

**MEMBERS INTERESTS 2012**

A Member with a disclosable pecuniary interest in any matter considered at a meeting must disclose the interest to the meeting at which they are present, except where it has been entered on the Register.

A Member with a non pecuniary or pecuniary interest in any business of the Council must disclose the existence and nature of that interest at commencement of consideration or when the interest becomes apparent.

Where sensitive information relating to an interest is not registered in the register, you must indicate that you have an interest, but need not disclose the sensitive information.

Please tick relevant boxes

Notes

	<b>General</b>		
1.	I have a disclosable pecuniary interest.	<input type="checkbox"/>	<i>You cannot speak or vote and must withdraw unless you have also ticked 5 below</i>
2.	I have a non-pecuniary interest.	<input type="checkbox"/>	<i>You may speak and vote</i>
3.	I have a pecuniary interest <b>because</b> it affects my financial position or the financial position of a person or body described in 10.1(1)(i) and (ii) <b>and</b> the interest is one which a member of the public with knowledge of the relevant facts, would reasonably regard as so significant that it is likely to prejudice my judgement of the public interest or it relates to the determining of any approval consent, licence, permission or registration in relation to me or any person or body described in 10.1(1)(i) and (ii) <b>and</b> the interest is one which a member of the public with knowledge of the relevant facts, would reasonably regard as so significant that it is likely to prejudice my judgement of the public interest	<input type="checkbox"/>          <input type="checkbox"/>	<i>You cannot speak or vote and must withdraw unless you have also ticked 5 or 6 below</i>          <i>You cannot speak or vote and must withdraw unless you have also ticked 5 or 6 below</i>
4.	I have a disclosable pecuniary interest (Dispensation 16/7/12) or a pecuniary interest but it relates to the functions of my Council in respect of:  (i) Housing where I am a tenant of the Council, and those functions do not relate particularly to my tenancy or lease.  (ii) school meals, or school transport and travelling expenses where I am a parent or guardian of a child in full time education, or are a parent governor of a school, and it does not relate particularly to the school which the child attends.  (iii) Statutory sick pay where I am in receipt or entitled to receipt of such pay.  (iv) An allowance, payment or indemnity given to Members  (v) Any ceremonial honour given to Members  (vi) Setting Council tax or a precept under the LGFA 1992	<input type="checkbox"/>          <input type="checkbox"/>          <input type="checkbox"/>          <input type="checkbox"/>          <input type="checkbox"/>          <input type="checkbox"/>	<i>You may speak and vote</i>          <i>You may speak and vote</i>          <i>You may speak and vote</i>          <i>You may speak and vote</i>          <i>You may speak and vote</i>          <i>You may speak and vote</i>
5.	A Standards Committee dispensation applies (relevant lines in the budget – Dispensation 20/2/13 – 19/2/17)	<input type="checkbox"/>	<i>See the terms of the dispensation</i>
6.	I have a pecuniary interest in the business but I can attend to make representations, answer questions or give evidence as the public are also allowed to attend the meeting for the same purpose	<input type="checkbox"/>	<i>You may speak but must leave the room once you have finished and cannot vote</i>

**'disclosable pecuniary interest'** (DPI) means an interest of a description specified below which is your interest, your spouse's or civil partner's or the interest of somebody who you are living with as a husband or wife, or as if you were civil partners and you are aware that that other person has the interest.

**Interest**

**Prescribed description**

Employment, office, trade, profession or vocation

Any employment, office, trade, profession or vocation carried on for profit or gain.

Sponsorship

Any payment or provision of any other financial benefit (other than from the relevant authority) made or provided within the relevant period in respect of any expenses incurred by M in carrying out duties as a member, or towards the election expenses of M.

	This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.
Contracts	Any contract which is made between the relevant person (or a body in which the relevant person has a beneficial interest) and the relevant authority— (a) under which goods or services are to be provided or works are to be executed; and (b) which has not been fully discharged.
Land	Any beneficial interest in land which is within the area of the relevant authority.
Licences	Any licence (alone or jointly with others) to occupy land in the area of the relevant authority for a month or longer.
Corporate tenancies	Any tenancy where (to M's knowledge)— (a) the landlord is the relevant authority; and (b) the tenant is a body in which the relevant person has a beneficial interest.
Securities	Any beneficial interest in securities of a body where— (a) that body (to M's knowledge) has a place of business or land in the area of the relevant authority; and (b) either— (i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or (ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

*"body in which the relevant person has a beneficial interest" means a firm in which the relevant person is a partner or a body corporate of which the relevant person is a director, or in the securities of which the relevant person has a beneficial interest; "director" includes a member of the committee of management of an industrial and provident society;*

*"land" excludes an easement, servitude, interest or right in or over land which does not carry with it a right for the relevant person (alone or jointly with another) to occupy the land or to receive income; "M" means a member of a relevant authority;*

*"member" includes a co-opted member; "relevant authority" means the authority of which M is a member;*

*"relevant period" means the period of 12 months ending with the day on which M gives notice to the Monitoring Officer of a DPI;*

