

## Strategic Key Performance Indicators

The following table presents an update against the strategic key performance indicators that were approved by cabinet on 21 May 2020 (report CAB3230 refers).

The availability of the data for each KPI is often from sources external to the council and varies from monthly, quarterly, annually and biennially. Where the data is available at annual intervals, this will usually be reported after the end of each financial year.

For ease of reading, the KPIs with either monthly or quarterly data or where annual data has become available in quarter, have been moved to the top of the table followed by KPIs with less frequently available data.

A column has been added to the table below to capture the impact and effect that the COVID-19 pandemic is having or will have on the performance data for the year.

### RAG Parameters:

**This performance indicator is on target**

**This performance indicator is below target but within 5% of the target**

**This performance indicator is below target by more than 5%**

| Ref                              | What we want to achieve   | KPI Definition  | Cabinet Member             | Polarity        | Previously Reported Data  | Q1 (20/21)                        | Q2 (20/21)                               | Q3 (20/21)                         | Q4 (20/21)                          | Q1 (21/22)                                | R A G Status   | KPI Target 2021/22                | Impact of COVID-19 - update  |
|----------------------------------|---|---|----------------------------|-----------------|---|-----------------------------------|--|------------------------------------|-------------------------------------|---|--|-----------------------------------|--|
| <b>QUARTERLY KPIs</b>            |   |   |                            |                 |   |                                   |  |                                    |                                     |   |  |                                   |  |
| <b>Tacking Climate Emergency</b> |   |   |                            |                 |   |                                   |  |                                    |                                     |   |  |                                   |  |
| TCE02                            | Reduced levels of waste and increased recycling, exceeding national targets | Percentage of household waste sent for reuse, recycling and composting  | Economic Recovery          | Higher = better | 36.1% (2018/19)<br>41st out of 54 collection authorities in South East<br>updates available on 1920 fig 38.1%                       | 43%                               | 41.20%                                   | 40.4%                              | 36.4%                               | 42.75%                                    | Unaudited and subject to change but annual 40.3% in 2021 | Increase against 2019/20 outturn  | Main collection services maintained despite COVID-19. Volume of waste increased.                                       |
| TCE03                            | Reduced levels of waste and increased recycling, exceeding national targets | Kgs of domestic residual waste collected per household  | Economic Recovery          | Lower = better  | 461kg (2018/19) /household<br>38 <sup>th</sup> out of 54 South East collection authorities updates available on 19 20 figs<br>449kg | 118.27 kg                         | 116.91 kg                                | 115,41kg                           | 121.04 kg                           | 117.9 kg                                  | Unaudited and subject to change but 471.64 annually      | Reduction against 2018/19 outturn | Main collection services maintained despite COVID-19. Volume of waste increased  |
| TCE06                            | Increased opportunities for active travel                                   | Proportion of visitors using parking sessions in each of three main areas of parking, central, inner, and outer | Economic Recovery          | Higher = better | Centre 63.50%<br>Inner 21.00%<br>P&R 15.50%   | Centre 76%<br>Inner 16%<br>P&R 8% | Centre 74%<br>Inner 17%<br>P&R 9%        | Centre 73%<br>Inner 17 p<br>& R 10 | Centre 71%<br>inner 16%<br>P& R 13% | Centre 73.5%<br>Inner 16.7%<br>P & R 9.7% | Not applicable   | To be developed                   | All parking patterns substantially affected and overall demand greatly reduced. Use determined by Tier/lockdown status |
| <b>Homes for All</b>             |   |   |                            |                 |   |                                   |  |                                    |                                     |   |  |                                   |  |
| HA06                             | Diverse, healthy and cohesive communities - not just homes                  | No. of new homes started or in progress / completed   | Housing & Asset Management | Higher = better | Started 121<br>Completed 21   | No change<br>Started 121          | No change<br>Started 121<br>Completed 21 | No change                          | Started 121<br>Completed 28         | Started 0<br>Completed 112                | Not applicable   | Complete 121<br>Start 85          | Completions delayed but  |

