

# APPENDIX A: QUARTERLY PERFORMANCE INDICATORS Q3 2014/15

Icon key					
PI Status			Performance against same quarter previous year		
	OK (within 0.01%) or exceeded	19		Improved	14
	Warning (within 5%)	5		Worse	10
	Alert (by 5% or more)	8		No change	5
N/A	Data not collected for quarter	0	/	Comparison not available	3
	Awaiting data	3		Awaiting data	3
Total number of indicators		35			

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

PI Code & Short Name	Q3 2012/13	Q4 2012/13	Q1 2013/14	Q2 2013/14	Q3 2013/14	Q4 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Current Target	Comments	Q3 14/15 vs Q3 13/14	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
ICT1 Severe Business Disruption (Priority 1)	100%	100%	100%	100%	100%	100%	100%	100%	100%	99.0%			
ICT2 Minor Business Disruption (P3)	100%	100%	100%	100%	100%	100%	100%	100%	99%	97.0%			
ICT3 Major Business Disruption (P2)	100%	100%	100%	100%	100%	100%	100%	100%	100%	97.0%			
ICT4 Minor Disruption (P4)	99%	99%	98%	99%	99%	99%	99%	99%	99%	97.0%			
B1 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events <sup>2</sup>	11.93	11.27	7.12	7.66	8.31	7.44	6.79	7.66	8.23	12.00			
B2 Overpayment Recovery of Housing Benefit overpayments (payments received)	£130,250	£170,882	£43,041	£84,613	£123,567	£170,909	£34,524	£82,895	£130,906	£123,697			
R1 % of Council Tax collected <sup>3</sup>	86.77%	96.40%	28.33%	55.47%	82.85%	95.32%	28.95%	56.11%	83.60%	85.40%	Outturn is 1.8% below target due in part to current focus on previous years CTax collection and the on-going impact of CTax Support. The overall CTax position is positive. £1.47m more has been collected than at the same point last year. No plan attached since action for improvement is managed through contractual meetings.		



PI Code & Short Name	Q3 2012/13	Q4 2012/13	Q1 2013/14	Q2 2013/14	Q3 2013/14	Q4 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Current Target	Comments	Q3 14/15 vs Q3 13/14	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
R2 % council tax previous years arrears collected	11.28%	18.32%	4.66%	11.71%	16.94%	20.94%	3.38%	12.36%	27.34%	20.7%		↑	✔
R3 % of Non-domestic Rates Collected <sup>3</sup>	88.04%	95.40%	27.89%	58.57%	84.58%	95.53%	30.75%	58.26%	83.29%	80.00%		↓	✔
R4 % Sundry Debtors of revenue collected against debt raised <sup>4</sup>	N/A	N/A	48.23%	66.83%	71.07%	90.05%	62.59%	79.34%	86.49%	76.25%		↑	✔

### Community Services















PI Code & Short Name	Q3 2012/13	Q4 2012/13	Q1 2013/14	Q2 2013/14	Q3 2013/14	Q4 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Current Target	Comments	Q3 14/15 vs Q3 13/14	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
WL08a Number of Crime Incidents	1,351	1,253	1,281	1,403	1,449	1,329	1,312	1,277	1,277	1,488		↑	✔
WL_18 Use of leisure and cultural facilities (swims and visits) <sup>5</sup>	232,005	311,788	293,167	313,674	243,378	326,547	310,875	315,366	254,704	227,000		↑	✔






### Planning

PI Code & Short Name	Q3 2012/13	Q4 2012/13	Q1 2013/14	Q2 2013/14	Q3 2013/14	Q4 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Current Target	Comments	Q3 14/15 vs Q3 13/14	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
NI 157a Processing of planning applications: Major applications	33.33%	80.00%	30.00%	77.78%	54.55%	85.71%	100%	76.92%	44.44%	65.00%	Improvement plan attached at Appendix B1	/ <sup>6</sup>	⬮
NI 157b Processing of planning applications: Minor applications	73.13%	75.86%	87.50%	84.62%	82.43%	72.15%	74.67%	70.00%	70.59%	75.00%	Improvement plan attached at Appendix B1	↓	⬮
NI 157c Processing of planning applications: Other applications	91.78%	89.23%	91.61%	93.02%	92.99%	84.35%	79.83%	76.10%	84.51%	85.00%	Improvement plan attached at Appendix B1	↓	⚠