*"relevant person" means M or M's spouse or civil partner, a person with whom M is living as husband or wife or a person with whom M is living as if they were civil partners;*

*"securities" means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.*

**'non pecuniary interest'** means interests falling within the following descriptions:

- 10.1(1)(i) Any body of which you are a member or in a position of general control or management and to which you are appointed or nominated by your authority;
- (ii) Any body (a) exercising functions of a public nature; (b) directed to charitable purposes; or (c) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union), of which you are a member or in a position of general control or management;
- (iii) Any easement, servitude, interest or right in or over land which does not carry with it a right for you (alone or jointly with another) to occupy the land or to receive income.
- 10.2(2) A decision in relation to that business might reasonably be regarded as affecting your well-being or financial position or the well-being or financial position of a connected person to a greater extent than the majority of other council tax payers, ratepayers or inhabitants of the ward, as the case may be, affected by the decision.

**'a connected person'** means

- (a) a member of your family or any person with whom you have a close association, or
- (b) any person or body who employs or has appointed such persons, any firm in which they are a partner, or any company of which they are directors;
- (c) any person or body in whom such persons have a beneficial interest in a class of securities exceeding the nominal value of £25,000; or
- (d) any body of a type described in sub-paragraph 10.1(1)(i) or (ii).

**'body exercising functions of a public nature'** means

Regional and local development agencies, other government agencies, other Councils, public health bodies, council-owned companies exercising public functions, arms length management organisations carrying out housing functions on behalf of your authority, school governing bodies.

A Member with a personal interest who has made an executive decision in relation to that matter must ensure any written statement of that decision records the existence and nature of that interest.

**NB** Section 21(13) of the LGA 2000 overrides any Code provisions to oblige an executive member to attend an overview and scrutiny meeting to answer questions.



**5. DECLARATIONS OF PARTY WHIP**

There were no declarations of a Party Whip.

**6. MINUTES**

RESOLVED: That the Minutes of the meeting of the Corporate and Environmental Overview and Scrutiny Committee held on 21 February 2013 be received as a correct record and signed by the Chairman.

**7. ONE CONNECT LIMITED - ANNUAL REVIEW**

Consideration was given to the report of the Transformation Manager as contained on pages 7 to 59 detailing the second Annual Review delivered by One Connect Limited on the ICT and Revenues and Benefits Service.

The Chairman welcomed the representatives from One Connect Limited .

A presentation then followed undertaken by David McElhinney (Chief Executive BT One Connect), assisted by Martin Jungnitz (Director of Revenue and Benefits) and Mark Orford (Director of ICT) on the work that had been undertaken over the previous 12 months under the shared services arrangement.

The Chief Executive BT One Connect, summarised the Contract in 2012/2013 that had delivered to the Council: Direct Savings of £522,000; Investment of £580,000, Added Value of £2.196 million, refurbishment of Lancashire Place (Ormskirk) and the recruitment of 34 new staff working at Lancashire Place.

He then went on to reference details, contained in the report, related to events over the period of the review, including the challenges in respect of the relocation of personnel to Lancashire Place; the Investment in the Business and the partnership with BT and Lancashire County Council (LCC). Mr McElhinney provided detail in relation to the establishment of Apprenticeships (8) across West Lancashire; the WorkStart and Future Horizons initiatives, that had already established 41 work placements, and the WorkStart Plus paid placements (13). He also made reference to the partnership between BT and The Lord Traveners that had provided a new sensory room for young people with disabilities and special needs at West Lancashire Community High School.

Mr McElhinney referred to developments for 2013/14 including the implementation of a new ICT system for the automation of the revenues systems; the potential for new work associated with debt collection, payroll, revenue & benefits on behalf of other local authorities and opportunities to expand the workforce based at Lancashire Place and the BT job hub, located in Skelmersdale, as a result of the work with BT and LCC.

In closing Mr McElinney concluded that 2012/13 had been a challenging year, particularly with the: transition of services; changes resulting from Welfare Reform; overhaul of the ICT infrastructure; replacement of the Revenue and Benefits ICT Systems and the refurbishment and relocation of staff to Lancashire Place.

The Director of ICT (OCL), continued by providing a overview on operations in relation to ICT Services for 2012/13. Mr Orford highlighted the Service Level Agreement (SLA) targets that had been set and achieved, explaining the definitions used to categorise reported incidents. He explained the benefits /challenges that had resulted from the migration of the ICT processes from Westec to Lancashire Place and the costs and value associated with the changes making reference to a couple of issues that had occurred during migration. Despite the challenges during the change and review period as a result of Welfare Reform and Council Tax changes, he stated that the changes had been achieved with the minimum of disruption.

He concluded that it had been an extremely full and challenging year for the ICT Service to ensure implementation of all the changes and meet the targets set but that the service was in a strong position going forward.