| Ref                              | What we want to achieve  | KPI Definition  | Cabinet Member            | Polarity        | Previously Reported Data                                  | Q1 (20/21)   | Q2 (20/21)   | Q3 (20/21)   | Q4 (20/21)   | Q1 (21/22)   | R A G Status | KPI Target 2021/22          | Impact of COVID-19 - update  |
|----------------------------------|--|---|---------------------------|-----------------|---|--|--|--|--|--|--------------|-----------------------------|--|
|                                  |  |   |                           |                 |   | Completed 21   |  |  |  |  |              |                             |  |
| <b>Vibrant local economy</b>     |  |   |                           |                 |   |  |  |  |  |  |              |                             |  |
| VLE13 (a)                        | Increased opportunities for high quality, well-paid employment across the district | % of procurement spend with local suppliers – Revenue spend   | Economic Recovery         | Higher = better | 21.99% (19/20)  | 20.14%   | 28.52%   | 22.21%   | 27.02% Q4<br>24.50%<br>20/21                         | 16.67%   |              | Min 25% Revenue             | Cancellation of many events during the pandemic which historically are likely to have included procurement from a high proportion of local suppliers and providers |
| VLE13 (b)                        | Increased opportunities for high quality, well-paid employment across the district | % of procurement spend with local suppliers – Capital spend   | Economic Recovery         | Higher = better | 46.60% (19/20)  | 25.85%   | 34.99%   | 39.18%   | 38.67% Q4<br>34.76%<br>20/21                         | 75.85%   |              | Min 25% Capital             | No identified impact   |
| <b>Your Services, Your Voice</b> |  |   |                           |                 |   |  |  |  |  |  |              |                             |  |
| YSYV04                           | Improved satisfaction for our services   | Percentage of upheld complaints   | Finance & Service Quality | Lower = better  | 59%<br>2019/20  | 61%  | 54%  | 48%  | 41%  | 52%  |              | ≤ 54% (average for 2020/21) | No identified impact   |
| YSYV05                           |  | No. of valid Ombudsman complaints   | Finance & Service Quality | Lower = better  | 1<br>2018/19<br>2<br>2019/20                              | 0  | 0  | 0  | 0  | 0  |              | 0                           | 0  |
| YSYV06                           | Improved satisfaction for our services   | Availability of WCC critical infrastructure services excluding planned downtime<br>- email<br>- storage<br>- telephony<br>- document management system(s) | Finance & Service Quality | Higher = better | Email 100%<br>Storage 100%<br>Telephony 99.5%<br>DMS 100% | Email 100%<br>Storage 100%<br>Telephony 98.83%<br>DMS 100% | Email 100%<br>Storage 100%<br>Telephony 98.21%<br>DMS 100% | 100%<br>Storage 100%<br>Telephony 97.93%<br>DMS 100% | 100%<br>Storage 100%<br>Telephony 97.76%<br>DMS 100% | Email 100%<br>Storage 100%<br>Telephony 97.96%<br>DMS 100% |              | ≥ 99.5%                     | No identified impact   |
| YSYV07                           | Improved satisfaction for our services   | Efficient waste collection services - missed bin collection report  | Finance & Service Quality | Lower = better  | AWC<br>Q4 2019/20<br>68.89 per 100k bin collections       | AWC<br>57.79 per 100k bin collections                      | AWC<br>52.98 per 100k bin collections                      | AWC<br>46.91 per 100k bin collections                | 57.12 per 100k bin collections                       | AWC 36 per 100k bin collections                            |              | Not applicable              | Contract compliance  |

