



# INFORMATION ITEM

REPORT OF	MEETING	DATE	ITEM NO
RESOURCES DIRECTORATE	FINANCE AND DEMOCRACY COMMITTEE	24 JANUARY 2022	20
PERFORMANCE REPORTING 2020/21			

## PUBLIC ITEM

This item is for consideration in the public part of the meeting.

### SUMMARY OF INFORMATION

All services have been impacted by the pandemic resulting in reduced resources, new demands by customers and changes in working practices. This has naturally hindered our reporting arrangements, however, regular performance monitoring and reporting is being reintroduced.

This report combines details of the key performance outcomes which has not been reported to the committee for the previous financial year end 2020/21 (1<sup>st</sup> April 2020 to 31<sup>st</sup> March 2021) and now for the first six months of the existing financial year end (1<sup>st</sup> April 2021 to 30<sup>th</sup> September 2021).

Performance is reported against the targets set and commentary is provided by performance exception. Due to the ongoing challenges post-covid, target setting will be reviewed in detail at the start of the new financial year 2021/22. The periods reported have shown unusual trends in data, benchmarking would not be comparable for most instances with the previous outturns and will need to be considered when scrutinising results.

### SOURCE OF INFORMATION

Corporate, Finance, ICT, Communications, Revenues & Benefits teams have input data into the corporate online system (called InPhase) for service-based performance data.

### LINK TO INFORMATION

<http://fyldeperformance.inphase.com> - Full Corporate Performance suite for Fylde Council.

### WHY IS THIS INFORMATION BEING GIVEN TO THE COMMITTEE?

The performance information is relevant to the committee terms of reference and the responsibility of the committee to monitor the performance of the services within its remit.

### FURTHER INFORMATION

Contact: Alex Scrivens, Performance & Improvement Manager ([alex.scrivens@fylde.gov.uk](mailto:alex.scrivens@fylde.gov.uk)).

## Year-end 1st April 2020 to 31st March 2021 Commentary by Performance Exception

### \*\*\*\*\* PERFORMANCE ABOVE TARGET \*\*\*\*\*

*Commentary is provided to explain why progress has exceeded target, with details of how this will be maintained.*

PM14: Percentage of invoices paid within 30 days or within agreed payment terms is 99%, last year's comparison figure was 95.43%, the target is 95%.

*System improvements and re-engineering of approval procedures have streamlined invoice processing meaning that 99% of invoices are now paid within 30 days or within agreed payment terms.*

PM140: Total number of online transactions made using digital services is 32,526 and last year's comparison figure was 28,422, the target is 18,000.

*Online transactions have increased significantly during the pandemic with customers migrating to digital engagement out of necessity, the target has been exceeded and will be revised to reflect the current trend and monitored to establish what volume of transactions remain online post pandemic.*

PM141: Number of online transactions made independently by the customer is 24,755 and last year's comparison figure was 18,968, the target is 19,600.

*Online transactions have increased significantly during the pandemic with customers migrating to digital engagement out of necessity, the target has been exceeded and will be revised to reflect the current trend and monitored to establish what volume of transactions remain online post pandemic.*

PM160: Number of Twitter tweets updates is 1047 and last year's comparison figure was 660, the target is 600.

PM161: Number of Facebook updates is 794 and last year's comparison figure was 604, the target is 480.

PM162: Number of news releases, statements and letters issued is 98 and last year's comparison figure was 64, the target is 60.

PM163: Total number of Facebook followers is 8642 and last year's comparison figure was 6756, the target is 5000.

PM164: Total number of Facebook engagement is 487,900 and last year's comparison figure was 310,572, the target is 360000.

PM165: Total Facebook reach is 3,735,700 and last year's comparison figure was 2,377,209, the target is 2,400,000.

PM167: Total number of Twitter impressions is 1,379,100 and last year's comparison figure was 998,100, the target is 960,000.

*Summary feedback for all Communications measures: The council's online communication channels including social media have seen a substantial increase in engagement and interaction over the last 18 months. Due to the pandemic customers migrated to online contact. Customers have experienced improved response times and access to news and general information through regular posts available online. Social media has seen a significant increase in followers resulting in more people engaged with council content reaching a wider audience than before. There has also been an increase in subscribers to the weekly resident newsletter, with an above average open rate for this every week. The goal of the communications team is to continue to grow all communication channels responding to customer demand based on their preferred means of contact.*

PM47: The number of unique hits on the Council's website [www.fylde.gov.uk](http://www.fylde.gov.uk) is 494,393 and last year's comparison figure was 344,850, the target is 199,992.