Comments and questions were raised in respect of the following:

- The investment associated with the joint partnership and potential changes in the later years of the Contract.
- Processes associated with the monitoring of complaints, including modes of collection and recording.
- Provision of the detail of the costs associated with the delivery of the savings to facilitate effective scrutiny.
- The reporting mechanisms in place to monitor performance and raise issues / concerns.
- Clarity of: the Business Plan / associated processes and relationship / contribution of BT and LCC.
- Reasons for, and arrangements associated with, the relocation of jobs to the North West (Lancashire and West Lancashire).
- Promotion of employment and recruitment locally.
- Data Protection processes – reassurance that OCL's approach aligns with the Council's approach.
- Definition of figures / categories referred to within the Summary of Financial Benefits 2011-2013 (Table 1.1)
- Provisions, as part of the partnership between BT and Lord Taveners, related to the educational assistance for juniors with special needs and the possible extension of work place initiatives / scholarships for young adults with special needs.
- ICT support to Borough Councillors: arrangements; use / replacement of Members Laptops and the availability of alternative hardware (tablets).
- Funding / risks / transitional arrangements associated with the implementation of the new Welfare Reforms.
- Continuing assistance to tenants related to legislative changes that affect them.

The representatives from OCL responded to questions referencing details within the annual review report. In response reassurance was provided in relation to Data Protection approaches and responsibilities.

In respect of a question related to future employment opportunities for adults with special needs, reference was made to the bespoke work / training programme that had been put in place for a trainee employed at Lancashire Place and it was hoped that the approach used would be extended in the future.

The Transformation Manager also responded to questions, particularly in relation to the SLAs and processes related to the monitoring of the Contract and information associated with the PIs. He made an undertaking to provide a summary explanation, of the OCL categories / targets, with the Quarterly Performance Monitoring data considered by the Committee. He also made reference to proposed changes to the ICT helpline for Councillors and the procedure in the event of an escalation of a problem and proposed changes relating issues raised through Customer Services.

RESOLVED: A. That the One Connect Limited Annual Review 2012/13, attached at Appendix A, and accompanying presentations be noted.

B. That the Transformation Manager be asked to provide a summary explanation of the OCL categories / targets, as part of the QPIs information, considered by the Committee.

## **8. COMPLAINTS MONITORING**

Consideration was given to the report of the Transformation Manager as contained on pages 61 to 97 of the Book of Reports that gave details of the data on complaints received by the Council during the period April 2012 to March 2013.

In discussion comments and questions were raised in respect of the following:

- Definition of a complaint.
- Process of receiving / monitoring complaints received by telephone.
- Patch Problem Information – wider use of information.
- Types, number and trends of complaints – detail behind categories.

The Transformation Manager attended the meeting and responded to questions and comments referencing details within the report.

RESOLVED: That the report be noted.

## **9. QUARTERLY PERFORMANCE INDICATORS (Q4 2012-13)**

Consideration was given to the report of the Transformation Manager which detailed performance monitoring data for the quarter ended 31 March 2013.

In discussion Members raised questions and comments in respect of the following performance indicators:

- NI151(Overall Employment Rate)(working age) – comparison to target from previous Q4 period. Removal of the unemployment PI from the list.
- HS - WL114 (Gas checks) – reasons for outstanding CP12 certificates.

- WL108 (Average waiting time for callers to the contact centre) (seconds) – monitoring period.

The Transformation Manager attended the meeting and responded to questions and comments making reference to the revision of Patch Problem system currently taking place.

RESOLVED: A. That the Council's performance against the indicator set for the quarter ended 31 March 2013 be noted.

B. That the recommendation, to include a performance indicator related to unemployment when the PIs list is revised, be noted.

## **10. REVIEW TOPIC FOR 2013/14 AND CONFIRMATION OF THE WORK PROGRAMME**

Consideration was given to the report of the Borough Solicitor as contained on pages 99 to 106 that gave details of the outcome of the Topic Scoring Exercise undertaken on 20 June 2012 in relation to topics submitted by the deadline and set down the proposed Work Programme for the Committee for 2013/14.

Members discussed the results of the scoring exercise, the proposals and the items already in its work programme and concluded that rather than undertake an in-depth review during 2013-14 that instead it looks at one-off items, taken from the list of ideas previously submitted, through updates, reports and input from internal and external contributors, as appropriate.

RESOLVED: A. That the Summary of the Outcome of the Topic Scoring Exercise (Appendix A) be noted.

B. That the actions recommended in relation to topics referenced (c) to (e) of Appendix A, be endorsed.

C. That, in relation to the topics, namely 'Approach to the Eradication of Non-Native Species of Weeds in our Hedgerows and Riverbanks'; 'Dog Fouling in the Borough'; 'The Night-time Economy' and 'Health Provision Changes – Local Role & Responsibilities' be included in the Work Programme 2013/14 of the Committee as one-off items and that arrangements be put in place for reports and/or internal and external contributors, as appropriate, to attend a meeting of the Committee during 2013/14.

D That an in-depth review is not undertaken in 2013/14.

E That the Work Programme for the Corporate and Environmental Overview and Scrutiny Committee 2013/14 be amended and the revised Work Programme be included on the Council's web-site.

- F That any ideas for longer in-depth study submitted during the course of the year be retained and considered for inclusion in a future work programme, subject to a satisfactory scoring outcome and resources.

