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(brief summary of the key findings)

Key message: During the four day pilot the council showed an improvement or consistent performance in most indicators compared to the pre-pilot period. The only exception was a decline in council tax collection, likely influenced by the current living cost crisis, a challenge commonly faced by many councils.

Summary of regression results

For the analysis not adjusting for the impact of the COVID-19 period, the following outcome measures were found to be significantly different during the pilot period compared to before the pilot period:

- Outcomes that improved during the pilot period:
    - CC303: % of calls to the contact centre that are handled (answered)
    - CC305: % of complaints responded to within timescales (all SCDC)
    - FS109: Undisputed invoices paid in 30 days
    - FS113: Average number of days to process housing benefit and council tax change events
    - SH332: Emergency repairs in 24 hours
    - Planning services measure: major planning application decisions (proportion completed in time)
    - Planning services measure: non-major planning application decisions (proportion completed in time)
    - Planning services measure: non-major planning application decisions (proportion overturned)
- Outcomes that worsened during the pilot period:
    - FS105: % of council tax collected
- Other outcomes remained similar during the pilot period

For the analysis adjusting for the impact of the COVID-19 period, the following outcome measures were found to be significantly different during the pilot period compared to before the pilot period:

- Outcomes that improved during the pilot period:
    - CC303: % of calls to the contact centre that are handled (answered)
    - CC305: % of complaints responded to within timescales (all SCDC)
    - FS113: Average number of days to process housing benefit and council tax change events
    - FS117: % staff turnover
    - SH332: Emergency repairs in 24 hours
    - Planning services measure: major planning application decisions (proportion completed in time)

    - Planning services measure: non-major planning application decisions (proportion completed in time)
    - Planning services measure: non-major planning application decisions (proportion overturned)
- Outcomes that worsened during the pilot period:
    - FS102: % of housing rent collected
    - FS104: % of business rates collected
    - FS105: % of council tax collected
    - AH211: Average days to re-let all housing stock

As with all such analyses, it is important to note the analysis alone cannot prove it was the pilot that caused any changes identified, and it is important to consider other factors that may have changed over the same time period.

[illegible]

- 1 para about what is a four-day week (and what it is not)
- 1 para about CSDC being one of the many 4wk trial worldwide and what makes it special.
- Why SCDC are doing this trial.
- Refer to 3 months report.
- Why 12-month report, its purpose
- A paragraph about us doing an independent evaluation….

- The terms "four-day week" or "four day work-week" can mean different things in different contexts, so it is important to clarify its usage as applied to SCDC.
- In this case it is being used to mean a reduction in working time approximately equivalent to a 20% reduction in weekly hours, while maintaining the productivity. It has been implemented in a similar way to dozens of other recent implementations in the UK in the past two years, in a model referred to as the "100-80-100" model, meaning 100% pay, 80% hours and 100% productivity. As detailed in the book The.0.Day.Week¿How.the.Flexible.Work.Revolution.Can.Increase.Productivity?.Profitability.and.Well_being?.and.Create.a.Sustainable.Future (Barnes, 2020), the expectation is that, with the appropriate changes in the workplace, organisations can be just as productive with a 20% reduction in hours, however it measures its performance. This increase in hourly productivity is brought about by changes such as shorter and smaller meetings and better communications, and is facilitated by reductions in sick leave and turnover, and an increased ability to attract the right talent to fill vacancies. The success of this model has been demonstrated in national pilots in the US, Canada, Ireland, South Africa and the UK. Many significant benefits for

employees have also been found, including better mental and physical health, job satisfaction and quality of sleep.

- The method of transitioning to a four-day week often involved taking advice from one of several organisations that helps organisations to make that change, or from one of several HR books on how to manage the change. Employee buy-in is critical to success, and the previous studies have shown that it is very popular with the vast majority of staff (97%) and works well for the majority of businesses (about 95% continue with it after a six-month trial).
- In many cases the four-day week involves all employees taking one additional day off each week, sometimes all taking Friday off, or sometimes varying the day so that the workplace says open for five days a week (as in the case of SCDC). In other cases it could mean reducing the length of the working day, for instance from eight hours to six hours, or it could even be achieved by varying the hours of work over the year, with much shorter hours being worked in the off-season.
- Finally, it is important to note what the four-day week is not in this context; It is not working a smaller number of longer shifts, such as working four 10-hour days (sometimes called “compressed hours”). It is also working four days with four day week performance targets while receiving pay for five days.
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Data

In total, data are available for 23 performance outcome measures, 19 key performance indicators (KPIs) and 4 planning services measures. There are a number of differences between the data available for different outcome measures. Some outcomes are based on monthly data, and others based on quarterly data, whilst some outcomes just cover performance for that month, and others are cumulative measures for the financial year up until that time point. The full list of outcome measures and their characteristics is given in Table 1.

Outcome description	KPI code	Time period for data	Data type
Customer contact service performance outcomes			
% of calls to the contact centre resolved first time	CC302	Monthly	Non-cumulative
% of calls to the contact centre that are handled (answered)	CC303	Monthly	Non-cumulative
% of complaints responded to within timescales (all SCDC)	CC305	Quarterly	Non-cumulative

Average call answer time (seconds)	CC307	Monthly	Non-cumulative
Financial performance			
% of housing rent collected	FS102	Monthly	Cumulative
% of business rates collected	FS104	Monthly	Cumulative
% of council tax collected	FS105	Monthly	Cumulative
Undisputed invoices paid in 30 days	FS109	Monthly	Non-cumulative
Average number of days to process new housing benefit and council tax support claims	FS112	Monthly	Non-cumulative
Average number of days to process housing benefit and council tax change events	FS113	Monthly	Non-cumulative
Staffing (staff turnover and days off sick)			
% staff turnover	FS117	Quarterly	Non-cumulative
Staff sickness days per FTE - excluding Shared Waste Service	FS125	Quarterly	Non-cumulative
Staff sickness days per FTE - Shared Waste Service only	SF786a	Quarterly	Non-cumulative
Planning service performance			
Average land charges search response days	SX025	Monthly	Non-cumulative
Major planning application decisions (proportion in time)	N/A – Not a KPI	Monthly	Non-cumulative
Major planning application decisions (proportion overturned)	N/A – Not a KPI	Monthly	Non-cumulative
Non-major planning application decisions (proportion in time)	N/A – Not a KPI	Monthly	Non-cumulative
Non-major planning application decisions (proportion overturned)	N/A – Not a KPI	Monthly	Non-cumulative
Housing services performance			
% tenant satisfaction with responsive repairs	AH204	Quarterly	Non-cumulative
Average days to re-let all housing stock	AH211	Monthly	Non-cumulative
Emergency repairs in 24 hours	SH332	Monthly	Non-cumulative
Waste management performance			
% bins collected on schedule	ES408	Monthly	Non-cumulative
% of household waste sent for reuse, recycling and composting	ES418	Monthly	Non-cumulative

For most outcome measures, data are available from April 2016, and therefore time series begin at that point. However, for some variables, data were either only collected from a later time point, or the way data were collected was changed to make earlier values no longer comparable, and for these outcomes therefore time series start from a later point. Specifically:

- KPI SF125 (staff sickness days per FTE - excluding Shared Waste Service) is only available from March 2019.
- Data for the 4 non-KPI planning service measures is only available from January 2020 onwards.

For most outcome measures, the pilot began from 1st January 2023, and therefore comparisons of pilot to non-pilot data use this as the cut-off date. However, for some outcome measures, the pilot only began at a later time point. Specifically:

- For KPIs ES408 (% bins collected on schedule), ES418 (% of household waste sent for reuse, recycling and composting) and SF786a (staff sickness days per FTE - Shared Waste Service only) the relevant pilot only started on 19th September 2023, and therefore the data for September 2023 are the first included as part of the pilot in the analysis.

A small number of council KPIs are not included at all in the analysis, and the above table. The KPIs excluded and the reasons for these exclusions are:

- XXX

Analysis

Up to 4 analyses were conducted for each outcome measure. Not all analyses were applicable to all outcome measures because of the differences between the data described above. Where an analysis is not conducted for a particular outcome, the reason for that exclusion is described in the results section for the relevant outcome.

Analysis 1 – KPI status

For each KPI, the council has defined target and intervention thresholds for the KPI. For each KPI, target, intervention and actual values are presented for each month or quarter (as applicable to the outcome measure), and are colour coded as follows:

- Green – The target value for the KPI is achieved.
- Amber – The target value for the KPI is not achieved, but the KPI has not reached the threshold specified for intervention.
- Red – The target value for the KPI is not achieved, and the KPI has reached the threshold specified for intervention.

Analysis 2 – Time series

Graphical representations are provided of the historical data over time, both before and during the pilot period. These go from the earliest available data up until the end of March 2024. Theses graphs present data for each time point it was collected (either monthly or quarterly) and are

presented as line graphs for data representing just that time period, and bar charts for data presenting cumulative values for that financial year.

Additionally, graphs showing comparisons of year-on-year averages are also presented. That is, the monthly or quarterly data are summarised into a single value for the whole years, and these presented. This value is the average of the 12 monthly (or 4 quarterly) values for data representing individual time periods, and the value at the end of the financial year for data presenting cumulative values over financial years.

Analysis 3 – regression analysis to estimate impact of pilot introduction

A linear regression analysis was conducted to estimate the impact of the introduction of the pilot on the outcome, adjusting for any potential seasonality in the outcome (whether performance varies over the course of the financial year). Thus, the two predictors for the outcome measure included in the regression are the month (or quarter) the data was collected in, and whether the data were collected before or during the pilot period.

Analysis 4 – regression analysis to estimate impact of pilot introduction, adjusting for the impact of COVID-19

Analysis 3 does not explicitly account for the impact of COVID-19 on services, as it includes comparing current data against data collected during the COVID-19 pandemic, when it may be expected that performance on some outcomes would be different. Therefore, a second linear regression analysis was done, including time of year and the timing of the pilot as above, but also including a variable for whether the pandemic was ongoing or not. In the absence of a clear definition for the start and end of the pandemic, the period when some form of lockdown restrictions were in operation was used as a proxy for this, and therefore April 2020 to July 2021 was used as the relevant period.

In the same way analysis 3 may underestimate the impact of COVID-19, it is likely that analysis 4 will overestimate the impact during the specific period defined as the COVID-19 period for analysis. There are highly likely to be residual effects of the pandemic that persist beyond the end of formal lockdown restrictions, and this is not taken into account in the analysis.

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Customer contact service performance outcomes

CC302: % of calls to the contact centre resolved first time

- Analysis 1 – KPI status

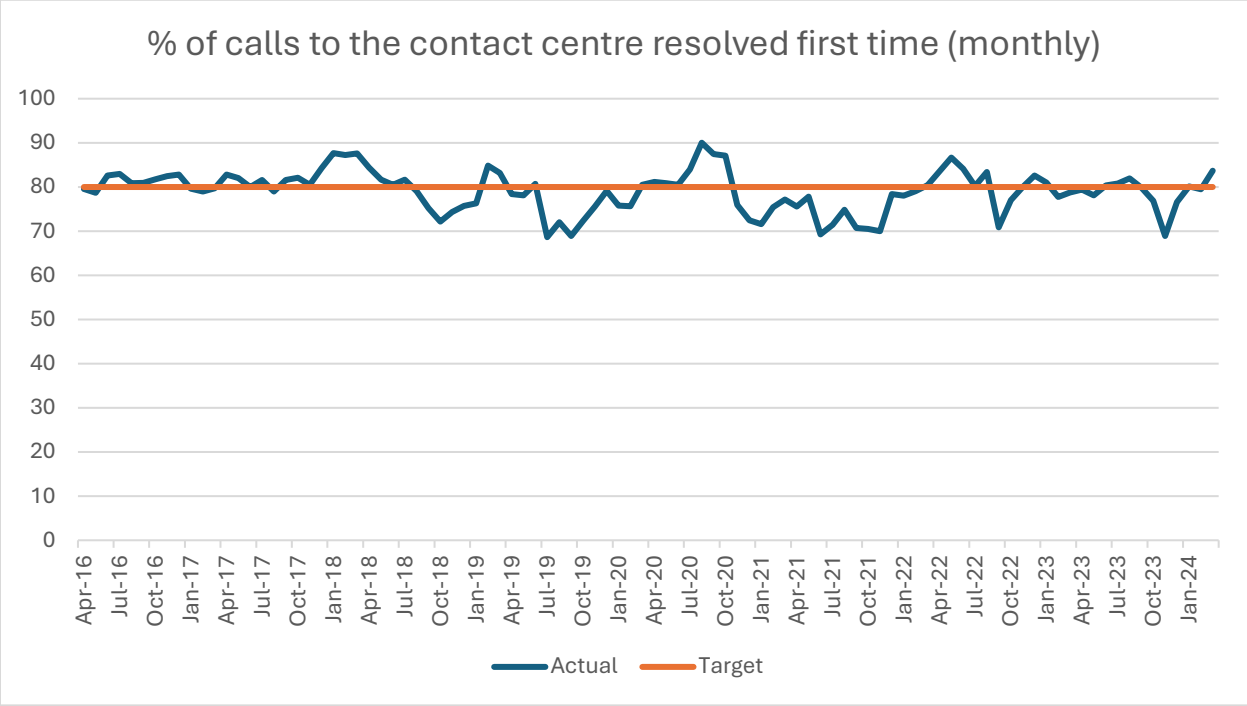
KPIs	Actual	Target	Intervention
Jan-23	81.04	80	70
Feb-23	77.78	80	70
Mar-23	78.76	80	70
Apr-23	79.45	80	70
May-23	78.12	80	70

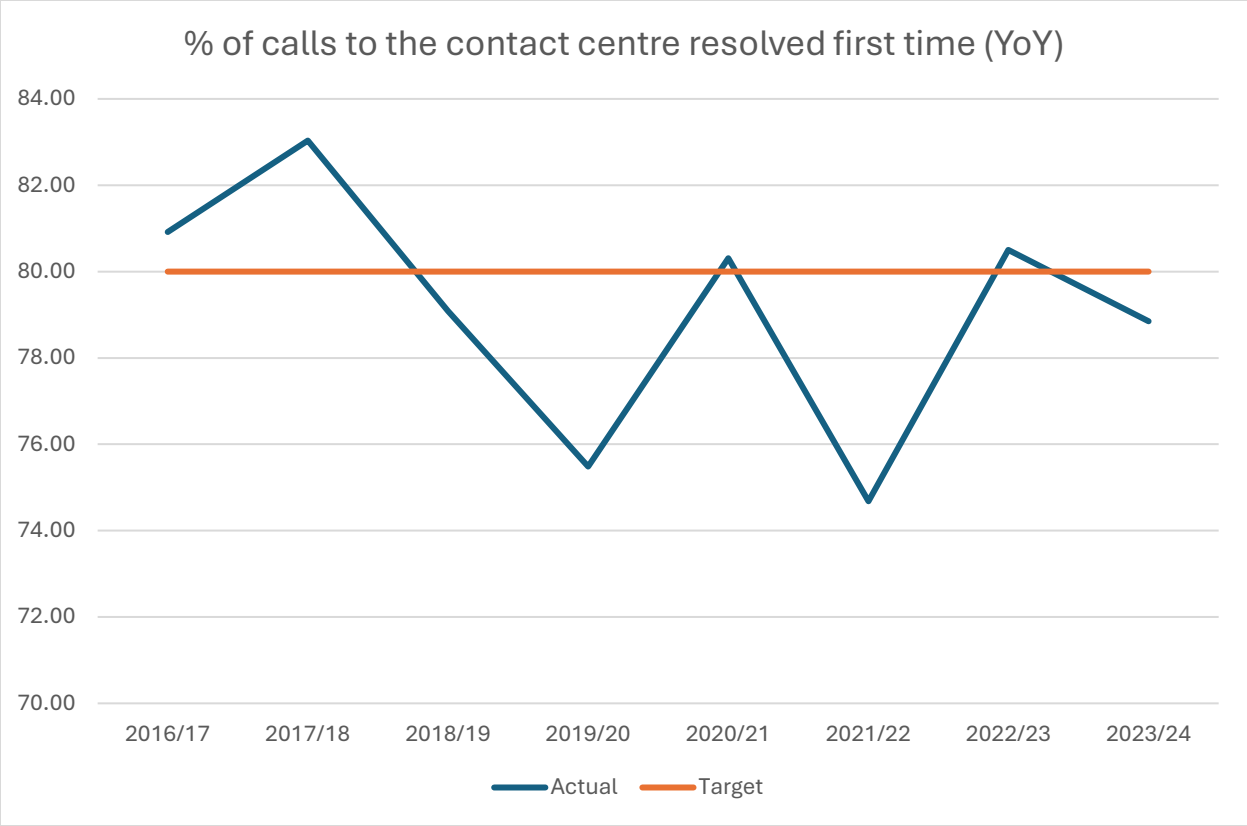
Jun-23	80.34	80	70
Jul-23	80.79	80	70
Aug-23	81.93	80	70
Sep-23	79.82	80	70
Oct-23	76.86	80	70
Nov-23	68.93	80	70
Dec-23	76.59	80	70
Jan-24	80.16	80	70
Feb-24	79.46	80	70
Mar-24	83.71	80	70

Over the period of the pilot, there has been 1 month (November 2023) where the KPI registered as worse than the intervention level, 8 months where the target was not met but the intervention level was not reached, and 6 months where the target was met.

- Analysis 2 – Time series

There has been fluctuation in the performance on this outcome measure over time, with the worst performing year being 2021/22.





- Analysis 3 – Regression analysis

Variable	Regression coefficient	95% confidence interval
Intercept*	80.68	77.33, 84.03
May	-0.12	-4.84, 4.59
June	-0.87	-5.58, 3.85
July	-1.71	-6.43, 3.00
August	-0.49	-5.21, 4.22
September	-3.68	-8.39, 1.04
October	-3.14	-7.86, 1.57
November	-4.65	-9.36, 0.07
December	-1.62	-6.34, 3.09
January	-1.79	-6.51, 2.94
February	-0.77	-5.50, 3.96
March	0.80	-3.93, 5.53
Pilot	-0.45	-3.13, 2.24
*April, outside of the pilot period, is used as the reference category in the analysis		

The analysis found no evidence of any statistically significant effects, either by month or from when the pilot was started. The impact of the introduction of the pilot appears to be minimal, and smaller than the level of month-by-month variation.

- Analysis 4 – Regression analysis, adjusting for the impact of COVID-19

Variable	Regression coefficient	95% confidence interval
Intercept*	80.95	77.51, 84.39
May	-0.12	-4.85, 4.61
June	-0.87	-5.60, 3.86
July	-1.71	-6.44, 3.02
August	-0.61	-5.36, 4.13
September	-3.80	-8.54, 0.94
October	-3.27	-8.01, 1.48
November	-4.77	-9.51, -0.03**
December	-1.75	-6.49, 3.00
January	-1.88	-6.63, 2.86
February	-0.87	-5.62, 3.88
March	0.70	-4.05, 5.45
Pilot	-0.63	-3.37, 2.10
COVID-19 period	-0.98	-3.65, 1.69
*April, outside of both the COVID-19 and pilot periods, is used as the reference category in the analysis **Result is statistically significant at the 95% level		

The analysis only found 1 significant result, which is that outcomes in November appear to be worse than the reference outcomes. The impact of the introduction of the pilot appears to be minimal, and smaller than both the impact of COVID-19, and the level of month-by-month variation.

CC303: % of calls to the contact centre that are handled (answered)

- Analysis 1 – KPI status

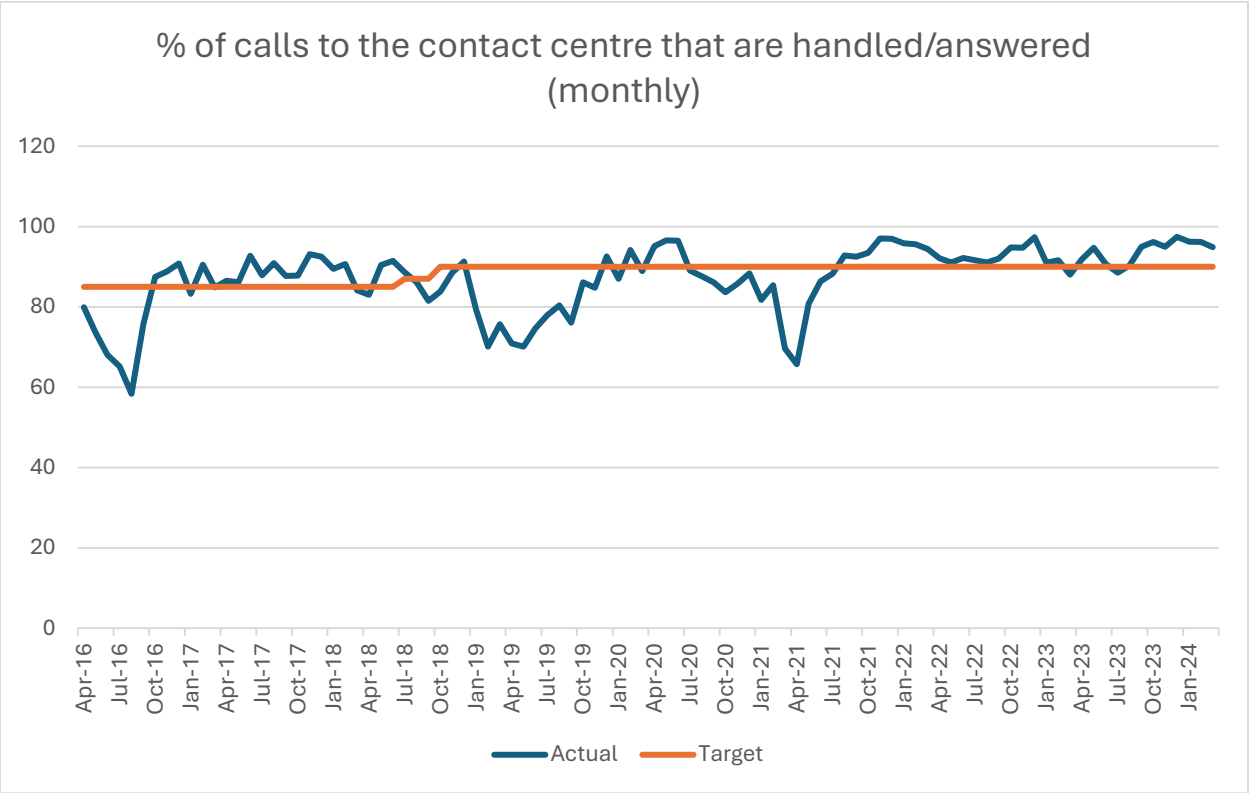
KPIs	Actual	Target	Intervention
Jan-23	91.02	90	80
Feb-23	91.61	90	80
Mar-23	88.01	90	80
Apr-23	91.88	90	80
May-23	94.73	90	80
Jun-23	90.67	90	80
Jul-23	88.55	90	80
Aug-23	90.37	90	80
Sep-23	94.96	90	80
Oct-23	96.2	90	80
Nov-23	94.99	90	80
Dec-23	97.44	90	80
Jan-24	96.27	90	80
Feb-24	96.13	90	80

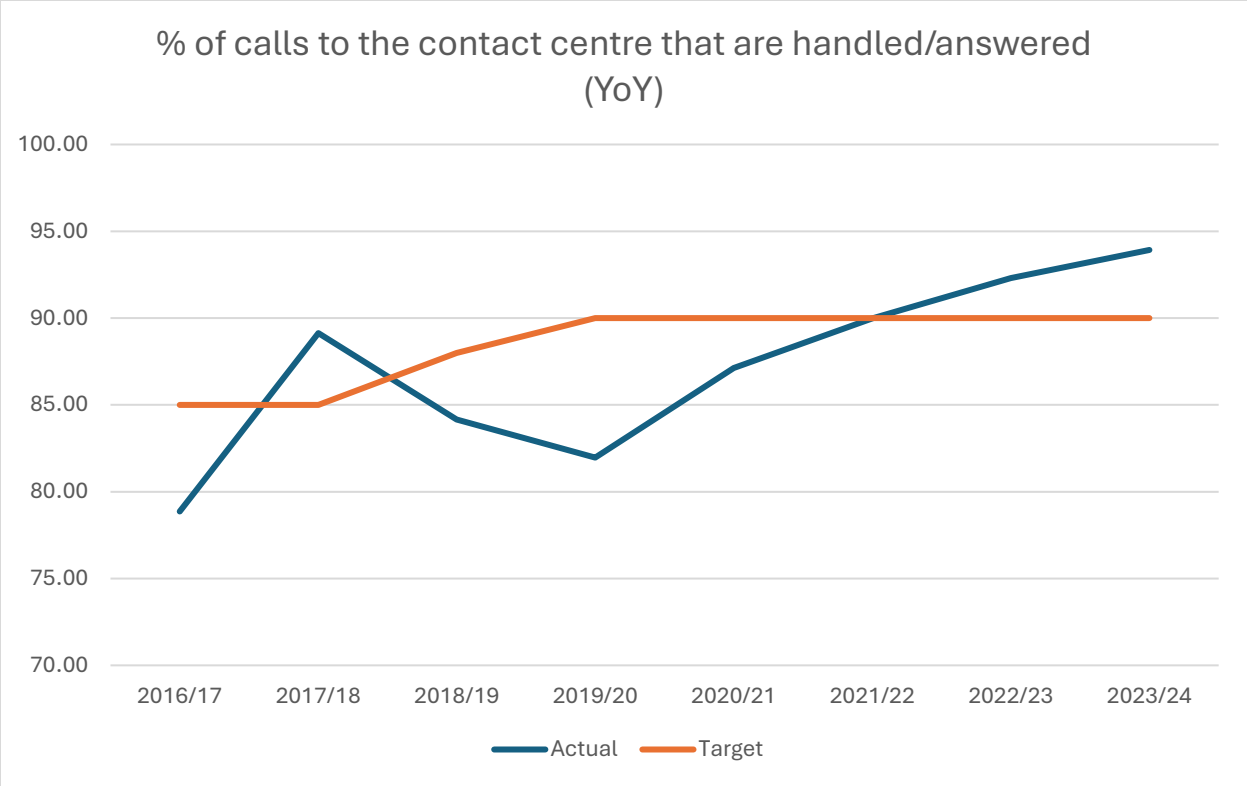
Mar-24	94.9	90	80

Over the period of the pilot, there have been 2 months (March 2023 and July 2023) where the KPI target was not met but the intervention level was not reached, and 13 months where the target was met.