| Ref                              | What we want to achieve   | KPI Definition   | Cabinet Member    | Lead Strategic Director / CHoS | Frequency of reporting | Polarity        | 2019/20  | 2020/21   | KPI Target 2021/22  | Notes  | Impact of COVID-19  |
|----------------------------------|---|--|-------------------|--------------------------------|------------------------|-----------------|--|---|---|--|---|
| <b>ANNUAL/ BIENNIAL KPIs</b>     |   |  |                   |                                |                        |                 |  |   |   |  |   |
| <b>Tacking Climate Emergency</b> |   |  |                   |                                |                        |                 |  |   |   |  |   |
| TCE01                            | Winchester City Council to be carbon neutral by 2024                                | WCC carbon emissions   | Climate Emergency | Place / Economy & Community    | Annual                 | Lower = better  | 4268 tCO2e (Like for like reduction of 11.7%)  | See Notes   | Target for 2020/21 3201 tCO2e (-25%)<br>Target for 21/22 2134 tCO2e                   | Data for 2020/21 <b>Expected Sept 2021</b>                                 | Awaiting data for 20/21, which we anticipate will show positive impact as staff work from home and leisure centre closed for several months |
| TCE04                            | Reduced levels of waste and increased recycling, exceeding national targets         | Percentage of recycling waste contaminated                         | Economic Recovery | Services / Regulatory          | Annual                 | Lower = better  | 13.33% contamination from 43 samples. 2 <sup>nd</sup> best performance of Hampshire authorities  | 16.33 % from 61 samples. 5 <sup>th</sup> best in Hants, and below average of 17.54% | Reduction against 2018/19 outturn   |  | Main collection services maintained despite COVID-19. Volume of waste increased.  |
| TCE05                            | Everything most residents need should be in reach by foot, bike or public transport | No. bus users  | Economic Recovery | Place / Head of Programme      | Annual                 | Higher = better | 4.2m passenger journeys in the year 2019 in Winchester and surrounding area (Stagecoach figures). NB 2020 patronage figs severely distorted                                    | See Notes   | 2019 baseline data – target to be considered in line with WMS and in Liaison with HCC | <b>Figures expected October 21</b>   | Significant impact as more people work from home and less visitors to the city  |
| TCE07                            | Everything most residents need should be in reach by foot, bike or public transport | Traffic movement into Winchester                                   | Economic Recovery | Services / Head of Programme   | Annual                 | Lower = better  | Average daily traffic flows (HCC source)<br>St Cross Rd 13,500<br>Stockbridge Rd 7,300<br>Andover Rd (N) 12,000<br>St Cross Rd 9300<br>NB 2020 traffic figs severely distorted | See Notes   | 2019 baseline data – target to be considered in line with WMS and in Liaison with HCC | <b>Figures expected October 21</b>   | Significant impact as more people work from home and less visitors to the city  |
| TCE08                            | The Winchester district to be carbon neutral by 2030                                | District carbon emissions - annual report - year on year reduction | Climate Emergency | Services / Economy & Community | Annual                 | Lower - better  | <b>2017/18</b><br>617,000 tCO2e (1.9% reduction)   | See Notes   | 514,166 tCO2e (2020 figures)  | Data collected annually 2 years in arrears<br><b>2018/19 due Sept 2021</b> | 2-year data lag means we won't see extent of impact until 2023  |