**11. MEMBERS ITEMS**

There were no items under this heading.

**12. ITEMS FROM THE MEMBERS UPDATE**

There are no items under this heading.

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Chairman



**MEMBER DEVELOPMENT COMMISSION**

**HELD: 19 SEPTEMBER 2013**

Start: 7.00pm

Finish: 7.15pm

**PRESENT:** Councillor Greenall (Chairman)  
Councillor Mrs Houlgrave (Vice Chairman)

Councillors: Mrs Blake  
Mrs R Evans

Officers: Principal Overview and Scrutiny Officer (Mrs C A Jackson)  
Member Services/ Civic Support Officer (Mrs J Brown)

**21. APOLOGIES**

Apologies were submitted on behalf of Councillor Owen.

**22. SUBSTITUTIONS**

There were no substitutions.

**23. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**24. MINUTES**

RESOLVED: That the Minutes of the meeting of the Member Development Commission held on 19 September 2013 be noted.

**25. MEMBER TRAINING - SUMMARY OF EVENTS HELD 2012/13**

Members considered the report of the Borough Solicitor as contained on pages 5 to 11 of the Book of Reports, which provided an update on Member training undertaken during 2012/13.

Members commented on the high attendance levels at the 'In – House' training events.

RESOLVED : That the update be noted.

**26. MEMBER TRAINING - SUMMARY OF EVENTS MAY 2013 TO PRESENT**

Members considered the report of the Borough Solicitor as contained on pages 13 to 15 of the Book of Reports, which provided an update on Member training undertaken since May 2013.

RESOLVED: That the update be noted.

**27. FEEDBACK FROM MEMBER DEVELOPMENT REPRESENTATIVES**

The Chairman explained that if any training issues arose at their Group Meetings, that they would bring them to the attention of Member Services.

There were no representations made by the Labour Group Representative.

RESOLVED: That the feedback be noted.

**28. TRAINING EVENTS**

The Principal Overview & Scrutiny Officer provided an update in relation to proposed future training events including the training sessions prior to Audit and Governance Committee and training relating to the New Local Plan, Development Management – Decision making, Committees and Probity, further details of which would be circulated to Members.

RESOLVED: That the update be noted.

**29. WORK PROGRAMME**

Members considered the Work Programme and the proposed meeting date for 2014 as circulated on page 19 of the Book of Reports.

RESOLVED: That the Work Programme and the date of meeting for 2014 be noted.

**30. DATE AND TIME OF NEXT MEETING**

It was agreed that the next meeting would be held in January 2014 with a date to be agreed in consultation with the Chairman.



**AGENDA ITEM: 10**

**CABINET: 17 SEPTEMBER 2013**

**CORPORATE & ENVIRONMENTAL  
OVERVIEW & SCRUTINY  
COMMITTEE:  
24 OCTOBER 2013**

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**Report of: Transformation Manager**

**Relevant Head of Service: Managing Director (Transformation)**

**Relevant Portfolio Holder: Councillor D Westley**

**Contact for further information: Ms A Grimes (Extn. 5409)  
(E-mail: [alison.grimes@westlancs.gov.uk](mailto:alison.grimes@westlancs.gov.uk))**

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**SUBJECT: QUARTERLY PERFORMANCE INDICATORS (Q1 2013/14)**

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Wards affected: Borough wide

**1.0 PURPOSE OF THE REPORT**

1.1 To present performance monitoring data for the quarter ended 30 June 2013.

**2.0 RECOMMENDATIONS TO CABINET**

2.1 That the Council's performance against the indicator set for the quarter ended 30 June 2013 be noted.

2.2 That the call-in procedure is not appropriate for this item as the report is being submitted to the next meeting of the Corporate & Environmental Overview & Scrutiny Committee on 24 October 2013.

**3.0 RECOMMENDATIONS TO CORPORATE & ENVIRONMENTAL OVERVIEW & SCRUTINY COMMITTEE**

3.1 That the Council's performance against the indicator set for the quarter ended 30 June 2013 be noted.

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## **4.0 CURRENT POSITION**

- 4.1 Members are referred to Appendix A of this report detailing the quarterly performance data.
- 4.2 Of the 31 indicators:
- 15 are on target
  - 6 indicators narrowly missed target; 5 were 5% or more off target
  - 1 is data only and 4 are not collected in this period.

As a general comparison, Q1 performance within the 2012/13 suite showed 13 indicators were on target.

- 4.3 Improvement plans are already in place for those indicators where performance falls short of the target by 5% or more for this quarter if such plans are able to influence outturn.
- 4.4 These plans provide the narrative behind the outturn and are provided in Appendices B1-B4. Where performance is below target for consecutive quarters, plans are revised only as required, as it is reasonable to assume that some remedial actions will take time to make an impact.
- 4.5 For those PIs that have flagged up as 'amber' (indicated as a triangle), an assessment has been made at head of service level based on the reasons for the underperformance and balancing the benefits of implementing an improvement plan versus resource implications. This is indicated in the table.