PI Code & Short Name	Q3 2012/13	Q4 2012/13	Q1 2013/14	Q2 2013/14	Q3 2013/14	Q4 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Current Target	Comments	Q3 14/15 vs Q3 13/14	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
WL24 % Building regulations applications determined within 5 weeks	66.20%	73.33%	80.00%	67.09%	75.61%	71.93%	71.58%	56.32%	57.14%	70.00%	Improvement plan attached at Appendix B2		





### Street Scene

PI Code & Short Name	Q3 2012/13	Q4 2012/13	Q1 2013/14	Q2 2013/14	Q3 2013/14	Q4 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Current Target	Comments	Q3 14/15 vs Q3 13/14	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
NI 191 Residual household waste per household (Kg)	131.59	116.18	114.84	111.36	140.5	134.38	133.82	125.47		123.48	<i>Pending confirmation of merchant data by LCC</i>		
NI 192 Percentage of household waste sent for reuse, recycling and composting	44.17%	40.73%	52.35%	42.16%	39.93%	37.10%	50.88%	49.7%		47.58%	<i>Pending confirmation of merchant data by LCC</i>		
NI 195a Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Litter	1.00%	N/A <sup>10</sup>	N/A	.83%	1.67%	.16%	N/A	1.17%	1.00%	1.61%			
NI 195b Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Detritus	3.10%	N/A <sup>10</sup>	N/A	7.09%	2.70%	2.47%	N/A	2.75%	2.5%	7.33%			
NI 195c Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Graffiti	.00%	N/A <sup>10</sup>	N/A	.33%	.00%	.17%	N/A	.33%	2.17%	1.11%	Improvement plan attached at Appendix B3		
NI 195d Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Fly-posting	0.00%	N/A <sup>10</sup>	N/A	0.00%	0.00%	0.00%	N/A	0.00%	0.00%	0.00%			











PI Code & Short Name	Q3 2012/13	Q4 2012/13	Q1 2013/14	Q2 2013/14	Q3 2013/14	Q4 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Current Target	Comments	Q3 14/15 vs Q3 13/14	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
WL01 No. residual bins missed per 100,000 collections	65.40	87.09	64.78	63.54	65.40	134.20	90.52	87.07	85.2	70.00	Improvement plan attached at Appendix B4		
WL06 Average time taken to remove fly tips (days)	1.12	1.05	1.05	1.07	1.08	1.12	1.12	1.06	1.08	1.09			
WL122 % Vehicle Operator Licence Inspections Carried Out within 6 Weeks	N/A	N/A	N/A	N/A	N/A	N/A	100%	100%	100%	100%		/	

### Housing & Regeneration

PI Code & Short Name	Q3 2012/13	Q4 2012/13	Q1 2013/14	Q2 2013/14	Q3 2013/14	Q4 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Current Target	Comments	Q3 14/15 vs Q3 13/14	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
TS1 Rent Collected as a % of rent owed (excluding arrears b/f)	98.63	98.41	97.58	97.58	98.25	98.47	99.2	98.04	98.18	99.83	Target for 2014/15 was increased from previous target of 97%. The impact of Welfare Reform and the September roll-out date for first tranche of Universal Credit were unknown when this target was agreed.  Data for previous years is not directly comparable but provided for reference. See note <sup>8</sup> .  Improvement plan attached at Appendix B5	/ <sup>8</sup>	
TS24a GN Average time taken to re-let local authority housing (days) - GENERAL NEEDS	21.75	29.67	53.61	49.52	58.10	65.74	30.25	18.19	22.77	28.00			
TS24b SP Average time taken to re-let local authority housing (days) - SUPPORTED NEEDS	167.57	50.23	29.94	64.73	98.01	62.31	79.20	41.39	65.66	50.00	Improvement plan attached at Appendix B6		

