

# APPENDIX A: QUARTERLY PERFORMANCE INDICATORS










Icon key		
PI Status		Performance against same quarter previous year
	OK (within 0.01%) or exceeded	18
	Warning (within 5%)	6
	Alert (by 5% or more)	4
	Data only	1
	Awaiting data	2
N/A	Data not collected for quarter	0
Total number of indicators		31





	Improved	14
	Worse	11
	No change	2
/	Comparison not available	2
	Awaiting data	2

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





PI Code & Short Name	Q2 2011/12	Q3 2011/12	Q4 2011/12	Q1 2012/13	Q2 2012/13	Q3 2012/13	Q4 2012/13	Q1 2013/14	Q2 2013/14	Current Target	Comments	Q2 13/14 vs Q2 12/13	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
OCL-R1-BV9 % of Council Tax collected	58.35%	86.96%	98.06%	30.59%	58.07%	86.77%	96.40%	28.33%	55.47%	56.46%	Recovery processes are fully underway to maximise collection in this area. Additional resources will focus on enforcement from October.  Issues discussed at monthly Quality of Service meetings. Recovery plans in place. Statutory reminders issued in relation to all non-summonsed outstanding balances.  <sup>2</sup> See note relating to target/quarter comparison.	/	
OCL-R3-BV10 % of Non-domestic Rates Collected	60.38%	87.87%	97.67%	32.31%	61.41%	88.04%	95.40%	27.89%	58.57%	56.40%	<sup>2</sup> See note relating to target/quarter comparison.	/	
OCL-R4 Sundry Debtors (cash collected and write offs)	2,615,231	3,817,022	5,814,105	1,134,242	2,718,863	4,031,803	5,675,860	1,217,643	2,462,608	2,565,358	Resources are being directed to contact high value cases of non-payment by telephone.  Issues discussed at monthly Quality of Service meetings. Recovery plans in place. Statutory reminders issued in relation to all non-summonsed		







PI Code & Short Name	Q2 2011/12	Q3 2011/12	Q4 2011/12	Q1 2012/13	Q2 2012/13	Q3 2012/13	Q4 2012/13	Q1 2013/14	Q2 2013/14	Current Target	Comments	Q2 13/14 vs Q2 12/13	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
											outstanding balances.		
OCL-B1-NI-181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	8.99	9.06	7.19	12.34	11.40	12.08	10.31	7.12	8.23	12.00			
OCL-B2 Overpayment Recovery of Housing Benefit overpayments (payments received)	£88,460	£127,047	£186,926	£48,280	£90,397	£130,250	£170,882	£43,041	£84,613		Quarter outturn reported as data only.		
OCL-ICT1 Severe Business Disruption	N/A	N/A	N/A	100%	100%	100%	100%	100%	100%	99.00%			
OCL-ICT2 Minor Business Disruption	N/A	N/A	N/A	97%	98%	100%	100%	100%	100%	97%			

### Community Services









PI Code & Short Name	Q2 2011/12	Q3 2011/12	Q4 2011/12	Q1 2012/13	Q2 2012/13	Q3 2012/13	Q4 2012/13	Q1 2013/14	Q2 2013/14	Current Target	Comments	Q2 13/14 vs Q2 12/13	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
WL08a Number of Crime Incidents	1,628	1,488	1,395	1,444	1,392	1,351	1,253	1,281	1,403	1,628			
WL18 Use of leisure and cultural facilities (swims and visits)	287,724	268,446	341,024	296,315	280,865	241,569	321,278	302,367	323,139	273,750			

### Housing & Regeneration











PI Code & Short Name	Q2 2011/12	Q3 2011/12	Q4 2011/12	Q1 2012/13	Q2 2012/13	Q3 2012/13	Q4 2012/13	Q1 2013/14	Q2 2013/14	Current Target	Comments	Q2 13/14 vs Q2 12/13	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
HS1-WL111 % Housing repairs completed in timescale	89.92%	95.79%	92.98%	94.62%	98.18%	98.66%	97.90%	97.20%	96.57%	95.50%			
HS13-WL114 % LA properties with CP12 outstanding	0.04%	0.19%	0.07%	0.01%	0.09%	0.08%	0.11%	0.07%	0.04%	0%	Target based on legal requirement for all eligible properties to have certificate.		