## **5.0 SUSTAINABILITY IMPLICATIONS/COMMUNITY STRATEGY**

- 5.1 The information set out in this report aims to help the Council improve service performance and is consistent with the Sustainable Community Strategy aim of providing good quality services that are easily accessible to all.

## **6.0 FINANCIAL AND RESOURCE IMPLICATIONS**

- 6.1 There are no direct financial or resource implications arising from this report.

## **7.0 RISK ASSESSMENT**

- 7.1 This item is for information only and makes no recommendations. It therefore does not require a formal risk assessment and no changes have been made to risk registers as a result of this report. Monitoring and managing performance information data helps the authority to ensure it is achieving its corporate priorities and key objectives and reduces the risk of not doing so.

## **8.0 CONCLUSIONS**

- 8.1 The performance indicator data appended to this report details the council's current performance against the key performance indicators from the full suite of indicators for 2013/14 as agreed by Cabinet in March 2013.
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### **Background Documents**

There are no background documents (as defined in Section 100D(5) of the Local Government Act 1972) to this Report.

### **Equality Impact Assessment**

The decision does not have any direct impact on members of the public, employees, elected members and / or stakeholders. Therefore no Equality Impact Assessment is required.

### **Appendices**

Appendix A – Quarterly Performance Indicators for Q1 April-June 2013/14










Appendix B – Improvement Plans

- B1: HS13-WL114: % LA properties with CP12 outstanding
- B2: TS24a-BV212: Average time taken to re-let local authority housing GENERAL NEEDS
- B3: BV12: Working Days Lost Due to Sickness Absence
- B4: WL108: Average waiting time for callers to the contact centre (seconds)





Appendix C - Minute of Cabinet - 17 September 2013 (Corporate and Environmental Overview and Scrutiny Committee only)














## APPENDIX A: QUARTERLY PERFORMANCE INDICATORS





Icon key					
PI Status		Performance against same quarter previous year			
	OK (within 0.01%) or exceeded	15	 Improved	14	
	Warning (within 5%)	6	 Worse	12	
	Alert (by 5% or more)	5	 No change	1	
	Data only	1	/	Comparison not available	4
	Awaiting data	0		Awaiting data	0
N/A	Data not collected for quarter	4			
Total number of indicators		31			

### Shared Services<sup>1</sup>

PI Code & Short Name	Q1 2011/12	Q2 2011/12	Q3 2011/12	Q4 2011/12	Q1 2012/13	Q2 2012/13	Q3 2012/13	Q4 2012/13	Q1 2013/14	Current Target	Comments	Q1 13/14 vs Q1 12/13	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
R1-BV9 % of Council Tax collected	30.61%	58.35%	86.96%	98.06%	30.59%	58.07%	86.77%	96.40%	28.33%	28.50%	Performance impacted by welfare reform changes and automated recovery processes slightly delayed whilst robust system testing was implemented and signed off. Issues discussed at monthly Quality of Service meetings. Recovery plans in place. Statutory reminders issued in relation to all non-summonsed outstanding balances.		
R3-BV10 % of Non-domestic Rates Collected	32.48%	60.38%	87.87%	97.67%	32.31%	61.41%	88.04%	95.40%	27.89%	28.80%	Performance impacted by welfare reform changes and automated recovery processes slightly delayed whilst robust system testing was implemented and signed off. Issues discussed at monthly Quality of Service meetings. Recovery plans in place. Statutory reminders issued in relation to all non-summonsed outstanding balances.		






PI Code & Short Name	Q1 2011/12	Q2 2011/12	Q3 2011/12	Q4 2011/12	Q1 2012/13	Q2 2012/13	Q3 2012/13	Q4 2012/13	Q1 2013/14	Current Target	Comments	Q1 13/14 vs Q1 12/13	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
R4 Sundry Debtors (cash collected and write offs)	1,236,117	2,615,231	3,817,022	5,814,105	1,134,242	2,718,863	4,031,803	5,675,860	1,217,643	1,224,674			
B1 NI181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	10.95	8.99	9.06	7.19	12.34	11.40	12.08	10.31	7.12	12.00			
B2 Overpayment Recovery of Housing Benefit overpayments (payments received)	N/A	£88,460	£127,047	£186,926	£48,280	£90,397	£130,250	£170,882	£43,041		Quarter outturn reported as data only.		
ICT1 Severe Business Disruption	N/A	N/A	N/A	N/A	100%	100%	100%	100%	100%	99%			
ICT2 Minor Business Disruption	N/A	N/A	N/A	N/A	97%	98%	100%	100%	100%	97%			

### Community Services


PI Code & Short Name	Q1 2011/12	Q2 2011/12	Q3 2011/12	Q4 2011/12	Q1 2012/13	Q2 2012/13	Q3 2012/13	Q4 2012/13	Q1 2013/14	Current Target	Comments	Q1 13/14 vs Q1 12/13	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
WL08a Number of Crime Incidents	1,565	1,628	1,488	1,395	1,444	1,392	1,351	1,253	1,271	1,565			
WL18 Use of leisure and cultural facilities (swims and visits)	284,845	287,724	268,446	341,024	296,315	280,865	241,569	321,278	302,367	273,750			