PI Code & Short Name	Q3 2012/13	Q4 2012/13	Q1 2013/14	Q2 2013/14	Q3 2013/14	Q4 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Current Target	Comments	Q3 14/15 vs Q3 13/14	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
HS1-WL111 % Housing repairs completed in timescale	98.66%	97.90%	97.20%	96.57%	96.46%	96.68%	96.76%	95.86%	96.58%	97.00%	Head of Service's amber assessment: improvement plan not required.  During Q3 contractor performance has been above the previous target of 95% and marginally below the current target of 97%. Contractors have been instructed to monitor completion targets more closely. An automated report will be set up and emailed daily advising contractors of jobs due for completion within the next 7 days.		
HS13-WL114 % LA properties with CP12 outstanding [Lower is Better]	0.08%	0.11%	0.07%	0.04%	0.01%	0.1%	0.1%	0.04%	0.06%	0%	Target based on legal requirement for all eligible properties to have certificate. Reported performance is an average from months in the period and equates to just over 3 properties.  Improvement plan attached at Appendix B7		

**Transformation**

PI Code & Short Name	Q3 2012/13	Q4 2012/13	Q1 2013/14	Q2 2013/14	Q3 2013/14	Q4 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Current Target	Comments	Q3 14/15 vs Q3 13/14	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
BV8 % invoices paid on time	96.71%	97.82%	97.21%	97.03%	97.75%	96.24%	96.53%	98.44%	98.73%	98.24%			
WL19b(ii) % Direct Dial calls answered within 10 seconds <sup>9</sup>	78.38	79.47	79.55	80.18	80.49	81.82	82.01	81.50	82.13	82.21	Head of Service's amber assessment: improvement plan not required.		
WL90 % of Contact Centre calls answered	88.8%	89.9%	87.3%	93.6%	92.6%	91.3%	93.1%	93.6%	91.1%	90.6%			
WL108 Average answered waiting time for callers to the contact centre (seconds)	26.00	36.00	47.00	17.00	25.00	34.00	20.00	24.00	44.00	26.25	Improvement plan attached at Appendix B8		
WL121 Working Days Lost Due to Sickness Absence <sup>10</sup>	2.14	2.31	2.63	2.74	2.88	1.87	1.71	1.93		2.02	Awaiting data.		

Notes:

<sup>1</sup> Managed through LCC/BTLS contract. Contractual targets are annual. Quarter targets are provided as a gauge for performance only. Improvement plans are not attached since actions planned to improve performance are discussed and managed through contractual monthly Quality of Service meetings.

<sup>2</sup> B1: The PI reports cumulative progress to the annual target, not 'within quarter' performance. Data for previous quarters has been restated to reflect this change.

<sup>3</sup> R1 & R3: In line with current good practice, from 2013/14 outturns/targets no longer include a value of 'credit on accounts' resulting in the outturn being lower than if credits were still included. Quarter outturns of 2012/13 are therefore not directly comparable, but data provided for reference/information.

<sup>4</sup> R4: This is now reported as a %, rather than a cash figure.

<sup>5</sup> WL18: from Q1 2014/15, Community Resource Centre (CRC) data is no longer included. Data from 2012/13 onwards has been restated without CRC to allow comparison with previous performance.

<sup>6</sup> NI157a: For 2014/15, following updated guidance from DCLG, the 13 weeks period is not counted in those cases where a time extension is agreed with the applicant. A direct comparison with previous year quarter outturn is therefore not possible, but data is provided for reference/information.

