept.							NMTP		Total
	No	%	No	%	No	%	No	%	
Contact Centre	0	0%	0	0%	4	100%	0	0%	4
Environmental Health	0	0%	0	0%	0	0%	1	100%	1
Finance	2	100%	0	0%	0	0%	0	0%	2
Housing	2	33%	0	0%	4	67%	0	0%	6
Human Resources	0	0%	1	100%	0	0%	0	0%	1
ICT	0	0%	0	0%	1	100%	0	0%	1
Planning	1	20%	0	0%	3	60%	1	20%	5
Revenues and Benefits	0	0%	1	20%	4	80%	0	0%	5
Street Scene and Environment	2	100%	0	0%	0	0%	0	0%	2
Total	7	26%	2	7%	16	59%	2	7%	27
<i>Previous Quarter Total</i>	9	33%	4	15%	12	44%	2	7%	27

Key

	Current performance is below target by more than the specified target deviation.
	Current performance is below target but is within tolerance.
	Current target has been met or exceeded.
NMTP	Not measured this period.
	Performance for the quarter or year to date is improving (up) or deteriorating (down) compared to previous quarter or across the year.

Brentwood Borough Council - Performance Indicator Dashboard

Addendum 4



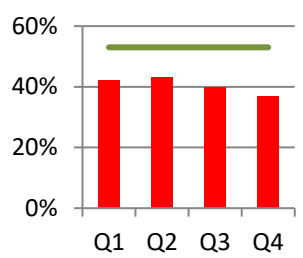


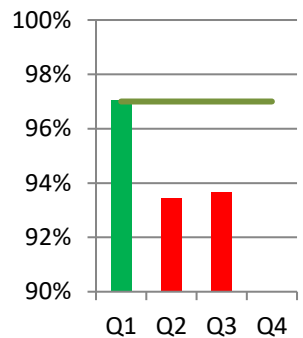


Dept. & PI Code	Performance Indicator	Measure	Previous Quarterly Results			Latest Quarterly Results				2020/21 Year to Date			Commentary
			Q1 Result	Q2 Result	Q3 Result	Q4 Result	Q Target	Q Status/Trend	Q Graphic	YTD Result	YTD Target	YTD Status/Trend	
Housing H01	Average re-let times for Local Authority Housing	Monthly	79 Days (60 Days GN, 98 Days SH, 105 TA)	102 Days (81 Days GN, 109 Days SH, 121 Days TA)	40 Days (38.5 Days GN, 38.5 Days SH, 66 Days TA)	47 days (41.6 Days GN, 54.7 Days SH)	22 days	 ↓		67 days (average)	22 days	 ↓	Void turnaround remains good considering our current circumstances. There has recently been a small review of the letting and sign-up process, which should see us with better results as we move through the new fiscal year. We are due to have a larger review of the entire termination process later this year as we believe we can greatly reduce void days by putting better pre-termination guidance in place.
Housing H02	% Rent collected from current tenants only as a percentage of rent due	Monthly	96.63%	100.36%	102.22%	100.32%	98.05%	 ↓		99.8%	98.05%	 ↑	Rent collection continues to be a challenge, we have been impacted by residents not paying since April as they wrongly believed that the government had given them a 12 week holiday due to Covid-19. Officers are seeing an increase in people who are now not paying anything towards their rent. However, this has been offset by those tenants whom we have contacted and who are now paying more contributions towards their rent either themselves or via universal credit. This means that we have managed to achieve over 100% collection.
Housing H03	Rent arrears of current tenants as a percentage of rent due	Quarterly	5.83%	5.93%	6.02%	5.96%	1.95%	 ↑		5.9%	1.95%	 ↓	The level of arrears has slowed, however, we have been impacted by Covid-19 as per above.
Housing H04	Households living in temporary accommodation	Monthly	51	33	31	26	29	 ↑		35	29	 ↑	TA figures have continued to reduce however we have experienced an increase in the demand for temporary accommodation towards the end of March. We anticipate a large influx of applicants once courts resume and our homeless team have identified multiple applicants who have section 21 notices awaiting court dates. We will continue to focus on current cases in TA to ensure move on continues at a steady pace to ensure resources are available once demand inevitably increases.

Dept. & PI Code	Performance Indicator	Measure	Previous Quarterly Results			Latest Quarterly Results				2020/21 Year to Date			Commentary
			Q1 Result	Q2 Result	Q3 Result	Q4 Result	Q Target	Q Status/Trend	Q Graphic	YTD Result	YTD Target	YTD Status/Trend	
Housing H05	Gas servicing in Council homes	Quarterly	97.58%	99.63%	99.63%	100%	100%	✔		99.21%	100%	⚠	During lockdown we had the opportunity to scrutinise accounts regularly to keep frequent contact with tenants. This, coupled with the fact a lot more tenants were available from home has meant our performance has been particularly good.
Housing H06	Level of Arrears at the end of quarter	Quarterly	£760,560	£749,775	£759,199	£709,551	Reduction from previous quarter	✔		£709,551	Reduction from previous quarter	✔	We continue to see decreases in the arrears for accounts without welfare support, but we are starting to see increases in the debt attributed to newer Universal Credit applications. This is also being compounded by the increase in the amount of re-let's that we have managed to process within the last quarter. Despite us trying to intervene early, in a lot of cases an assessment period is causing delays in payments to accounts. In addition to this, all of our higher arrears cases are still pending court action and applications evictions have now been suspended until the end of July.

Dept. & PI Code	Performance Indicator	Measure	Previous Quarterly Results			Latest Quarterly Results				2020/21 Year to Date			Commentary
			Q1 Result	Q2 Result	Q3 Result	Q4 Result	Q Target	Q Status/Trend	Q Graphic	YTD Result	YTD Target	YTD Status/Trend	
Street Scene and Environment E01	Residual household waste per household	Quarterly	149.25kg	137.41kg	139.09kg	137.81kg	109kg	⚠		562.85 kg cumulative	109kg	⚠	<p>Estimated as statistics to be verified by ECC.</p> <p>2019/20 actuals – - 469kg per household (ECC -33,834 households, estimated 488kg)</p> <p>Residual waste has risen nationally in response to COVID-19 and more people being at home, ecommerce etc</p> <p>Q1 over estimated – actual 136.10 kg</p>