- Analysis 2 – Time series

There has been fluctuation in the performance on this outcome measure over time, with the worst performing year being 2016/17.





- Analysis 3 – Regression analysis

Variable	Regression coefficient	95% confidence interval
Intercept*	82.26	76.75, 87.77
May	2.26	-5.50, 10.01
June	3.41	-4.35, 11.70
July	1.47	-6.28, 9.23
August	1.56	-6.19, 9.31
September	2.65	-5.10, 10.41
October	6.01	-1.74, 13.76
November	7.81	0.06, 15.56**
December	10.26	2.51, 18.01**
January	3.93	-3.85, 11.70
February	5.22	-2.55, 12.99
March	1.00	-6.79, 8.77
Pilot	7.21	2.80, 11.62
*April, outside of the pilot period, is used as the reference category in the analysis **Result is statistically significant at the 95% level		

The analysis found that outcomes in November and December were significantly better than outcomes in April, and that there was a significant improvement in the pilot period compared to before the pilot was introduced. Approximately 7% more formal complaints were handled during the pilot, compared to before.

- Analysis 4 – Regression analysis, adjusting for the impact of COVID-19

Variable	Regression coefficient	95% confidence interval
Intercept*	82.30	76.63, 87.98
May	2.26	-5.54, 10.06
June	3.41	-4.39, 11.21
July	1.47	-6.33, 9.27
August	1.54	-6.28, 9.36
September	2.63	-5.19, 10.45
October	5.99	-1.83, 13.81
November	7.79	-0.03, 15.61
December	10.24	2.42, 18.06**
January	3.91	-3.92, 11.74
February	5.21	-2.63, 13.04
March	0.99	-6.85, 8.82
Pilot	7.18	2.66, 11.69**
COVID-19 period	-0.17	-4.57, 4.24
*April, outside of both the COVID-19 and pilot periods, is used as the reference category in the analysis **Result is statistically significant at the 95% level		

The analysis found that outcomes in November were significantly better than outcomes in April, and that there was a significant improvement in the pilot period compared to before the pilot was introduced. Approximately 7% more formal complaints were handled during the pilot, compared to before.

CC305: % of complaints responded to within timescales (all SCDC)

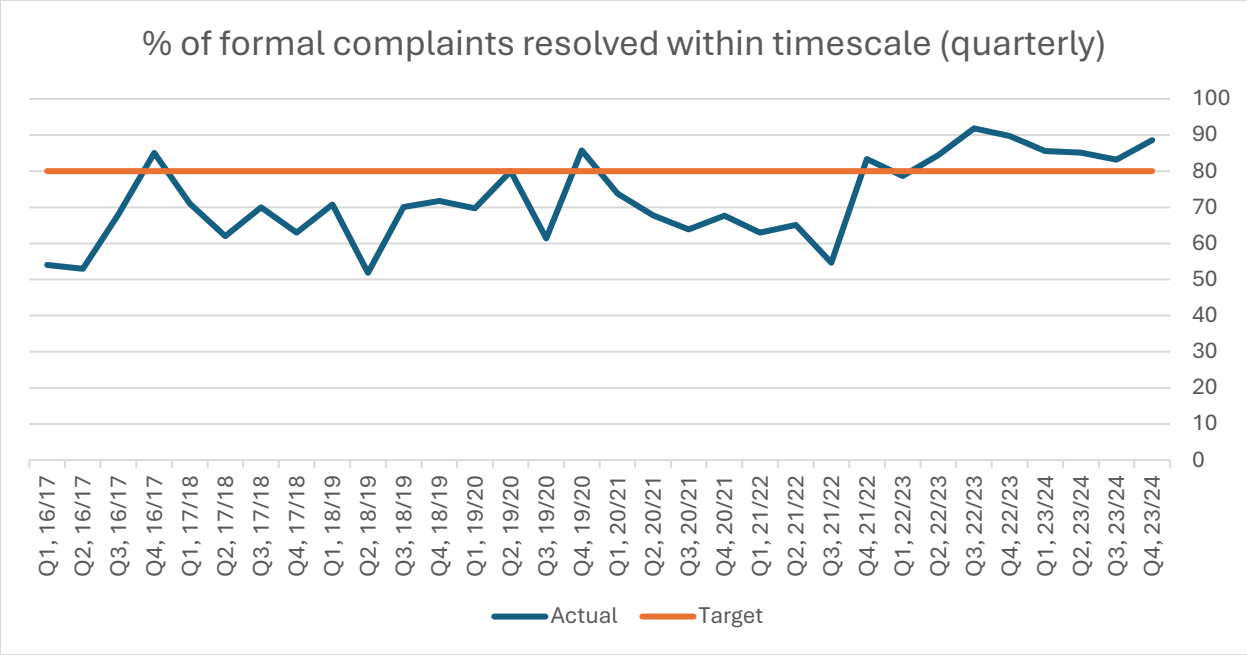
- Analysis 1 – KPI status

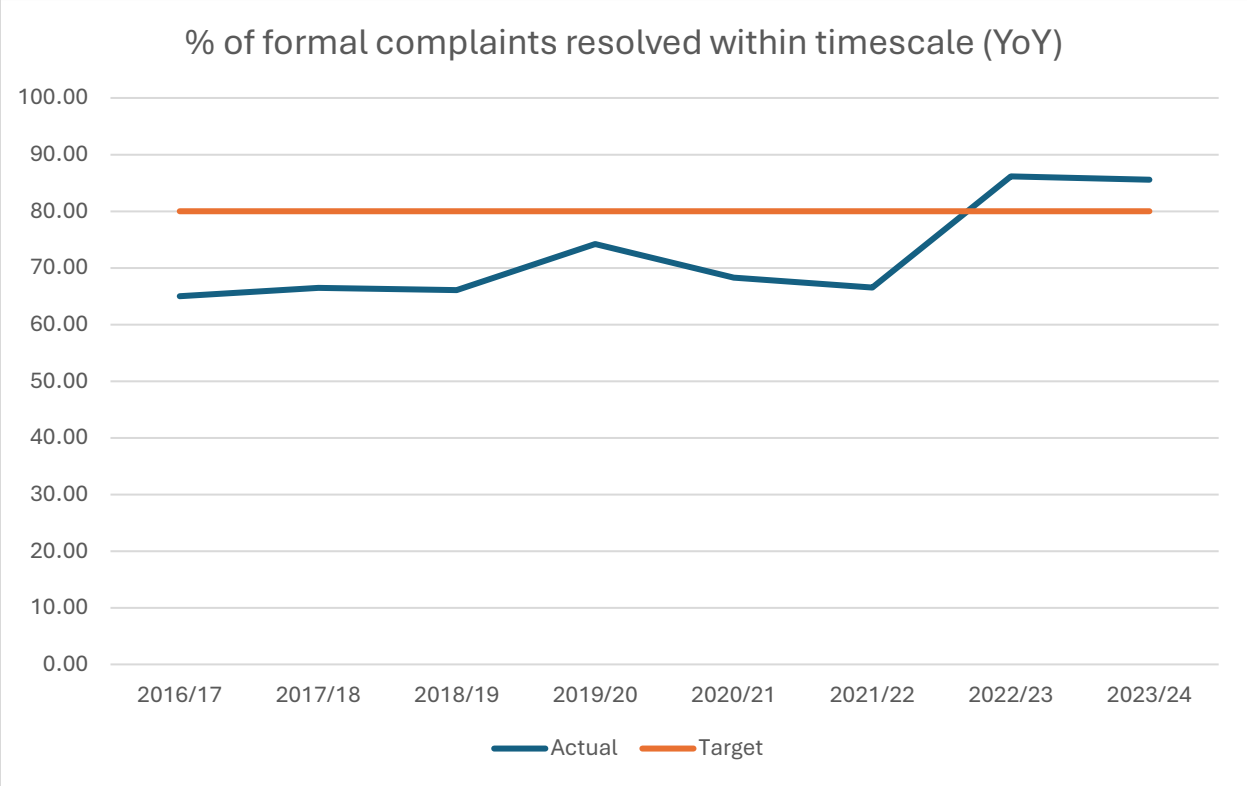
KPIs	**Actual**	**Target**	Intervention
Q4, 22/23	89.74	80	70
Q1, 23/24	85.54	80	70
Q2, 23/24	85.11	80	70
Q3, 23/24	83.15	80	70
Q4, 23/24	88.54	80	70

Over the period of the pilot, the KPI was met for all quarters.

- Analysis 2 – Time series

There has been fluctuation in the performance on this outcome measure over time, with the two most recent financial years (2022/23 and 2023/24) showing the best levels of performance.





- Analysis 3 – Regression analysis

Variable	Regression coefficient	95% confidence interval

Intercept*	68.88	61.62, 76.15
Quarter 2	-2.16	-12.28, 7.96
Quarter 3	-0.44	-10.56, 9.68
Quarter 4	6.60	-3.59, 16.80
Pilot	15.41	5.45, 25.38**
*Quarter 1 of the financial year, outside of the pilot period, is used as the reference category in the analysis **Result is statistically significant at the 95% level		

The analysis found no evidence of any statistically significant effects by quarter of the year, but did find a significant improvement in the pilot period compared to before the pilot was introduced. Approximately 15% more formal complaints were resolved within the correct timescale during the pilot, compared to before.

- Analysis 4 – Regression analysis, adjusting for the impact of COVID-19

Variable	Regression coefficient	95% confidence interval
Intercept*	69.58	62.14, 77.02
Quarter 2	-1.57	-11.81, 8.66
Quarter 3	-0.44	-10.59, 9.72
Quarter 4	6.71	-3.52, 16.95
Pilot	14.55	4.38, 24.72**
COVID-19 period	-4.71	-14.88, 5.46
*Quarter 1 of the financial year, outside of both the COVID-19 and pilot periods, is used as the reference category in the analysis **Result is statistically significant at the 95% level		

The analysis found no evidence of any statistically significant effects by quarter of the year, or during the COVID-19 period. However, it did find a significant improvement in the pilot period compared to before the pilot was introduced. Approximately 15% more formal complaints were resolved within the correct timescale during the pilot, compared to before.

CC307: Average call answer time (seconds)

- Analysis 1 – KPI status

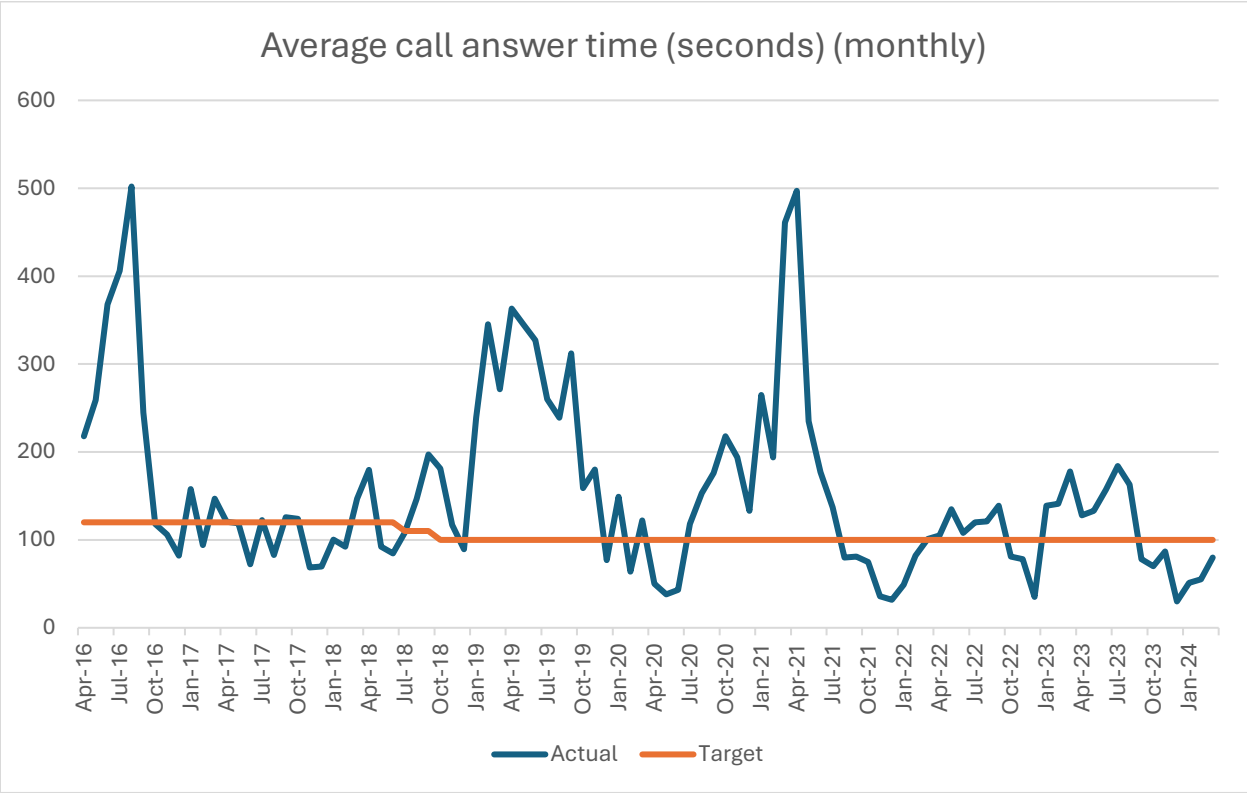
KPIs	Actual	Target	Intervention
Jan-23	139	100	180
Feb-23	141	100	180
Mar-23	178	100	180
Apr-23	128	100	180
May-23	133	100	180
Jun-23	157	100	180
Jul-23	184	100	180
Aug-23	163	100	180
Sep-23	78	100	180

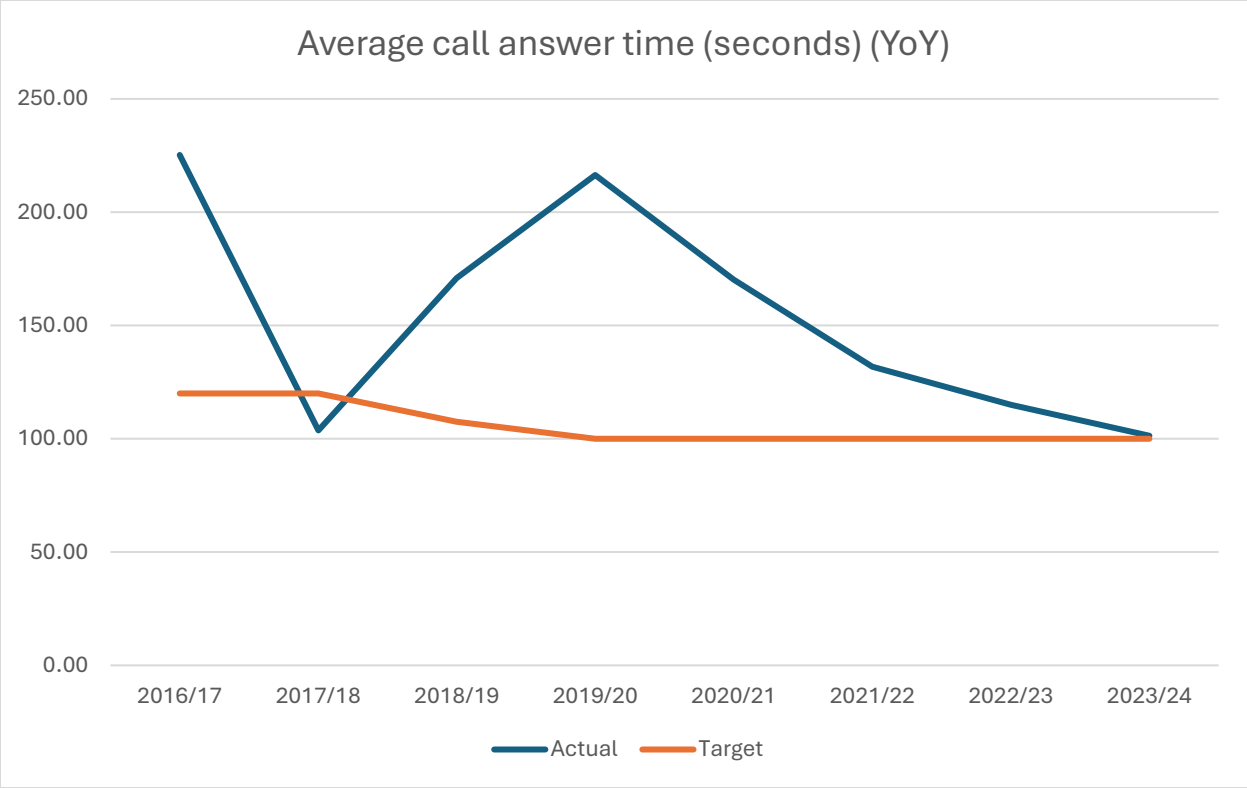
Oct-23	70	100	180
Nov-23	87	100	180
Dec-23	30	100	180
Jan-24	51	100	180
Feb-24	55	100	180
Mar-24	80	100	180

Over the period of the pilot, there has been 1 month (July 2023) where the KPI registered as worse than the intervention level, 7 months where the target was not met but the intervention level was not reached, and 7 months when the target was met.

- Analysis 2 – Time series

There has been major fluctuation in the performance on this outcome measure over time, with the worst performing years being 2016/17 and 2019/20.





- Analysis 3 – Regression analysis

Variable	Regression coefficient	95% confidence interval
Intercept*	214.14	144.01, 284.57
May	-38.10	-136.78, 60.59
June	-40.50	-139.18, 58.18
July	-25.67	-124.35, 73.01
August	-21.74	-120.43, 76.94
September	-38.39	-137.07, 60.29
October	-79.37	-178.05, 19.32
November	-99.28	-197.96, -0.60**
December	-139.15	-237.83, -40.47**
January	-57.38	-156.31, 41.54
February	-67.68	-166.61, 31.24
March	-12.69	-111.62, 86.23
Pilot	-52.03	-108.13, 4.08
*April, outside of the pilot period, is used as the reference category in the analysis **Result is statistically significant at the 95% level		

The analysis found 2 significant results, which are that outcomes in November and December appear to be better than the reference outcome. There is no evidence of a statistically significant impact from the introduction of the pilot.

- Analysis 4 – Regression analysis, adjusting for the impact of COVID-19

Variable	Regression coefficient	95% confidence interval
Intercept*	205.69	134.00, 277.38
May	-38.10	-136.67, 60.48
June	-40.50	-139.07, 58.07
July	-25.67	-124.24, 72.90
August	-17.89	-116.70, 80.83
September	-34.54	-133.35, 64.28
October	-75.51	-174.32, 23.31
November	-95.42	-194.24, 3.39
December	-135.30	-234.11, -36.48**
January	-54.27	-153.25, 44.71
February	-64.57	-163.55, 34.41
March	-9.58	-108.56, 89.40
Pilot	-46.11	-103.16, 10.94
COVID-19 period	30.85	-24.81, 86.51
*April, outside of both the COVID-19 and pilot periods, is used as the reference category in the analysis **Result is statistically significant at the 95% level		

The analysis only found 1 significant result, which is that outcomes in December appear to be better than the reference outcome. There is no evidence of a statistically significant impact from either the COVID-19 period, or the introduction of the pilot.

Financial performance

FS102: % of housing rent collected

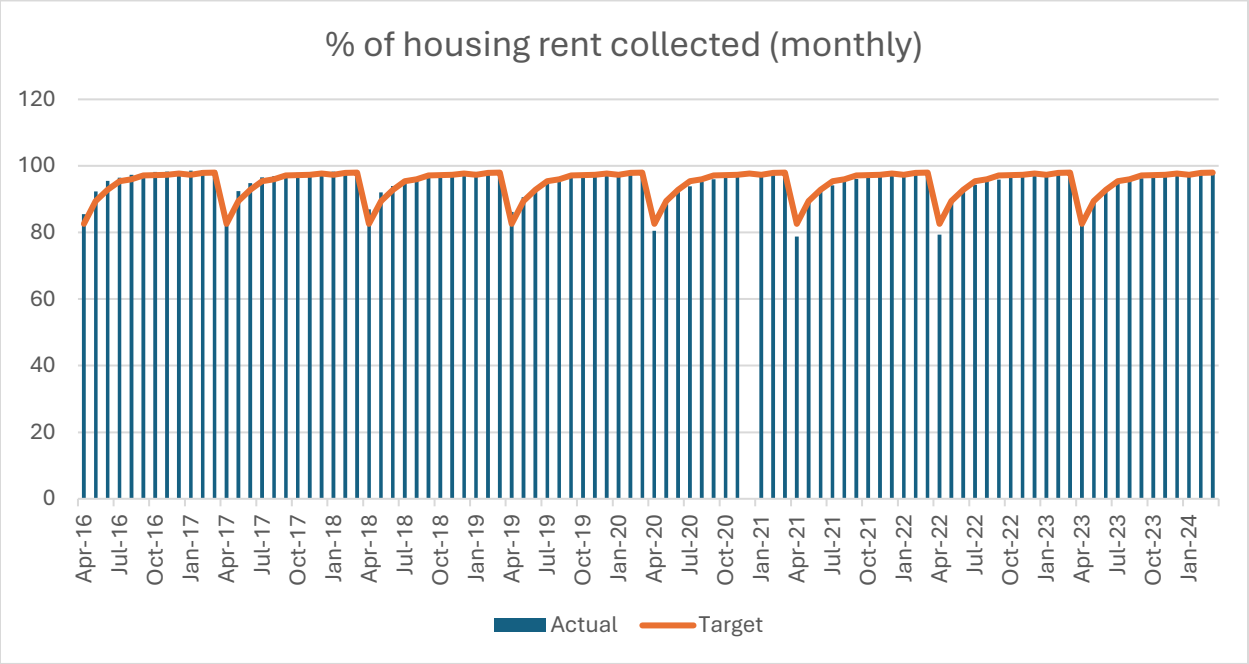
- Analysis 1 – KPI status

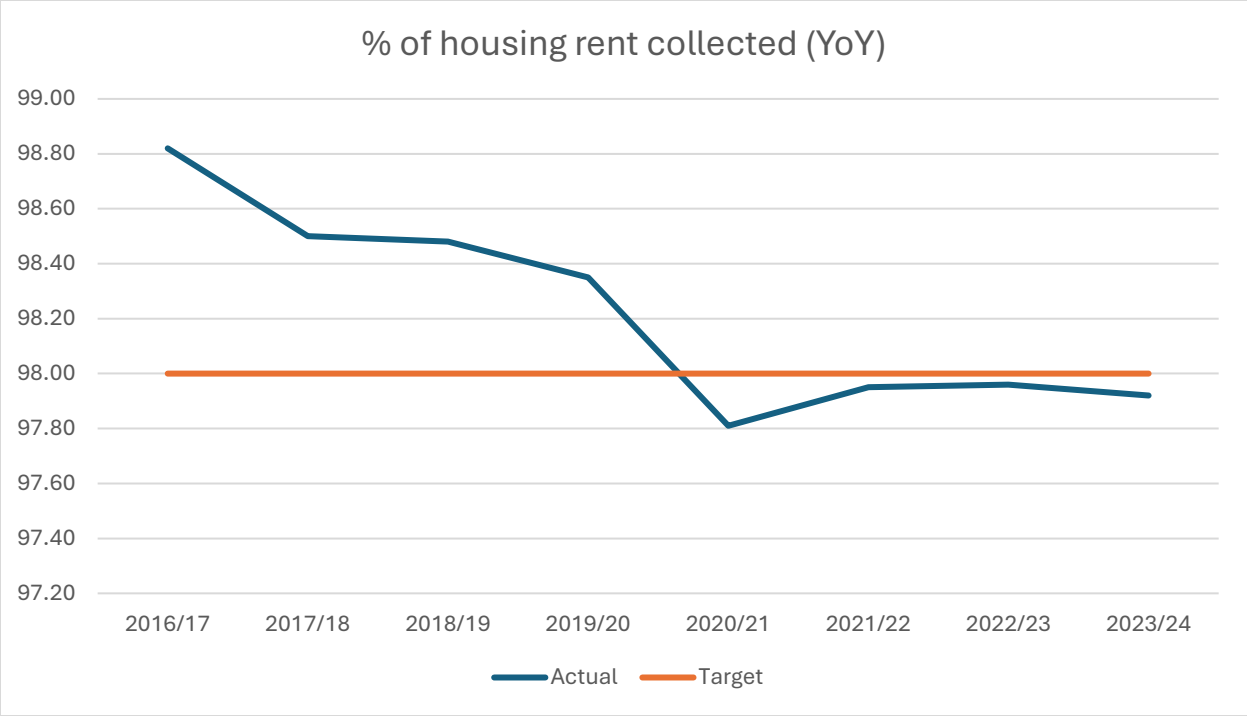
KPIs	Actual	Target	Intervention
Jan-23	97.66	97.3	95.35
Feb-23	97.79	97.9	95.94
Mar-23	97.96	98	96
Apr-23	82.99	82.6	80.95
May-23	89.64	89.5	87.71
Jun-23	93.22	92.8	90.94
Jul-23	94.78	95.4	93.49
Aug-23	95.83	96	94.08
Sep-23	96.29	97.1	95.16
Oct-23	96.69	97.2	95.26
Nov-23	97.09	97.3	95.35
Dec-23	97.01	97.7	95.75
Jan-24	97.69	97.3	95.35
Feb-24	97.92	97.9	95.94
Mar-24	97.92	98	96

Over the period of the pilot, there were 9 months where the target was not met but the intervention level was not reached, and 6 months when the target was met.