<sup>7</sup> NI195a-d: Data for Q4 2012/13 was collected but not analysed due to a staff vacancy, subsequently filled. However, due to competing priorities this analysis has not taken place.

<sup>8</sup> TS1: For 2014/15, this replaces BV66a with a simplified calculation. A direct comparison with previous years outturn is therefore not possible, but data is provided for reference/information.

<sup>9</sup> WL19bii: Direct Dial - from Q1 2012-13 data does not include BTLS seconded staff.

<sup>10</sup> WL121: from 2014/15, BV12 is recoded as since the calculation used was not fully reflective of the BV12 guidance. Calculation for 2014-15 remains the same. From Q3 2012-13 data does not include BTLS seconded staff.

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

<b>PERFORMANCE IMPROVEMENT PLAN</b>	
<b>Indicator</b>	NI 157a Processing of planning applications: Major applications NI 157b Processing of planning applications: Minor applications NI 157c Processing of planning applications: Other applications
<b>Reasons for not meeting target</b>	
<p>This drop in performance reflects a number of factors;</p> <ul style="list-style-type: none"> <li>- A reduced staffing resource as a result of maternity leave.</li> <li>- A significant increase in workloads</li> </ul>	
<b>Brief Description of Proposed Remedial Action</b>	
<p>We advertised a post to cover the maternity absence, but despite a 5 week advertisement, received no applicants.</p> <p>Council gave approval to appoint an additional planning officer on a 2yr fixed term contract. This is out to advert. Unfortunately the benefits of this additional staff resource (if indeed the post is filled) will be offset in the first 12 months, by being unable to fill the maternity cover vacancy.</p> <p>To address the situation, discussions are in progress to see if existing part time officers are in a position to extend their hours; looking at the possible use of staff from outside the Development Management Team and investigating whether adjacent authorities have some spare capacity to assist on a short term basis.</p> <p>Unless a solution can be found, it may be increasingly difficult to meet current performance targets due to the significant increase in workload.</p>	
<b>Resource Implications</b>	From within existing budget
<b>Priority</b>	High
<b>Future Targets</b>	
<b>Action Plan</b>	
<b>Tasks to be undertaken</b>	<b>Completion Date</b>
As set out above	asap

<b>PERFORMANCE IMPROVEMENT PLAN</b>	
<b>Performance indicator</b>	WL24 % Building regulations applications determined within 5 weeks
<b>Reasons for not meeting target</b>	
<p>The failure to achieve the published target for Q3 2014/15 is mainly due to long-term sickness absence, and an associated backlog of work.</p> <p>A lot of the plans awaiting a decision where due that decision over the Christmas period, in a number of these cases the agents / applicants requested an extension of time within which to furnish the council with amendments, if such a request is made we must extend the Decision date to 2 months.</p> <p>There were a number of 'Partner Authority Schemes' submitted where we are not responsible for the plan checking and consequently they are beyond our control.</p>	
<b>Brief Description of Proposed Remedial Action</b>	
Short term re-prioritising of workloads to focus on plan checking and issuing decisions within 5 weeks. Where applicable try and convince Partner Authorities to make decisions within 5 weeks, where this is possible.	
<b>Resource Implications</b>	
None	
<b>Priority</b>	
High	
<b>Future Targets</b>	
No Change at this time	
<b>Action Plan</b>	
<b>Action</b>	<b>Due date</b>
As above.	



<b>PERFORMANCE IMPROVEMENT PLAN</b>	
<b>Indicator</b>	NI 195c Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Graffiti
<b>Reasons for not meeting target</b>	
<p>The second tranche (third quarter) saw an increase of 1.06% above the target figure, which predominately occurred in the land classification of recreational areas. It should be noted that the methodology for gathering the data can include graffiti on privately owned property such as shops, substations etc.</p>	
<b>Brief Description of Proposed Remedial Action</b>	
<p>The removal of graffiti within the recreational parks is co-ordinated by Leisure Services. Street Scene will provide Leisure Services with photographic evidence of extent of the graffiti that classify the area as unsatisfactory.</p>	
<b>Resource Implications</b>	
None	
<b>Priority</b>	
Low	
<b>Future Targets</b>	
Continue with existing target.	
<b>Action Plan</b>	
<b>Tasks to be undertaken</b>	<b>Completion Date</b>
Implement reporting system	March 2015