## Housing & Regeneration











PI Code & Short Name	Q1 2011/12	Q2 2011/12	Q3 2011/12	Q4 2011/12	Q1 2012/13	Q2 2012/13	Q3 2012/13	Q4 2012/13	Q1 2013/14	Current Target	Comments	Q1 13/14 vs Q1 12/13	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
HS1-WL111 % Housing repairs completed in timescale	85.51%	89.92%	95.79%	92.98%	94.62%	98.18%	98.66%	97.90%	97.20%	95.5%		↑	
HS13-WL114 % LA properties with CP12 outstanding	0.11%	0.04%	0.19%	0.07%	0.01%	0.09%	0.08%	0.11%	0.07%	0%	Target based on legal requirement for all eligible properties to have certificate. Improvement plan attached as Appendix B1.	↓	
TS24a-BV212 GN Average time taken to re-let local authority housing (days) – GENERAL NEEDS	N/A				21.32	19.70	21.75	29.67	53.61	22.00	As previously forecast, performance is below target. Improvement plan attached as Appendix B2.	↓	
TS24b-BV212 SP Average time taken to re-let local authority housing (days) – SUPPORTED NEEDS	N/A				47.59	73.29	167.57	50.23	29.94	45.00		↑	
TS1-BV66a % Rent collected (excluding arrears brought forward)	97.95%	97.84%	98.34%	98.42%	98.02%	98.15%	98.63%	98.41%	97.58%	97.00%		↓	

## Planning

PI Code & Short Name	Q1 2011/12	Q2 2011/12	Q3 2011/12	Q4 2011/12	Q1 2012/13	Q2 2012/13	Q3 2012/13	Q4 2012/13	Q1 2013/14	Current Target	Comments	Q1 13/14 vs Q1 12/13	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
NI 157a Processing of planning applications: Major applications	28.57%	33.33%	61.54%	22.22%	55.56%	80.00%	33.33%	80.00%	30.00%	65.00%	This represents 3 out of 10 complex applications. Outturn largely beyond control of officers. A small number of major applications are received, often very complex, involving decisions being delegated to committee or subject to S106 agreements.  No improvement plan beyond detail above	↓	

PI Code & Short Name	Q1 2011/12	Q2 2011/12	Q3 2011/12	Q4 2011/12	Q1 2012/13	Q2 2012/13	Q3 2012/13	Q4 2012/13	Q1 2013/14	Current Target	Comments	Q1 13/14 vs Q1 12/13	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
NI 157b Processing of planning applications: Minor applications	78.33%	76.47%	84.42%	85.46%	81.33%	82.09%	73.13%	75.86%	87.50%	75.00%			
NI 157c Processing of planning applications: Other applications	92.16%	96.77%	93.13%	99.20%	92.53%	92.54%	91.78%	89.23%	91.61%	85.00%			
WL24 % Building regulations applications determined within 5 weeks	66.67%	75.74%	80.60%	87.18%	79.29%	79.51%	66.20%	73.33%	80.00%	70.00%			

### Transformation

PI Code & Short Name	Q1 2011/12	Q2 2011/12	Q3 2011/12	Q4 2011/12	Q1 2012/13	Q2 2012/13	Q3 2012/13	Q4 2012/13	Q1 2013/14	Current Target	Comments	Q1 13/14 vs Q1 12/13	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
BV12 Working Days Lost Due to Sickness Absence	1.97	2.24	2.28	1.90	2.26	2.42	2.14	2.31	2.63	2.02	Improvement plan attached as Appendix B3.		
BV8 % invoices paid on time	95.72%	97.47%	98.20%	97.84%	97.46%	96.98%	96.71%	97.82%	97.21%	98.24%	Head of Service's amber assessment: improvement plan not required.		
WL19b(ii) % Direct Dial calls answered within 10 seconds	81.62	81.53	82.49	83.17	79.20	78.49	78.38	79.47	79.55	82.21	Staff have been reminded of the importance of prompt call answering /making arrangements during absences.  Head of Service's amber assessment: improvement plan not required.		
WL90 % of Contact Centre calls answered	91.9%	92.0%	90.9%	87.8%	84.7%	85.7%	88.8%	89.9%	87.3%	90.6%	Performance affected during April as a result of a greater than usual volume of calls for Council Tax bills and the introduction of Council Tax Support. Performance in May and June exceeded target (94.74% and 91.55% respectively).  Head of Service's amber assessment: improvement plan not required.		
WL108 Average waiting time for callers to the contact centre (seconds)	19.00	21.00	19.00	46.00	38.00	46.00	26.00	36.00	47.00	26.25	Performance affected during April as a result of a greater than usual volume of calls for Council Tax bills and the introduction of Council Tax Support.		

PI Code & Short Name	Q1 2011/12	Q2 2011/12	Q3 2011/12	Q4 2011/12	Q1 2012/13	Q2 2012/13	Q3 2012/13	Q4 2012/13	Q1 2013/14	Current Target	Comments	Q1 13/14 vs Q1 12/13	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
											Performance in May exceeded target and June was 1 second under target. Improvement plan attached as Appendix B4.		