- Analysis 2 – Time series

The within year pattern is relatively consistent over time. However, the end of year rent collection percentage fell below the target in 2020/21, and has not yet recovered to the target level in subsequent years.





- Analysis 3 – Regression analysis

Variable	Regression coefficient	95% confidence interval
Intercept*	83.23	82.37, 84.10
May	7.35	6.13, 8.56**
June	10.45	9.234, 11.67**
July	11.99	10.77, 13.20**
August	12.78	11.56, 13.99**
September	13.45	12.24, 14.67**
October	14.00	12.79, 15.21**
November	14.31	13.09, 15.52**
December	14.44	13.19, 15.70**
January	14.76	13.55, 15.98**
February	14.97	13.76, 16.19**
March	15.10	13.88, 16.31**
Pilot	-0.43	-1.12, 0.26
*April, outside of the pilot period, is used as the reference category in the analysis **Result is statistically significant at the 95% level		

As would be expected from an outcome that is measured cumulatively over the financial year, there is a clear pattern of increases month by month over the financial year. There is no evidence of a significant impact of the pilot on the outcome.

- Analysis 4 – Regression analysis, adjusting for the impact of COVID-19

Variable	Regression coefficient	95% confidence interval

Intercept*	83.69	82.93, 84.45
May	7.35	6.30, 8.39**
June	10.45	9.41, 11.50**
July	11.99	10.94, 13.03**
August	12.57	11.52, 13.61**
September	13.24	12.20, 14.29**
October	13.79	12.74, 14.84**
November	14.10	13.05, 15.14**
December	14.03	12.94, 15.12**
January	14.59	13.54, 15.64**
February	14.80	13.75, 15.85**
March	14.93	13.88, 15.97**
Pilot	-0.74	-1.34, -0.13**
COVID-19 period	-1.67	-2.28, -1.06**
*April, outside of both the COVID-19 and pilot periods, is used as the reference category in the analysis **Result is statistically significant at the 95% level		

As would be expected from an outcome that is measured cumulatively over the financial year, there is a clear pattern of increases month by month over the financial year. There is evidence of a significant worsening of the outcome both during COVID-19 and the pilot period, with the percentage of housing rent collected 1.7% lower than the long-term average during the COVID-19 period, and 0.7% lower than the long-term average during the pilot.

FS104: % of business rates collected

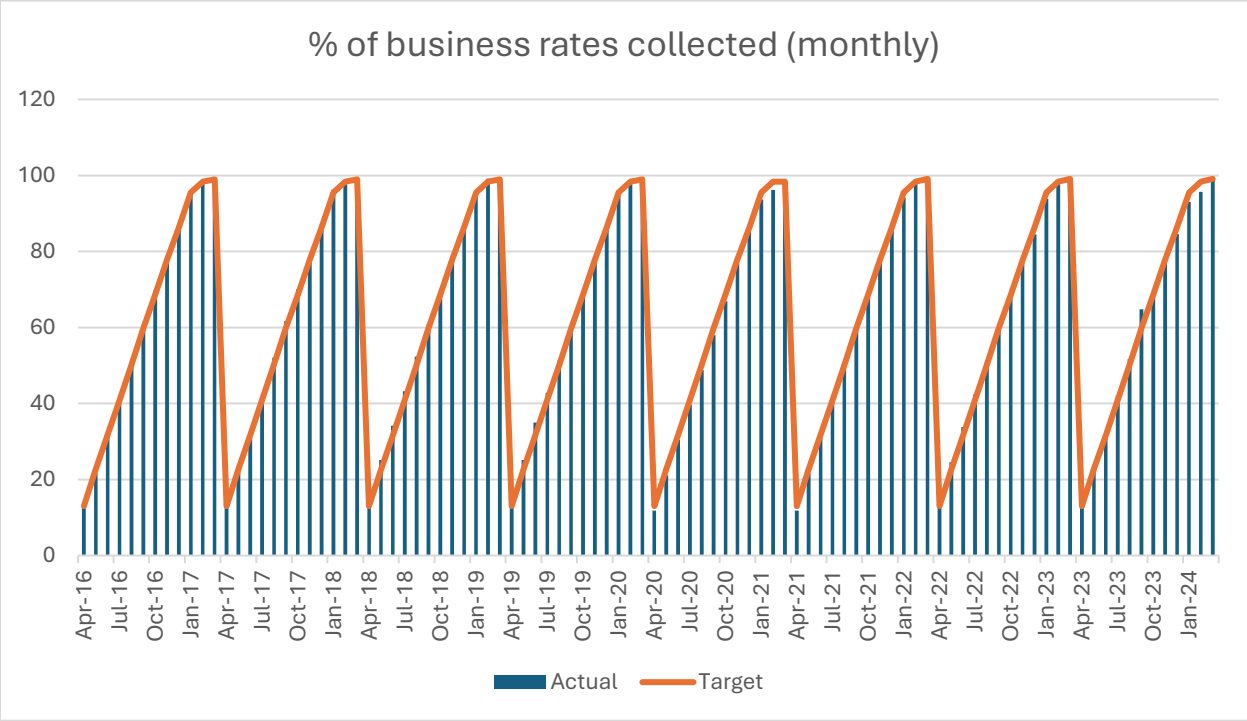
- Analysis 1 – KPI status

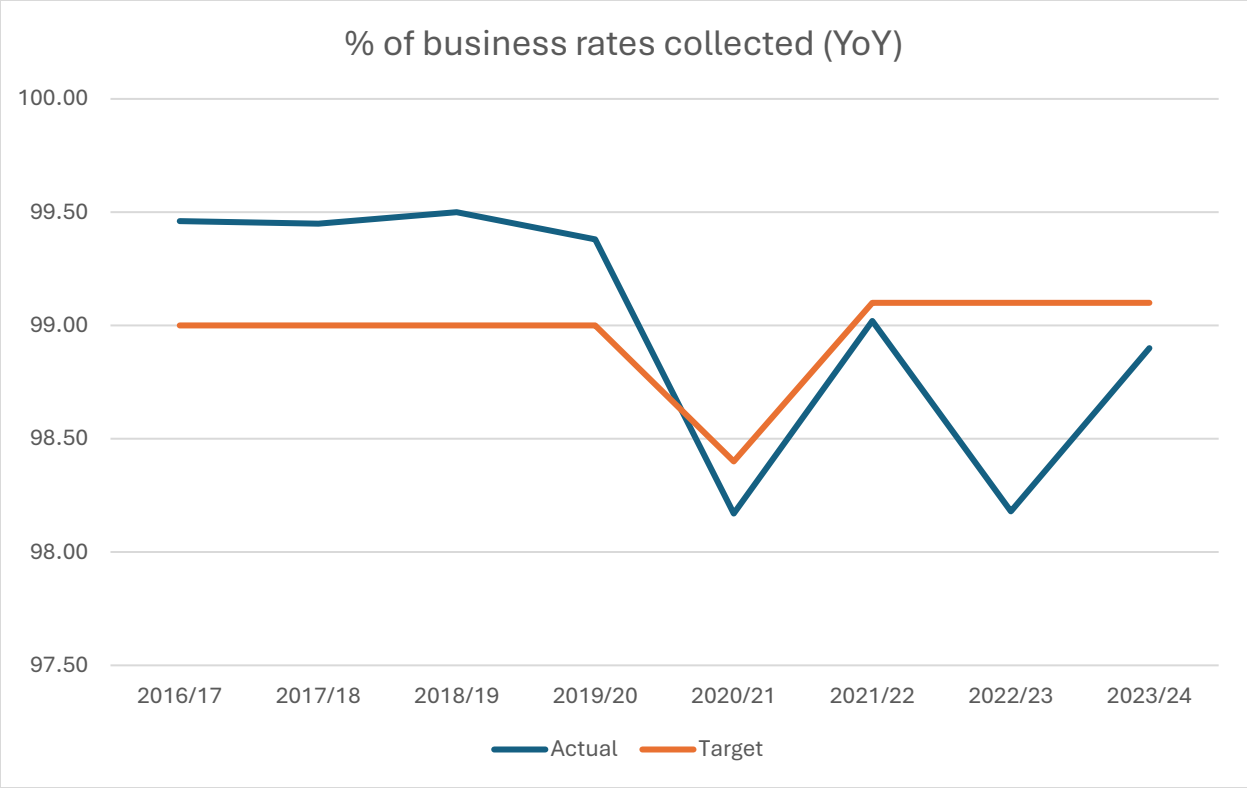
KPIs	Actual	Target	Intervention
Jan-23	93.8	95.5	93.59
Feb-23	97.7	98.4	96.43
Mar-23	98.18	99.1	97
Apr-23	13.1	13	12.74
May-23	22	22.69	22.24
Jun-23	32.3	31.73	31.1
Jul-23	42.1	40.98	40.16
Aug-23	51.7	50.2	49.2
Sep-23	64.8	59.78	58.58
Oct-23	69	68.66	67.29
Nov-23	77.5	77.85	76.29
Dec-23	84.6	86.3	84.57
Jan-24	93.1	95.5	93.59
Feb-24	95.7	98.4	96.43
Mar-24	98.9	99.1	97

Over the period of the pilot, there has been 3 months (May 2023, January 2024 and February 2024) where the KPI registered as worse than the intervention level, 6 months where the target was not met but the intervention level was not reached, and 6 months when the target was met.

- Analysis 2 – Time series

There has been fluctuation in the performance on this outcome measure over time, with the worst performing years being 2020/21 and 2022/23.





- Analysis 3 – Regression analysis

Variable	Regression coefficient	95% confidence interval
Intercept*	13.53	12.63, 14.44
May	9.38	8.10, 10.65**
June	19.24	17.96, 20.51**
July	28.16	26.89, 29.44**
August	37.59	36.31, 38.86**
September	47.19	45.91, 48.46**
October	55.33	54.05, 56.60**
November	64.05	62.78, 65.32**
December	72.55	71.28, 73.82**
January	81.31	80.03, 82.59**
February	84.16	82.88, 85.44**
March	85.54	84.26, 86.82**
Pilot	-0.27	-0.99, 0.46
*April, outside of the pilot period, is used as the reference category in the analysis **Result is statistically significant at the 95% level		

As would be expected from an outcome that is measured cumulatively over the financial year, there is a clear pattern of increases month by month over the financial year. There is no evidence of a significant impact of the pilot on the outcome.

- Analysis 4 – Regression analysis, adjusting for the impact of COVID-19

Variable	Regression coefficient	95% confidence interval
Intercept*	14.04	13.27, 14.81
May	9.38	8.31, 10.44**
June	19.24	18.18, 20.30**
July	28.16	27.10, 29.22**
August	37.36	36.29, 38.42**
September	46.96	45.89, 48.02**
October	55.09	54.03, 56.16**
November	63.82	62.76, 64.88**
December	72.32	71.26, 73.38**
January	81.12	80.06, 82.19**
February	83.97	82.91, 85.04**
March	85.35	84.29, 86.42**
Pilot	-0.62	-1.24, -0.01**
COVID-19 period	-1.85	-2.45, -1.25**
*April, outside of both the COVID-19 and pilot periods, is used as the reference category in the analysis **Result is statistically significant at the 95% level		

As would be expected from an outcome that is measured cumulatively over the financial year, there is a clear pattern of increases month by month over the financial year. There is evidence of a significant worsening of the outcome both during COVID-19 and the pilot period, with the percentage of business rates collected 1.9% lower than the long-term average during the COVID-19 period, and 0.6% lower than the long-term average during the pilot.

FS105: % of council tax collected

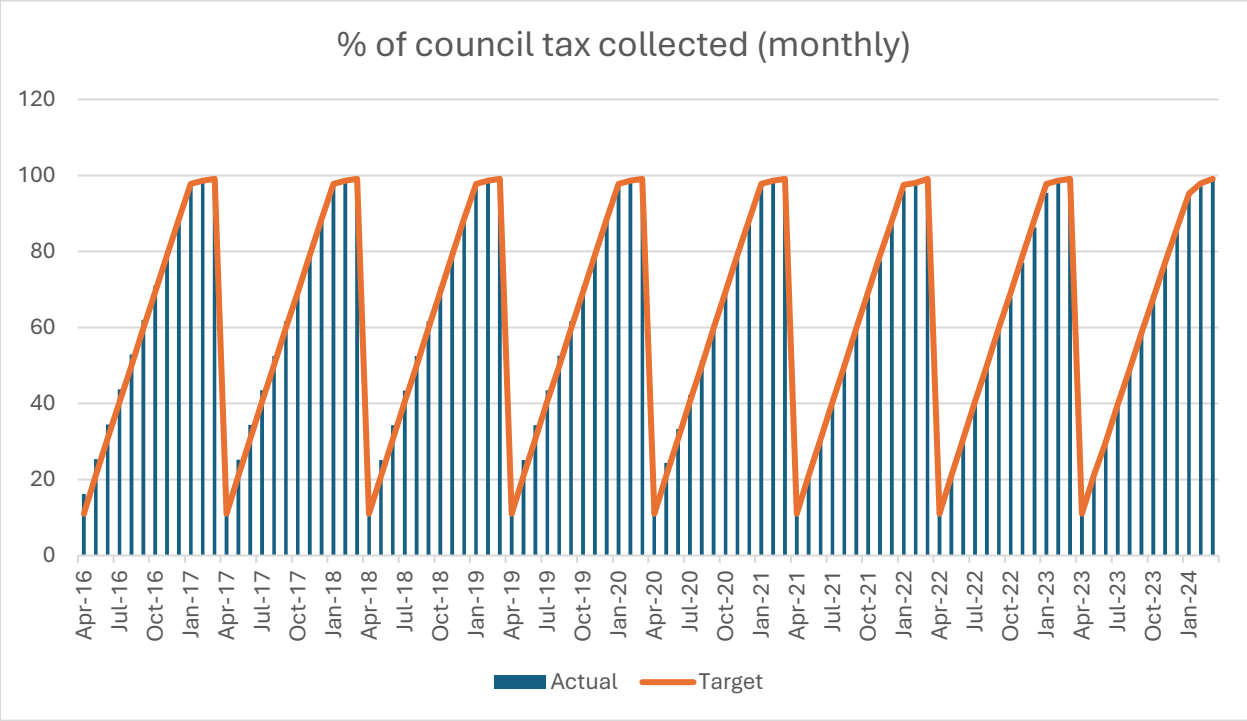
- Analysis 1 – KPI status

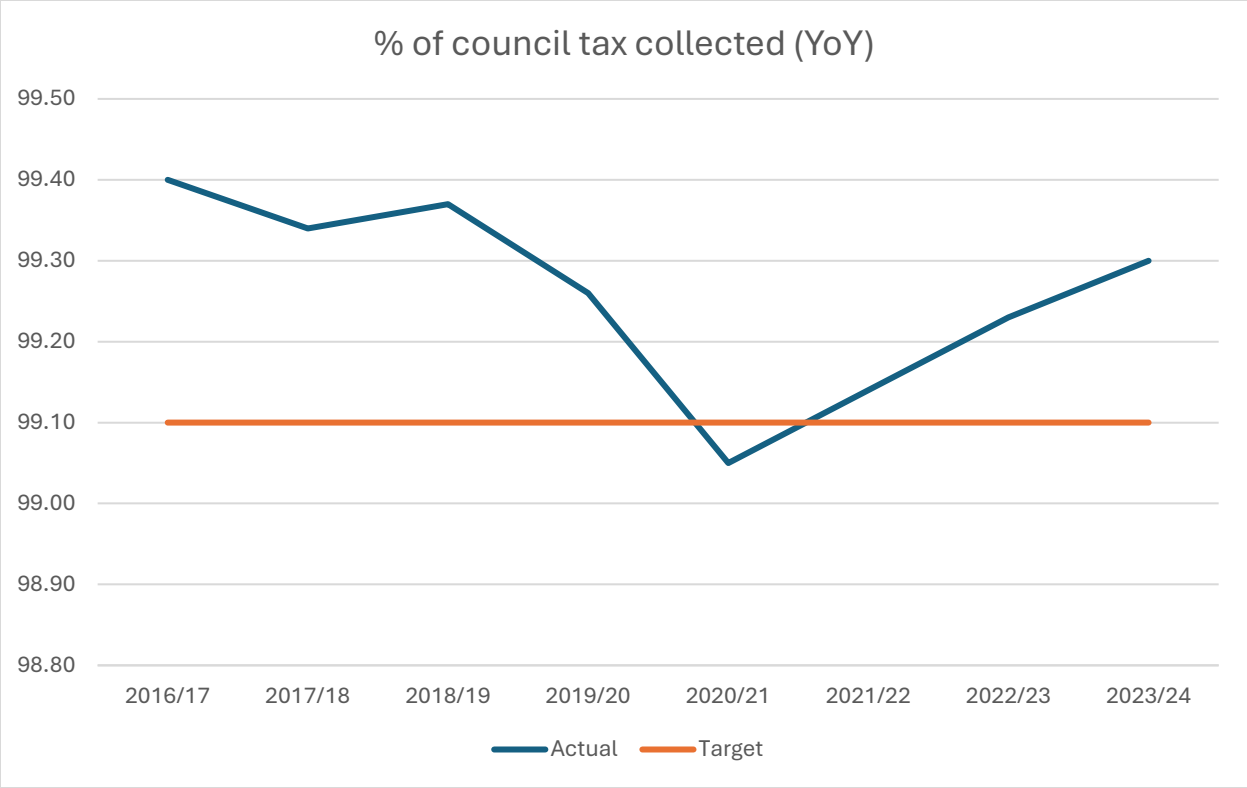
KPIs	Actual	Target	Intervention
Jan-23	95.4	97.8	95.84
Feb-23	98.2	98.6	96.63
Mar-23	99.23	99.1	97.1
Apr-23	11	11	10.78
May-23	20.7	21	20.58
Jun-23	30.1	30	29.4
Jul-23	39.4	39.76	38.96
Aug-23	49.2	48.96	47.98
Sep-23	58.5	58.56	57.39
Oct-23	67.4	67.76	66.4
Nov-23	76.7	77.06	75.52
Dec-23	85.8	86.16	84.44
Jan-24	95.1	95.26	93.35
Feb-24	97.5	97.93	95.97
Mar-24	99.3	99.1	97.11

Over the period of the pilot, there has been 1 month (January 2023) where the KPI registered as worse than the intervention level, 9 months where the target was not met but the intervention level was not reached, and 5 months when the target was met.

- Analysis 2 – Time series

With the exception of one financial year (2021/23), the performance on this KPI has been consistently above the target level at the end of each financial year.





- Analysis 3 – Regression analysis

Variable	Regression coefficient	95% confidence interval
Intercept*	14.36	13.39, 15.34
May	9.39	8.02, 10.76**
June	18.59	17.22, 19.96**
July	27.85	26348, 29.22**
August	37.10	35.73, 38.47**
September	46.48	45.10, 47.85**
October	55.41	54.04, 56.78**
November	64.63	63.25, 66.00**
December	73.65	72.28, 75.02**
January	83.07	81.70, 84.45**
February	84.64	83.26, 86.01**
March	85.42	84.05, 86.80**
Pilot	-2.08	-2.86, -1.30**
*April, outside of the pilot period, is used as the reference category in the analysis **Result is statistically significant at the 95% level		

As would be expected from an outcome that is measured cumulatively over the financial year, there is a clear pattern of increases month by month over the financial year. There is evidence of a significant worsening of the outcome during the pilot period, with the percentage of council tax collected 2.1% lower than the long-term average during the pilot.

- Analysis 4 – Regression analysis, adjusting for the impact of COVID-19

Variable	Regression coefficient	95% confidence interval
Intercept*	14.58	13.60, 15.56
May	9.39	8.04, 10.73**
June	18.59	17.25, 19.94**
July	27.85	26.51, 29.19**
August	37.00	35.65, 38.35**
September	46.37	45.03, 47.72**
October	55.31	53.96, 56.66**
November	64.52	63.18, 56.87**
December	73.55	72.20, 74.90**
January	82.99	81.65, 84.34**
February	84.55	83.20, 85.90**
March	85.34	83.99, 86.69**
Pilot	-2.24	-3.01, -1.46**
COVID-19 period	-0.81	-1.57, -0.05**
*April, outside of both the COVID-19 and pilot periods, is used as the reference category in the analysis **Result is statistically significant at the 95% level		

As would be expected from an outcome that is measured cumulatively over the financial year, there is a clear pattern of increases month by month over the financial year. There is evidence of a significant worsening of the outcome both during COVID-19 and the pilot period, with the percentage of council tax collected 1.6% lower than the long-term average during the COVID-19 period, and 3.0% lower than the long-term average during the pilot.