*Online transactions have increased significantly during the pandemic with customers migrating to digital engagement out of necessity, the target has been exceeded and will be revised to reflect the current trend and monitored to establish what volume of transactions remain online post pandemic.*

PM64: % satisfaction with IT service overall is 100% and last year's comparison figure was 100%, the target is 95%.

*Continuous closer interaction with staff and ability to supply feedback on every closed helpdesk call has allowed staff using the service to provide better and more detailed feedback which is monitored to chase up negative feedback and fully understand the user's needs. This will be maintained by continuing to monitor how ICT react to helpdesk calls and continued refresher training on customer care as well as technical training to meet customer satisfaction expectations. Learning from the customer has helped to tailor the ICT induction for new starters leading to reduced helpdesk calls and a higher satisfaction rate.*

PM66a: Average days for processing New Claims for Housing Benefit is 8.57 days and last year's comparison figure was 12.76 days, the target is 14 days.

*Numbers of new claims reduced during 2020-21, partly because of more working age customers claiming help with housing costs through Universal Credit rather than Housing Benefit, but also because of the impact of the covid pandemic on people's movement between addresses and their economic activity. This allowed greater focus on claims that were made and to process them more quickly. This area of work is demand-led, and volumes may be impacted as we emerge from the pandemic.*

PM66b: Average days processing new claims for Council Tax Reduction is 11.72 days and last year's comparison figure was 12.62 days, the target is 14 days.

*Numbers of new claims increased significantly during 2020-21 because of the economic impact of the covid pandemic and the reduction in income experienced by many households. Despite the increase in numbers, claims were processed quickly as a priority to help those liable for Council Tax get any reductions to their bill that they were entitled to.*

PM67a: Average days processing changes in circumstances for Housing Benefit is 3.7 days and last year's comparison figure was 5.02 days, the target is 10 days.

*The numbers of changes in circumstance reduced during 2020-21, partly because of more working age customers claiming help with housing costs through Universal Credit rather than Housing Benefit, but also because of the impact of the covid pandemic on people's movement between addresses and their economic activity. This allowed us to put more focus on changes of circumstance reported and process them more quickly. This area of work is demand-led, and volumes may be impacted as we emerge from the pandemic.*

PM67b: Average days processing changes in circumstances for Council Tax Reduction is 4.11 days and last year's comparison figure was 4.93 days, the target is 10 days.

*Despite the increase in the number of Council Tax Reduction claims because of the covid pandemic, there were fewer changes to household circumstances due to the economic climate. Any changes reported were processed quickly to help those liable for Council Tax get a revised award of Council Tax Reduction as soon as possible.*

**\*\*\*\*\*PERFORMANCE BELOW TARGET\*\*\*\*\***

*Commentary is provided to explain why performance is currently not on target, with details of any corrective action.*

PM02: Average number of days sickness per Full Time Employee) is 9.03 days and last year's comparison figure was 7.79 days, the target is 5.5 days.

*The impact of the pandemic on employee absence through infection and isolation has been significant and resulted in greater rates of absence particularly in short term self-certified for the duration of COVID infection. Absence management will be a key priority indicator for the council post pandemic with a return to regular dedicated advice, training, and communication reinforcement on the need to manage sickness absence effectively.*

PM05: Percentage of sickness absence because of long-term sickness is 48.8% and last year's comparison figure was 40.7%, the target is 30%.

*The COVID pandemic has resulted in a significant increase in anxiety, stress and reduced personal wellbeing that result in long term absence from work. The council has also had three employees with long term COVID that has had a significant impact on the long-term absence figures. Absence management will be a key priority indicator for the council post pandemic with a return to regular dedicated advice, training, and communication reinforcement on the need to manage sickness absence effectively.*

PM07: Number of complaints not responded to within five working days is 14 and last year's comparison figure was 3, the target is 0.