<b>PERFORMANCE IMPROVEMENT PLAN</b>	
<b>Indicator</b>	WL01: missed bins per 100,000 collections
<b>Reasons for not meeting target</b>	
<p>There has been a 2.2% improvement in the number of missed bins from the previous quarter.</p> <p>The delayed delivery of a service collection vehicle continues to have a negative impact on service delivery.</p>	
<b>Brief Description of Proposed Remedial Action</b>	
<p>The improvement is for the third successive quarter, therefore continue with the existing measures. The anticipated delivery date for the collection vehicle is January 2015.</p>	
<b>Resource Implications</b>	
None	
<b>Priority</b>	
Medium	
<b>Future Targets</b>	
Continue with existing performance target.	
<b>Action Plan</b>	
<b>Tasks to be undertaken</b>	<b>Completion Date</b>
Weekly performance monitoring	March 2015

<b>PERFORMANCE IMPROVEMENT PLAN</b>	
<b>Indicator</b>	TS1- Rent Collected as a % of rent owed (excluding arrears b/f)
<p><b>Reasons for not meeting target</b></p> <p>The target for 2014/15 was increased from the previous target of 97% to 99.83%. The Q3 performance currently stands at 98.18%, it is unlikely that we will hit the new target. The reason for this is that the impact of Welfare Reform e.g. the Social Sector Size Criteria, which is continuing to impact on collection rates. DHP payments generally for existing claimants also ceased from November 2014 onwards. Roll out of Universal Credit from September 2014 which now includes payment for housing costs.</p>	
<p><b>Brief Description of Proposed Remedial Action</b></p> <p>The following actions have already been put in place to minimise impact</p> <ul style="list-style-type: none"> <li>• Revised arrears escalation processes for UC claimants</li> <li>• A dedicated officer to provide Personal Budgeting Support for tenants moving onto UC who have no experience of managing housing costs</li> <li>• Targeted financial inclusion support to maximise income and benefits for tenants</li> <li>• Additional staffing resources within the rent recovery team to target those tenants who have never had to pay rent</li> <li>• Housing staff are part of a wider corporate UC task group who monitor impact and work with partners to mitigate the impact of UC</li> <li>• Regular meetings are held with BTLS benefits service to respond to changes in legislation</li> <li>• Successful bid to DWP for additional staffing resources to support UC. An additional Financial Inclusion Officer is now in post on a 12 month contract</li> <li>• Discussions with those tenants who will no longer receive DHP to explore alternatives including rehousing to smaller accommodation.</li> </ul> <p>We are also looking at incentives to encourage clear rent accounts along with continuing to promote the Direct Debit method of payment.</p>	
<p><b>Resource Implications</b></p> <p>There are resource implications in managing the additional workload resulting from social sector size criteria and UC. Two temporary Housing Assistant positions were agreed and funded to June 2015 to assist with this additional work and a growth bid has been submitted for Council in February to make these posts permanent from June 2015.</p>	
<p><b>Priority</b> High</p>	
<p><b>Future Targets</b></p> <p>Considering Welfare Reform, the cessation of DHP's to existing claimants generally, and the roll out of UC, the target of 99.83% is not going to be achievable. A new target needs to be agreed for the coming financial year where the continued impact of Universal Credit (UC) needs to be factored into calculations. The pilot schemes where full roll out of UC has taken place sees collection rates reduce to as low as 84%. I think this is an area that needs to be reviewed by Cabinet on an annual basis and the figure should be demanding but achievable.</p>	
<b>Action Plan</b>	
<b>Tasks to be undertaken</b>	<b>Completion Date</b>
To agree revised target through Cabinet process	March 2015