FS109: % of undisputed invoices paid in 30 days

- Analysis 1 – KPI status

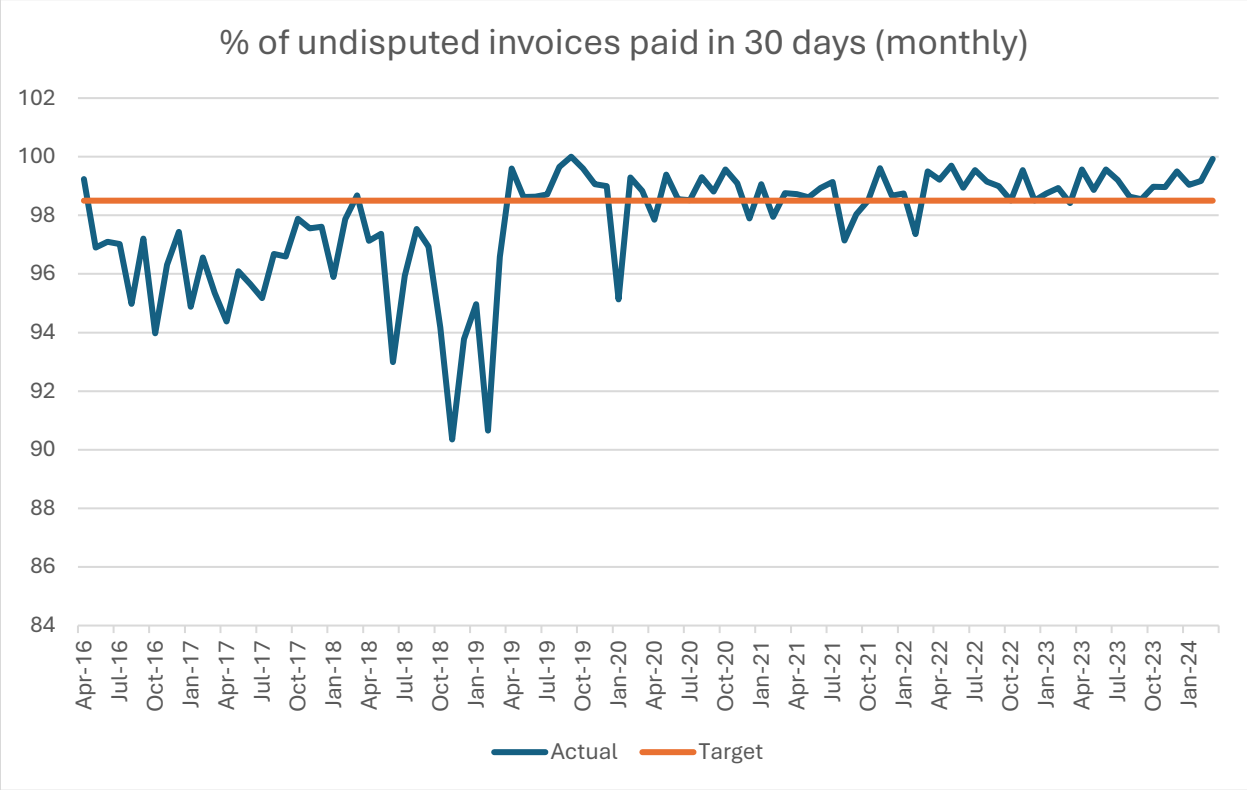
KPIs	Actual	Target	Intervention
Jan-23	98.74	98.5	96.5
Feb-23	98.93	98.5	96.5
Mar-23	98.42	98.5	96.5
Apr-23	99.56	98.5	96.5
May-23	98.86	98.5	96.5
Jun-23	99.56	98.5	96.5
Jul-23	99.2	98.5	96.5
Aug-23	98.64	98.5	96.5
Sep-23	98.55	98.5	96.5
Oct-23	98.97	98.5	96.5
Nov-23	98.96	98.5	96.5
Dec-23	99.5	98.5	96.5
Jan-24	99.04	98.5	96.5
Feb-24	99.17	98.5	96.5

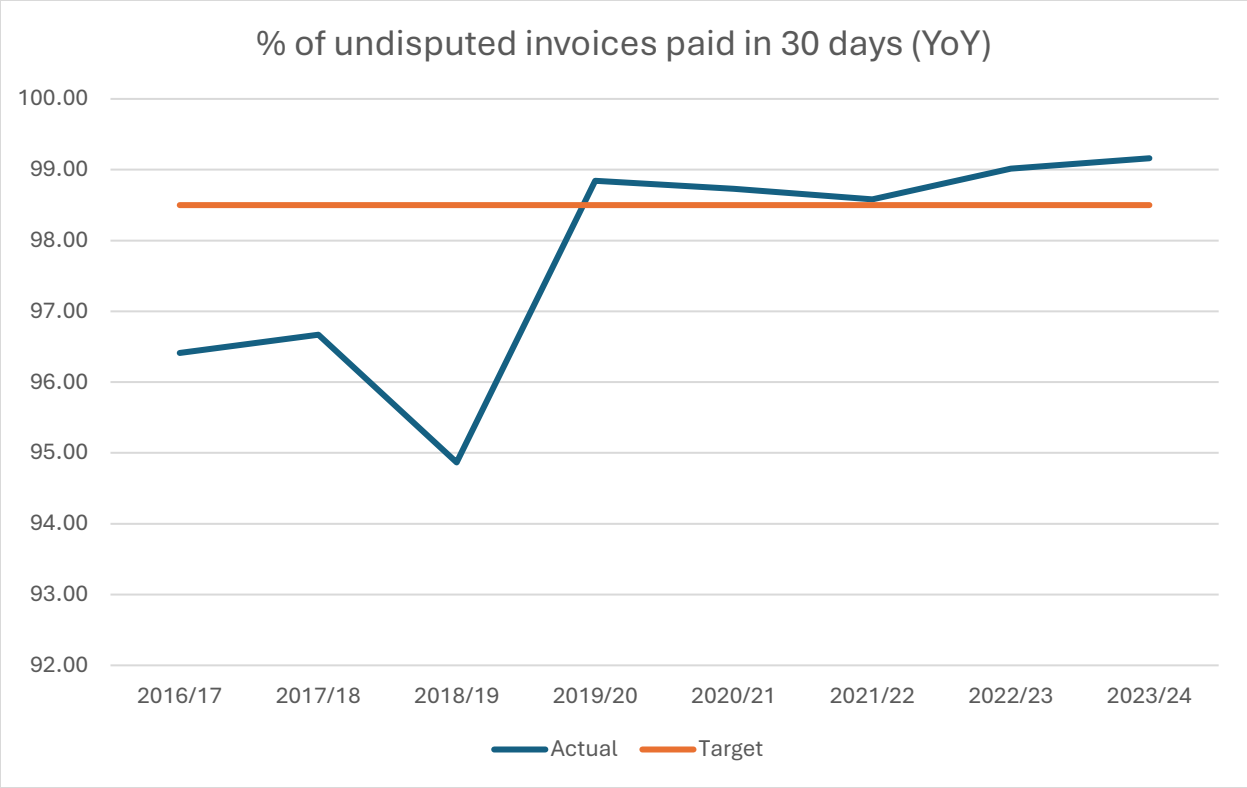
Mar-24	99.93	98.5	96.5

Over the period of the pilot, there has been 1 month (March 2023) where the KPI target was not met but the intervention level was not reached, and 14 months where the target was met.

- Analysis 2 – Time series

In 2018/19 and earlier, this KPI was consistently below the target value, whilst since 2019/20 the KPI has consistently been met on average across the financial year.





- Analysis 3 – Regression analysis

Variable	Regression coefficient	95% confidence interval
Intercept*	98.01	96.64, 99.37
May	-0.02	-1.93, 1.90
June	-0.67	-2.58, 1.25
July	-0.31	-2.22, 1.61
August	-0.33	-2.24, 1.59
September	-0.07	-1.99, 1.85
October	-0.57	-2.48, 1.35
November	-0.65	-2.57, 1.27
December	-0.41	-2.33, 1.51
January	-1.36	-3.28, 0.57
February	-1.19	-3.11, 0.73
March	-0.16	-2.08, 1.76
Pilot	1.62	0.53, 2.71**
*April, outside of the pilot period, is used as the reference category in the analysis **Result is statistically significant at the 95% level		

The analysis found no evidence of any statistically significant effects by month of the year, but did find a significant improvement in the pilot period compared to before the pilot was introduced. Approximately 1.6% more undisputed invoices were paid in 30 days during the pilot, compared to before.

- Analysis 4 – Regression analysis, adjusting for the impact of COVID-19

Variable	Regression coefficient	95% confidence interval
Intercept*	97.60	96.26, 98.94
May	-0.02	-1.86, 1.82
June	-0.67	-2.51, 1.17
July	-0.31	-2.15, 1.53
August	-0.14	-1.98, 1.70
September	0.12	-1.73, 1.96
October	-0.38	-2.22, 1.46
November	-0.46	-2.31, 1.38
December	-0.22	-2.07, 1.62
January	-1.20	-3.05, 0.64
February	-1.04	-2.89, 0.81
March	-0.01	-1.85, 1.84
Pilot	1.91	0.84, 2.97
COVID-19 period	1.49	0.45. 2.53
*April, outside of both the COVID-19 and pilot periods, is used as the reference category in the analysis **Result is statistically significant at the 95% level		

The analysis found no evidence of any statistically significant effects by month of the year, but did find significant improvements in both the COVID-19 and pilot periods compared to before the pilot was introduced. Approximately 1.5% more undisputed invoices were paid in 30 days during the COVID-19 period compared to the long-term average, and approximately 1.9% more undisputed invoices were paid in 30 days during the pilot, compared to the long-term average.

FS112: Average number of days to process new housing benefit and council tax support claims

- Analysis 1 – KPI status

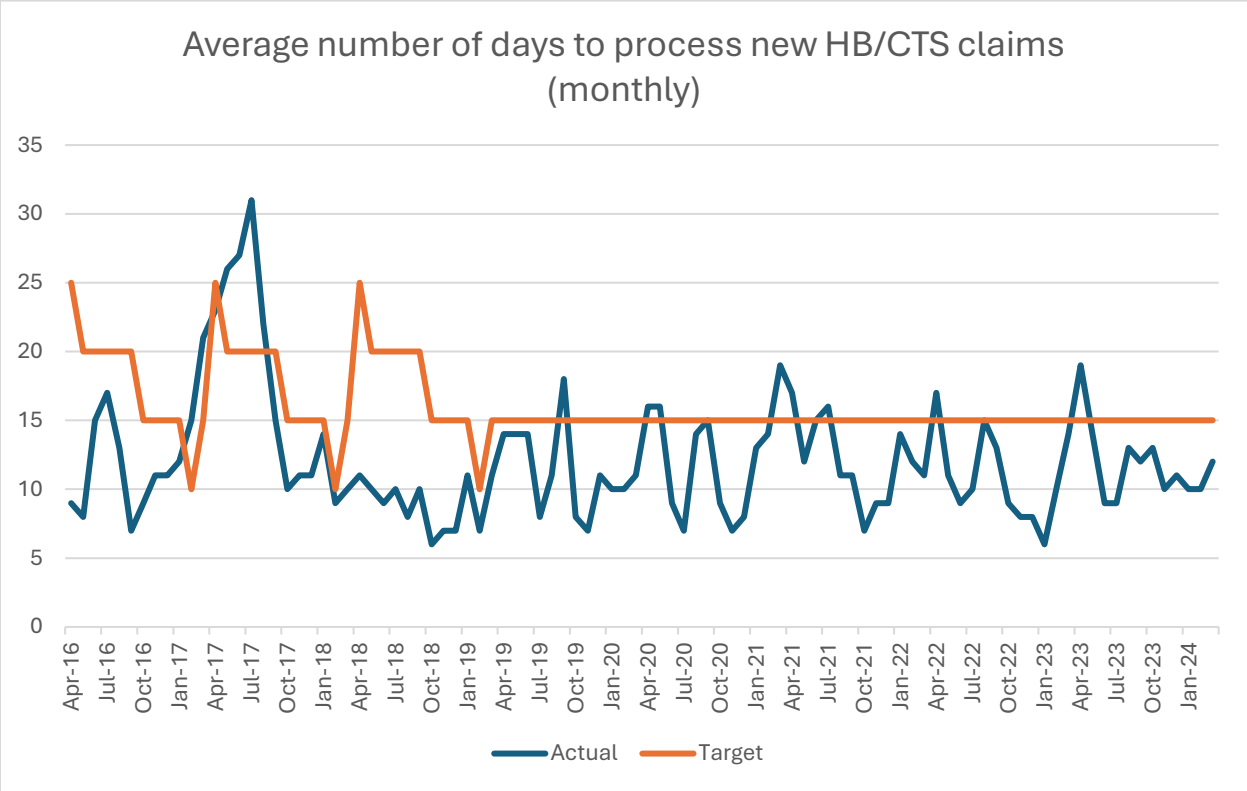
KPIs	Actual	Target	Intervention
Jan-23	6	15	20
Feb-23	10	15	20
Mar-23	14	15	20
Apr-23	19	15	20
May-23	14	15	20
Jun-23	9	15	20
Jul-23	9	15	20
Aug-23	13	15	20
Sep-23	12	15	20
Oct-23	13	15	20
Nov-23	10	15	20
Dec-23	11	15	20
Jan-24	10	15	20
Feb-24	10	15	20

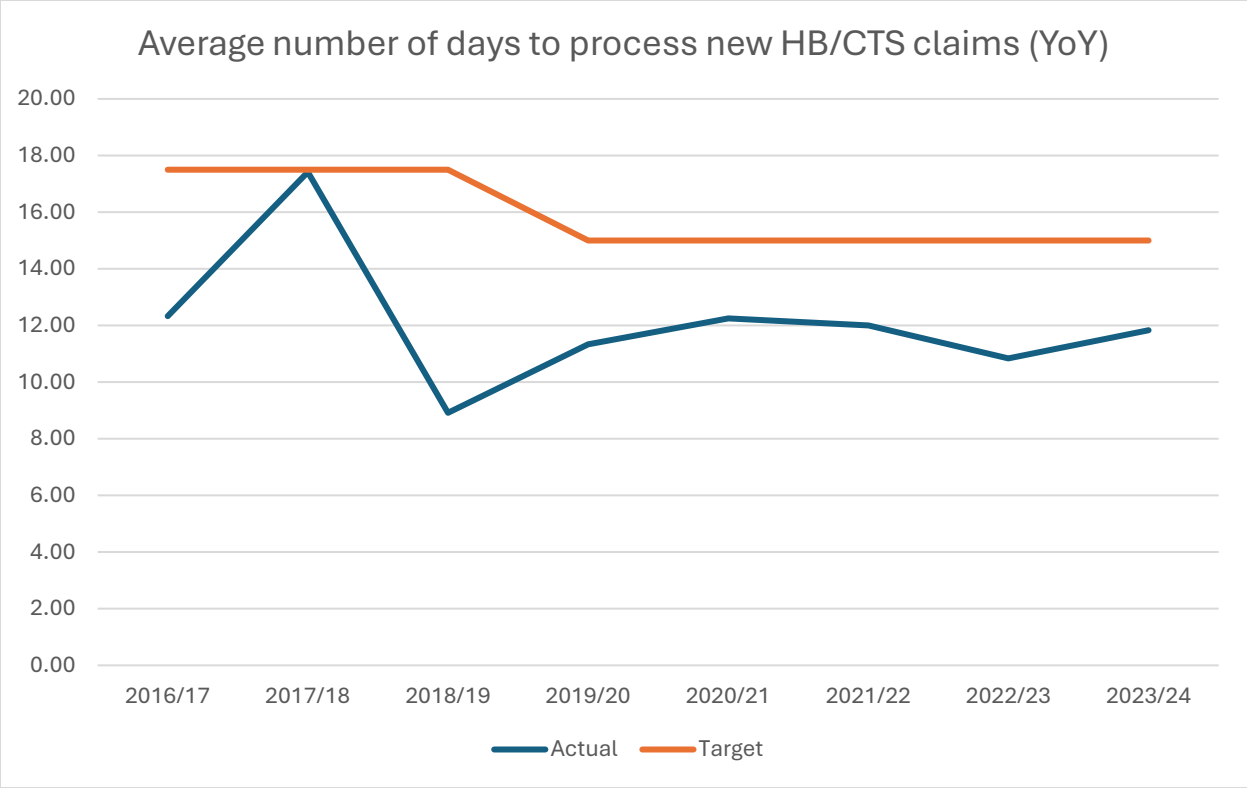
Mar-24	12	15	20

Over the period of the pilot, there has been 1 month (April 2023) where the KPI target was not met but the intervention level was not reached, and 14 months where the target was met.

- Analysis 2 – Time series

This KPI has been consistently met or exceeded on average over the years where data are available.





- Analysis 3 – Regression analysis

Variable	Regression coefficient	95% confidence interval
Intercept*	15.84	12.79, 18.89
May	-1.88	-6.16, 2.41
June	-2.38	-6.66, 1.91
July	-2.25	-6.54, 2.04
August	-2.38	-6.66, 1.91
September	-3.13	-7.41, 1.16
October	-6.88	-11.16, -2.59**
November	-7.00	-11.29, -2.71**
December	-6.25	-10.54, -1.96**
January	-4.41	-8.71, -0.11**
February	-4.78	-9.08, -0.48**
March	-2.03	-6.33, 2.27
Pilot	-0.74	-3.18, 1.70
*April, outside of the pilot period, is used as the reference category in the analysis **Result is statistically significant at the 95% level		

The analysis found 5 significant results, which are that outcomes from October-February appear to be better than the reference outcome. There is no evidence of a statistically significant impact from the introduction of the pilot.

- Analysis 4 – Regression analysis, adjusting for the impact of COVID-19

Variable	Regression coefficient	95% confidence interval
Intercept*	15.77	12.63, 18.91
May	-1.88	-6.19, 2.44
June	-2.38	-6.69, 1.94
July	-2.25	-6.56, 2.06
August	-2.34	-6.67, 1.98
September	-3.09	-7.42, 1.23
October	-6.84	-11.17, -2.52**
November	-6.97	-11.29, -2.64**
December	-6.22	-10.54, -1.89**
January	-4.38	-8.71, -0.05**
February	-4.76	-9.09, -0.42**
March	-2.01	-6.34, 2.33
Pilot	-0.69	-3.18, 1.81
COVID-19 period	0.27	-2.17, 2.71
*April, outside of both the COVID-19 and pilot periods, is used as the reference category in the analysis **Result is statistically significant at the 95% level		

The analysis found 5 significant results, which are that outcomes from October-February appear to be better than the reference outcome. There is no evidence of a statistically significant impacts from either the COVID-19 period or the introduction of the pilot.

FS113: Average number of days to process housing benefit and council tax change events

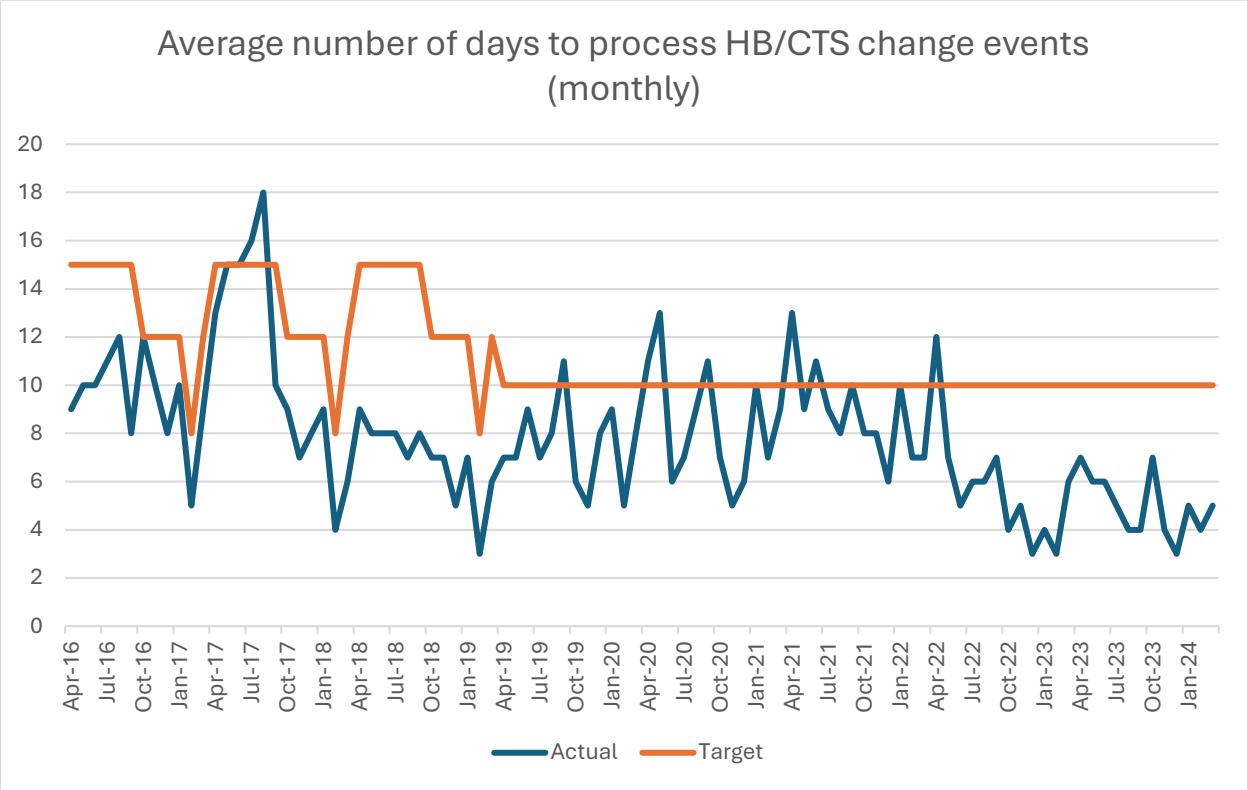
- Analysis 1 – KPI status

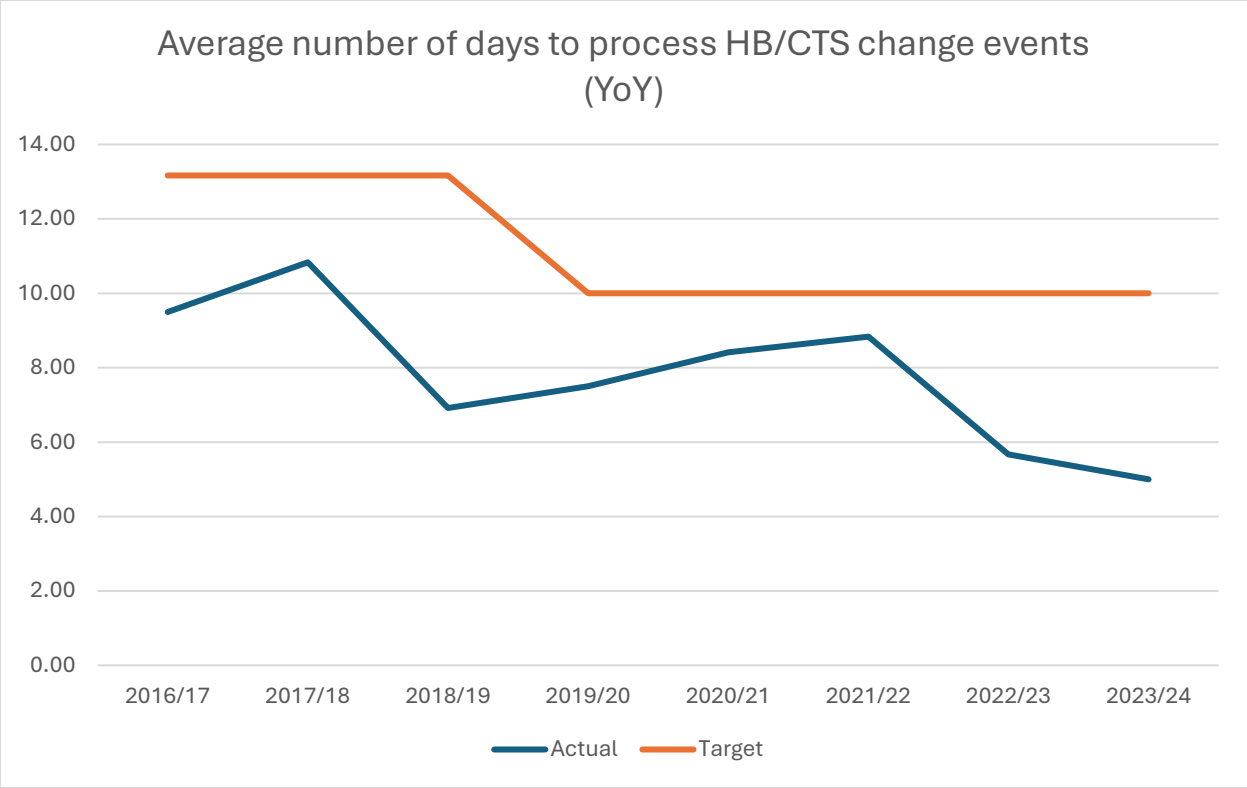
KPIs	Actual	Target	Intervention
Jan-23	4	10	15
Feb-23	3	10	15
Mar-23	6	10	15
Apr-23	7	10	15
May-23	6	10	15
Jun-23	6	10	15
Jul-23	5	10	15
Aug-23	4	10	15
Sep-23	4	10	15
Oct-23	7	10	15
Nov-23	4	10	15
Dec-23	3	10	15
Jan-24	5	10	15
Feb-24	4	10	15
Mar-24	5	10	15

Over the period of the pilot, the KPI was met for all quarters.

- Analysis 2 – Time series

This KPI has been consistently met or exceeded on average over the years where data are available.





- Analysis 3 – Regression analysis

Variable	Regression coefficient	95% confidence interval
Intercept*	10.54	8.84, 12.24
May	-0.75	-3.14, 1.64
June	-1.38	-3.77, 1.01
July	-1.50	-3.89, 0.89
August	-1.13	-3.52, 1.27
September	-1.50	-3.89, 0.89
October	-2.63	-5.02, -0.23**
November	-3.75	-6.14, -1.36**
December	-4.25	-6.64, -1.86**
January	-1.71	-4.11, 0.68
February	-4.96	-7.36, -2.57**
March	-2.71	-5.11, -0.32**
Pilot	-3.29	-4.65, -1.93**
*April, outside of the pilot period, is used as the reference category in the analysis **Result is statistically significant at the 95% level		

The analysis found 6 significant results, which are that outcomes from October, November, December, February and March appear to be better than the reference outcome, and there is a statistically significant improvement in the pilot period. There is an approximately 3.3 day reduction

in the number of days to process a housing benefit or council tax change during the pilot, compared to before.

- Analysis 4 – Regression analysis, adjusting for the impact of COVID-19

Variable	Regression coefficient	95% confidence interval
Intercept*	10.44	8.69, 12.19
May	-0.75	-3.15, 1.65
June	-1.38	-3.78, 1.03
July	-1.38	-3.90, 0.90
August	-1.08	-3.49, 1.33
September	-1.46	-3.87, 0.95
October	-2.58	-4.99, -0.17**
November	-3.71	-6.12, 1.30**
December	-4.21	-6.62, -1.80**
January	-1.68	-4.09, 0.73
February	-4.93	-7.34, -2.52**
March	-2.68	-5.09, -0.26**
Pilot	-3.23	-4.62, -1.84
COVID-19 period	0.34	-1.01, 1.70
*April, outside of both the COVID-19 and pilot periods, is used as the reference category in the analysis **Result is statistically significant at the 95% level		

The analysis found 6 significant results, which are that outcomes from October, November, December, February and March appear to be better than the reference outcome, and there is a statistically significant improvement in the pilot period. There is an approximately 3.2 day reduction in the number of days to process a housing benefit or council tax change during the pilot, compared to before.