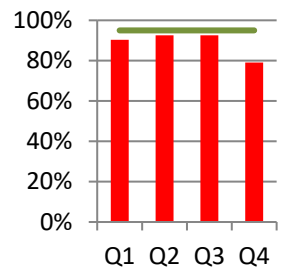




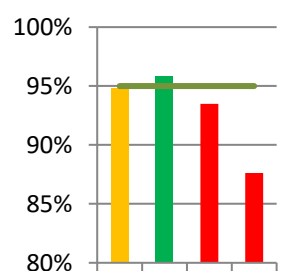




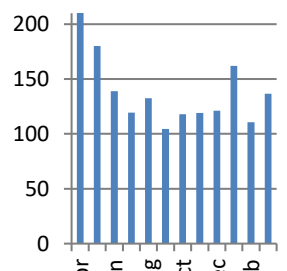


Brentwood Borough Council - Performance Indicator Dashboard

Addendum 4

Dept. & PI Code	Performance Indicator	Measure	Previous Quarterly Results			Latest Quarterly Results				2020/21 Year to Date			Commentary
			Q1 Result	Q2 Result	Q3 Result	Q4 Result	Q Target	Q Status/Trend	Q Graphic	YTD Result	YTD Target	YTD Status/Trend	
Street Scene and Environment E02	Percentage of household waste arisings which have been sent by the authority for reuse, recycling, composting or anaerobic digestion	Quarterly	42.10%	43.16%	39.96%	37.0%	53.00%	 		40.65% average	53.00%	 	Estimated as statistics to be verified by ECC 2019/20 actuals – 42.9% (estimated 41.8%)
Environmental Health EH01	Food safety/hygiene standards in food premises	% of broadly compliant food premises - Quarterly	97.05%	93.44%	93.68%	See commentary	97%			94.7%	97%	 	<p>In Q4 19-20, The Food Standards Agency suspended inspection activity due to Covid-19. There is a noted drop in broad compliance due to COVID-19. Following the Food Standards Agency Guidance, routine food hygiene inspections were suspended. A high number of new food premises have registered which have not been inspected but are not broadly compliant until inspected.</p> <p>As of Q3 20-21 we are inspecting food businesses starting the highest risk premises, including new premises. We are beginning to catch up on inspections of previously registered new businesses. However the number of new premises registering with us is still higher than in previous years (pre-COVID).</p> <p>I am unable to report for Q4 as the report we have always used is no longer accessible. We are discussing with our managers and IT support in Thurrock as to whether a new report can be created to give the same indicators.</p>

Brentwood Borough Council - Performance Indicator Dashboard

Addendum 4

Dept. & PI Code	Performance Indicator	Measure	Previous Quarterly Results			Latest Quarterly Results				2020/21 Year to Date			Commentary
			Q1 Result	Q2 Result	Q3 Result	Q4 Result	Q Target	Q Status/Trend	Q Graphic	YTD Result	YTD Target	YTD Status/Trend	
Finance F01	% of invoices from local suppliers paid within 20 days	Monthly	90.42%	92.61%	92.54%	79.09%	95%	 		88.7%	95%	 	Very poor results in January and March caused the issues in the low scores. Particular officers were highlighted to management that caused the disparity in the scores and were advised to take to SLT to help improve future scores
Finance F02	% of invoices from all suppliers paid within 30 days	Monthly	94.85%	95.85%	93.48%	87.61%	95%	 		92.9%	95%	 	As above, very poor results in January and March caused the issues in the low scores. Particular officers were highlighted to management that caused the disparity in the scores and were advised to take to SLT to help improve future scores
Human Resources HR03	Number of days sickness lost per month	Monthly	Apr 213 May 180 Jun 139	Jul 119.5 Aug 132.5 Sep 104.5	Oct 118 Nov 119 Dec 121	Jan 162 Feb 110.5 Mar 136.5	No target.	 		1655.5 days	No target.	 	This PI reflects the number of working days lost to sickness each month.



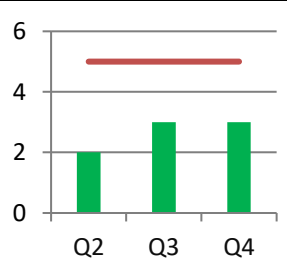




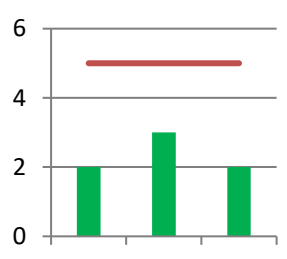




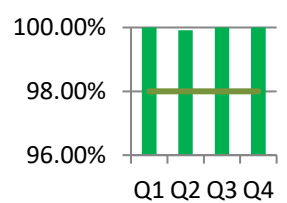




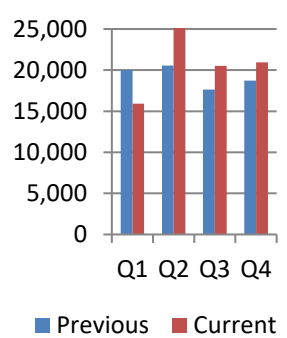


Brentwood Borough Council - Performance Indicator Dashboard

Addendum 4

Dept. & PI Code	Performance Indicator	Measure	Previous Quarterly Results			Latest Quarterly Results				2020/21 Year to Date			Commentary
			Q1 Result	Q2 Result	Q3 Result	Q4 Result	Q Target	Q Status/Trend	Q Graphic	YTD Result	YTD Target	YTD Status/Trend	
Revs & Bens CT01	Council Tax collection	Monthly	28.6%	55.6%	82.9%	97%	97.8%	⚠️ ↓		97%	97.8%	⚠️ ↓	We continue to be under target and in comparison to the same period last year. There has been a huge influx in Test & Trace applications for those having to comply with the NHS self isolate process. During February SMS text messages were sent as well as formal Reminder Notices. The back office team are still receiving comments from customers saying they believed they didn't have to pay their council tax this year or had a payment holiday. Together with some complaints as to why a Reminder Notice was not issued earlier. We have already seen payments being made for the new 2021/22 charge.
Revs & Bens CT03	Housing Benefit and Pensioner Council Tax Support - time taken to process new claims	Quarterly	19 days	19 days	17 days	14.5 days	21 days	✅ ↑		17.5 days	21 days	✅ ↑	We have dedicated officers working on new claims to ensure these are processed in a timely manner and to ensure payments are made as quickly as possible to alleviate financial hardship.
Revs & Bens CT05	Housing Benefit and Pensioner Council Tax Support - time taken to process Change of Circumstances	Quarterly	6 days	4.5 days	4.5 days	4.5 days	8 days	✅ ↑		5 days	8 days	✅ ↑	Change of circumstances have become more involved for various reasons including; the calculation of customers earnings being more complex to assess due to the nature of a Customers employment. The increase in zero hour contracts and more frequent changes to wages from month to month has made these assessments more complicated and time consuming. We have also seen additional daily customer notifications from the DWP for customer entitlement to Universal Credit, this information can be duplicated, can be incorrect or incomplete, but each piece of work has to be scrutinised before a decision on each can be made. This makes it a resource intensive process Taking into account of the complexity of this type of work we are pleased with the current performance.