PI Code & Short Name	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Current Target	Comments	Q2 13/14 vs Q2 12/13	Quarter Performance
	2011/12	2011/12	2011/12	2012/13	2012/13	2012/13	2012/13	2012/13	2013/14				
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
											Quarter performance average of 2 (0.04%) properties outstanding from monthly performance of 3 (July), 2 (August) and 1 property in September.  Actions undertaken as outlined in the Improvement Plan 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	49.52	22.00	Improvement plan at 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	64.73	45.00	Figures impacted by letting of 3 long term voids. Improvement plan at Appendix B3		
TS1-BV66a % Rent collected (excluding arrears brought forward)	97.84%	98.34%	98.42%	98.02%	98.15%	98.63%	98.41%	97.58%	97.58%	97.00%			









## Planning











PI Code & Short Name	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Current Target	Comments	Q2 13/14 vs Q2 12/13	Quarter Performance
	2011/12	2011/12	2011/12	2012/13	2012/13	2012/13	2012/13	2012/13	2013/14				
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
NI 157a Processing of planning applications: Major applications	33.33%	61.54%	22.22%	55.56%	80.00%	33.33%	80.00%	30.00%	77.78%	65.00%			
NI 157b Processing of planning applications: Minor applications	76.47%	84.42%	85.46%	81.33%	82.09%	73.13%	75.86%	87.50%	84.62%	75.00%			
NI 157c Processing of planning applications: Other applications	96.77%	93.13%	99.20%	92.53%	92.54%	91.78%	89.23%	91.61%	93.02%	85.00%			
WL24 % Building regulations applications determined within 5 weeks	75.74%	80.60%	87.18%	79.29%	79.51%	66.20%	73.33%	80.00%	67.09%	70.00%	Outturn below target mainly due to high numbers of 'Partner Authority Schemes' submissions. WLBC has no control over certain elements of these.  Head of Service's amber assessment: improvement plan not required.		

## Transformation

PI Code & Short Name	Q2 2011/12	Q3 2011/12	Q4 2011/12	Q1 2012/13	Q2 2012/13	Q3 2012/13	Q4 2012/13	Q1 2013/14	Q2 2013/14	Current Target	Comments	Q2 13/14 vs Q2 12/13	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
BV8 % invoices paid on time	97.47%	98.20%	97.84%	97.46%	96.98%	96.71%	97.82%	97.21%	97.03%	98.24%	Head of Service's amber assessment: improvement plan not required.		
BV12 Working Days Lost Due to Sickness Absence <sup>3</sup>	2.24	2.28	1.90	2.26	2.42	2.14	2.31	2.63	2.74	2.02	Improvement plan at Appendix B4		
WL19b(ii) % Direct Dial calls answered within 10 seconds <sup>4</sup>	81.53	82.49	83.17	79.20	78.49	78.38	79.47	79.55	80.18	82.21	Head of Service's amber assessment: improvement plan not required.		
WL90 % of Contact Centre calls answered	92.0%	90.9%	87.8%	84.7%	85.7%	88.8%	89.9%	87.3%	93.6%	90.6%			
WL108 Average answered waiting time for callers to the contact centre (seconds)	21.00	19.00	46.00	38.00	46.00	26.00	36.00	47.00	17.00	26.25			

## Street Scene

PI Code & Short Name	Q2 2011/12	Q3 2011/12	Q4 2011/12	Q1 2012/13	Q2 2012/13	Q3 2012/13	Q4 2012/13	Q1 2013/14	Q2 2013/14	Current Target	Comments	Q2 13/14 vs Q2 12/13	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
NI 191 Residual household waste per household (Kg)	125.26	123.97	124.36	121.91	122.3	131.59	116.18	104.64		123.48	Data pending from external sources.		
NI 192 Percentage of household waste sent for reuse, recycling and composting	49.62%	44.65%	42.52%	51.48%	52.74%	44.17%	40.73%	52.35%		47.58%	Data pending from external sources.		
NI 195a Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Litter	1.83%	.83%	2.17%	N/A <sup>3</sup>	.33%	1.00%	N/A <sup>5</sup>	N/A	1.67%	1.61%	Head of Service's amber assessment: improvement plan not required. Survey carried out three times each year. No data for Q1.		

PI Code & Short Name	Q2 2011/12	Q3 2011/12	Q4 2011/12	Q1 2012/13	Q2 2012/13	Q3 2012/13	Q4 2012/13	Q1 2013/14	Q2 2013/14	Current Target	Comments	Q2 13/14 vs Q2 12/13	Quarter Performance
NI 195b Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Detritus	4.64%	13.43%	4.15%	N/A <sup>3</sup>	6.49%	3.10%	N/A <sup>5</sup>	N/A	2.70%	7.33%	Survey carried out three times each year. No data for Q1.		
NI 195c Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Graffiti	2.33%	.67%	.33%	N/A <sup>3</sup>	.67%	.00%	N/A <sup>5</sup>	N/A	0.00%	1.11%	Survey carried out three times each year. No data for Q1.		
NI 195d Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Fly-posting	0.00%	0.00%	0.00%	N/A <sup>3</sup>	0.00%	0.00%	N/A <sup>5</sup>	N/A	0.00%	0.00%	Survey carried out three times each year. No data for Q1.		
WL01 No. residual bins missed per 100,000 collections	147.93	68.38	44.94	49.96	63.36	65.40	87.09	64.78	63.54	70.00			
WL06 Average time taken to remove fly tips (days)	1.05	1.07	1.19	1.18	1.10	1.12	1.05	1.05	1.07	1.09			

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.