Staffing (staff turnover and days off sick)

FS117: % staff turnover

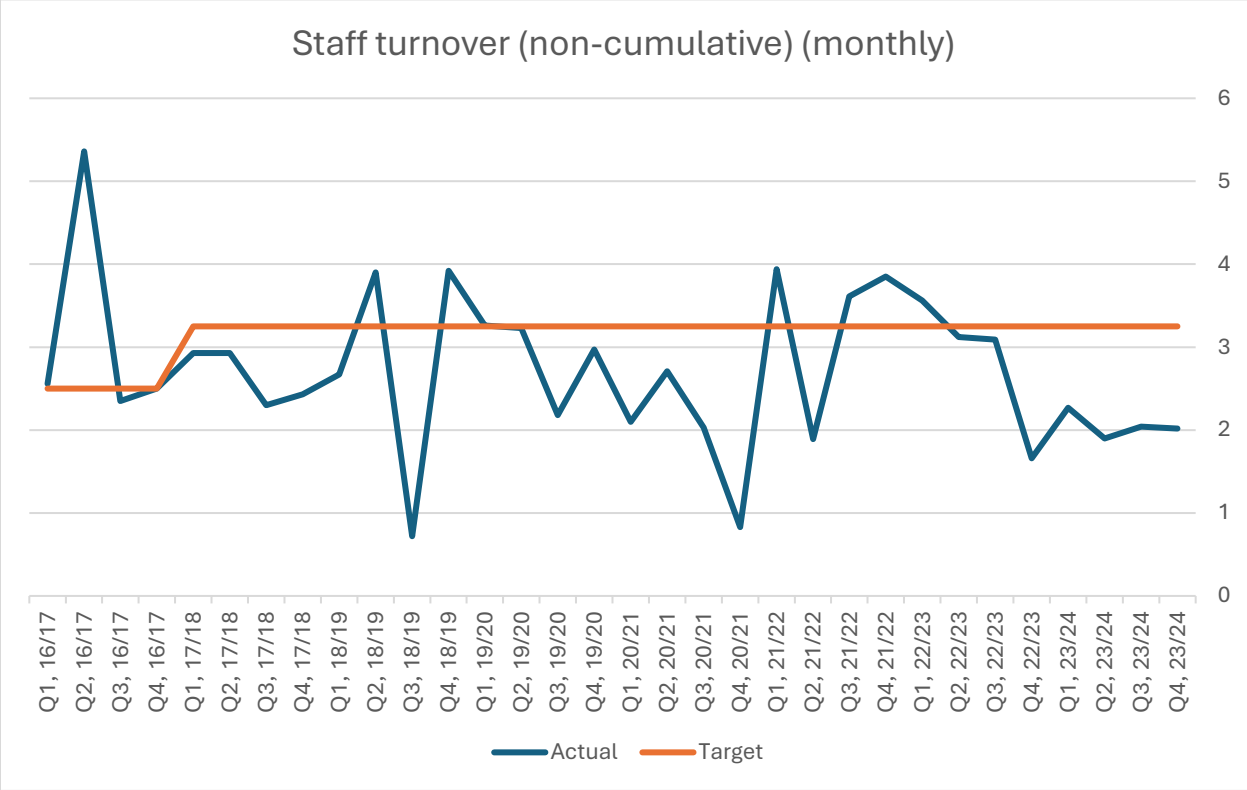
- Analysis 1 – KPI status

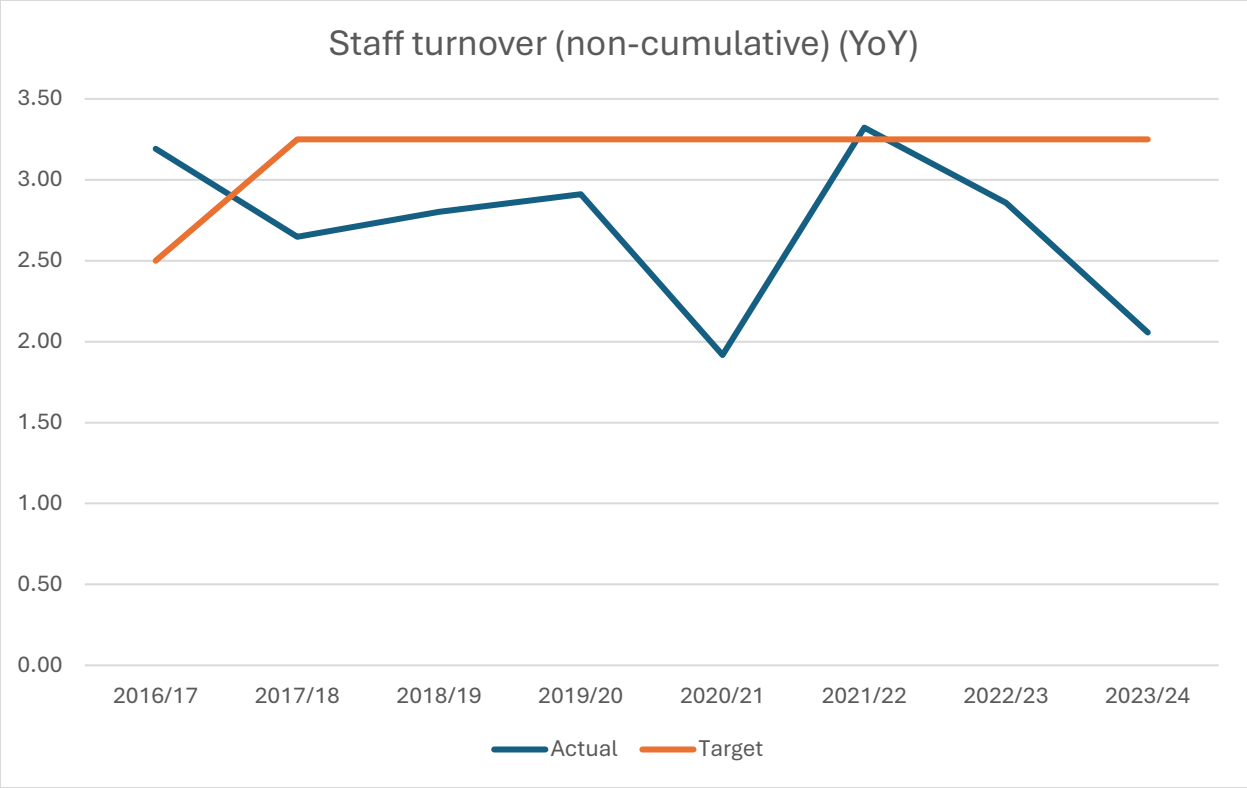
KPIs	Actual	Target	Intervention
Q4, 22/23	1.66	3.25	4
Q1, 23/24	2.27	3.25	4
Q2, 23/24	1.9	3.25	4
Q3, 23/24	2.04	3.25	4
Q4, 23/24	2.02	3.25	4

Over the period of the pilot, there has been 1 month (November 2023) where the KPI registered as worse than the intervention level, 8 months where the target was not met but the intervention level was not reached, and 6 months when the target was met.

- Analysis 2 – Time series

There has been generally met over the years for which data are available, but staff turnover was slightly worse than the target in 2016/17 and 2021/22.





- Analysis 3 – Regression analysis

Variable	Regression coefficient	95% confidence interval
Intercept*	3.02	2.36, 3.67
Quarter 2	0.22	-0.70, 1.13
Quarter 3	-0.62	-1.54, 0.29
Quarter 4	-0.28	-1.21, 0.64
Pilot	-0.85	-1.75, 0.006
*Quarter 1 of the financial year, outside of the pilot period, is used as the reference category in the analysis		

The analysis found no evidence of any statistically significant effects, either by quarter or from when the pilot was started.

- Analysis 4 – Regression analysis, adjusting for the impact of COVID-19

Variable	Regression coefficient	95% confidence interval
Intercept*	3.14	2.49, 3.78
Quarter 2	0.32	-0.56, 1.20
Quarter 3	-0.62	-1.50, 0.26
Quarter 4	-0.26	-1.15, 0.62
Pilot	-0.99	-1.87, -0.11**
COVID-19 period	-0.81	-1.68, 0.07
*Quarter 1 of the financial year, outside of both the COVID-19 and pilot periods, is used as the reference category in the analysis		

**Result is statistically significant at the 95% level

The analysis found no evidence of any statistically significant effects by quarter of the year, or during the COVID-19 period. However, it did find a significant improvement in the pilot period compared to before the pilot was introduced. Staff turnover was approximately 1% lower during the pilot, compared to before.

FS125: Staff sickness days per FTE - excluding Shared Waste Service

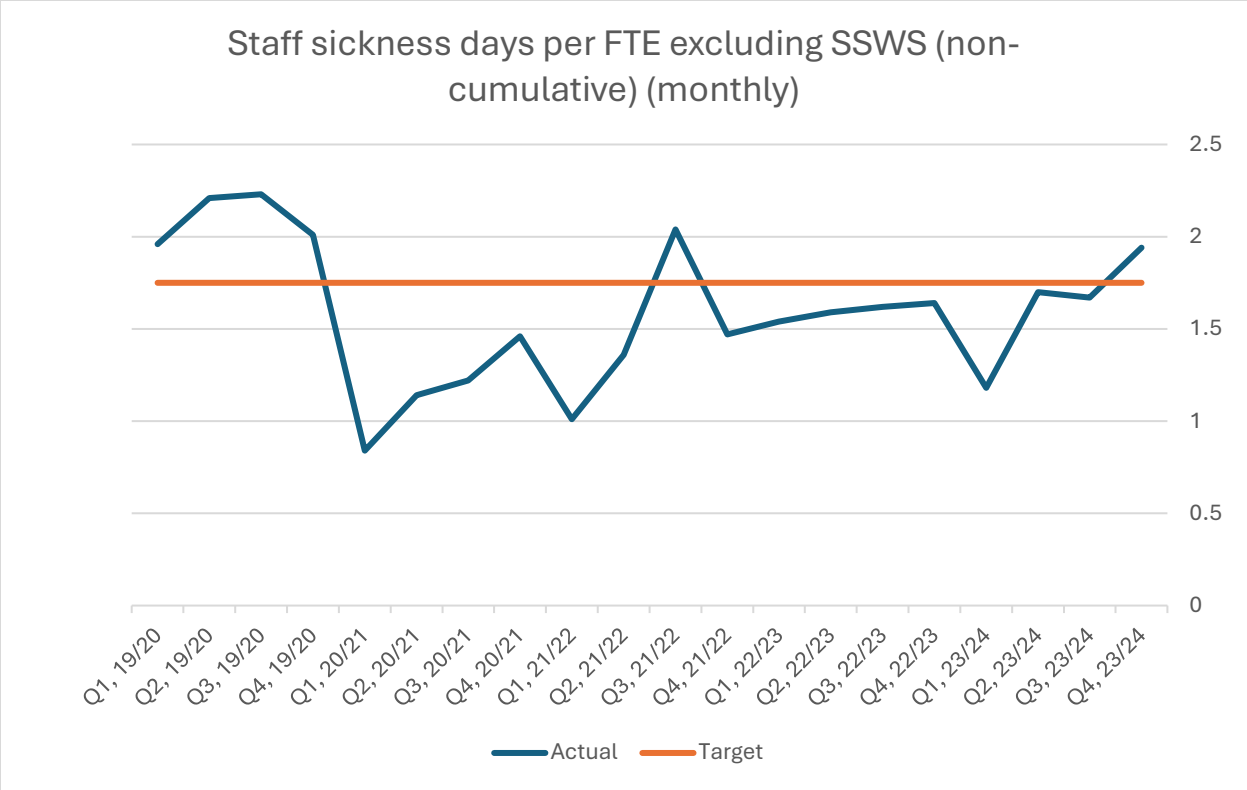
- Analysis 1 – KPI status

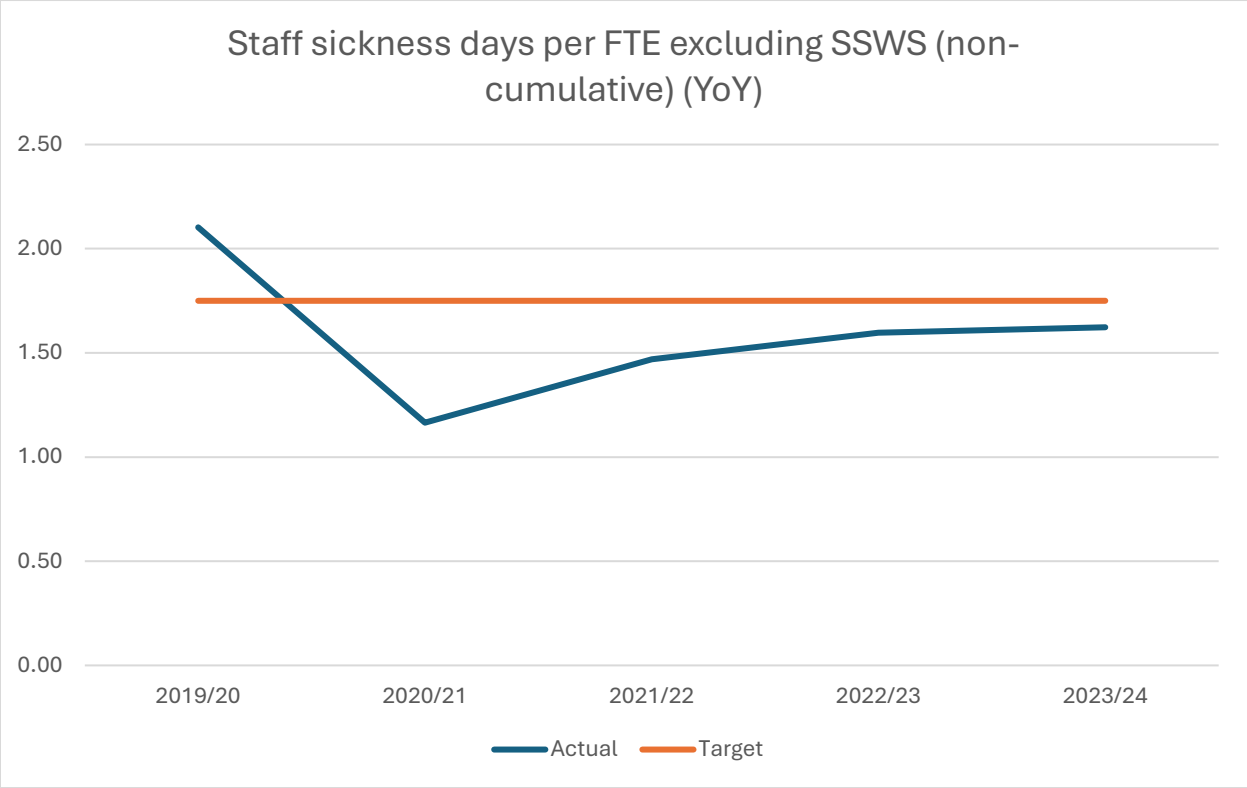
KPIs	Actual	Target	Intervention
Q4, 22/23	1.64	1.75	2.5
Q1, 23/24	1.18	1.75	2.5
Q2, 23/24	1.7	1.75	2.5
Q3, 23/24	1.67	1.75	2.5
Q4, 23/24	1.94	1.75	2.5

Over the period of the pilot, there has been 1 quarter (January-March 2024) where the KPI target was not met but the intervention level was not reached, and 4 quarters when the target was met.

- Analysis 2 – Time series

This KPI has generally been met over time, but staff sickness was above the target level in 2019/20, and in September-December 2021.





- Analysis 3 – Regression analysis

Variable	Regression coefficient	95% confidence interval
Intercept*	1.30	0.92, 1.69
Quarter 2	0.29	-0.24, 0.83
Quarter 3	0.45	-0.08, 0.98
Quarter 4	0.39	-0.15, 0.93
Pilot	0.02	-0.43, 0.46
*Quarter 1 of the financial year, outside of the pilot period, is used as the reference category in the analysis		

The analysis found no evidence of any statistically significant effects, either by quarter or from when the pilot was started. The impact of the introduction of the pilot appears to be minimal, and smaller than the level of quarter-by-quarter variation.

- Analysis 4 – Regression analysis, adjusting for the impact of COVID-19

Variable	Regression coefficient	95% confidence interval
Intercept*	1.45	1.12, 1.77
Quarter 2	0.40	-0.03, 0.84
Quarter 3	0.45	0.02, 0.88**
Quarter 4	0.43	-0.00, 0.86
Pilot	-0.17	-0.54, 0.21
COVID-19 period	-0.55	-0.92, -0.17**
*Quarter 1 of the financial year, outside of both the COVID-19 and pilot periods, is used as the reference category in the analysis **Result is statistically significant at the 95% level		

The analysis found that staff sickness in quarter 3 of the financial year was higher on average than the reference category, and that staff sickness during the COVID-19 period was lower than outside of it. The impact of the introduction of the pilot appears to be minimal, and smaller than both the impact of COVID-19, and the level of quarter-by-quarter variation.

SF786a: Staff sickness days per FTE - Shared Waste Service only

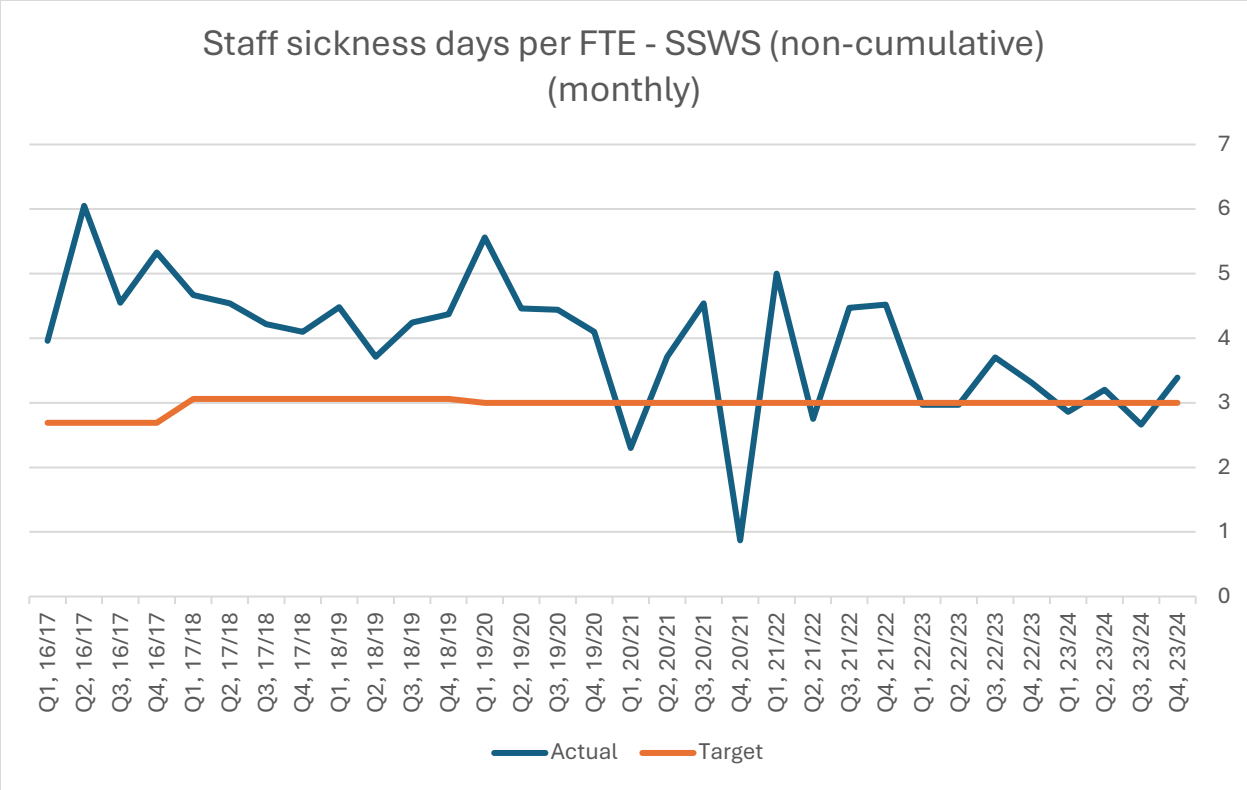
- Analysis 1 – KPI status

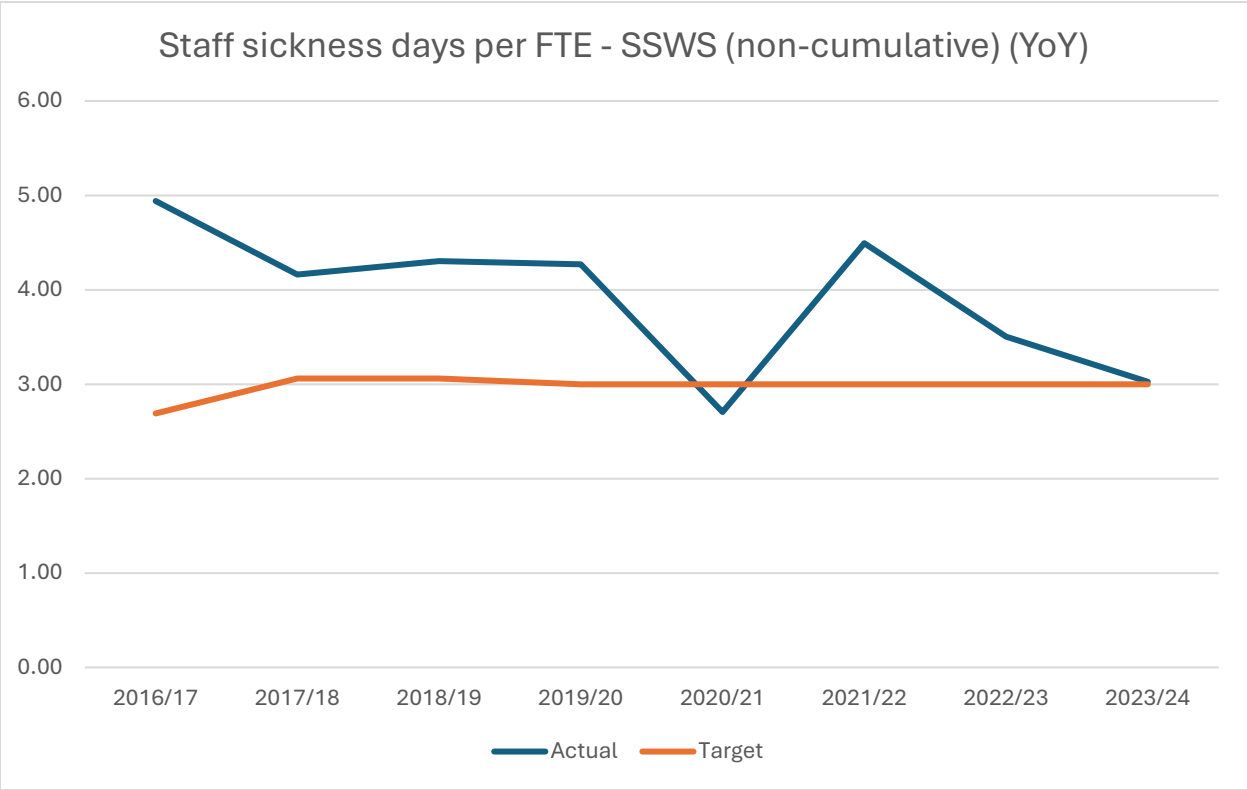
KPIs	Actual	Target	Intervention
Q3, 23/24	2.66	3	3.5
Q4, 23/24	3.39	3	3.5

Over the period of the pilot, there have been 1 quarters where the KPI target was not met but the intervention level was not reached, and 1 quarters when the target was met.

- Analysis 2 – Time series

This KPI has only been met in 1 year for which data was available – 2020/21. Staff sickness has been above the target level in all other years.





- Analysis 3 – Regression analysis

Variable	Regression coefficient	95% confidence interval
Intercept*	3.98	3.20, 4.75
Quarter 2	-0.05	-1.15, 1.05
Quarter 3	0.26	-0.86, 1.37
Quarter 4	-0.10	-1.12, 1.02
Pilot	-1.03	-2.69, 0.63
*Quarter 1 of the financial year, outside of the pilot period, is used as the reference category in the analysis		

The analysis found no evidence of any statistically significant effects, either by quarter or from when the pilot was started.

- Analysis 4 – Regression analysis, adjusting for the impact of COVID-19

Variable	Regression coefficient	95% confidence interval
Intercept*	4.07	3.30, 4.84
Quarter 2	0.04	-1.04, 1.13
Quarter 3	0.27	-0.83, 1.37
Quarter 4	-0.08	-1.18, 1.01
Pilot	-1.13	-2.77, 0.50
COVID-19 period	-0.75	-1.81, 0.32
*Quarter 1 of the financial year, outside of both the COVID-19 and pilot periods, is used as the reference category in the analysis		

The analysis found no evidence of any statistically significant effects, either by quarter, during the COVID-19 period, or from when the pilot was started.