### Street Scene

PI Code & Short Name	Q1 2011/12	Q2 2011/12	Q3 2011/12	Q4 2011/12	Q1 2012/13	Q2 2012/13	Q3 2012/13	Q4 2012/13	Q1 2013/14	Current Target	Comments	Q1 13/14 vs Q1 12/13	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
WL01 No. residual bins missed per 100,000 collections	65.31	147.93	68.38	44.94	49.96	63.36	65.40	87.09	64.78	70		↓	✓
WL06 Average time taken to remove fly tips (days)	1.04	1.05	1.07	1.19	1.18	1.10	1.12	1.05	1.05	1.09		↑	✓
NI 191 Residual household waste per household (Kg)	120.78	125.26	123.97	124.36	121.91	122.3	131.59	116.18	115.14	123.48		↑	✓
NI 192 Percentage of household waste sent for reuse, recycling and composting	52.49%	49.62%	44.65%	42.52%	51.48%	52.74%	44.17%	40.73%	52.35%	47.58%		↑	✓
NI 195a Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Litter	N/A	1.83%	.83%	2.17%	N/A	.33%	1.00%	N/A	N/A	1.61%	Surveyed three times each year. No data for Q1. Q4 survey data analysis delayed due to vacant post (now filled).	/	N/A
NI 195b Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Detritus	N/A	4.64%	13.43%	4.15%	N/A	6.49%	3.10%	N/A	N/A	7.33%	As for NI195a	/	N/A

PI Code & Short Name	Q1 2011/12	Q2 2011/12	Q3 2011/12	Q4 2011/12	Q1 2012/13	Q2 2012/13	Q3 2012/13	Q4 2012/13	Q1 2013/14	Current Target	Comments	Q1 13/14 vs Q1 12/13	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
NI 195c Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Graffiti	N/A	2.33%	.67%	.33%	N/A	.67%	.00%	N/A	N/A	1.11%	As for NI195a	/	N/A
NI 195d Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Fly-posting	N/A	0.00%	0.00%	0.00%	N/A	0.00%	0.00%	N/A	N/A	0.00%	As for NI195a	/	N/A

Notes: <sup>1</sup> Managed through One Connect Limited contract. Contractual targets are annual and set via SLA. Quarter targets are provided as a gauge for performance but are not contractual.

"NI" and "BV" coding retained for consistency/comparison although national reporting no longer applies

<b>PERFORMANCE IMPROVEMENT PLAN</b>	
<b>Indicator</b>	<b>WL114:</b> % LA properties with CP12 outstanding
<b>Reasons for not meeting target</b> Properties requiring a gas certificate alter on a daily basis and are monitored weekly at service management team level. A very small number of tenants still refuse to give access.	
<b>Brief Description of Proposed Remedial Action</b> We continually work to reduce the number of properties that do not have a current CP12, this is monitored weekly at the service management team.  We will continue to work with our contractor to reduce the number of properties without a current CP12 and cater for individual tenant needs. In addition we continue to maximise publicity utilising our own newsletters / leaflets and the local media emphasising the importance of allowing access and publicising evictions.  We will continue to fit gas restriction devices on properties with a history of repeat “no access”, this device restricts the delivery of gas to the boiler which will prompt the tenant to phone us for access.	
<b>Resource Implications</b>  A small cost is associated with fitting gas restriction devices, which is met from existing budgets.	
<b>Priority</b> High	
<b>Future Targets</b> No change	
<b>Action Plan</b>	
<b>Tasks to be undertaken</b> As outlined above	<b>Completion Date</b> On-Going

<b>PERFORMANCE IMPROVEMENT PLAN</b>	
<b>Indicator</b>	TS24a Average time taken to re-let local authority housing (days) - GENERAL NEEDS
<b>Reasons for not meeting target</b>	
<p>Performance has been above target due to delays in advertising properties whilst awaiting cost of repair work. This measure was introduced to control spending in 2012/13 which has resulted in a backlog.</p> <p>The Kitchen Refurbishment Programme has also resulted in inevitable delays in the re-letting of those empty properties requiring new kitchens. This is mainly due to the added process of ordering and awaiting delivery of kitchen units from the manufacturers.</p>	
<b>Brief Description of Proposed Remedial Action</b>	
<p>Increased turnaround times have been an inevitable result of measures taken to reduce projected overspend in 2012/13, and therefore will be a constraint until the backlog of empty homes has been cleared.</p> <p>Void properties placed on hold over the latter part of 2012/13 due to budgetary pressures, have now started to be released for letting. This will be done on a phased basis in liaison with the Council's maintenance contractors. It is important to note however that the release of long term voids will result in an increase in void turnaround times when the properties are subsequently let and will impact on performance in 2013/14.</p> <p>To reduce delays caused by the Kitchen Refurbishment Programme, officers are investigating the options for holding stock locally.</p> <p>Finally to avoid duplication, keep costs low and speed up the process, the councils surveyors rather than the contractors are now pre inspecting empty properties to identify work required.</p>	
<b>Resource Implications</b>	
None	
<b>Priority</b>	
Low	
<b>Future Targets</b>	
No change	
<b>Action Plan</b>	
Ensure that all new voids are relet within target.	Ongoing
Work with contractors to minimise delays with kitchen refurbishment works.	Ongoing
Consider options for kitchen stock to be held locally	Sept 2013
Release all voids on hold, where it is economically viable to do so.	Ongoing