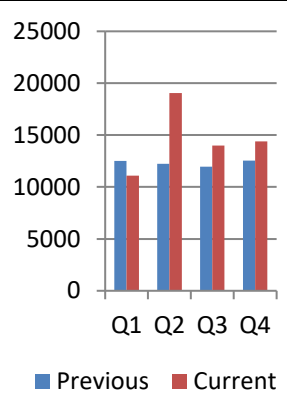




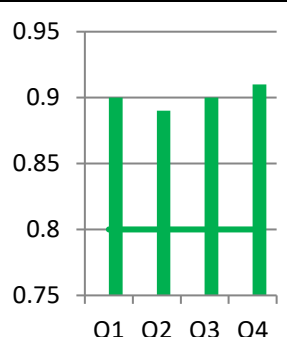




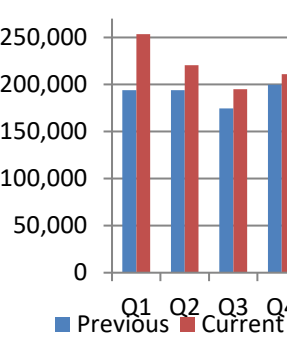


Brentwood Borough Council - Performance Indicator Dashboard

Addendum 4

Dept. & PI Code	Performance Indicator	Measure	Previous Quarterly Results			Latest Quarterly Results				2020/21 Year to Date			Commentary
			Q1 Result	Q2 Result	Q3 Result	Q4 Result	Q Target	Q Status/Trend	Q Graphic	YTD Result	YTD Target	YTD Status/Trend	
Revs & Bens CT07	Council Tax Reduction scheme for working age persons - time taken to process new applications	Quarterly	2 days	2 days	3 days	3 days	5 days	 		2.5 days	5 days	 	We have dedicated officers working on CTR applications to ensure these are processed in a timely manner to ensure that accounts are up to date so that residents made aware how much and when they are required to pay their Council Tax.
Revs & Bens CT08	Council Tax Reduction scheme for working age persons - time taken to process change of circumstances	Quarterly	3 days	2 days	3 days	2 days	5 days	 		2.5 days	5 days	 	We have dedicated officers working on CTR applications to ensure these are processed in a timely manner to ensure that accounts are up to date so that residents made aware how much and when they are required to pay their Council Tax.
ICT ICT01	Website uptime	Quarterly	100%	99.91%	100%	100%	98%	 		99.75%	98%	 	Web service availability has been consistently stable throughout 2020/21
Contact Centre CC01	Telephone calls received via auto attendant	Quarterly	15,921	25,203	20,318	20,949	No target.	 		82,250	No target.	 	<p>This figure depicts the number of calls received by the Contact Centre via the main Council telephone no. 01277 312500. We continue to monitor trends associated with these statistics.</p> <p>Calls have remained higher than 19/20 for the third quarter running. The YTD result is 7% higher.</p>