Planning service performance

SX025: Average land charges search response days

- Analysis 1 – KPI status

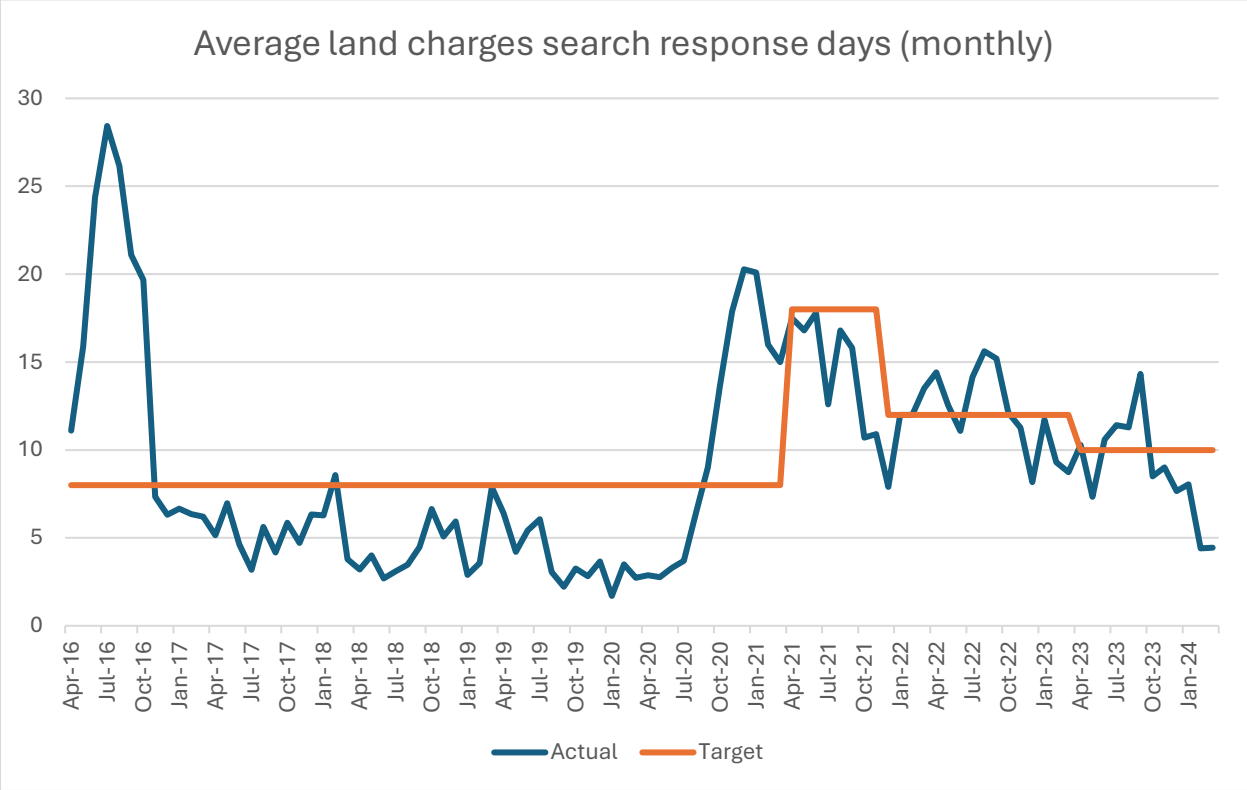
KPIs	Actual	Target	Intervention
Jan-23	11.73	12	15
Feb-23	9.31	12	15
Mar-23	8.73	12	15
Apr-23	10.29	10	12
May-23	7.34	10	12
Jun-23	10.59	10	12
Jul-23	11.42	10	12
Aug-23	11.29	10	12
Sep-23	14.32	10	12
Oct-23	8.5	10	12
Nov-23	9.01	10	12
Dec-23	7.66	10	12

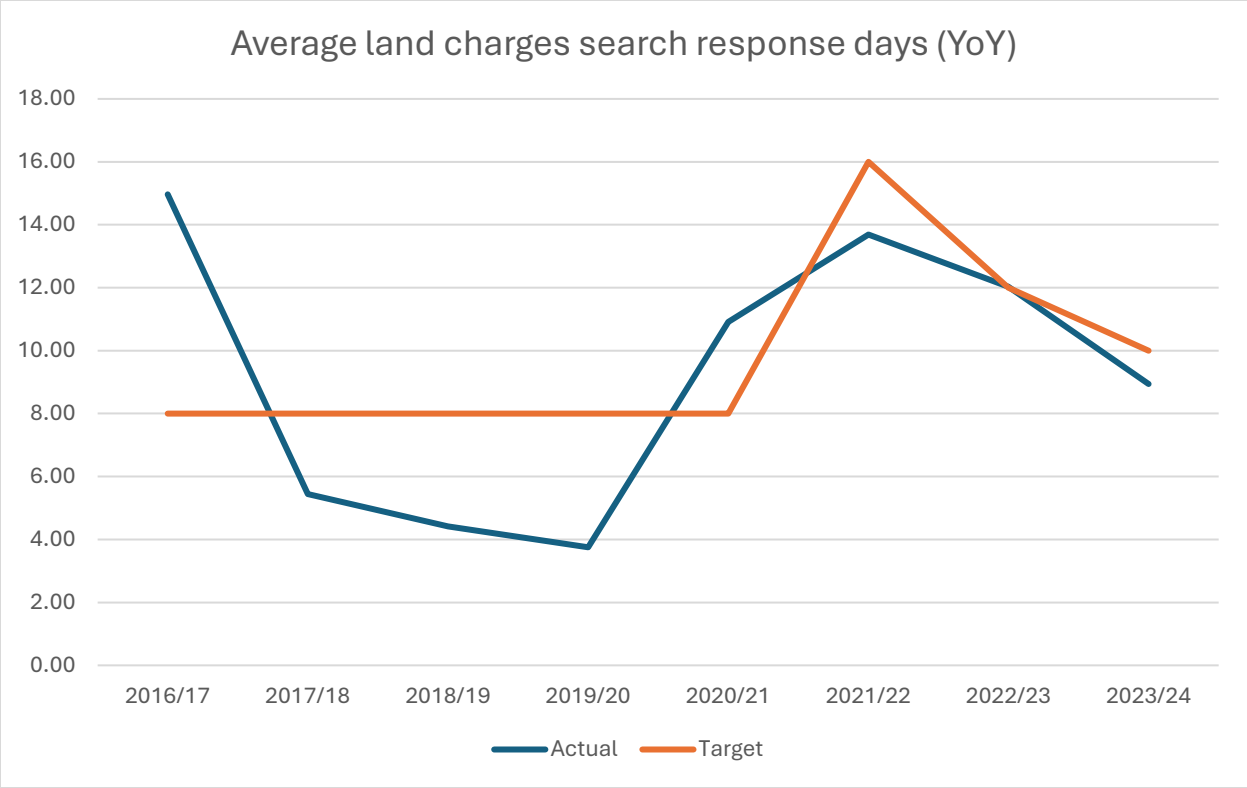
Jan-24	8.04	10	12
Feb-24	4.41	10	12
Mar-24	4.45	10	12

Over the period of the pilot, there has been 1 month (September 2023) where the KPI registered as worse than the intervention level, 4 months where the target was not met but the intervention level was not reached, and 10 months where the target was met.

- Analysis 2 – Time series

There has been fluctuation in the performance on this outcome measure over time, with the worst performing years being 2016/17 and 2021/22.





- Analysis 3 – Regression analysis

Variable	Regression coefficient	95% confidence interval
Intercept*	8.85	4.48, 13.22
May	-0.05	-6.20, 6.10
June	1.12	-5.03, 7.27
July	1.46	-4.69, 7.61
August	2.19	-3.96, 8.34
September	1.92	-4.23, 8.07
October	1.19	-4.96, 7.34
November	-0.24	-6.39, 8.91
December	-0.59	-6.73, 5.56
January	-0.21	-6.37, 5.96
February	-0.92	-7.08, 5.25
March	-1.09	-7.26, 5.07
Pilot	0.12	-3.38, 3.61
*April, outside of the pilot period, is used as the reference category in the analysis		

The analysis found no evidence of any statistically significant effects, either by month or from when the pilot was started. The impact of the introduction of the pilot appears to be minimal, and smaller than the level of month-by-month variation.

- Analysis 4 – Regression analysis, adjusting for the impact of COVID-19

Variable	Regression coefficient	95% confidence interval
Intercept*	7.83	3.46, 12.21
May	-0.05	-6.07, 5.97
June	1.12	-4.90, 7.14
July	1.46	-4.55, 7.48
August	2.66	-3.37, 8.69
September	2.39	-3.64, 8.42
October	1.65	-4.38, 7.68
November	0.23	-5.80, 6.26
December	-0.12	-6.15, 5.91
January	0.17	-5.87, 6.21
February	-0.54	-6.58, 5.50
March	-0.72	-6.76, 5.32
Pilot	0.83	-2.65, 4.31
COVID-19 period	3.73	0.33, 7.13**
*April, outside of both the COVD-19 and pilot periods, is used as the reference category in the analysis **Result is statistically significant at the 95% level		

The analysis found no evidence of any statistically significant effects by month or from when the pilot was started. The impact of the introduction of the pilot appears to be minimal, and smaller than the level of month-by-month variation. However, there was a significant increase in response times during the COVID-19 period, compared to outside of it.

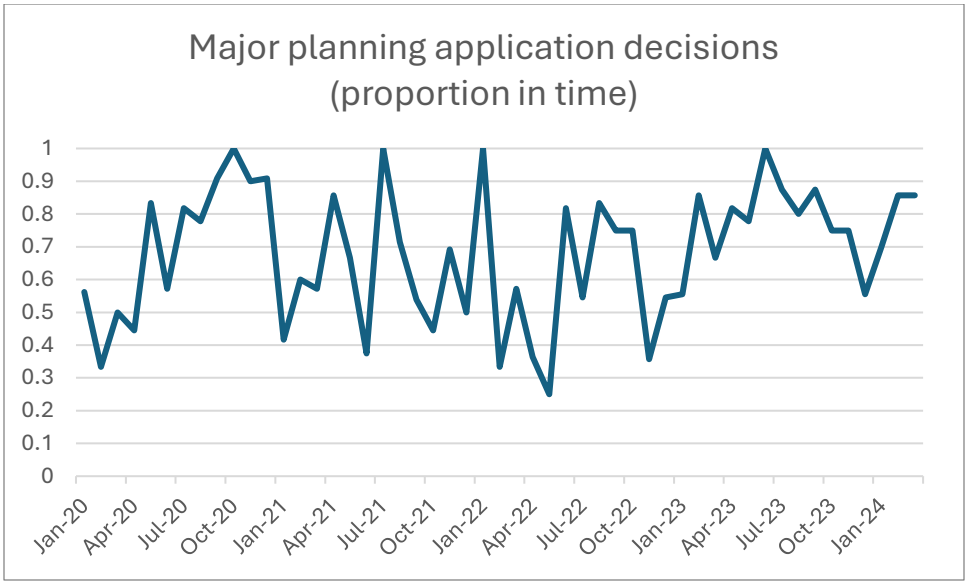
Planning services measure: major planning application decisions (proportion completed in time)

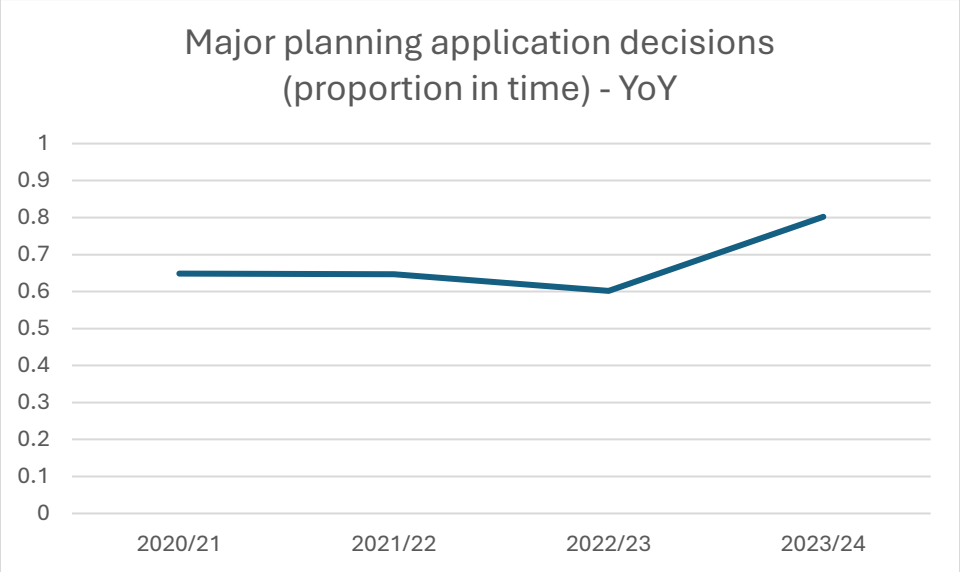
- Analysis 1 – KPI status

Not applicable as this outcome is not a KPI, and therefore there is no target threshold for it.

- Analysis 2 – Time series

There is considerably variation in the monthly outcomes, because of the relatively small numbers of decisions made per month. However, the yearly average shows a consistent outcome from 2020-23, with a considerable improvement in 2023/24.





- Analysis 3 – Regression analysis

Variable	Regression coefficient	95% confidence interval
Intercept*	0.58	0.38, 0.79
May	0.01	-0.28, 0.30
June	0.07	-0.22, 0.36
July	0.19	-0.10, 0.48
August	0.16	-0.13, 0.45
September	0.15	-0.14, 0.44
October	0.12	-0.17, 0.40
November	0.05	-0.23, 0.34
December	0.01	-0.28, 0.30

January	0.00	-0.27, 0.28
February	-0.05	-0.32, 0.23
March	-0.01	-0.29, 0.26
Pilot	0.15	0.03, 0.28
*April, outside of the pilot period, is used as the reference category in the analysis **Result is statistically significant at the 95% level		

The analysis found no evidence of any statistically significant effects by month of the year, but did find a significant improvement in the pilot period compared to before the pilot was introduced. Approximately 15% more major planning application decisions were completed within the correct timescale during the pilot, compared to before.

- Analysis 4 – Regression analysis, adjusting for the impact of COVID-19

Variable	Regression coefficient	95% confidence interval
Intercept*	0.48	0.27, 0.69
May	0.01	-0.26, 0.28
June	0.07	-0.20, 0.34
July	0.19	-0.08, 0.46
August	0.20	-0.07, 0.47
September	0.19	-0.08, 0.46
October	0.16	-0.12, 0.43
November	0.10	-0.18, 0.37
December	0.05	-0.22, 0.32
January	0.04	-0.22, 0.30
February	-0.01	-0.27, 0.25
March	0.03	-0.23, 0.29
Pilot	0.23	0.09, 0.36
COVID-19 period	0.17	0.03, 0.30
*April, outside of both the COVD-19 and pilot periods, is used as the reference category in the analysis **Result is statistically significant at the 95% level		

The analysis found no evidence of any statistically significant effects by month of the year, but did find a significant improvement both during the COVID-19 period and in the pilot period. Approximately 17% more major planning application decisions were completed within the correct timescale during the COVID19 period, compared to outside it, and approximately 23% more major planning application decisions were completed within the correct timescale during the pilot, compared to before.

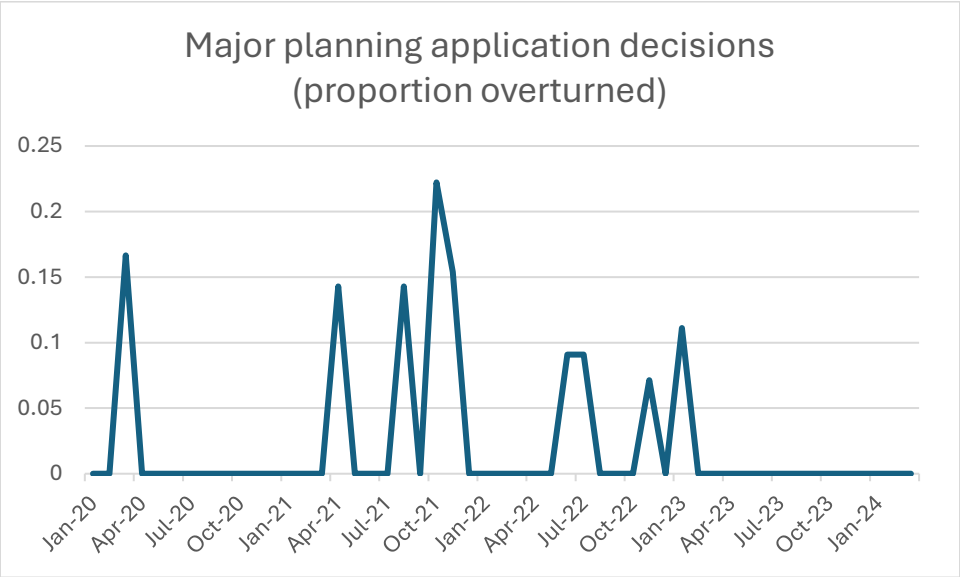
Planning services measure: major planning application decisions (proportion overturned)

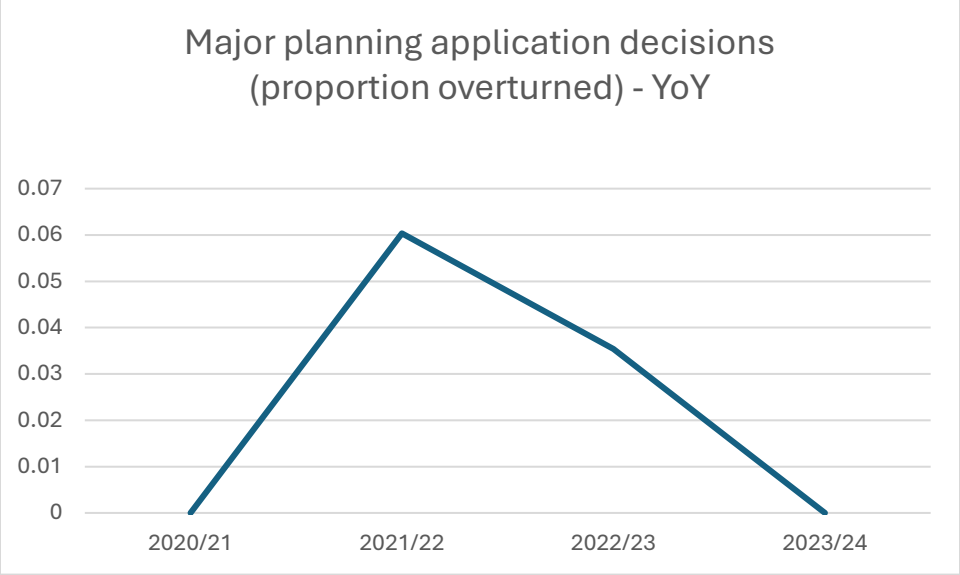
- Analysis 1 – KPI status

Not applicable as this outcome is not a KPI, and therefore there is no target threshold for it.

- Analysis 2 – Time series

Proportions of major planning decisions overturned are consistently low, but are highest in 2021/22.





- Analysis 3 – Regression analysis

Variable	Regression coefficient	95% confidence interval
Intercept*	0.04	-0.02, 0.10
May	-0.04	-0.12, 0.05
June	-0.01	-0.09, 0.07
July	-0.01	-0.09, 0.07
August	0.00	-0.08, 0.08
September	-0.04	-0.12, 0.05
October	0.02	-0.06, 0.10

November	0.02	-0.06, 0.10
December	-0.04	-0.12, 0.05
January	-0.01	-0.09, 0.07
February	-0.03	-0.11, 0.05
March	0.00	-0.08, 0.08
Pilot	-0.02	-0.06, 0.01
*April, outside of the pilot period, is used as the reference category in the analysis		

The analysis found no evidence of any statistically significant effects, either by month or from when the pilot was started. The impact of the introduction of the pilot appears to be minimal, and smaller than the level of month-by-month variation.

- Analysis 4 – Regression analysis, adjusting for the impact of COVID-19

Variable	Regression coefficient	95% confidence interval
Intercept*	0.06	0.00, 0.13
May	-0.04	-0.11, 0.04
June	-0.01	-0.09, 0.07
July	-0.01	-0.09, 0.07
August	-0.01	-0.09, 0.07
September	-0.05	-0.12, 0.03
October	0.01	-0.07, 0.09
November	0.01	-0.07, 0.09
December	-0.05	-0.12, 0.03
January	-0.02	-0.09, 0.06
February	-0.04	-0.12, 0.03
March	-0.01	-0.08, 0.07
Pilot	-0.04	-0.08, 0.00
COVID-19 period	-0.04	-0.08, 0.00
*April, outside of both the COVD-19 and pilot periods, is used as the reference category in the analysis		

The analysis found no evidence of any statistically significant effects, either by month or during the COVID-19 or pilot periods.

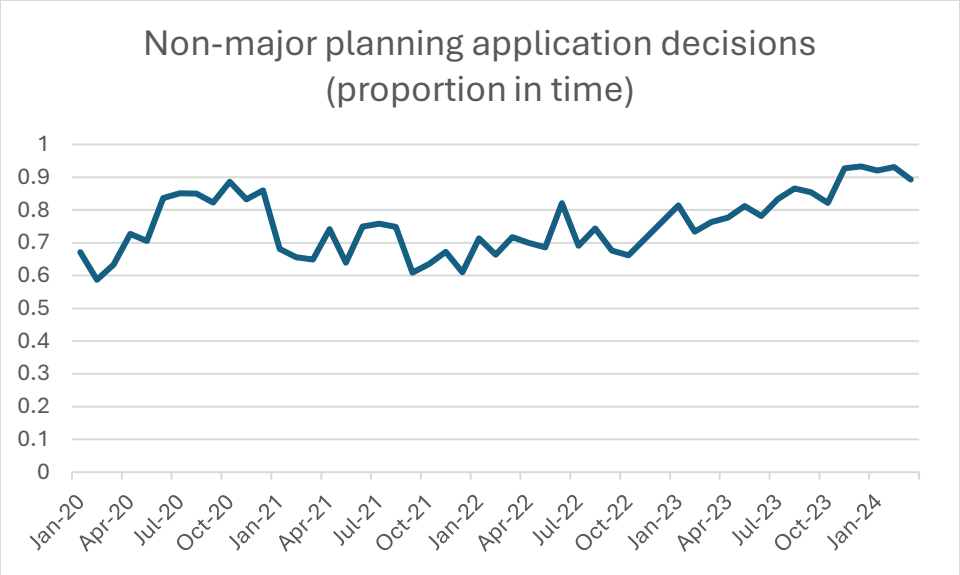
Planning services measure: non-major planning application decisions (proportion completed in time)

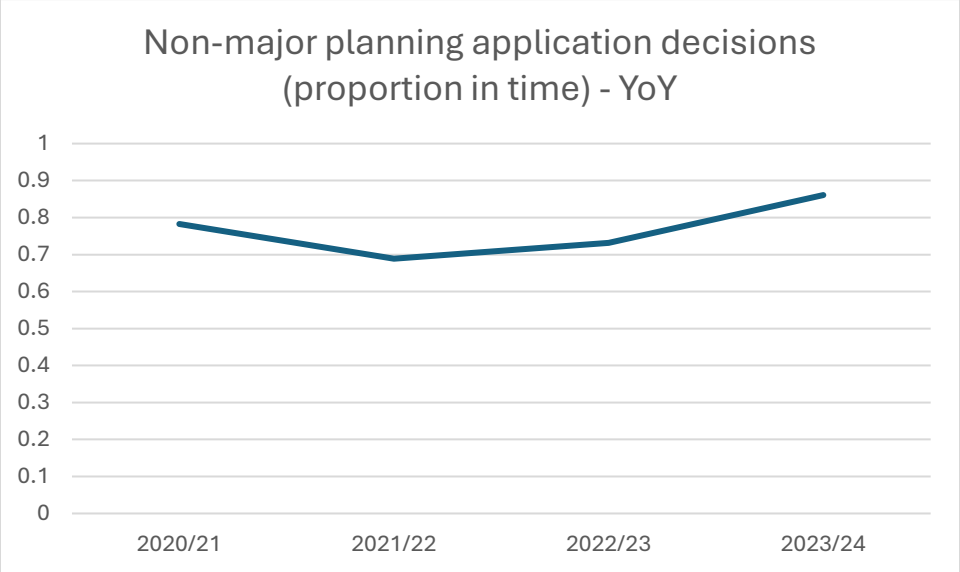
- Analysis 1 – KPI status

Not applicable as this outcome is not a KPI, and therefore there is no target threshold for it.

- Analysis 2 – Time series

The higher number of non-major planning applications (compared to major planning applications) means there is less monthly volatility in the outcomes, with a fairly consistent percentage being completed on time across different years.





- Analysis 3 – Regression analysis

Variable	Regression coefficient	95% confidence interval
Intercept*	0.70	0.63, 0.78
May	-0.03	-0.13, 0.08
June	0.06	-0.05, 0.17
July	0.05	-0.06, 0.16
August	0.07	-0.04, 0.17
September	0.00	-0.10, 0.11
October	0.01	-0.09, 0.12
November	0.05	-0.06, 0.16
December	0.06	-0.05, 0.16
January	0.00	-0.10, 0.11
February	-0.04	-0.15, 0.06

March	-0.02	-0.13, 0.07
Pilot	0.13	0.08, 0.18
*April, outside of the pilot period, is used as the reference category in the analysis **Result is statistically significant at the 95% level		

The analysis found no evidence of any statistically significant effects by month of the year, but did find a significant improvement in the pilot period compared to before the pilot was introduced. Approximately 13% more non-major planning application decisions were completed within the correct timescale during the pilot, compared to before..

- Analysis 4 – Regression analysis, adjusting for the impact of COVID-19

Variable	Regression coefficient	95% confidence interval
Intercept*	0.65	0.58, 0.73
May	-0.03	-0.12, 0.07
June	0.06	-0.03, 0.16
July	0.05	-0.05, 0.14
August	0.09	-0.01, 0.18
September	0.03	-0.07, 0.12
October	0.04	-0.06, 0.13
November	0.07	-0.02, 0.17
December	0.08	-0.02, 0.17
January	0.02	-0.07, 0.11
February	-0.02	-0.11, 0.07
March	-0.00	-0.10, 0.09
Pilot	0.17	0.12, 0.21
COVID-19 period	0.08	0.04, 0.13
*April, outside of both the COVD-19 and pilot periods, is used as the reference category in the analysis **Result is statistically significant at the 95% level		

The analysis found no evidence of any statistically significant effects by month of the year, but did find a significant improvement both during the COVID-19 period and in the pilot period. Approximately 8% more non-major planning application decisions were completed within the correct timescale during the COVID19 period, compared to outside it, and approximately 17% more non-major planning application decisions were completed within the correct timescale during the pilot, compared to before.