<b>PERFORMANCE IMPROVEMENT PLAN</b>	
<b>Indicator</b>	<b>BVPI 12 Sickness Absence</b>
<b>Reasons for not meeting target</b>	
<p>The Council's target for 2013/14 is to achieve (not more than) 8.08 working days lost per employee, measured on a rolling 12 month basis. This equates to a quarterly target of 2.02 days per full time equivalent. There has been a rise in the quarterly absence rate from 2.31 in Q4 to 2.63 in Q1.</p> <p>This is related to an increase in the number of long term sickness absences that have been present in the workforce for the last few months rather than short term repeated absences.</p> <p>These long term absence cases are being closely monitored by Service Managers supported by the Human Resources Team within the scope of the Council's management of sickness absence policy and with advice and assistance being provided from the Occupational Health Service.</p> <p>A number of the longer term cases are now being resolved, with either staff leaving or subsequently returning to work. In the month of June 2013, 11 of the recorded 22 long term cases were concluded.</p> <p>The most common reasons for long term absence include, Surgery; tumours, heart problems, respiratory problems and broken bones,. There is therefore little opportunity for interventions in the workplace with these types of absences. Nevertheless managers are in regular contact with individuals and continue to monitor progress and improvement with a view to facilitating phased returns to work as soon as appropriate and in line with medical advice.</p>	
<b>Brief Description of Proposed Remedial Action</b>	
<ul style="list-style-type: none"> <li>• The HR team will continue to focus on providing detailed management information which will assist managers to effectively identify all short term cases of sickness absence which have exceed the agreed 'trigger' levels, together with all on-going long term cases of sickness absence.</li> <li>• The HR team has now returned to full complement and this will help further address the issue.</li> <li>• HR will continue to meet with individual Heads of Service to provide advice and support to ensure managers have the continued skills and confidence to address absence issues appropriately.</li> <li>• The revised Management of Sickness Absence Policy was implemented in January 2012. A review of the effectiveness of the Policy is ongoing which will result in improved guidance for managers.</li> </ul>	
<b>Resource Implications</b>	
<p>Timely interventions and practical support will continue to be needed from managers, which can make a real positive difference to attendance levels.</p> <p>The HR team will provide support and guidance to managers on the implementation of the revised policy.</p>	

<b>Priority</b> High	
<b>Future Targets</b> Continue with existing target.	
<b>Action Plan</b>	
<b>Tasks to be undertaken</b>	<b>Completion Date</b>
See proposed remedial action (above)	Ongoing with sickness absence levels continuing to be reported on a monthly basis
Review of Sickness Absence Policy concluded	January 2014



<b>PERFORMANCE IMPROVEMENT PLAN</b>	
<b>Indicator</b>	WL108 Average waiting time for callers to the Contact Centre (seconds)
<b>Reasons for not meeting target</b>	
<ul style="list-style-type: none"> <li>• Resource issues within Customer Services during this quarter.</li> <li>• Increase in call volume during April following the introduction of certain changes to welfare reform for example the introduction of social sector size criteria and council tax support.</li> </ul>	
<b>Brief Description of Proposed Remedial Action</b>	
<ul style="list-style-type: none"> <li>• Recruitment of additional staff in line with the vacancy approval process (all within budget).</li> <li>• Monitoring call volumes and working with our partners OCL to improve call handling demand.</li> </ul>	
<b>Resource Implications</b> Additional resources met from within existing budgets	
<b>Priority</b> High	
<b>Future Targets</b> The outturn for Q1 was 47 seconds. This improved during May (11 seconds) and June (27 seconds); the previous target of 26.25 will therefore remain for 2013/14.	
<b>Action Plan</b>	
<b>Tasks to be undertaken</b>	<b>Task Completion Date</b>
See above comments.	Recruitment process commenced and ongoing.



**AGENDA ITEM: 10**

**QUARTERLY PERFORMANCE INDICATORS (Q1 2013/14)**

**MINUTE OF CABINET 17 SEPTEMBER 2013**

**36. QUARTERLY PERFORMANCE INDICATORS (Q1 2013/14)**

Councillor Westley introduced the report of the Transformation Manager which presented performance monitoring data for the quarter ended 30 June 2013.

In reaching the decision below, Cabinet considered the details set out in the report before it and accepted the reasons contained in it.

- RESOLVED: A. That the Council's performance against the indicator set for the quarter ended 30 June 2013 be noted.
- B. That the call-in procedure is not appropriate for this item as the report is being submitted to the next meeting of the Corporate & Environmental Overview & Scrutiny Committee on 24 October 2013.