Brentwood Borough Council - Performance Indicator Dashboard

Addendum 4

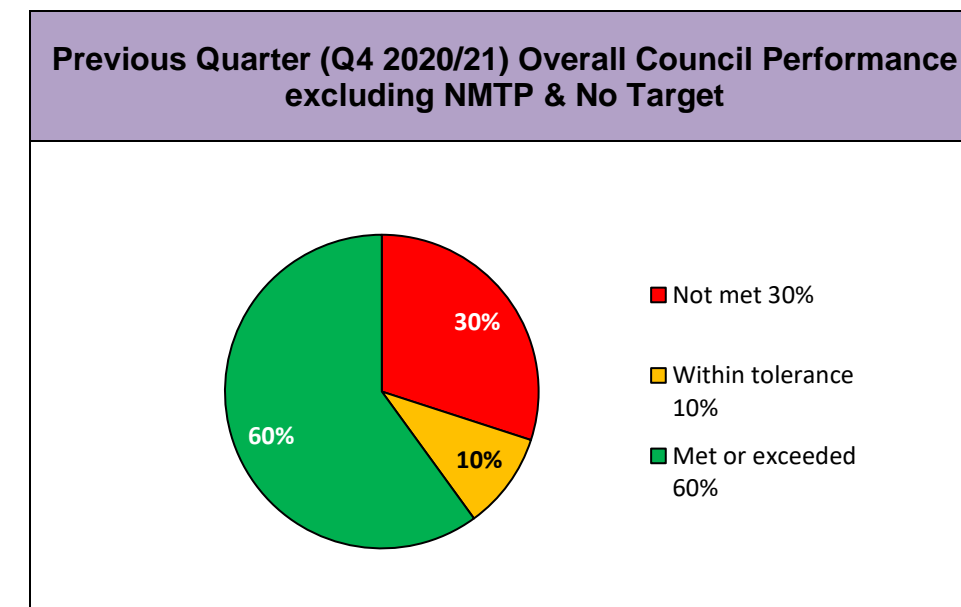
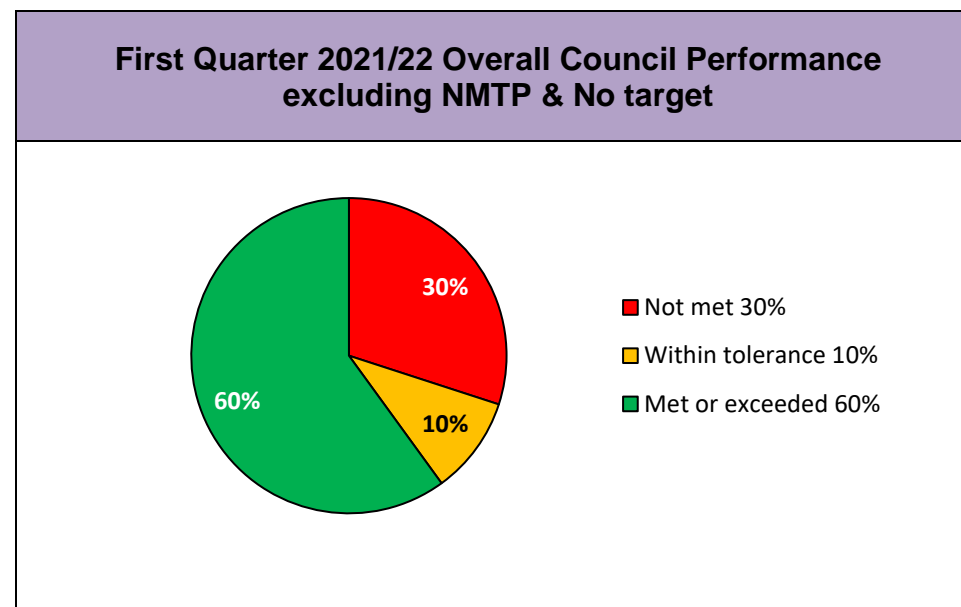
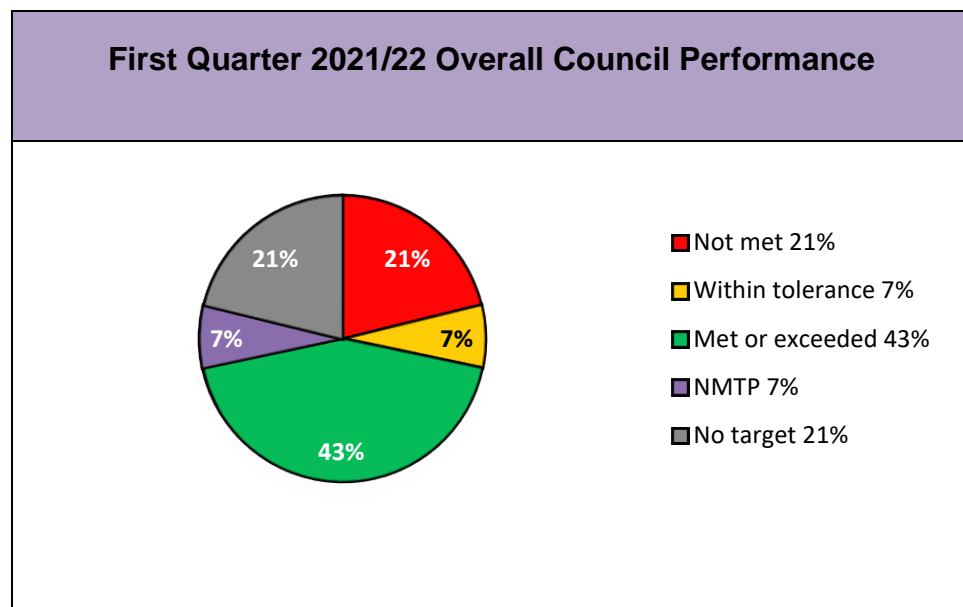
Dept. & PI Code	Performance Indicator	Measure	Previous Quarterly Results			Latest Quarterly Results				2020/21 Year to Date			Commentary
			Q1 Result	Q2 Result	Q3 Result	Q4 Result	Q Target	Q Status/Trend	Q Graphic	YTD Result	YTD Target	YTD Status/Trend	
Contact Centre CC02	Telephone calls taken by the Contact Centre for those services undertaken by the Contact Centre	Quarterly	11,096	19,061	13,996	14,385	No target.	 		58,538	No target.	 	This figure depicts the number of calls received via the main Council telephone no. 01277 312500 and that have selected the applicable service from the options provided. It does not include calls that have selected option '0' (this figure is reflected in CC01). The services undertaken by the Contact Centre are Environmental Health, Licensing, Planning, Building Control, Parking, Operational Services and Housing Services.
Contact Centre CC03	% of telephone calls resolved for those services undertaken by the Contact Centre	Quarterly	90%	89%	90%	91%	80%	 		90%	80%	 	Consistent performance throughout 20/21. Monthly meetings are held with the service areas to identify areas of improvement and training needs.
Contact Centre CC04	Website sessions	Quarterly	253,398	220,531	194,879	211,054	No target.	 		879,862	No target.	 	<p>Website sessions are defined as:</p> <p>A session is the period time a user is actively engaged with your website. All usage data (Screen Views, Events, Ecommerce etc) is associated with a session. By default, if a user is inactive for 30 minutes or more, any future activity is attributed to a new session. Users that leave your site and return within 30 minutes are counted as part of the original session.</p> <p>Website sessions remain significantly higher than the previous year (23% increase). There has been a 'shift' to customers using our online services to access Coronavirus information and to interact with the Council while the Town Hall is closed. We hope to continue to embrace this shift and encourage more residents, who are able to, to access our digital services first. The 3rd quarter sees an increase of 11.60% compared to the same period last year.</p>