<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 adversely affects average number of days to relet.</p> <p>For a number of years the council has been experiencing low demand across many of its sheltered housing schemes. The following properties, let in Quarter 3 had been empty for over 6 months due to the lack of demand for sheltered accommodation: 30 Evenwood Ct, and 41 Evenwood Court. If these properties were excluded from the calculation, relet performance would be below target at 32.9 days for Q3.</p> <p>The Kitchen and Bathroom Refurbishment Programmes have also resulted in inevitable delays in the reletting of those empty properties requiring new kitchens and/or bathrooms.</p>	
<b>Brief Description of Proposed Remedial Action</b>	
<p>Options Appraisals of sheltered schemes have been commissioned.</p> <p>All investment in Category II sheltered schemes will be considered in light of the councils Asset Management Plan.</p> <p>An open day has taken place at Evenwood Court, Tanhouse and further promotional exercises to stimulate demand will be undertaken.</p> <p>Declassification of some additional sheltered schemes has been completed.</p>	
<b>Resource Implications</b>	
Loss of rental income	
<b>Priority</b>	
High	
<b>Future Targets</b>	
<b>Action Plan</b>	
<b>Tasks to be undertaken</b>	<b>Completion Date</b>
Options Appraisals	Ongoing
Asset Management Planning	Ongoing
Promotion of low demand schemes	Complete
Declassification programme	Complete

<b>PERFORMANCE IMPROVEMENT PLAN</b>	
<b>Indicator</b>	<b>WL114:</b> % LA properties with CP12 outstanding
<b>Reasons for not meeting target</b>	
<p>The target has been set at our legal requirement in this area at 0%. This target has been achieved occasionally but, more often than not, there are a handful of properties where the gas appliance has not been serviced in accordance with requirements.</p>	
<b>Brief Description of Proposed Remedial Action</b>	
<p>The current process works reasonably well and the service cycle currently stands at 10 months. This gives 2 months to arrange to service boilers or take legal action. Where legal action is taken, quite often it takes more than 2 months to arrange for the case to be heard in the County Court and there is no way currently that this situation can be short circuited.</p>	
<b>Resource Implications</b>	
<p>A growth bid is being submitted to Members in February to see whether they wish to incur additional costs and have servicing carried out on a more frequent basis.</p>	
<b>Priority</b>	
High	
<b>Future Targets</b>	
No change	
<b>Action Plan</b>	
<b>Tasks to be undertaken</b>	<b>Completion Date</b>
Council to review the time taken between services at February meeting	February 2015

<b>PERFORMANCE IMPROVEMENT PLAN</b>	
<b>Indicator</b>	WL108 Average waiting time for callers to the Contact Centre (seconds)
<p><b>Reasons for not meeting target</b></p> <p>It should be noted that the target was missed by just less than 18 seconds. During the period, we have had a vacant post due to the retirement of the previous post holder, some short term staff sickness and also a slight increase in call volume regarding refuse &amp; recycling collection issues.</p>	
<p><b>Brief Description of Proposed Remedial Action</b></p> <ul style="list-style-type: none"> <li>• Continued close liaison with colleagues in Street Scene – regular meetings have been scheduled.</li> <li>• Continued close monitoring of call handling times together with any future sickness within the team.</li> </ul>	
<p><b>Resource Implications</b></p> <p>The vacant post has now been filled.</p>	
<p><b>Priority</b> High</p>	
<p><b>Future Targets</b></p> <p>Outturn has been over 30 seconds for the last two years. The Contact Centre now directly delivers many more services and our focus is on providing quality services to ensure that customer queries are resolved efficiently during every call and therefore at the first point of contact. This can impact on wait times as calls are taking slightly longer to resolve.</p>	
<b>Action Plan</b>	
<b>Tasks to be undertaken</b>	<b>Task Completion Date</b>
See above comments.	Ongoing.