*The performance has been adversely impacted by the reduced resource and availability of employees during this period as a direct result of COVID implications. This includes employee absence; prioritisation of workload; redeployment and secondment of employees to other services or additional demands (i.e. Hub, grants etc); an increase in all customer contact including complaints with many related to new demands in particular enforcement and grant requirements. The service areas that have seen the biggest increase in all enquiries including complaints are the same areas that have additional COVID related responsibilities. This measure will be a priority to address post COVID with the aim of returning to the pre COVID performance as part of the renewed focus on customer care.*

### **Mid-Year 1st April 2021 to 30th September 2021 Commentary by Performance Exception**

#### **\*\*\*\*\* PERFORMANCE ABOVE TARGET \*\*\*\*\***

*Commentary is provided to explain why progress has exceeded target, with details of how this will be maintained.*

PM141: Number of online **transactions** made independently by the customer is 7317 and last year's comparison figure was 7527, the target is 4800.

*Online transactions have increased significantly during the pandemic with customers migrating to digital engagement out of necessity, the target has been exceeded and will be revised to reflect the current trend and monitored to establish what volume of transactions remain online post pandemic.*

PM142: Number of online **payments** made independently by the customer is 10757 and last year's comparison figure was 3975, the target is 6000.

*Online transactions have increased significantly during the pandemic with customers migrating to digital engagement out of necessity, the target has been exceeded and will be revised to reflect the current trend and monitored to establish what volume of transactions remain online post pandemic.*

PM160: Number of Twitter tweets updates is 489 and last year's comparison figure was 592, the target is 300.

PM161: Number of Facebook updates is 509 and last year's comparison figure was 385, the target is 240.

PM162: Number of news releases, statements and letters issued is 72 and last year's comparison figure was 48, the target is 30.

PM163: Total number of Facebook followers is 9316 and last year's comparison figure was 8345, the target is 5000.

PM165: Total number of Facebook reach is 2,089,868 and last year's comparison figure was 2,484,100, the target is 1,200,000.

PM167: Total number of Twitter impressions is 672,800 and last year's comparison figure was 848,000, the target is 480,000.

*Summary feedback for all Communications measures: The council's online communication channels including social media have seen a substantial increase in engagement and interaction over the last 18 months. Due to the pandemic customers migrated to online contact. Customers have experienced improved response times and access to news and general information through regular posts available online. Social media has seen a significant increase in*

*followers resulting in more people engaged with council content reaching a wider audience than before. There has also been an increase in subscribers to the weekly resident newsletter, with an above average open rate for this every week. The goal of the communications team is to continue to grow all communication channels responding to customer demand based on their preferred means of contact.*

PM47: The number of unique hits on the Council's website [www.fylde.gov.uk](http://www.fylde.gov.uk) is 210,796 and last year's comparison figure was 261,943, the target is 99,996.

*Online transactions have increased significantly during the pandemic with customers migrating to digital engagement out of necessity, the target has been exceeded and will be revised to reflect the current trend and monitored to establish what volume of transactions remain online post pandemic.*

PM49: Percentage of phone calls to 01253 658658 answered is 94.17% and last year's comparison figure was 93.5%, the target is 90%.

*The Council's legacy channels of communication (telephone and face to face) have seen a significant reduction in use since the start of the pandemic. For much of the year, the Town Hall was closed to the public allowing extra resource to be directed at telephone and email communication. The Revenues and Benefits Shared Service curtailed the recovery of Council Tax arrears by deferring the issue of reminders and court recovery papers, a regular stimulant of calls to the service. Many customers migrated to the Council's online service portal which resulted, overall, in a 15% reduction of calls to 01253 658658. The migration of customers to online services appears to have become habitual with a further 6.5% reduction in phone calls in the current year despite an increase in Revenue & Benefit recovery activity.*

PM64: % satisfaction with IT service overall is 100% and last year's comparison figure was 100%, the target is 95%.

*Continuous closer interaction with staff and ability to supply feedback on every closed helpdesk call has allowed staff using the service to provide better and more detailed feedback which is monitored to chase up negative feedback and fully understand the user's needs. This will be maintained by continuing to monitor how ICT react to helpdesk calls and continued refresher training on customer care as well as technical training to meet customer satisfaction expectations. Learning from the customer has helped to tailor the ICT induction for new starters leading to reduced helpdesk calls and a higher satisfaction rate.*

PM66a: Average days for processing New Claims for Housing Benefit is 8.93 days and last year's comparison figure was 8.77 days, the target is 12 days.

