

Measure	Target	Explanation	Reason for target
Overall waste recycling rate %	55%	A combination of recycling, re-use & composting for household waste. Changes in legislation can have a large effect of rates.	A self-set stretching target based on historic collection rates and current ambitions. Different recycling waste streams are included/excluded and this can change dependent on national/local priorities so comparison with historic data can be hard
Residual waste per household	92kg/qtr	The residual waste left after recycling and re-use. Equivalent to c.14kg per fortnightly collection per household	There is a need to manage waste that cannot practically or economically be recycled. This measure is a stretching target based on our historic collection levels but too strong a focus on weight means that it may reduce the focus on lighter waste streams that may have better environmental outcomes, such as plastic.
Avg number of missed bins	<75 per 100,000	A calculated figure based on 100,000 bin collections. This figure is calculated based on all refuse collections and an estimate of a recycling participation rate of 60%. This increases the relative figure for missed collections but is more in line with other councils.	A standard figure used by a high number of councils. Targets tend to be lower in city districts and higher in more rural districts due to the challenges associated with large geographic areas.
% of calls answered	90%	Target set at this level as we would expect some calls dropped as customers choose to follow recorded message recommendation and submit requests online rather than hold on the phone	Set at this level to be achievable and allow for customers to choose to change the channel they use as well as capture the customers abandoning the call due to wait times.
% of calls answered in 20 secs	50%-80%	A goldilocks measure that captures how much time CST have without a queue. Being too high would signify over-resourcing	Answering a call within 20 seconds, when the average call and wrap up time is around 6 mins, is very low if all lines are already busy. This measure therefore acts as a proxy for calculating when you have free CST agents available. The measure should maintain a middle ground, not too high, not too low and should be viewed in conjunction with long wait times
% calls answered in 5 minutes	70%	New measure added to capture long waits.	Self-selected measure to capture long waits. Set at a level similar to average call length and in consideration of how long customers wait on hold before abandoning

% of Applications determined within time frame Major	60%	Statutory performance measure target	
% of Applications determined within time frame Non-Major	80%	Old statutory performance measure target	
<i>% of Applications determined within time frame Other</i>	<i>80%</i>	<i>Old statutory performance measure target - Obsolete</i>	
Avg End to End time Benefits New Claims	24 days	Time for processing new claims	Historic National Indicator target
Avg End to End time Benefits Change of circumstances	11 days	Time for processing changes to existing claims	Historic National Indicator target
% of nuisance complaints resolved at informal stage	90%	Handling nuisance complaints informally saves time and money and often provides a more satisfactory outcome for all involved	
Avg days short term sickness/FTE	1.5days/qtr	Private sector average of c.6 days/year, Public sector average of c.8 days has informed this initially stretching target.	Agile working has had a very positive impact on sickness as people feeling under the weather have remained at home, working and reduced the likelihood of transfer of communicable infections to colleagues. This level is regularly surpassed so we may review in the future. It is harder to directly manage out short term sickness whereas long term sickness is actively managed within the organisation
Complaint response speed	30 days	Time to respond to a Level 1 complaints	Taken from council policy

Ratio of web/call-post-email submissions (W360)	20% increasing over time	Ratio for customers calling vs self-servicing using integrated processes online. Customers currently fill in online forms but this then requires input into our systems. The new integrated approach inputs directly to our system and routes work where needed. Initially requires creation of account before first submission so expectation of slight drop off in ratio to begin with and then increasing as more customers sign up.	This target was set at the start of the T18 programme as it was far above the online performance. Now with data spanning the whole of the programme the level should be reviewed to a more stretching target
Ratio of benefit new claims web/post submissions (IEG4)	60%	Ratio of submissions via the new IEG4 portal	Aspirational target for a new process. No data available to set it.
Ratio of benefit change of circumstances web/post submissions (IEG4)	25%	Ratio of submissions via the new IEG4 portal	Challenging target for a new process. No data available to set initial level but target seems to be achievable with ongoing effort. Natural increase was expected as more new customers apply online, so that online route is the only route they will know.