| Ref   | What we want to achieve  | KPI Definition  | Cabinet Member    | Lead Strategic Director / CHoS | Frequency of reporting | Polarity        | 2019/20  | 2020/21  | KPI Target 2021/22  | Notes   | Impact of COVID-19  |
|-------|--|---|-------------------|--------------------------------|------------------------|-----------------|--|--|---|---|---|
|       |  |   |                   |                                |                        |                 |  |  |   | Target 565,58 tCO <sub>2</sub> e (8.5% reduction)   |   |
| TCE09 | The Winchester district to be carbon neutral by 2030               | Produce Local Plan - plan adoption  | Climate Emergency | Services / Regulatory          | Annual                 | N/A             | N/A – new indicator Evidence base being developed.   | Consultation on Strategic Issues and Priorities took place for 8 weeks and closed 12/4/21 Representations are currently being analysed | Deliver Plan to adoption in accordance with Local Development Scheme which was updated on the 21 <sup>st</sup> July 2021. | Update expected <b>January 22</b>   | No significant impact apart from the fact that Strategic Issues & Priorities consultation was undertaken online. Over 2,200 representations were submitted as Local Plans teams had to adapt to new ways of engaging. |
| TCE10 | Our district's extensive natural habitats safeguarded and enhanced | Deliver 80% of actions in the approved annual action plan - percentage completed  | Climate Emergency | Place / Economy & Community    | Annual                 | Higher = better | N/A – new indicator  | Biodiversity Plan approved by cabinet January 2021 and launched in February 2021. 10% completed as at 31.03.21                         | Deliver 80% of actions included in BAP  | Update expected <b>March 22</b>   | No significant impact.  |
| TCE11 | Our district's extensive natural habitats safeguarded and enhanced | Number of trees planted per year  | Climate Emergency | Place / Economy & Community    | Annual                 | Higher = better | N/A – new indicator  | 398 trees planted in 20/21 planting season   | 100 trees planted   |   | No significant impact to date.  |
| TCE12 | The Winchester district to be carbon neutral by 2030               | Number and percentage of all parish councils (Inc. Town Forum) that have local carbon reduction action groups / campaigns | Climate Emergency | Place / Economy & Community    | Annual                 | Higher = better | N/A – new indicator  | 4%   | 25%   |   | New indicator – no impact   |
| TCE13 | The Winchester district to be carbon neutral by 2030               | Number of people participating in carbon reduction event per year   | Climate Emergency | Place / Economy & Community    | Annual                 | Higher = better | N/A – new indicator  | 2457   | 2703  |   | New indicator - no impact   |
| TCE14 | Clean air, more ambitious than national targets                    | Improvement trends in nitrogen dioxide and particulates, with the intent of complying with national mandatory standards   | Climate Emergency | Services / Regulatory          | Annual                 | Lower = better  | St Georges St 2018: 41µg/m <sup>3</sup><br>2019: 39µg/m <sup>3</sup><br>(First 6 months only)<br>Chesil St & Romsey Rd 2018: 47.5µg/m <sup>3</sup> | Data not yet available, see Notes  | Review extent of AQMA in light of 2020 data as set out in CAB3217. Also consider whether to set revised                   | <b>Annual report submitted to DEFRA June this year.</b><br>Consultation on the draft Air Quality Supplemental Planning Document | Levels of traffic reduced with corresponding impact on air quality in the town centre (to be quantified).   |