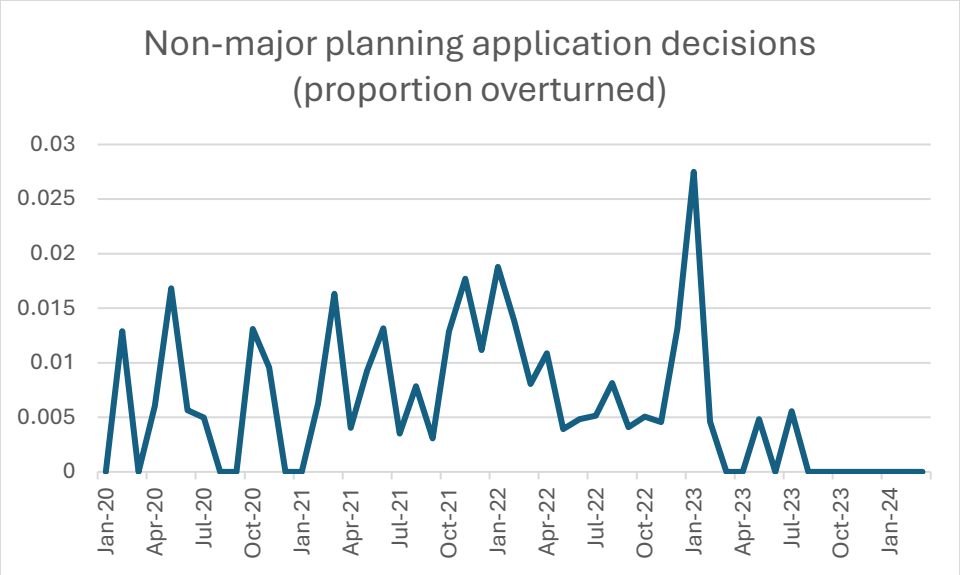
Planning services measure: non-major planning application decisions (proportion overturned)

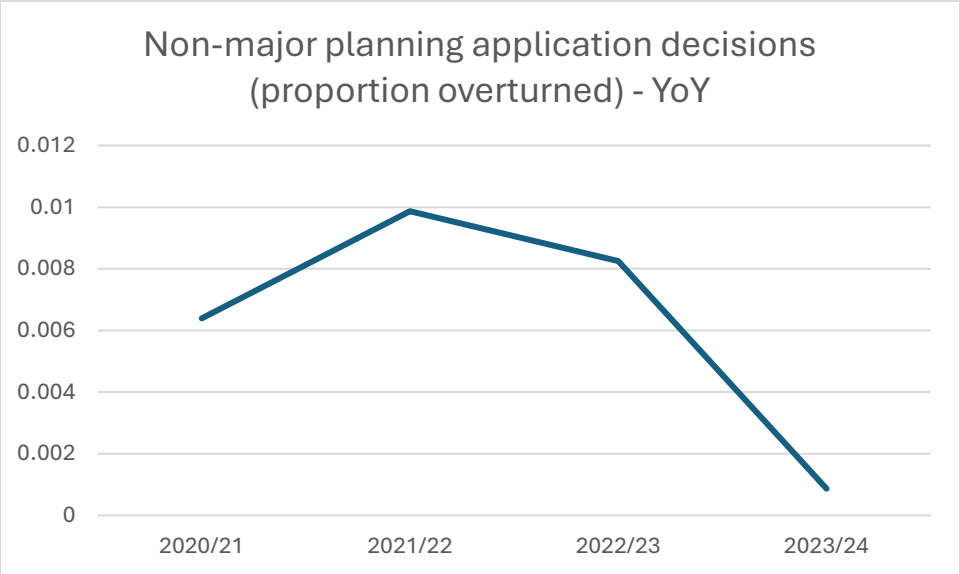
- Analysis 1 – KPI status

Not applicable as this outcome is not a KPI, and therefore there is no target threshold for it.

- Analysis 2 – Time series

There has been fluctuation in the performance on this outcome measure over time, with the best performing year being 2023/24.





- Analysis 3 – Regression analysis

Variable	Regression coefficient	95% confidence interval
Intercept*	0.01	0.00, 0.01
May	0.00	-0.01, 0.01
June	0.00	-0.01, 0.01
July	-0.00	-0.01, 0.01
August	-0.00	-0.01, 0.01
September	-0.00	-0.01, 0.01
October	0.00	-0.01, 0.01
November	0.00	-0.01, 0.01
December	0.00	-0.01, 0.01

January	0.00	-0.00, 0.01
February	0.00	-0.01, 0.01
March	0.00	-0.01, 0.01
Pilot	-0.01	-0.01, -0.00**
*April, outside of the pilot period, is used as the reference category in the analysis **Result is statistically significant at the 95% level		

The analysis found no evidence of any statistically significant effects by month, but there was statistically significant evidence of a small reduction in the proportion of non-major planning application decisions that were overturned during the pilot period, compared to before the pilot.

- Analysis 4 – Regression analysis, adjusting for the impact of COVID-19

Variable	Regression coefficient	95% confidence interval
Intercept*	0.01	0.00, 0.01
May	0.00	-0.01, 0.01
June	0.00	-0.01, 0.01
July	-0.00	-0.01, 0.01
August	-0.00	-0.01, 0.01
September	-0.00	-0.01, 0.01
October	0.00	-0.01, 0.01
November	0.00	-0.01, 0.01
December	0.00	-0.01, 0.01
January	0.00	-0.00, 0.01
February	0.00	-0.01, 0.01
March	0.00	-0.01, 0.01
Pilot	-0.00	-0.01, -0.00**
COVID-19 period	-0.00	-0.01, 0.00
*April, outside of both the COVD-19 and pilot periods, is used as the reference category in the analysis **Result is statistically significant at the 95% level		

The analysis found no evidence of any statistically significant effects by month or during the COVID-19 period, but there was statistically significant evidence of a small reduction in the proportion of non-major planning application decisions that were overturned during the pilot period, compared to before the pilot.

Housing services performance

AH204: % tenant satisfaction with responsive repairs

- Analysis 1 – KPI status

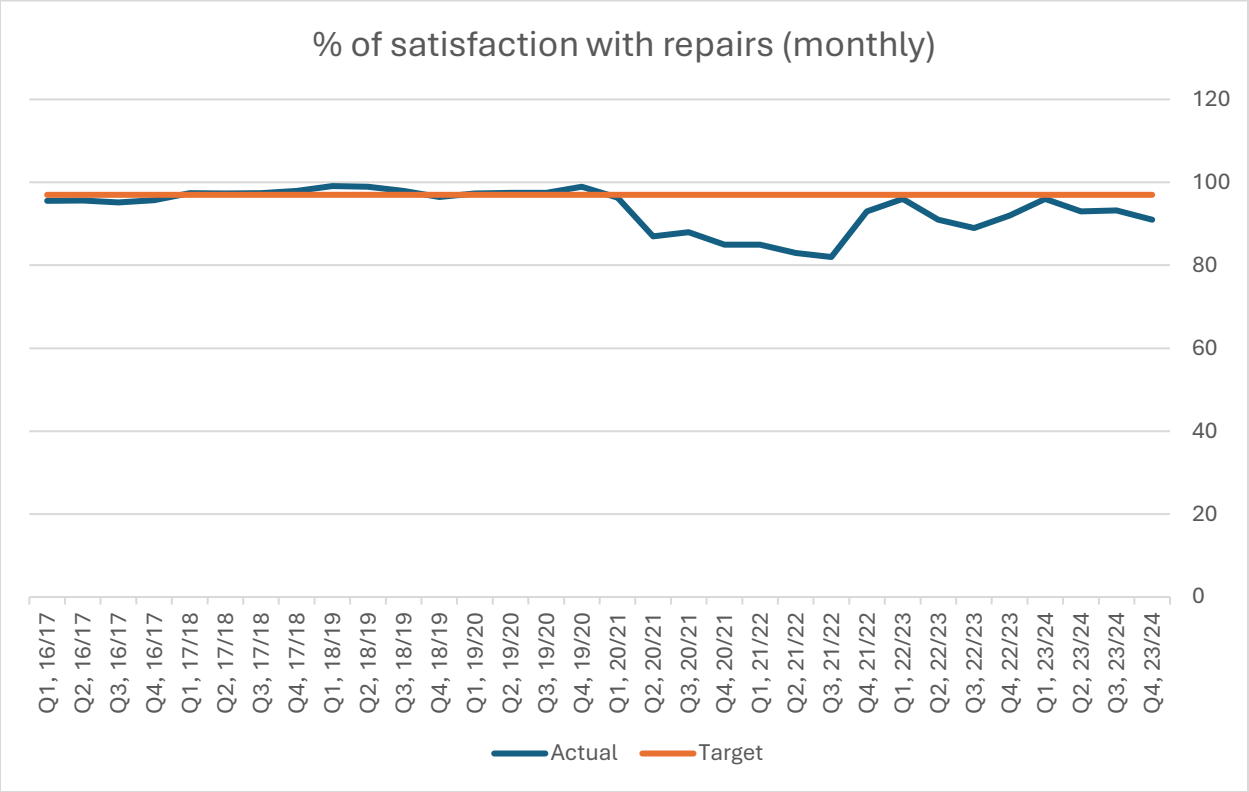
KPIs	Actual	Target	Intervention
Q4, 22/23	92	97	92
Q1, 23/24	96	97	92
Q2, 23/24	93	97	92

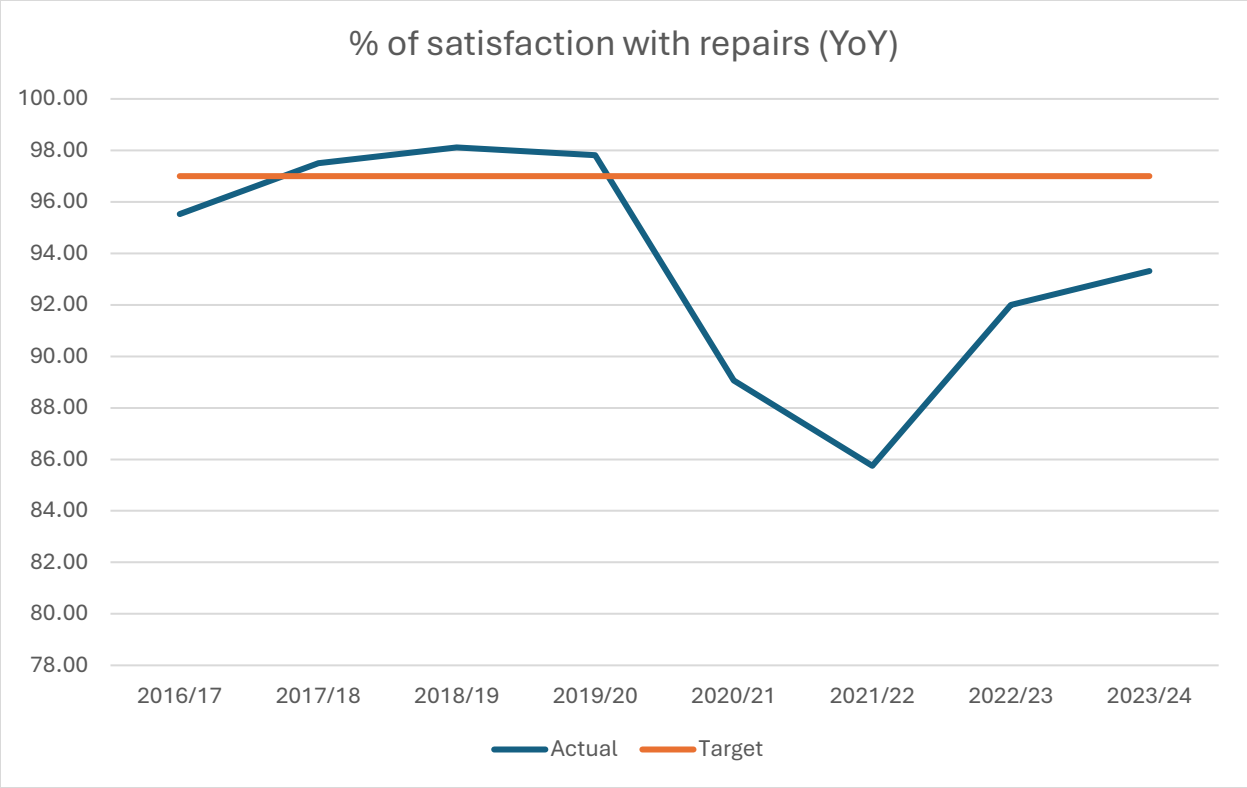
Q3, 23/24	93.27	97	92
Q4, 23/24	91	97	92

Over the period of the pilot, there has been 1 quarter (January-March 2024) where the KPI registered as worse than the intervention level, and 4 quarters where the target was not met but the intervention level was not reached.

- Analysis 2 – Time series

This KPI fell below the target in 2020/21, and has still not recovered to the target level.





- Analysis 3 – Regression analysis

Variable	Regression coefficient	95% confidence interval
Intercept*	95.43	91.62, 99.24
Quarter 2	-2.42	-7.73, 2.89
Quarter 3	-2.81	-8.11, 2.50
Quarter 4	-1.48	-6.83, 3.87
Pilot	-0.74	-5.96, 4.49
*Quarter 1 of the financial year, outside of the pilot period, is used as the reference category in the analysis		

The analysis found no evidence of any statistically significant effects, either by month or from when the pilot was started. The impact of the introduction of the pilot appears to be minimal, and smaller than the level of month-by-month variation.

- Analysis 4 – Regression analysis, adjusting for the impact of COVID-19

• Variable	Regression coefficient	95% confidence interval
Intercept*	96.91	94.27, 99.55
Quarter 2	-1.16	-4.80, 2.47
Quarter 3	-2.81	-6.41, 0.80
Quarter 4	-1.25	-4.89, 2.39
Pilot	-2.56	-6.17, 1.05
COVID-19 period	-10.04	-13.66, -6.43
*Quarter 1 of the financial year, outside of both the COVID-19 and pilot periods, is used as the reference category in the analysis		

**Result is statistically significant at the 95% level

The analysis found no evidence of any statistically significant effects by quarter or from when the pilot was started. However, there was a significant decrease in tenant satisfaction with responsive repairs during the COVID-19 period, compared to outside of it.

AH211: Average days to re-let all housing stock

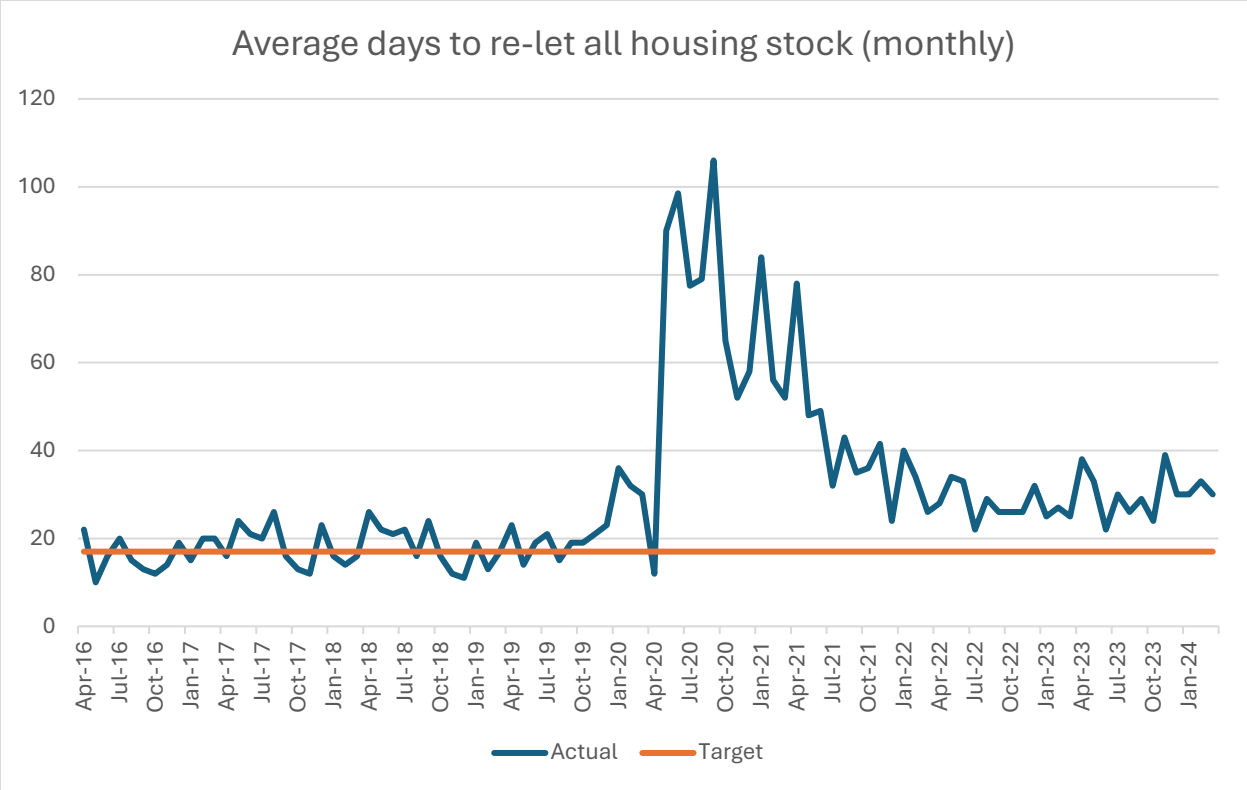
- Analysis 1 – KPI status

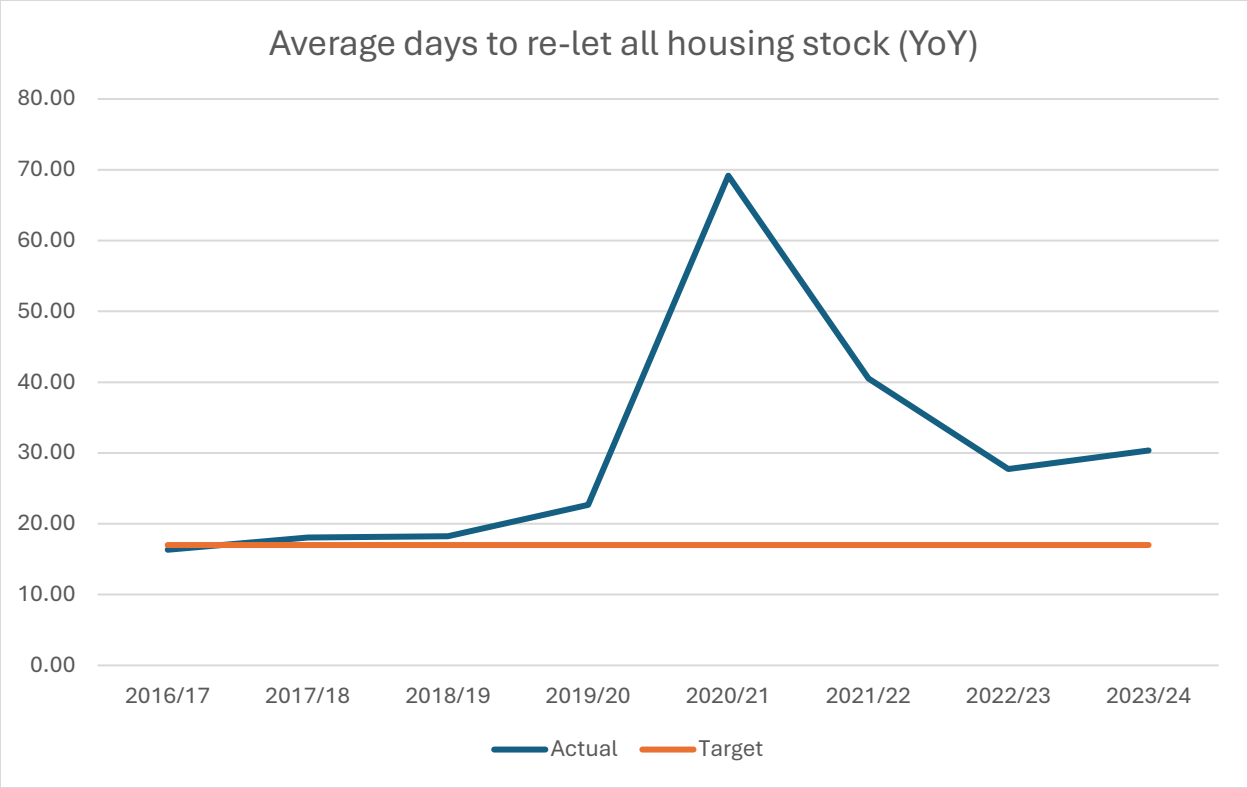
KPIs	Actual	Target	Intervention
Jan-23	25	17	25
Feb-23	27	17	25
Mar-23	25	17	25
Apr-23	38	17	25
May-23	33	17	25
Jun-23	22	17	25
Jul-23	30	17	25
Aug-23	26	17	25
Sep-23	29	17	25
Oct-23	24	17	25
Nov-23	39	17	25
Dec-23	30	17	25
Jan-24	30	17	25
Feb-24	33	17	25
Mar-24	30	17	25

Over the period of the pilot, there have been 11 months where the KPI registered as worse than the intervention level, and 4 months where the target was not met but the intervention level was not reached.

- Analysis 2 – Time series

This KPI rose to considerably above the target in 2020/21, and has still not recovered to the target level.





- Analysis 3 – Regression analysis

Variable	Regression coefficient	95% confidence interval
Intercept*	30.50	15.75, 45.25
May	4.00	-16.76, 24.76
June	4.56	-16.20, 25.32
July	0.19	-20.57, 20.95
August	0.75	-20.01, 21.51
September	3.13	-17.63, 23.88
October	-4.00	-24.76, 16.76
November	-3.19	-23.95, 17.57
December	-2.88	-23.63, 17.88
January	2.88	-17.94, 23.69
February	-1.62	-22.44, 19.19
March	-3.25	-24.06, 17.56
Pilot	-1.01	-12.81, 10.80
*April, outside of the pilot period, is used as the reference category in the analysis		

The analysis found no evidence of any statistically significant effects, either by month or from when the pilot was started. The impact of the introduction of the pilot appears to be minimal, and smaller than the level of month-by-month variation.

- Analysis 4 – Regression analysis, adjusting for the impact of COVID-19

Variable	Regression coefficient	95% confidence interval
Intercept*	18.71	9.62, 27.80
May	4.00	-8.50, 16.50
June	4.56	-7.94, 17.06
July	0.19	-12.31, 12.69
August	6.13	-6.40, 18.66
September	8.50	-4.03, 21.03
October	1.38	-11.15, 13.91
November	2.19	-10.34, 14.72
December	2.50	-10.03, 15.03
January	7.22	-5.33, 19.77
February	2.72	-9.83, 15.27
March	1.10	-11.45, 13.65
Pilot	7.25	0.02, 14.49**
COVID-19 period	43.02	35.96, 50.08
*April, outside of both the COVD-19 and pilot periods, is used as the reference category in the analysis **Result is statistically significant at the 95% level		

The analysis found no evidence of any statistically significant effects by month of the year. There is evidence of a significant worsening of the outcome both during COVID-19 and the pilot period, with the average number of days to relet housing stock increasing by 43.0 days during the COVID-19

period, compared to the long-term average, increased by 7.3 days during the pilot period, compared to the long-term average.

