





APPENDIX A: QUARTERLY PERFORMANCE INDICATORS











Icon key					
PI Status		Performance against same quarter previous year			
	OK (within 0.01%) or exceeded	22		Improved	15
	Warning (within 5%)	3		Worse	11
	Alert (by 5% or more)	5		No change	6
	Data only	2	/	Comparison not available	0
	Awaiting data	2		Awaiting data	2
N/A	Data not collected for quarter	0			
Total number of indicators		34			

Shared Services ¹

PI Code & Short Name	Q2 2013/14	Q3 2013/14	Q4 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	Q1 2015/16	Q2 2015/16	Current Target	Comments	Q2 15/16 vs Q2 14/15	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value					
ICT1 Severe Business Disruption (Priority 1)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	99.0%			
ICT2 Minor Business Disruption (P3)	100.0%	100.0%	100.0%	100.0%	100.0%	99.0%	99.0%	99.0%	99.0%	97.0%			
ICT3 Major Business Disruption (P2)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	97.0%			
ICT4 Minor Disruption (P4)	99.0%	99.0%	99.0%	99.0%	99.0%	99.0%	99.0%	99.0%	99.0%	97.0%			
B1 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events (ytd)	7.66	8.31	7.44	6.79	7.66	8.23	6.62	8.89	8.07	12.00			
B2 Overpayment Recovery of Housing Benefit overpayments (payments received)	£84,613	£123,567	£170,909	£34,524	£82,895	£130,906	£203,868	£67,408	£149,382	£84,611			
R1 % of Council Tax collected	55.47%	82.85%	95.32%	28.95%	56.11%	83.60%	96.03%	29.64%	56.69%	54.90%			
R2 % council tax previous years arrears collected	11.71%	16.94%	20.94%	3.38%	12.36%	27.34%	33.56%	8.97%	25.31%	12.36%			

PI Code & Short Name	Q2 2013/14	Q3 2013/14	Q4 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	Q1 2015/16	Q2 2015/16	Current Target	Comments	Q2 15/16 vs Q2 14/15	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
R3 % of Non-domestic Rates Collected	58.57%	84.58%	95.53%	30.75%	58.26%	83.29%	96.40%	28.09%	54.83%	54.70%			
R4 % Sundry Debtors % of revenue collected against debt raised	66.83%	71.07%	90.05%	62.59%	79.34%	86.49%	90.73%	72%	83.67%	65.75%			

Housing & Regeneration

PI Code & Short Name	Q2 2013/14	Q3 2013/14	Q4 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	Q1 2015/16	Q2 2015/16	Current Target	Comments	Q2 15/16 vs Q2 14/15	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
HS1 % Housing repairs completed in timescale	96.57%	96.46%	96.68%	96.36%	95.86%	96.58%	97.36%	97.04%	96.11%	97.00%	Head of Service's amber assessment: improvement plan not required.		
HS13 % LA properties with CP12 outstanding	0.04%	0.01%	0.1%	0.1%	0.04%	0.06%	0.1%	0.05%	0.01%	0%	Reported performance is an average from months in the period. August and September both had 0 properties outstanding. Target based on legal requirement for all eligible properties to have certificate. No plan has been prepared but we continue to focus on rigorous procedures to ensure compliance.		
TS1 Rent Collected as a % of rent owed (excluding arrears b/f) ²	97.58	98.25	98.47	99.2	98.04	98.18	98.65	102.3	100.12	97.00	A higher than anticipated rent collection rate in Q1 was achieved which has been maintained and carried on into Q2		
TS24a Average time taken to re-let local authority housing (days) - GENERAL NEEDS	49.52	58.10	65.74	30.25	18.19	22.77	29.42	26.63	25.93	28.00			
TS24b Average time taken to re-let local authority housing (days) - SUPPORTED NEEDS	64.73	98.01	62.31	79.20	41.39	65.66	92.24	60.33	63.09	50.00	Figure skewed by the allocation of 1 long term category II sheltered void. If this were excluded turnaround time would be within target. Improvement plan attached at Appendix B1		