| Ref                  | What we want to achieve   | KPI Definition   | Cabinet Member             | Lead Strategic Director / CHoS | Frequency of reporting | Polarity        | 2019/20   | 2020/21   | KPI Target 2021/22                            | Notes   | Impact of COVID-19  |
|----------------------|---|--|----------------------------|--------------------------------|------------------------|-----------------|---|---|---|---|---|
|                      |   |  |                            |                                |                        |                 | 2019: 47.2µg/m <sup>3</sup><br>(First 6 months only)          |   | standards higher than statutory requirements. | ran for 8 weeks closing on 12/4/21.   | NB: COVID-19 will impact this year's data set.  |
| <b>Living Well</b>   |   |  |                            |                                |                        |                 |   |   |   |   |   |
| LW01                 | Reduced health inequalities   | Inequality in life expectancy at birth (male)  | Communities & Wellbeing    | Place / Economy & Community    | Annual                 | Lower = better  | 2018 – 5.8 years<br>2019 – 5.9 years                          | Data not yet available  | ≤ 5.8 years                                   | Data has not been released by ONS   | Relevant data not yet available from ONS.   |
| LW02                 | Reduced health inequalities   | Inequality in life expectancy at birth (female)  | Communities & Wellbeing    | Place / Economy & Community    | Annual                 | Lower = better  | 2018 – 6.4 years<br>2019 – 4.6 years                          | Data not yet available  | ≤ 6.4 years                                   | Data has not been released by ONS   | Relevant data not yet available from ONS.   |
| LW03                 | A wide range of physical and cultural activities for all ages and abilities | Number of users of the Winchester Sport & Leisure Park   | Communities & Wellbeing    | Place / Economy & Community    | Annual                 | Higher = better | N/A – new indicator   | Centre opened on 29 May 2021                                  | 500,000                                       | Next full year data due <b>June 22</b>  | Centre opened on 29 May with Government COVID-19 restrictions in place until July 2021. It is estimated that it will take 18 months for usage levels to return to their original pre – Covid-19 forecast. |
| LW04                 | A wide range of physical and cultural activities for all ages and abilities | Percentage of adults participating in 150+ minutes of sport or physical activity per week within the Winchester district   | Communities & Wellbeing    | Place / Economy & Community    | 6 Monthly              | Higher = better | June 2018 – May 2019<br>72.6%<br>Dec 2018 – Nov 2019<br>71.4% | June 2019 - May 2020<br>70.5%<br>Dec 2019 – Nov 2020<br>71.0% | 71.0%   | Data is measured from June to May and from December to November each year. Time lag for receiving data. Next update for May 2021 due <b>September 21</b> , Nov 2021 due <b>March 22</b> | Activity levels have remained fairly constant, despite people being at home during lockdown.  |
| LW06                 | A wide range of physical and cultural activities for all ages and abilities | Increase participation in the Cultural Network in order to strengthen engagement with and support of the arts and cultural sector working collaboratively to strategically develop the offer | Communities & Wellbeing    | Place / Economy & Community    | Annual                 | Higher = better | 23 organisations  | 23 organisations  | +10%  | Data collected at the end of each financial year. Next update for 2021/22 figures due <b>May 22</b> , however as at 28/07/21 <b>30 organisations</b>                                    | No identified impact  |
| <b>Homes for All</b> |   |  |                            |                                |                        |                 |   |   |   |   |   |
| HA01                 | All homes are energy efficient and affordable to run                        | % of all WCC homes achieving energy efficiency rating of C or above  | Housing & Asset Management | Services / Housing             | Annual                 | Higher = better | 60%   | 62.27%  | 66%   | Next update due <b>May 22</b>   | None identified   |