SH332: Emergency repairs in 24 hours

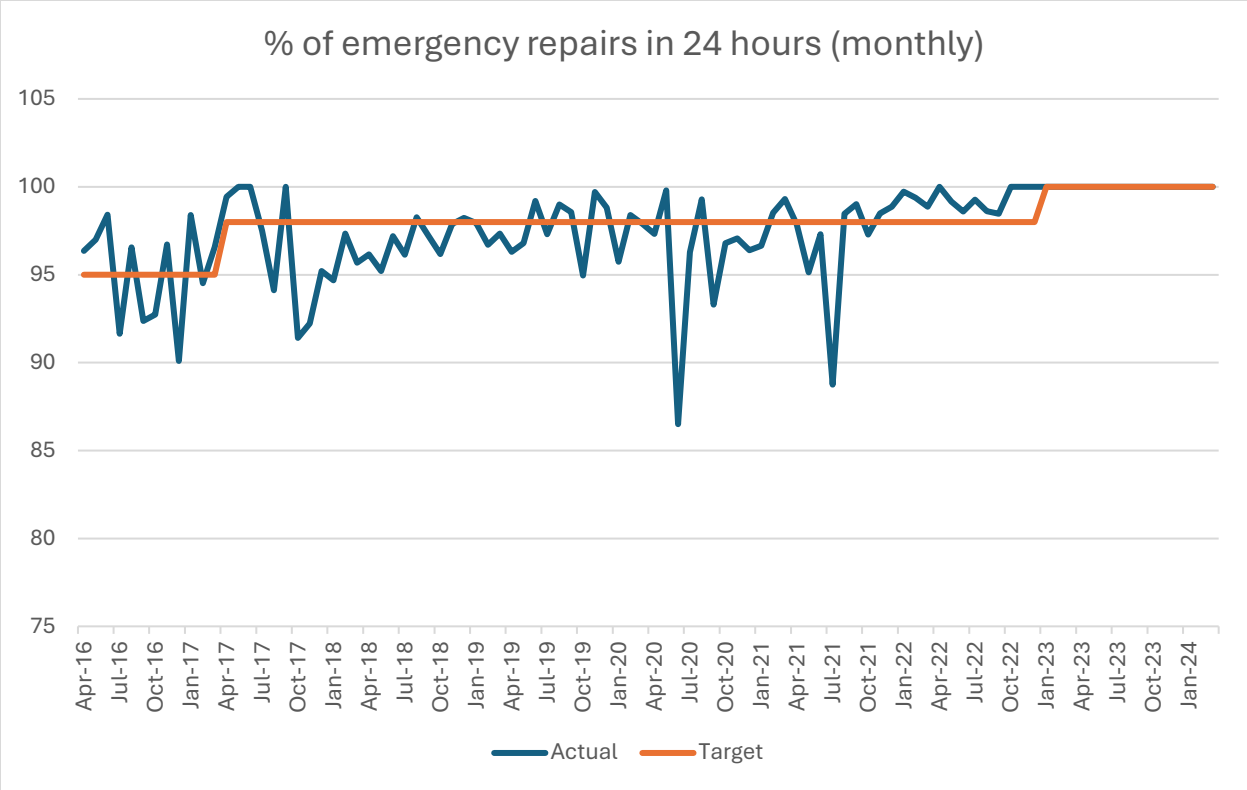
- Analysis 1 – KPI status

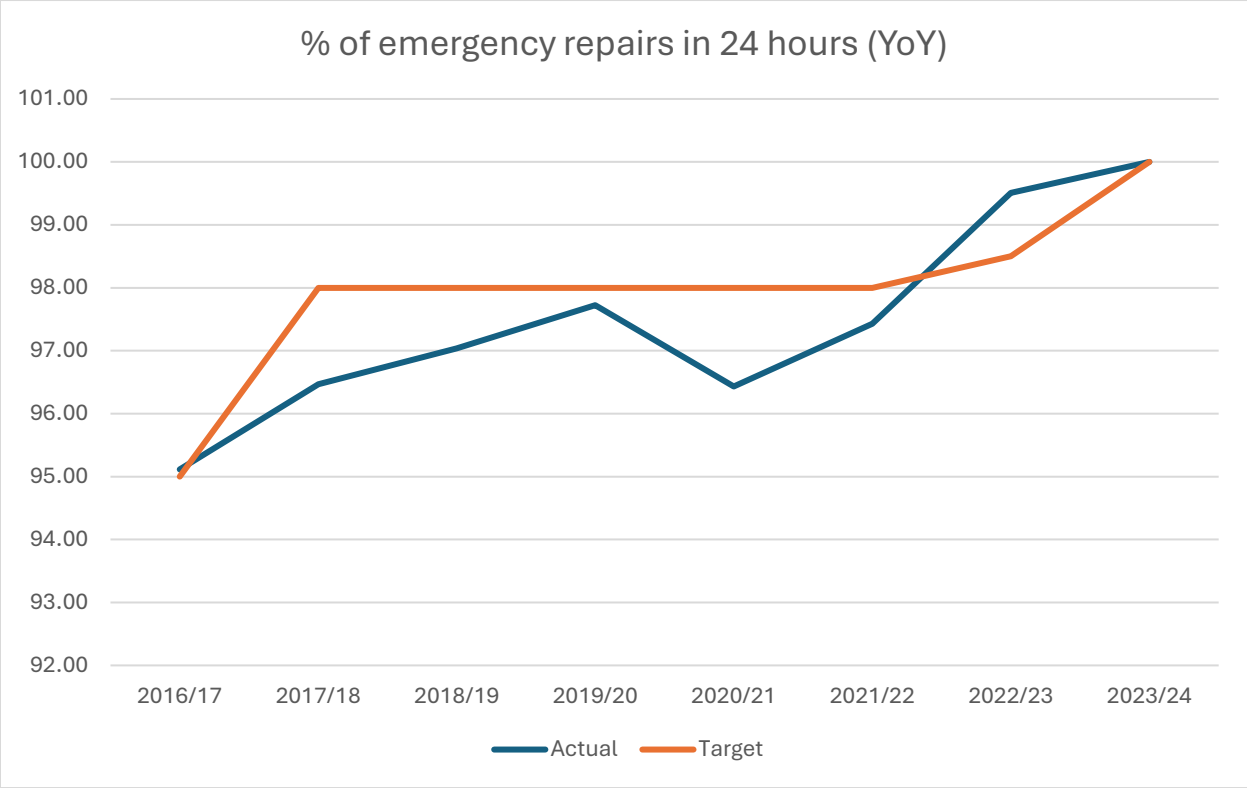
KPIs	Actual	Target	Intervention
Jan-23	100	100	98
Feb-23	100	100	98
Mar-23	100	100	98
Apr-23	100	100	98
May-23	100	100	98
Jun-23	100	100	98
Jul-23	100	100	98
Aug-23	100	100	98
Sep-23	100	100	98
Oct-23	100	100	98
Nov-23	100	100	98
Dec-23	100	100	98
Jan-24	100	100	98
Feb-24	100	100	98
Mar-24	100	100	98

Over the period of the pilot, the KPI was met for all months.

- Analysis 2 – Time series

There was fluctuation in the performance on this outcome measure between 2016 and 2021, but from 2022-24 the KPI has been consistently met.





- Analysis 3 – Regression analysis

Variable	Regression coefficient	95% confidence interval
Intercept*	97.56	95.77, 99.35
May	-0.04	-2.56, 2.47
June	-0.78	-3.29, 1.74
July	-2.07	-4.58, 0.45
August	0.11	-2.41, 2.63
September	-0.56	-3.08, 1.95
October	-1.76	-4.28, 0.76
November	-0.17	-2.68, 2.35
December	-0.73	-3.24, 1.79
January	-0.40	-2.93, 2.12
February	-0.19	-2.71, 2.34
March	-0.09	-2.61, 2.44
Pilot	2.93	1.50, 4.36**
*April, outside of the pilot period, is used as the reference category in the analysis **Result is statistically significant at the 95% level		

The analysis found no evidence of any statistically significant effects by month of the year, but did find a significant improvement in the pilot period compared to before the pilot was introduced. Approximately 2.9% more emergency repairs were completed within 24 hours during the pilot, compared to before.

- Analysis 4 – Regression analysis, adjusting for the impact of COVID-19

Variable	Regression coefficient	95% confidence interval
Intercept*	97.89	96.08, 99.70
May	-0.04	-2.53, 2.45
June	-0.78	-3.26, 1.71
July	-2.07	-4.56, 0.42
August	-0.04	-2.54, 2.45
September	-0.71	-3.21, 1.78
October	-1.91	-4.40, 0.58
November	-0.32	-2.81, 2.18
December	-0.88	-3.37, 1.62
January	-0.52	-3.02, 1.97
February	-0.31	-2.81, 2.19
March	-0.21	-2.71, 2.29
Pilot	2.70	1.26, 4.14**
COVID-19 period	-1.21	-2.62, 0.19
*April, outside of both the COVD-19 and pilot periods, is used as the reference category in the analysis **Result is statistically significant at the 95% level		

The analysis found no evidence of any statistically significant effects by month of the year or during the COVID-19 period, but did find a significant improvement in the pilot period compared to before

the pilot was introduced. Approximately 2.7% more emergency repairs were completed within 24 hours during the pilot, compared to before.

Waste management performance

ES408: % bins collected on schedule

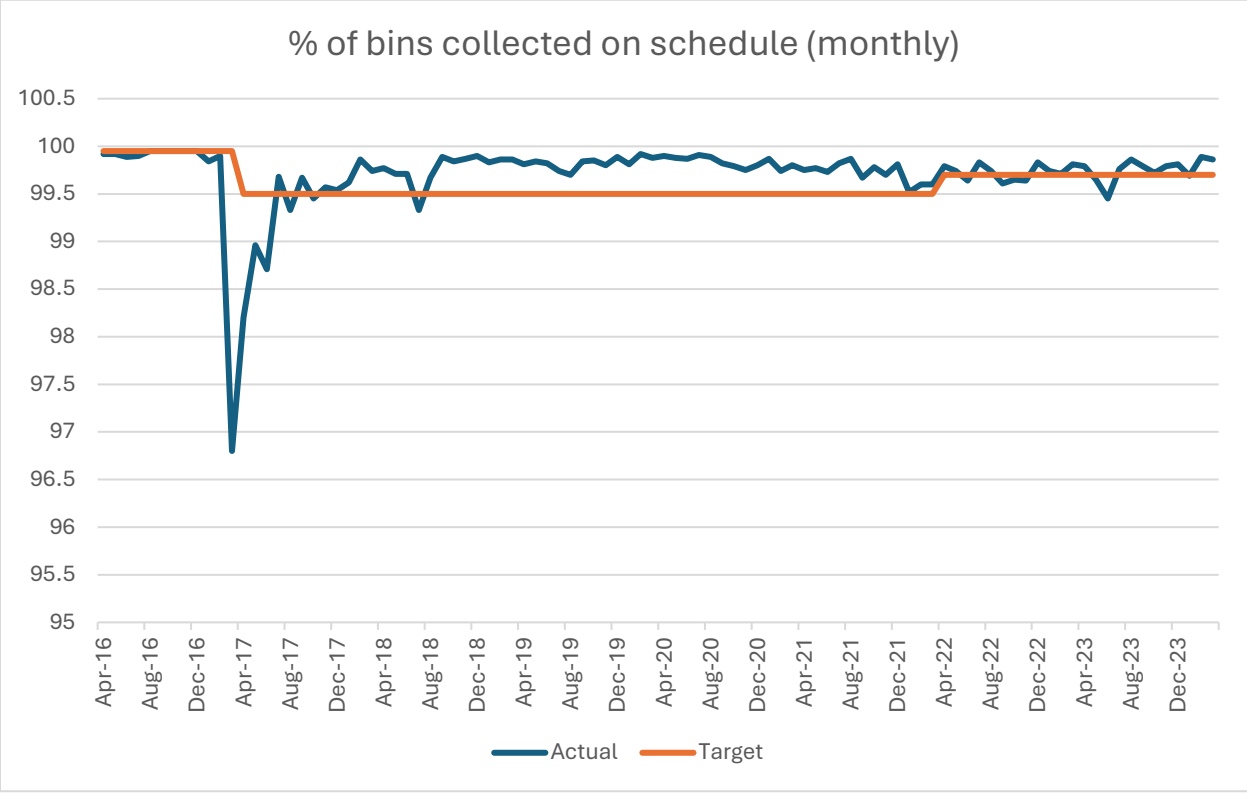
- Analysis 1 – KPI status

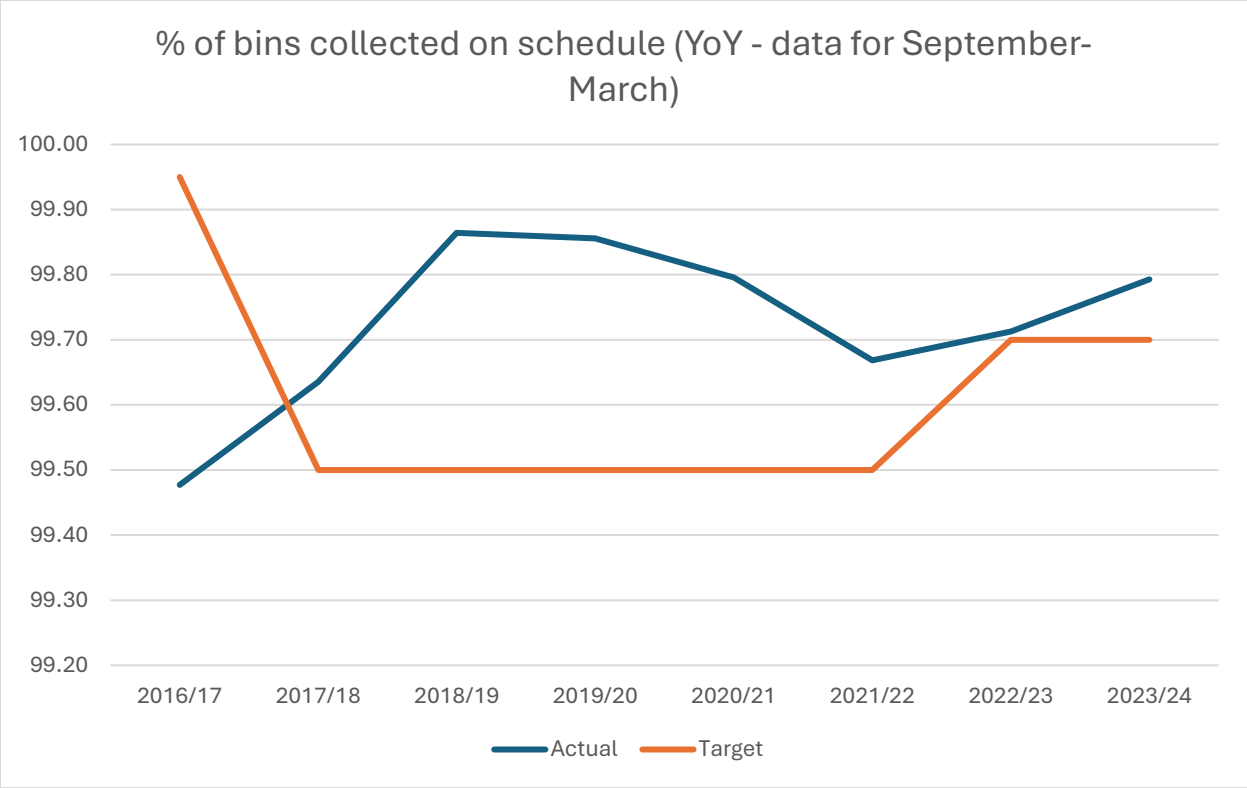
KPIs	Actual	Target	Intervention
Sep-23	99.79	99.7	99.25
Oct-23	99.72	99.7	99.25
Nov-23	99.79	99.7	99.25
Dec-23	99.81	99.7	99.25
Jan-24	99.69	99.7	99.25
Feb-24	99.89	99.7	99.25
Mar-24	99.86	99.7	99.25

Over the period of the pilot, there has been 1 month (January 2024) where the KPI target was not met but the intervention level was not reached, and 6 months when the target was met.

- Analysis 2 – Time series

From 2017 onwards, the outcome has been consistently above the target level over time.





- Analysis 3 – Regression analysis

Variable	Regression coefficient	95% confidence interval
Intercept*	99.62	99.34, 99.90
May	0.07	-0.33, 0.46
June	-0.01	-0.41, 0.38
July	0.13	-0.26, 0.52
August	0.14	-0.26, 0.53
September	0.15	-0.24, 0.55
October	0.13	-0.27, 0.52
November	0.13	-0.26, 0.53
December	0.19	-0.21, 0.59
January	0.11	-0.28, 0.51
February	0.18	-0.21, 0.58
March	-0.21	-0.60, 0.19
Pilot	0.08	-0.24, 0.40
*April, outside of the pilot period, is used as the reference category in the analysis		

The analysis found no evidence of any statistically significant effects, either by month or from when the pilot was started. The impact of the introduction of the pilot appears to be minimal, and smaller than the level of month-by-month variation.

- Analysis 4 – Regression analysis, adjusting for the impact of COVID-19

Variable	Regression coefficient	95% confidence interval
Intercept*	99.58	99.29, 99.86
May	0.07	-0.32, 0.46
June	-0.01	-0.41, 0.38
July	0.13	-0.26, 0.52
August	0.15	-0.24, 0.55
September	0.17	-0.22, 0.57
October	0.14	-0.25, 0.54
November	0.15	-0.25, 0.54
December	0.21	-0.19, 0.60
January	0.13	-0.26, 0.53
February	0.20	-0.19, 0.60
March	-0.19	-0.59, 0.20
Pilot	0.10	-0.22, 0.42
COVID-19 period	0.16	-0.06, 0.38
*April, outside of both the COVD-19 and pilot periods, is used as the reference category in the analysis		

The analysis found no evidence of any statistically significant effects, either by month, during the COVID-19 period, or from when the pilot was started. The impact of the introduction of the pilot appears to be minimal, and smaller than the level of month-by-month variation.

ES418: % of household waste sent for reuse, recycling and composting

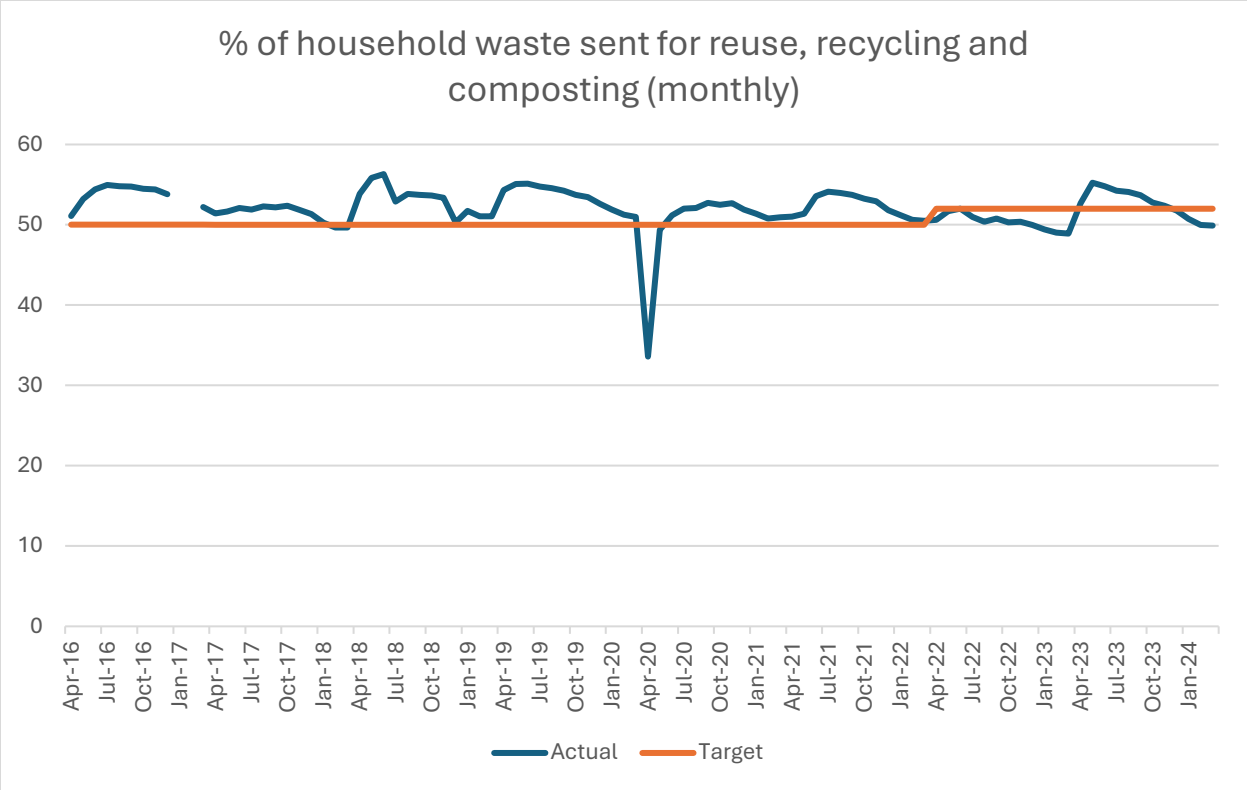
- Analysis 1 – KPI status

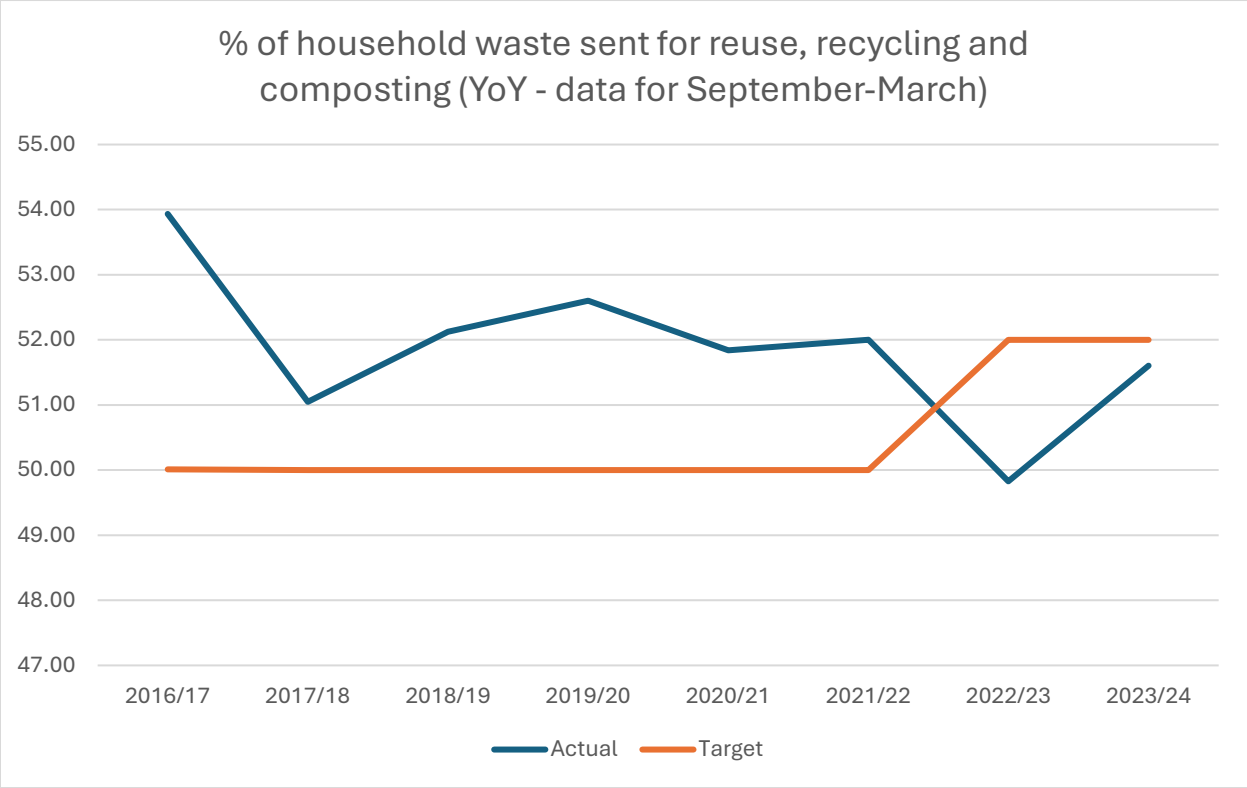
KPIs	Actual	Target	Intervention
Sep-23	53.68	52	48
Oct-23	52.78	52	48
Nov-23	52.38	52	48
Dec-23	51.76	52	48
Jan-24	50.73	52	48
Feb-24	49.98	52	48
Mar-24	49.91	52	48

Over the period of the pilot, there has been 4 months (December 2023-March 2024) where the KPI target was not met but the intervention level was not reached, and 3 months where the target was met.

- Analysis 2 – Time series

There has been fluctuation in the performance on this outcome measure over time, with the worst performing year being 2022/23.





- Analysis 3 – Regression analysis

Variable	Regression coefficient	95% confidence interval
Intercept*	49.82	48.14, 51.50
May	3.12	0.74, 5.50**
June	3.87	1.49, 6.24**
July	3.40	1.02, 5.78**
August	3.43	1.05, 5.81**
September	3.43	1.04, 5.82**
October	3.09	0.69, 5.48**
November	2.89	0.48, 5.28**
December	1.89	-0.51, 4.28
January	1.15	-1.33, 3.63
February	0.54	-1.96, 3.02
March	0.72	-1.67, 3.12
Pilot	-0.17	-2.10, 1.75
*April, outside of the pilot period, is used as the reference category in the analysis **Result is statistically significant at the 95% level		

The analysis found 7 significant results, which are that outcomes from May-November appear to be better than the reference outcome. There is no evidence of a statistically significant impact from the introduction of the pilot.

- Analysis 4 – Regression analysis, adjusting for the impact of COVID-19

Variable	Regression coefficient	95% confidence interval
Intercept*	50.28	48.64, 51.93
May	3.12	0.84, 5.40**
June	3.87	1.59, 6.14**
July	3.40	1.13, 5.68**
August	3.20	0.91, 5.48**
September	3.23	0.94, 5.53**
October	2.89	0.60, 5.18**
November	2.69	0.40, 4.98**
December	1.69	-0.61, 3.98
January	0.99	-1.38, 3.37
February	0.38	-1.99, 2.76
March	0.53	-1.77, 2.82
Pilot	-0.45	-2.31, 1.40
COVID-19 period	-1.86	-3.13, -0.59**
*April, outside of both the COVD-19 and pilot periods, is used as the reference category in the analysis **Result is statistically significant at the 95% level		

The analysis found 8 significant results, which are that outcomes from May-November appear to be better than the reference outcome, and the outcomes during the COVID-19 period are worse than

the outcomes outside that period. There is no evidence of a statistically significant impact from the introduction of the pilot.