Brentwood Borough Council - Performance Indicator Dashboard

Addendum 4

Dept. & PI Code	Performance Indicator	Measure	Previous Quarterly Results			Latest Quarterly Results				2020/21 Year to Date			Commentary										
			Q1 Result	Q2 Result	Q3 Result	Q4 Result	Q Target	Q Status/Trend	Q Graphic	YTD Result	YTD Target	YTD Status/Trend											
Planning P01	Number of new homes approved to be built in the Borough	Annual	NMTP	NMTP	NMTP	NMTP	NMTP	NMTP	<table border="1"> <tr><th>Year</th><th>Value</th></tr> <tr><td>2016/17</td><td>471</td></tr> <tr><td>2017/18</td><td>492</td></tr> <tr><td>2018/19</td><td>291</td></tr> <tr><td>2019/20</td><td>541</td></tr> </table>	Year	Value	2016/17	471	2017/18	492	2018/19	291	2019/20	541	NMTP	No target	NMTP	The gross number of new homes approved to be built in the Borough. This gives an indication of new homes expected to be completed in the Borough in the future. Approvals for new homes help towards the Borough's supply of homes, specifically the required five-year housing supply (published annually). In 2019/20 a total of 541 new dwellings were approved, this is up from 291 in 2018/19.
Year	Value																						
2016/17	471																						
2017/18	492																						
2018/19	291																						
2019/20	541																						
Planning P02	% of appeals allowed against the authority's decision to refuse planning applications	Quarterly	25%	38.3%	41.2%	39.9%	31%	<table border="1"> <tr><th>Quarter</th><th>Value</th></tr> <tr><td>Q1</td><td>25%</td></tr> <tr><td>Q2</td><td>38.3%</td></tr> <tr><td>Q3</td><td>41.2%</td></tr> <tr><td>Q4</td><td>39.9%</td></tr> </table>	Quarter	Value	Q1	25%	Q2	38.3%	Q3	41.2%	Q4	39.9%	 	35.8%	31%	 	Monitoring is done to understand why appeals happen and what can be done to reduce them / reduce number of overturns. Also working with agents to understand what we can do to help. An 'Appeals Update' is presented to Planning Committee which started on Feb 2021 to provide more detail on appeals.
Quarter	Value																						
Q1	25%																						
Q2	38.3%																						
Q3	41.2%																						
Q4	39.9%																						
Planning P03	Processing of planning applications as measured against targets for 'Major' application types	Quarterly	100%	100%	100%	100%	50%	 	<table border="1"> <tr><th>Quarter</th><th>Value</th></tr> <tr><td>Q1</td><td>100%</td></tr> <tr><td>Q2</td><td>100%</td></tr> <tr><td>Q3</td><td>100%</td></tr> <tr><td>Q4</td><td>100%</td></tr> </table>	Quarter	Value	Q1	100%	Q2	100%	Q3	100%	Q4	100%	100%	50%	 	Consistently high performance achieved throughout the year. Processes/performance are constantly being reviewed to ensure standards remain high. Number of Major application types received have not been affected by COVID. Processes have been tweaked to ensure business as usual and no detrimental effect to applicants.
Quarter	Value																						
Q1	100%																						
Q2	100%																						
Q3	100%																						
Q4	100%																						
Planning P04	Processing of planning applications as measured against targets for 'Minor' application types	Quarterly	98%	98%	98%	97.3%	70%	 	<table border="1"> <tr><th>Quarter</th><th>Value</th></tr> <tr><td>Q1</td><td>98%</td></tr> <tr><td>Q2</td><td>98%</td></tr> <tr><td>Q3</td><td>98%</td></tr> <tr><td>Q4</td><td>97.3%</td></tr> </table>	Quarter	Value	Q1	98%	Q2	98%	Q3	98%	Q4	97.3%	97%	70%	 	Consistently high performance. Processes/performance are constantly being reviewed to ensure standards remain high. Number of minor application types dropped off this year due to COVID, but not as much as expected. Processes have been tweaked to ensure business as usual and no detrimental effect to applicants.
Quarter	Value																						
Q1	98%																						
Q2	98%																						
Q3	98%																						
Q4	97.3%																						
Planning P05	Processing of planning applications as measured against targets for 'Other' application types	Quarterly	98%	99.7%	95.8%	99.1%	80%	 	<table border="1"> <tr><th>Quarter</th><th>Value</th></tr> <tr><td>Q1</td><td>98%</td></tr> <tr><td>Q2</td><td>99.7%</td></tr> <tr><td>Q3</td><td>95.8%</td></tr> <tr><td>Q4</td><td>99.1%</td></tr> </table>	Quarter	Value	Q1	98%	Q2	99.7%	Q3	95.8%	Q4	99.1%	99.7%	80%	 	Consistently high performance achieved throughout the year. Processes/performance is constantly being reviewed to ensure standards remain high. Number of other application types dropped off this year due to COVID, but not as much as expected. Processes have been tweaked to ensure business as usual and no detrimental effect to applicants.
Quarter	Value																						
Q1	98%																						
Q2	99.7%																						
Q3	95.8%																						
Q4	99.1%																						

Performance Dashboard – First Quarter 2021/22



First Quarter 2021/22 Performance by Department


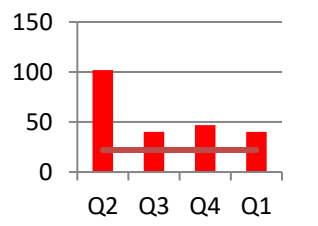


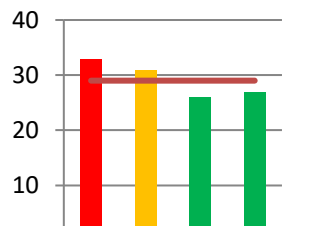


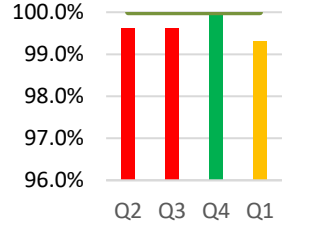


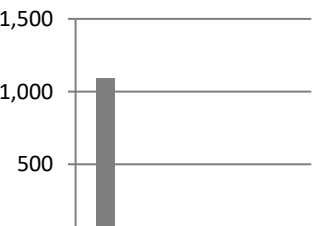

									NMTP		Total
	No	%	No	%	No	%	No	%	No	%	No
Contact Centre	0	0%	0	0%	1	33%	2	67%	0	0%	3
Environmental Health	0	0%	1	50%	0	0%	0	0%	1	50%	2
Finance	1	33%	0	0%	1	33%	1	33%	0	0%	3
Housing	2	40%	1	20%	1	20%	1	20%	1	20%	6
Human Resources	0	0%	0	0%	0	0%	1	100%	0	0%	1
Planning	1	17%	0	0%	4	66%	1	17%	0	0%	6
Revenues and Benefits	0	0%	0	0%	5	100%	0	0%	0	0%	5
Street Scene and Environment	2	100%	0	0%	0	0%	0	0%	0	0%	2
Total	6	21%	2	7%	12	43%	6	21%	2	7%	28
Previous Quarter Total	7	26%	2	7%	16	59%	0	0%	2	7%	27

Key

	Current performance is below target by more than the specified target deviation.
	Current performance is below target but is within tolerance.
	Current target has been met or exceeded.
	No target
NMTP	Not measured this period.
	Performance for the quarter or year to date is improving (up) or deteriorating (down) compared to previous quarter or across the year.