| Ref                          | What we want to achieve  | KPI Definition   | Cabinet Member             | Lead Strategic Director / CHoS | Frequency of reporting | Polarity        | 2019/20                              | 2020/21                              | KPI Target 2021/22             | Notes  | Impact of COVID-19  |
|------------------------------|--|--|----------------------------|--------------------------------|------------------------|-----------------|--------------------------------------|--------------------------------------|--------------------------------|--|---|
| HA02                         | All homes are energy efficient and affordable to run                               | % all new homes achieving suitable energy standard   | Housing & Asset Management | Services / Housing             | Annual                 | Higher = better | Figures not yet available, see notes | Figures not yet available, see notes | 100%                           | Data will be collected retrospectively. Next update due <b>July 2022</b> | None identified   |
| HA03                         | Diverse, healthy and cohesive communities - not just homes                         | No. of domestic properties in the district, previously No. of households in district (all tenures) | Housing & Asset Management | Services / Finance             | Annual                 | Higher = better | 54,017                               | 54,584                               | Trend data for monitoring only | Data collected in March each year  | None identified   |
| HA04                         | No one sleeping rough except by choice   | No. of rough sleepers  | Housing & Asset Management | Services / Housing             | Annual                 | Lower = better  | N/A                                  | 7                                    | Trend data for monitoring only | Updated in Autumn each year  | Governments directive to get 'Everyone in' in response to COVID-19 meant anyone rough sleeping was offered accommodation. Financial implications - increased use of B&B, lease of a supported housing property. |
| HA05                         | Diverse, healthy and cohesive communities - not just homes                         | 1000 new homes planned (10 year supply). No. completed each year, commencing 2021/22               | Housing & Asset Management | Services / Regulatory          | Annual                 | Higher = better | N/A                                  | N/A                                  | 1000 over 10 years             | New indicator decided in March 21. Next update in <b>May 22</b>          | None detected to date, but economic downturn may impact housing delivery  |
| HA07                         | Diverse, healthy and cohesive communities - not just homes                         | WCC housing stock, directly owned, housing company   | Housing & Asset Management | Services / Housing             | Annual                 | Higher = better | N/A – new indicator                  | 0                                    | Complete 5 new houses          | Delay to launch of Housing Company                                       | Completions delayed. Less general fund capital investment in the company.   |
| <b>Vibrant local economy</b> |  |  |                            |                                |                        |                 |                                      |                                      |                                |  |   |
| VLE01                        | Increased opportunities for high quality, well-paid employment across the district | No. of business enterprises in professional / technical sectors                                    | Economic Recovery          | Place / Economy & Community    | Annual                 | Higher = better | 21.3%                                | 21%                                  | Trend data for monitoring only | Data collected each January  | No discernible change in trend revealed in the data so far  |
| VLE02                        | Increased opportunities for high quality, well-paid employment across the district | Close the gap between workplace earnings and residents' earnings                                   | Economic Recovery          | Place / Economy & Community    | Annual                 | Lower = better  | £105.4                               | £52.9                                | Trend data for monitoring only | Data collected each January  | Economic downturn likely to have an impact  |
| VLE03                        | Increased opportunities for high quality, well-paid employment across the district | Productivity measure – gross value added (GVA) per head  | Economic Recovery          | Place / Economy & Community    | Annual                 | Higher = better | £39,714                              | ONS has not released data            | Trend data for monitoring only | Data collected each January  | Insufficient data available to judge the impact.  |

| Ref   | What we want to achieve   | KPI Definition  | Cabinet Member    | Lead Strategic Director / CHoS | Frequency of reporting | Polarity        | 2019/20                                | 2020/21                          | KPI Target 2021/22                      | Notes   | Impact of COVID-19  |
|-------|---|---|-------------------|--------------------------------|------------------------|-----------------|--|----------------------------------|---|---|---|
| VLE04 | New offices and workspaces meet changing business needs and are located in areas with sustainable transport links | Amount of floor space developed in market towns (planning approvals) – Data is not recorded for this specific measure, see notes  | Economic Recovery | Services / Regulatory          | Annual                 | Higher = better | Data not available                     | Data not available               | To be developed, Refer to Planning team | <b>Data is not readily available in this format</b>   | Economic downturn may affect delivery of new floor space.                   |
| VLE05 | More younger people choose to live and work in the district   | Percentage of residents aged 25-35 years old  | Economic Recovery | Place / Economy & Community    | Annual                 | Higher = better | ONS Data mid-2018 11.4%                | ONS Data mid-2019 12.5%          | Trend data for monitoring only          | next update <b>Jan 22</b>   | May decrease if fewer job opportunities exist for young people              |
| VLE06 | A shift to a greener, more sustainable economy  | No. of businesses engaged on carbon reduction measures/ projects  | Economic Recovery | Place / Economy & Community    | Annual                 | Higher = better | <b>Figures not yet available</b>       | <b>Figures not yet available</b> | Baseline to be set when data available  | Data will be collected at year end after the re-launch of the Sustainable Business Network. Update expected <b>April 22</b> | COVID restrictions have resulted in far fewer opportunities for engagement. |
| VLE07 | A shift to a greener, more sustainable economy  | Crowd funder grants offered for green projects  | Economic Recovery | Place / Economy & Community    | Annual                 | Higher = better | N/A – new indicator                    | Launched 15/6/20                 | To be developed                         | <b>Data expected Oct 21</b>   | No identified impact  |
| VLE08 | Our city, market towns and rural communities recover well and have a compelling, competitive visitor offer        | Visitor stay length increasing  | Economic Recovery | Place / Economy & Community    | Annual                 | Higher = better | 2.6 days domestic<br>6.7 days overseas |                                  | Trend data for monitoring only          | <b>Data expected Oct 21</b>   | Likely to reduce due to a downturn in visitors staying overnight            |
| VLE09 | Our city, market towns and rural communities recover well and have a compelling, competitive visitor offer        | Visitor spend increases   | Economic Recovery | Place / Economy & Community    | Annual                 | Higher = better | £263.4m                                |                                  | Trend data for monitoring only          | <b>Data expected Oct 21</b>   | May increase as more staycation visitors to the district                    |
| VLE10 | Our city, market towns and rural communities recover well and have a compelling, competitive visitor offer)       | Value of tourism to the economy increases   | Economic Recovery | Place / Economy & Community    | Annual                 | Higher = better | £339m                                  |                                  | Trend data for monitoring only          | <b>Data expected Oct 21</b>   | May increase as more staycation visitors to the district                    |
| VLE11 | Our city, market towns and rural communities recover well and have a compelling, competitive visitor offer)       | Deliver tourism marketing activities alongside sector and key stakeholder engagement to influence Winchester's competitive position comparative with the South East and all of England, strengthening the number of trips to Winchester | Economic Recovery | Place / Economy & Community    | Annual                 | Higher = better | 5.05m trips                            |                                  | Trend data for monitoring only          | <b>Data expected Oct 21</b>   | No identified impact  |