Planning

PI Code & Short Name	Q2 2013/14	Q3 2013/14	Q4 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	Q1 2015/16	Q2 2015/16	Current Target	Comments	Q2 15/16 vs Q2 14/15	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
NI 157a Processing of planning applications: Major applications ³	77.78%	54.55%	85.71%	100%	76.92%	44.44%	62.50%	100%	100%	65.00%		↑	✔
NI 157b Processing of planning applications: Minor applications	84.62%	82.43%	72.15%	74.67%	70.00%	70.59%	80.88%	72.22%	66.15%	75.00%	Outturn is above the government target of 65%. Improvement plan attached at Appendix B2	↓	⛔
NI 157c Processing of planning applications: Other applications	93.02%	92.99%	84.35%	79.83%	76.10%	84.51%	88.71%	85.03%	83.33%	85.00%	Improvement plan attached at Appendix B2	↑	⚠











Transformation









PI Code & Short Name	Q2 2013/14	Q3 2013/14	Q4 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	Q1 2015/16	Q2 2015/16	Current Target	Comments	Q2 15/16 vs Q2 14/15	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
BV8% invoices paid on time	97.03%	97.75%	96.24%	96.53%	98.44%	98.73%	99.27%	99.06%	98.65%	98.24%		↑	✔
WL19b(ii) % Direct Dial calls answered within 10 seconds ⁴	80.18	80.49	81.82	82.01	81.50	82.13	82.28	81.30	80.80	82.21	This relates to 64,735 calls. 89.7% of which were answered within 20 seconds. Head of Service's amber assessment: improvement plan not required. Information has been circulated to staff to remind them of telephone protocol during absences from their desk.	↓	⚠
WL90 % of Contact Centre calls answered	93.6%	92.6%	91.3%	93.1%	93.6%	91.1%	91.6%	90.6%	93.8%	91.0%		↑	✔
WL108 Average answered waiting time for callers to the contact centre (seconds)	17.00	25.00	34.00	20.00	24.00	44.00	31.00	43.00	23.00	30.00		↑	✔
WL121 Working Days Lost Due to Sickness Absence	2.74	2.88	1.87	1.71	1.93	2.32	2.76	2.61	2.73	2.02	Improvement plan attached at Appendix B3	↓	⛔

Community Services

PI Code & Short Name	Q2 2013/14	Q3 2013/14	Q4 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	Q1 2015/16	Q2 2015/16	Current Target	Comments	Q2 15/16 vs Q2 14/15	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
WL08a Number of Crime Incidents	1,403	1,449	1,329	1,312	1,277	1,277	1,105	1,120	1,169				
WL_18 Use of leisure and cultural facilities (swims and visits) ⁵	313,674	243,378	326,547	310,875	315,366	254,704	322,129	314,915	303,157				

Street Scene

PI Code & Short Name	Q2 2013/14	Q3 2013/14	Q4 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	Q1 2015/16	Q2 2015/16	Current Target	Comments	Q2 15/16 vs Q2 14/15	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
NI 191 Residual household waste per household (Kg) ⁶	111.36	140.5	134.38	133.82	125.47	129.69	117.6	122.66	(124.96)	123.75	Provisional amber outturn. Awaiting external confirmation of data.		
NI 192 Percentage of household waste sent for reuse, recycling and composting ⁶	42.16%	39.93%	37.10%	50.88%	49.70%	41.66%	41.08%	51.08%	(51.37%)	50.00%	Provisional above target outturn. Awaiting external confirmation of data. Traditionally Q1 and Q2 provide the highest composting figures.		
NI 195a Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Litter	0.83%	1.67%	0.16%	N/A	1.17%	1.00%	0.33%	N/A	1.17%	1.61%	Survey carried out three times each year. No data for Q1.		
NI 195b Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Detritus	7.09%	2.70%	2.47%	N/A	2.75%	2.50%	8.89%	N/A	3.41%	5.00%	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	0.33%	0.00%	0.17%	N/A	0.33%	2.17%	1.00%	N/A	0.00%	1.00%	Survey carried out three times each year. No data for Q1.		