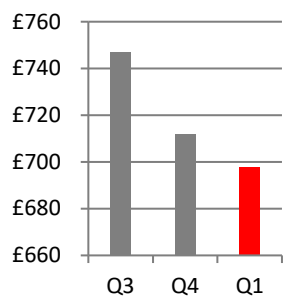


Brentwood Borough Council - Performance Indicator Dashboard



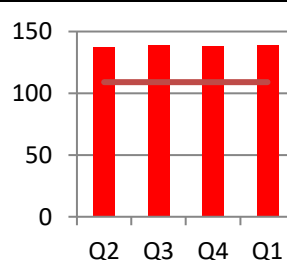




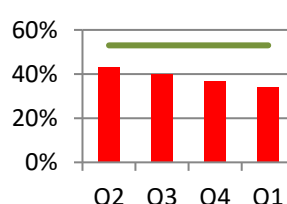


Addendum 4

Dept. & PI Code	Performance Indicator	Measure	Previous Quarterly Results			Latest Quarterly Results				2021/22 Year to Date			Commentary
			Q2 Result	Q3 Result	Q4 Result	Q1 Result	Q Target	Q Status/Trend	Q Graphic	YTD Result	YTD Target	YTD Status/Trend	
Housing H01	Average re-let times for Local Authority Housing	Quarterly	102 Days (81 Days GN, 109 Days SH, 121 Days TA)	40 Days (38.5 Days GN, 38.5 Days SH, 66 Days TA)	47 Days (41.6 Days GN, 54.7 Days SH)	40 Days (34.5 Days GN, 34.5 Days SH, 58 Days TA)	22 days	 ↑		40 Days	22 days	 ↑	Void turnaround remains good considering our current circumstances. There has recently been a small review of the letting and sign-up process, which should see us with better results as we move through the new fiscal year.
Housing H04	Households living in temporary accommodation	Quarterly	33	31	26	27	29	 ↓		35	29	 ↓	We have experienced an increase in placements in the last quarter partially due to COVID restrictions being relaxed and evictions starting to resume. We have also seen an increase in care leaver approached and hospital discharges during this period. We are currently forecasting an increase in placements as courts begin to process the backlog in housing cases and more households begin to approach with possession orders.
Housing H05	Gas servicing in Council homes	Quarterly	99.63%	99.63%	100%	99.31%	100%	 ↓		99.31%	100%	 ↓	LGSR (Landlord Gas Safety Record) compliance remains high and we continue to prioritise access to properties outstanding.
Housing H07	No. of applicants on the waiting list for Local Authority housing	Quarterly	NMTP	NMTP	NMTP	1,091	No target			1,091	No target		This is a new PI for 2021/22. Housing register : 736 Transfer register : 345 We are introducing a new allocations policy from 1st September 2021 and, as part of the implementation of the new policy, applicants will be required to re-register to confirm they remain eligible for the housing register. The most significant amendment to the policy is to the local connection criteria and we anticipate that this will result in a reduction to the waiting list to approximately 506 applicants (subj to assessment).

Brentwood Borough Council - Performance Indicator Dashboard



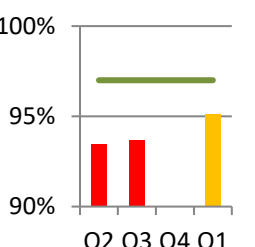


Addendum 4



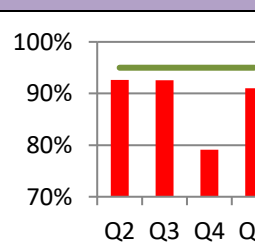


Dept. & PI Code	Performance Indicator	Measure	Previous Quarterly Results			Latest Quarterly Results				2021/22 Year to Date			Commentary
			Q2 Result	Q3 Result	Q4 Result	Q1 Result	Q Target	Q Status/Trend	Q Graphic	YTD Result	YTD Target	YTD Status/Trend	
Housing H08	Average Rent Arrears Total (Current Tenants, Garages)	Quarterly	NMTP	£746,953	£712,342	£698,450	£650,000	 			£650,000	 	<p>Previously H06 Level of Arrears at end of quarter</p> <p>New PI - Average collection of rent for the last year has been high in comparison to former years. There has been a gradual decrease in the total average rent arrears and there is a direct correlation between actions on accounts and collection.</p> <p>We have experienced resourcing issues last quarter which has meant we have had to reduce the number of staff processing cases to fortnightly rather than weekly. We are already seeing a plateau in collection, and I expect there will be a slight increase in arrears next quarter.</p>

Dept. & PI Code	Performance Indicator	Measure	Previous Quarterly Results			Latest Quarterly Results				2021/22 Year to Date			Commentary
			Q2 Result	Q3 Result	Q4 Result	Q1 Result	Q Target	Q Status/Trend	Q Graphic	YTD Result	YTD Target	YTD Status/Trend	
Street Scene and Environment E01	Residual household waste per household	Quarterly	137.41kg	139.09kg	137.81kg	139.11kg	109kg	 		139.11kg	109kg	 	<p>Estimated as statistics to be verified by ECC.</p> <p>2019/20 actuals – 469kg per household (ECC -33,834 households, estimated 488kg)</p> <p>Residual waste has risen nationally in response to COVID-19 and more people being at home, ecommerce etc</p> <p>Q1 over estimated – actual 136.10 kg</p>
Street Scene and Environment E02	Percentage of household waste arisings which have been sent by the authority for reuse, recycling, composting or anaerobic digestion	Quarterly	43.16%	39.96%	37.0%	34.19%	53.00%	 		34.19%	53.00%	 	<p>Estimated as statistics to be verified by ECC</p> <p>2019/20 actuals – 42.9% (estimated 41.8%)</p>

Brentwood Borough Council - Performance Indicator Dashboard



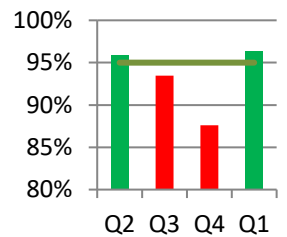



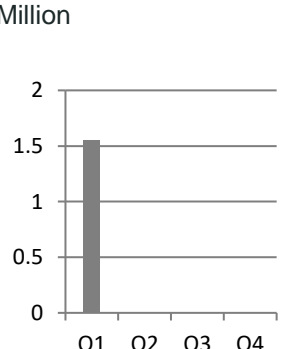



Addendum 4

Dept. & PI Code	Performance Indicator	Measure	Previous Quarterly Results			Latest Quarterly Results				2021/22 Year to Date			Commentary
			Q2 Result	Q3 Result	Q4 Result	Q1 Result	Q Target	Q Status/Trend	Q Graphic	YTD Result	YTD Target	YTD Status/Trend	
Environmental Health EH01	Food safety/hygiene standards in food premises - % of broadly compliant food premises	Quarterly	93.44%	93.68%	See commentary	95.1%	97%	 		95.1%	97%	 	Our Q1 result falls slightly short of our target of 97%. This is due to a large number of new premises registering with us during COVID-19 (well over double that we would get in a year pre-COVID) and a delay in us inspecting premises due to being engaged in COVID-19 work. In addition, the Food Standards Agency suspended inspections for six months during the initial stages of the Pandemic. We are therefore carrying an outstanding inspection list, which to my knowledge has never been the case at Brentwood Borough Council.
Environmental Health EH02	Service requests investigated within target time	Quarterly	NMTP	NMTP	NMTP	See commentary	5 days	NMTP	N/A	NMTP	5 days	NMTP	This is a new PI for 2021/22 and will be reported from Q2.