| Ref                              | What we want to achieve  | KPI Definition  | Cabinet Member            | Lead Strategic Director / CHoS | Frequency of reporting | Polarity        | 2019/20   | 2020/21 | KPI Target 2021/22 | Notes   | Impact of COVID-19  |
|----------------------------------|--|---|---------------------------|--------------------------------|------------------------|-----------------|---|---------|--------------------|---|---|
| VLE12                            | Increased opportunities for high quality, well-paid employment across the district | Business support service - percentage of businesses using the service seeing an increased turnover, improved efficiency or progression to a more sustainable business module. Service currently contracted to June 2021 | Economic Recovery         | Place / Economy & Community    | Annual                 | Higher = better | New outcome based KPI for 2020/21. Previous data collected against different KPI, see Q4 report | 88%     | 50%                | 88% of businesses using the service saw an increased turnover, improved efficiency or progression to a more sustainable business module over the two years of the contract. | Increase in use of business support service during COVID-19 pandemic                        |
| <b>Your Services, Your Voice</b> |  |   |                           |                                |                        |                 |   |         |                    |   |   |
| YSYV01                           | Improved satisfaction for our services   | Residents' Survey – satisfaction with the way the council runs things   | Finance & Service Quality | Resources / Strategic Support  | Biennial               | Higher = better | 79%   | N/A     | ≥ 79%              | Survey not carried out in 2021  | Insufficient information to predict what impact COVID-19 has had on residents' satisfaction |
| YSYV02                           |  | Tenants' Survey – satisfaction with the overall service provided by the council   | Finance & Service Quality | Services / Housing             | Biennial               | Higher = better | 87%   | N/A     | ≥ 87%              | Survey not carried out in 2021  | Insufficient information to predict what impact COVID-19 has had on residents' satisfaction |
| YSYV03                           | Good value compared to other similar authorities                                   | Residents' Survey – percentage of residents who agreed the council provides value for money   | Finance & Service Quality | Resources / Strategic Support  | Biennial               | Higher = better | 65%   | N/A     | ≥ 65%              | Survey not carried out in 2021  | Insufficient information to predict what impact COVID-19 has had on residents' satisfaction |