*Despite an increase in economic activity compared to 2020-21 new claims are processed quickly to provide financial assistance as soon as possible to those who need help with their housing costs and who are eligible to claim Housing Benefit rather than Universal Credit.*

PM67b: Average days processing changes in circumstances for Council Tax Reduction is 4.31 and last year's comparison figure was 4.17, the target is 7.

*Despite an increase in economic activity compared to 2020-21 reported changes of circumstance are processed quickly to help those liable for Council Tax get a revised award of Council Tax Reduction as soon as possible.*

\*\*\*\*\***PERFORMANCE BELOW TARGET**\*\*\*\*\*

*Commentary is provided to explain why performance is currently not on target, with details of any corrective action.*

PM02: Average number of days sickness per Full Time Employee is 7.06 days and last year's comparison figure was 8.79 days, the target is 5.5 days.

*The impact of the pandemic on employee absence through infection and isolation has been significant and resulted in greater rates of absence particularly in short term self-certified for the duration of COVID infection. Absence management will be a key priority indicator for the council post pandemic with a return to regular dedicated advice, training, and communication reinforcement on the need to manage sickness absence effectively.*

PM03: Number of complaints received (Corporate) is 189 and last year's comparison figure was 54, the target is 60.

*The significant increase in customer engagement through online activity has provided easier access and an increased scope for feedback both positive and negative resulting in more customers being aware of and choosing to register a formal complaint. Several services have struggled with capacity during the pandemic and as a result have on occasions been unable to deliver the standard of service normally provided. In some cases, services were reduced or ceased altogether to accommodate pandemic demand. One of the behavioural outcomes of the COVID pandemic has been reduced tolerance and increased expectations or demand which results in additional feedback. All complaints are an opportunity to improve the service and engage effectively with the customer, every service area reviews customer feedback and takes action to resolve complaints and adjust the service to ensure where there has been a failure that measures are in place to mitigate a repeat.*

PM05: Percentage of sickness absence because of long-term sickness is 49% and last year's comparison figure was 42.85%, the target is 30%.

*The COVID pandemic has resulted in a significant increase in anxiety, stress and reduced personal wellbeing that result in long term absence from work. The council has also had three employees with long term COVID that has had a significant impact on the long-term absence figures. Absence management will be a key priority indicator for the council post pandemic with a return to regular dedicated advice, training, and communication reinforcement on the need to manage sickness absence effectively.*

PM07: Number of complaints not responded to within five working days is 39 and last year's comparison figure was 0, the target is 0.

*The performance has been adversely impacted by the reduced resource and availability of employees during this period as a direct result of COVID implications. This includes employee absence; prioritisation of workload; redeployment and secondment of employees to other services or additional demands (i.e. Hub, grants etc); an increase in all customer contact including complaints with many related to new demands in particular enforcement and grant requirements. The service areas that have seen the biggest increase in all enquiries including complaints are the same areas that have additional COVID related responsibilities. This measure will be a priority to address post COVID with the aim of returning to the pre COVID performance as part of the renewed focus on customer care.*

PM168: Total number of Twitter mentions is 1084 and last year's comparison figure was 1641, the target is 1500.

*Twitter mentions have reduced possibly in line with the emergence of alternative online formats as well as Facebook being well established. The team will continue to push Twitter because it is one of the better means to contact the council, which will hopefully lead to improved performance.*






PM169: Percentage of Fylde Council email newsletters viewed is 46% and last year's comparison figure was 61%, the target is 60%.

*This is not in fact reduced performance, while the percentage rate is lower there are far more subscribers so the actual number of 'readers' is greater. The average open rate for email newsletters is around 20%, meaning Fylde performs much higher than average at 46%.*

PM86: Percentage of FOIs responded to within the statutory deadline of 20 days is 92.2% and last year's comparison figure was 95.63%, the target is 100%.