Dept. & PI Code	Performance Indicator	Measure	Previous Quarterly Results			Latest Quarterly Results				2021/22 Year to Date			Commentary
			Q2 Result	Q3 Result	Q4 Result	Q1 Result	Q Target	Q Status/Trend	Q Graphic	YTD Result	YTD Target	YTD Status/Trend	
Finance F01	% of invoices from local suppliers paid within 20 days	Quarterly	92.61%	92.54%	79.09%	91.02%	95%	 		88.7%	95%	 	Huge improvement from Q4 20/21 to Q1 21/22. Invoice numbers were decreased however we have found invoices are now being spread across to more officers, alleviating the pressure on some officers who had high numbers of invoices to process.

Brentwood Borough Council - Performance Indicator Dashboard

Addendum 4

Dept. & PI Code	Performance Indicator	Measure	Previous Quarterly Results			Latest Quarterly Results				2021/22 Year to Date			Commentary
			Q2 Result	Q3 Result	Q4 Result	Q1 Result	Q Target	Q Status/Trend	Q Graphic	YTD Result	YTD Target	YTD Status/Trend	
Finance F02	% of invoices from all suppliers paid within 30 days	Quarterly	95.85%	93.48%	87.61%	96.38%	95%	 		92.9%	95%	 	Good improvement from Q4 20/21 to Q1 21/22. Invoice numbers were decreased however we have found invoices are now being spread across to more officers, alleviating the pressure on some officers who had high numbers of invoices to process.
Finance F03	Value of corporate debt	Quarterly	NMTP	NMTP	NMTP	£1.547m	Reduction from previous quarter				Reduction from previous quarter		<p>This is a new PI for 2021/22.</p> <p>Value of Corp Debt was relatively high due to £848k value being akin to invoices with SAIL that were not repaid at 1st July 2021. These invoices have since been repaid and the Corp Debt level has dropped below £1m – this will be reflected in the Q2 result.</p>
Human Resources HR03	Number of days sickness lost per month	Monthly	Jul 119.5 Aug 132.5	Oct 118 Nov 119	Jan 162 Feb 110.5	Apr 104 May 184	No target.			364 days	No target.		<p>This PI reflects the number of working days lost to sickness each month.</p> <p>62% of absence figures are attributed to long term absences (28 days or more) for Q1. With the main reason for long term</p>



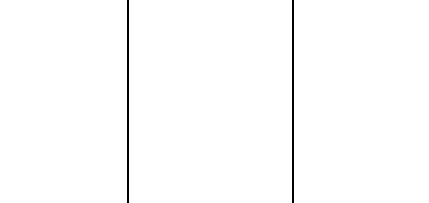




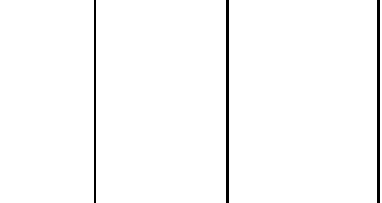




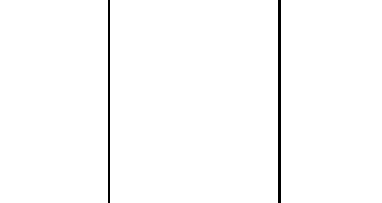


Brentwood Borough Council - Performance Indicator Dashboard

Addendum 4

Dept. & PI Code	Performance Indicator	Measure	Previous Quarterly Results			Latest Quarterly Results				2021/22 Year to Date			Commentary	
			Q2 Result	Q3 Result	Q4 Result	Q1 Result	Q Target	Q Status/Trend	Q Graphic	YTD Result	YTD Target	YTD Status/Trend		
			Sep 104.5	Dec 121	Mar 136.5	Jun 176		↑				↑	absence being Anxiety/Depression. Over the coming months we will be targeting support to manager's in order to proactively manage absences, to explore if this will see a reduction in long term absences. A review of the Absence Management Policy will also be undertaken. In terms of short term absences the main reasons for short term absences for Q1 was Covid, Operation, Musculoskeletal as well as Mental Health conditions. We continue to offer support to all employees around their wellbeing by way of wellbeing check ins, employee assistance programme, regular 1:1s and Team meetings, Mental Health First Aiders, wellbeing teams channel, wellbeing sway site, weekly relax and stretch classes. We are also currently setting out a wellbeing action plan for the coming year.	
Revs & Bens CT01	Council Tax collection	Quarterly	55.6%	82.9%	97%	29.2%	28.5%			29.2%	28.5%		We saw some early payments being made for the new 2021/22 charge and overall collection is above target for Q1.	
Revs & Bens CT03	Housing Benefit and Pensioner Council Tax Support - time taken to process new claims	Quarterly	19 days	17 days	14.5 days	16 days	18 days				16 days	18 days		The target has been reduced from 21 days to 18 days for 2021/22. We have dedicated officers working on new claims to ensure these are processed in a timely manner and to ensure payments are made as quickly as possible to alleviate financial hardship.