<sup>2</sup> In line with current good practice, the 2013/14 quarter outturns/targets do not include a value of 'credit on accounts' resulting in the outturn being lower than if credits were still included. Quarter outturns of previous years are therefore not directly comparable. Including credit on accounts may inflate collection rates as it is probable that these credits will need to be refunded to the tax payer. When targets were set, assumed values of 0.54% CTax and 1.2% NNDR were applied. Although the contractual targets / annual SLAs do not include credits on account, an annual figure including credit on accounts will be provided at year end to allow a direct year-on-year comparison. This is not done quarterly, as the new Northgate system does not automatically include the data.

<sup>3</sup> From Q3 2012-13 data does not include OCL seconded staff. <sup>4</sup> From Q1 2012-13 data does not include OCL seconded staff. <sup>5</sup> Data for Q4 was collected but not analysed due to a staff vacancy, subsequently filled. However, due to competing priorities this work has not taken place.

"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

**PERFORMANCE IMPROVEMENT PLAN**

<b>Indicator</b>	TS24a Average time taken to re-let local authority housing (days) - GENERAL NEEDS
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**Reasons for not meeting target**

Performance has been above target due to backlog of maintenance work on empty homes as a result of placing high cost voids on hold to control spending in 2012/13. The Council's maintenance contractors have struggled with capacity to carry out the repairs to these voids as well as maintain performance on the normal turnover of empty homes.

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, preparing plans and awaiting delivery of kitchen units from the manufacturers.

In addition a number of key staff in the Voids & Allocations Team have been on long term sick.

Over recent advertising cycles there appears to have been a reduction in demand for some general needs properties, in particular houses across the new town estates. This has meant it is now taking longer to let these properties.

**Brief Description of Proposed Remedial Action**

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.

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 is being 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.

To reduce delays caused by the Kitchen Refurbishment Programme, officers have arranged for a third party supplier to hold stock locally.

Temporary arrangements have been put in place to second experienced surveyors into the Voids and Allocations Team.

Allocations staff are taking a more proactive approach to promoting empty homes, and options for offering more flexibility in allocations are being considered.

Finally, to avoid duplication, keep costs low and speed up the process, the Council's surveyors rather than the contractors are now pre inspecting empty properties to identify work required.

**Resource Implications**

Loss of rental income

**Priority**  
Medium

**Future Targets**  
No change

**Action Plan**

Ensure that all new voids are relet within target.	Ongoing
Work with contractors to minimise delays with kitchen refurbishment works.	Ongoing
Look at new ways to advertise and promote low demand properties.	Jan 2014
Consider more flexible allocations for lower demand homes	Jan 2014
Release all voids on hold.	Ongoing



<b>PERFORMANCE IMPROVEMENT PLAN</b>	
<b>Indicator</b>	TS24b - Average time taken to re-let local authority housing (days) - SUPPORTED NEEDS
<b>Reasons for not meeting target</b>	
<p>Several long term voids have been relet during the quarter which results in average number of day being skewed.</p> <p>For a number of years the council has been experiencing low demand across many of its sheltered housing schemes.</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> <p>A number of key staff in the Voids &amp; Allocations Team have been on long term sick.</p>	
<b>Brief Description of Proposed Remedial Action</b>	
<p>Options Appraisals of two sheltered schemes have now been commissioned.</p> <p>All investment in Category II sheltered schemes will be considered in light of the councils Asset Management Plan.</p> <p>Promotional exercises to stimulate demand are planned</p> <p>Declassification of some additional sheltered schemes to be considered.</p>	
<b>Resource Implications</b>	
Loss of rental income	
<b>Priority</b>	
Medium	
<b>Future Targets</b>	
<b>Action Plan</b>	
<b>Tasks to be undertaken</b>	<b>Task Completion Date</b>
<ul style="list-style-type: none"> <li>▪ Options Appraisals</li> <li>▪ Asset Management Planning</li> <li>▪ Promotion of low demand schemes</li> <li>▪ Declassification programme</li> </ul>	<p>Ongoing</p> <p>Ongoing</p> <p>April 2014</p> <p>December 2014</p>

<b>PERFORMANCE IMPROVEMENT PLAN</b>	
<b>Indicator</b>	<b>BVPI 12 Sickness Absence</b>
<p><b>Reasons for not meeting target</b>            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 2.63 in Q1 to 2.74 in Q2.</p> <p>This slight increase is a consequence of the cumulative effect of the increased 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 remain a key priority for all Managers and Staff. The 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.</p> <p>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>	
<p><b>Brief Description of Proposed Remedial Action</b>  <b>Again:</b></p> <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 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> </ul>	
<p><b>Resource Implications</b>            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>	
<p><b>Priority</b>            High</p>	
<p><b>Future Targets</b>            Continue with existing target.</p>	
<p><b>Action Plan</b></p>	
<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	Annual refresh - January 2014