*The council has a positive attitude to transparency and most teams seek to comply with information requests in a constructive and helpful manner. This is illustrated by the turnaround times for requests, which show that during the current year (2021-2), 104 of the information requests made to Fylde were closed either on the same day that they were received, or the day after. Occasionally, challenges arise because of resources or work priorities in particular teams resulting in deadlines being missed, this has been evident during the pandemic. Each case of a missed deadline is reported to management team as part of regular reporting on compliance with the Freedom of Information Act and the Environmental Information Regulations. Each service is responsible for prioritising its workload so as able to meet the statutory deadline for complying with requests, the target will remain at 100%.*

**PERFORMANCE KEY ICON STATUS**

	<b>Over Performance</b> – the indicator is over performing against target
	<b>On Track</b> – the indicator is performing within tolerance of target.
	<b>Cautionary Under Performance</b> – the indicator is moderately under performing. Whilst the indicator has slipped from target it maybe a minor blip overall or minor action will remedy it.
	<b>Under Performance</b> – the indicator is under performing against target.
	<b>Missing Data</b> – the indicator is missing data, this could be due to lag in data in the way the information is collated, or because its currently unavailable.
<b>N/A</b>	<b>Not Applicable</b> – no comparable data available. This could be due to the methodology being change or being a new measure created.



## APPENDIX 1: Performance Measures year-end performance (1<sup>st</sup> April 2020 – 31<sup>st</sup> March 2021)

Finance and Democracy						
Local Key Performance Indicators	Frequency	Good Performance Is	APR 2019 MAR 2020	APR 2020 MAR 2021	Year-end Target	Performance Status
PM02: Average number of days sickness per Full Time Employee	Monthly	Smaller is Better	7.79	9.03	5.5	
PM03: Number of complaints received (Corporate)	Monthly	Smaller is Better	43	118	120	
PM05: Percentage of sickness absence as a result of long-term sickness	Quarterly	Smaller is Better	40.7	48.8	30	
PM07: Number of complaints not responded to within five working days	Monthly	Smaller is Better	3	14	0	
PM14: Percentage of invoices paid within 30 days or within agreed payment terms (Corporate)	Quarterly	Bigger is Better	95.43	99	95	
PM140: Total number of online transactions made using digital services	Monthly	Bigger is Better	28422	32526	18000	
PM141: Number of online transactions made independently by the customer	Monthly	Bigger is Better	18968	24755	19600	
PM142: Number of online payments made independently by the customer	Monthly	Bigger is Better	8558	22167	20500	
PM160: Number of Twitter tweets updates	Monthly	Bigger is Better	660	1047	600	
PM161: Number of Facebook updates	Monthly	Bigger is Better	604	794	480	
PM162: Number of news releases, statements and letters issued	Monthly	Bigger is Better	64	98	60	
PM163: Total number of Facebook followers	Monthly	Bigger is Better	6756	8642	5000	
PM164: Total number of Facebook engagement	Monthly	Bigger is Better	310572	487900	360000	
PM165: Total number of Facebook reach	Monthly	Bigger is Better	2377209	3735700	2400000	
PM166: Total number of Twitter followers	Monthly	Bigger is Better	10956	11487	11000	
PM167: Total number of Twitter impressions	Monthly	Bigger is Better	998100	1379100	960000	
PM168: Total number of Twitter mentions	Monthly	Bigger is Better	2571	2881	3000	
PM169: Percentage of Fylde Council email newsletters viewed	Monthly	Bigger is Better	70	61	60	
PM47: The number of unique hits on the Council's website www.fylde.gov.uk	Monthly	Bigger is Better	344850	494393	199992	
PM49: Percentage of phone calls to 01253 658658 answered	Monthly	Bigger is Better	87.17	93.75	90	
PM64: % satisfaction with IT service overall	Monthly	Bigger is Better	100	100	95	
PM66a: Average days for processing New Claims for Housing Benefit	Quarterly	Smaller is Better	12.76	8.57	14	
PM66b: Average days processing new claims for Council Tax Reduction	Quarterly	Smaller is Better	12.62	11.72	14	
PM67a: Average days processing changes in circumstances for Housing Benefit	Quarterly	Smaller is Better	5.02	3.7	10	
PM67b: Average days processing changes in circumstances for Council Tax Reduction	Quarterly	Smaller is Better	4.93	4.11	10	
PM68: Proportion of Council Tax collected	Quarterly	Bigger is Better	96.77	95.15	95	
PM69: Percentage of Business Rates, which should have been received, received	Quarterly	Bigger is Better	97.56	93.16	95	
PM86: Percentage of FOIs responded to within the statutory deadline of 20 days	Monthly	Bigger is Better	91.06	93.67	100	
PM95: Percentage of ICT Service delivery available during core times	Monthly	Bigger is Better	99.8	100	99	