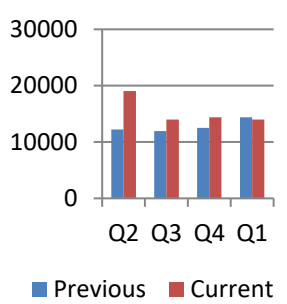




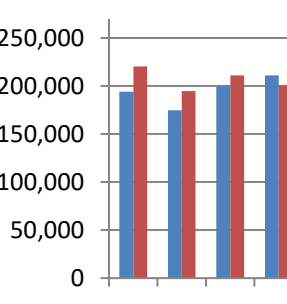



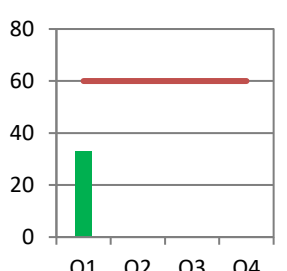

Brentwood Borough Council - Performance Indicator Dashboard

Addendum 4

Dept. & PI Code	Performance Indicator	Measure	Previous Quarterly Results			Latest Quarterly Results				2021/22 Year to Date			Commentary
			Q2 Result	Q3 Result	Q4 Result	Q1 Result	Q Target	Q Status/Trend	Q Graphic	YTD Result	YTD Target	YTD Status/Trend	
Revs & Bens CT05	Housing Benefit and Pensioner Council Tax Support - time taken to process Change of Circumstances	Quarterly	4.5 days	4.5 days	4.5 days	5 days	6 days	 		6 days	8 days	 	The target has been reduced from 8 days to 6 days for 2021/22, and achievement is below target for Q1.
Revs & Bens CT07	Council Tax Reduction scheme for working age persons - time taken to process new applications	Quarterly	2 days	3 days	3 days	3 days	3 days	 		3 days	3 days	 	The target has been reduced from 5 days to 3 days for 2021/22. We have dedicated officers working on CTR applications to ensure that accounts are up to date so that residents made aware how much and when they are required to pay their Council Tax.
Revs & Bens CT08	Council Tax Reduction scheme for working age persons - time taken to process change of circumstances	Quarterly	2 days	3 days	2 days	2 days	3 days	 		2 days	3 days	 	The target has been reduced from 5 days to 3 days for 2021/22. We have dedicated officers working on CTR applications to ensure these are processed in a timely manner to ensure that accounts are up to date so that residents made aware how much and when they are required to pay their Council Tax.

Brentwood Borough Council - Performance Indicator Dashboard


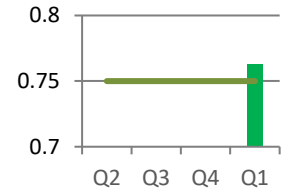

Addendum 4

Dept. & PI Code	Performance Indicator	Measure	Previous Quarterly Results			Latest Quarterly Results				2021/22 Year to Date			Commentary
			Q2 Result	Q3 Result	Q4 Result	Q1 Result	Q Target	Q Status/Trend	Q Graphic	YTD Result	YTD Target	YTD Status/Trend	
Contact Centre CC02	Telephone calls taken by the Contact Centre for those services undertaken by the Contact Centre	Quarterly	19,061	13,996	14,385	13,969	No target.	 		13,969	No target.	 	This figure depicts the number of calls received via the main Council telephone no. 01277 312500 and that have selected the applicable service from the options provided. It does not include calls that have selected option '0' (this figure is reflected in CC01). The services undertaken by the Contact Centre are Environmental Health, Licensing, Planning, Building Control, Parking, Operational Services and Housing Services.
Contact Centre CC04	Website sessions	Quarterly	220,531	194,879	211,054	200,356	No target.	 		200,356	No target.	 	Website sessions are defined as: A session is the period time a user is actively engaged with your website. By default, if a user is inactive for 30 minutes or more, any future activity is attributed to a new session. Users that leave your site and return within 30 minutes are counted as part of the original session. A new corporate website was launched in June 2021, which now includes Cookie consent. We will carefully monitor trends associated with this across 2021/22.
Contact Centre CC05	% calls answered within SLA	Quarterly	NMTP	NMTP	NMTP	33 seconds	60 seconds			33 seconds	60 seconds		This is a new PI for 2021/22. Benchmarking across Essex reports varying targets for time to answer. We have set our target relatively low in recognition of the important of maintaining a good level of customer service.

Dept. & PI Code	Performance Indicator	Measure	Previous Quarterly Results			Latest Quarterly Results				2021/22 Year to Date			Commentary
			Q2 Result	Q3 Result	Q4 Result	Q1 Result	Q Target	Q Status/Trend	Q Graphic	YTD Result	YTD Target	YTD Status/Trend	
Planning P01	Number of new homes approved to be built in the Borough	Annual	NMTP	NMTP	NMTP	61	No target		 2016/17: 471, 2017/18: 492, 2018/19: 291, 2019/20: 541, 2020/21: 61	61	No target		The gross number of new homes approved to be built in the Borough. Approvals for new homes help towards the Borough's supply of homes, specifically the required five-year housing supply (published annually). The total for 2020/21 is lower than previous years. This is likely due to an increase in extensions to existing dwelling since the pandemic, lack of available land (we need the Local Plan to be adopted to unlock green belt sites) and people turning their focus to home renovations. In 2019/20 a total of 541 new dwellings were approved, compared to 291 in 2018/19.
Planning P02	% of appeals allowed against the authority's decision to refuse planning applications	Quarterly	38.3%	41.2%	39.9%	53.3%	31%	 	 Q2: 30%, Q3: 42%, Q4: 38%, Q1: 52%	53.3%	31%	 	Monitoring is done to understand why appeals happen and what can be done to reduce them / reduce number of overturns. Also working with agents to understand what we can do to help. An 'Appeals Update' is presented to Planning Committee which started on Feb 2021 to provide more detail on appeals.
Planning P03	Processing of planning applications as measured against targets for 'Major' application types	Quarterly	100%	100%	100%	100%	50%	 	 Q2: 100%, Q3: 100%, Q4: 100%, Q1: 100%	100%	50%	 	Consistently high performance achieved throughout the year. Processes/performance are constantly being reviewed to ensure standards remain high. Number of Major application types received have not been affected by COVID. Processes have been tweaked to ensure business as usual and no detrimental effect to applicants.
Planning P04	Processing of planning applications as measured against targets for 'Minor' application types	Quarterly	98%	98%	97.3%	95.9%	70%	 	 Q2: 98%, Q3: 98%, Q4: 97.3%, Q1: 95.9%	95.9%	70%	 	Consistently high performance. Processes/performance are constantly being reviewed to ensure standards remain high. Number of minor application types dropped off this year due to COVID, but not as much as expected. Processes have been tweaked to ensure business as usual and no detrimental effect to applicants.
Planning P05	Processing of planning applications as measured against targets for 'Other' application types	Quarterly	99.7%	95.8%	99.1%	99.1%	80%	 	 Q2: 99.7%, Q3: 95.8%, Q4: 99.1%, Q1: 99.1%	99.1%	80%	 	Consistently high performance achieved throughout the year. Processes/performance is constantly being reviewed to ensure standards remain high. Number of other application types dropped off this year due to COVID, but not as much as expected. Processes have been tweaked to ensure business as usual and no detrimental effect to applicants.

Brentwood Borough Council - Performance Indicator Dashboard

Addendum 4

Planning P06	Percentage of planning applications approved	Quarterly	NMTP	NMTP	NMTP	76.3%	75%			76.3%	75%		This is a new PI for 2021/22 and reports approvals of all PS1 and PS2 applications (i.e. excl. pre-applications)
--------------	--	-----------	------	------	------	-------	-----	---	---	-------	-----	---	--