## APPENDIX 2: Performance Measures mid-year performance (1st April 2021 - 30th September 2021)

Finance and Democracy						
Local Key Performance Indicators	Frequency	Good Performance Is	APR 2020 SEP 2020	APR 2021 SEP 2021	Mid-end Target	Performance Status
<a href="#">PM02: Average number of days sickness per Full Time Employee</a>	Monthly	Smaller is Better	8.79	7.06	5.5	✗
<a href="#">PM03: Number of complaints received (Corporate)</a>	Monthly	Smaller is Better	54	189	60	✗
<a href="#">PM05: Percentage of sickness absence as a result of long-term sickness</a>	Quarterly	Smaller is Better	42.85	49	30	✗
<a href="#">PM07: Number of complaints not responded to within five working days</a>	Monthly	Smaller is Better	0	39	0	✗
<a href="#">PM14: Percentage of invoices paid within 30 days or within agreed payment terms (Corporate)</a>	Quarterly	Bigger is Better	97.3	94.9	95	i
<a href="#">PM140: Total number of online transactions made using digital services</a>	Monthly	Bigger is Better	10572	9607	9000	i
<a href="#">PM141: Number of online transactions made independently by the customer</a>	Monthly	Bigger is Better	7527	7317	4800	✓
<a href="#">PM142: Number of online payments made independently by the customer</a>	Monthly	Bigger is Better	3975	10757	6000	✓
<a href="#">PM160: Number of Twitter tweets updates</a>	Monthly	Bigger is Better	592	489	300	✓
<a href="#">PM161: Number of Facebook updates</a>	Monthly	Bigger is Better	385	509	240	✓
<a href="#">PM162: Number of news releases, statements and letters issued</a>	Monthly	Bigger is Better	48	72	30	✓
<a href="#">PM163: Total number of Facebook followers</a>	Monthly	Bigger is Better	8345	9316	5000	✓
<a href="#">PM164: Total number of Facebook engagement</a>	Monthly	Bigger is Better	255300	164871	180000	!
<a href="#">PM165: Total number of Facebook reach</a>	Monthly	Bigger is Better	2484100	2089868	1200000	✓
<a href="#">PM166: Total number of Twitter followers</a>	Monthly	Bigger is Better	11314	11774	11000	i
<a href="#">PM167: Total number of Twitter impressions</a>	Monthly	Bigger is Better	848000	672800	480000	✓
<a href="#">PM168: Total number of Twitter mentions</a>	Monthly	Bigger is Better	1641	1084	1500	✗
<a href="#">PM169: Percentage of Fylde Council email newsletters viewed</a>	Monthly	Bigger is Better	61	46	60	✗
<a href="#">PM47: The number of unique hits on the Council's website <a href="http://www.fylde.gov.uk">www.fylde.gov.uk</a></a>	Monthly	Bigger is Better	261943	210796	99996	✓
<a href="#">PM49: Percentage of phone calls to 01253 658658 answered</a>	Monthly	Bigger is Better	93.5	94.17	90	✓
<a href="#">PM64: % satisfaction with IT service overall</a>	Monthly	Bigger is Better	100	100	95	✓
<a href="#">PM66a: Average days for processing New Claims for Housing Benefit</a>	Quarterly	Smaller is Better	8.77	8.93	12	✓
<a href="#">PM66b: Average days processing new claims for Council Tax Reduction</a>	Quarterly	Smaller is Better	11.17	12.27	12	i
<a href="#">PM67a: Average days processing changes in circumstances for Housing Benefit</a>	Quarterly	Smaller is Better	3.93	6.63	7	i
<a href="#">PM67b: Average days processing changes in circumstances for Council Tax Reduction</a>	Quarterly	Smaller is Better	4.17	4.31	7	✓
<a href="#">PM68: Proportion of Council Tax collected</a>	Quarterly	Bigger is Better	55.04	55.46	50	✓
<a href="#">PM69: Percentage of Business Rates, which should have been received, received</a>	Quarterly	Bigger is Better	50.7	45.48	50	!
<a href="#">PM86: Percentage of FOIs responded to within the statutory deadline of 20 days</a>	Monthly	Bigger is Better	95.63	92.2	100	✗
<a href="#">PM95: Percentage of ICT Service delivery available during core times</a>	Monthly	Bigger is Better	100	100	99	i