PI Code & Short Name	Q2 2013/14	Q3 2013/14	Q4 2013/14	Q1 2014/15	Q2 2014/15	Q3 2014/15	Q4 2014/15	Q1 2015/16	Q2 2015/16	Current Target	Comments	Q2 15/16 vs Q2 14/15	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
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	0.00%	0.00%	0.00%	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	63.54	65.40	134.20	90.52	87.07	85.20	74.23	81.12	93.34	70.00	Improvement plan attached at Appendix B4		
WL06 Average time taken to remove fly tips (days)	1.07	1.08	1.12	1.12	1.06	1.08	1.09	1.07	1.05	1.09			
WL122 % Vehicle Operator Licence Inspections Carried Out within 6 Weeks	N/A	N/A	N/A	100%	100%	100%	100%	100%	100%	100%			

Notes:

¹ Managed through LCC/BTLS contract. Contractual targets are annual. Quarter targets are provided as a gauge for performance only. Improvement plans are not provided since actions planned to improve performance are discussed and managed through contractual monthly Quality of Service meetings. ICT data and RBS data reflect progress to year end.

² TS1: For 2014/15, this replaced BV66a with a simplified calculation. A direct comparison with 2013/14 outturn is therefore not possible, but data is provided for reference/information.

³ 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.

⁴ WL19bii / WL121: Data does not include BTLS seconded staff.

⁵ WL18: from Q1 2014/15, Community Resource Centre (CRC) data is no longer included. Data from 2013/14 has been restated without CRC to allow comparison with previous performance.

⁶ NI191-192: Data is provided to WLBC with a time lag due to time involved to confirm final figures.

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

Following the annual review of PIs, the following changes to QPIs were approved by Cabinet for 2015/16:

TS1 Rent Collected – target changed to 97% from 99.83%; WL90 % of Contact Centre calls answered – target changed to 91% from 90.6%; WL108 Average answered waiting time for callers – target changed to 30 from 26.25s; NI 191 Residual household waste per household – target changed to 495 from 493.91kg; NI 192 Percentage of household waste sent for reuse, recycling and composting – target changed to 50% from 47.58%; NI 195b Improved street and environmental cleanliness (levels of detritus) – target changed to 5% from 7.33%; NI 195c Improved street and environmental cleanliness (levels of graffiti) – target changed to 1.00% from 1.11%; WL01 missed bins – target changed to 80 from 70; WL08a Number of Crime Incidents & WL_18 Use of leisure and cultural facilities – reported as data only; WL24 Building Regs within 5 weeks – annual outturn only.

PERFORMANCE IMPROVEMENT PLAN	
Indicator	TS24b - Average time taken to re-let local authority housing (days) - SUPPORTED NEEDS
Reasons for not meeting target	
<p>Three 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. Three properties let in Quarter 2 had been empty for over 6 months due to the lack of demand for sheltered accommodation. Letting these properties skews the performance figures.</p> <p>If these were to be excluded the quarters performance would be on target at 28.6 days.</p>	
Brief Description of Proposed Remedial Action	
<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 Council's Asset Management Plan. Improvements to Evenwood Court, Tanhouse are planned.</p> <p>Facebook is now being utilised to generate demand plus further promotional exercises will be undertaken as appropriate.</p>	
Resource Implications	
Loss of rental income	
Priority	
High	
Future Targets	
Action Plan	
Tasks to be undertaken	Completion Date
Options Appraisals	Ongoing
Asset Management Planning	Ongoing
Promotion of low demand schemes	Complete
Declassification programme	Complete

PERFORMANCE IMPROVEMENT PLAN	
Indicator	NI 157b Processing of planning applications: Minor applications NI 157c Processing of planning applications: Other applications
Reasons for not meeting target	
<p>This drop in performance reflects a number of factors;</p> <ul style="list-style-type: none"> - A reduced staffing resource as a result of long term sickness absence . - A significant increase in workloads 	
Brief Description of Proposed Remedial Action	
<p>We experienced considerable staffing difficulties in Q2 when a member of the team who primarily deals with minor and other applications was on long term sick leave. This coincided with the annual holiday period and a higher level of workload due to the economic upturn. The member of staff has now returned to work and following a phased return has resumed dealing with a full caseload of applications.</p>	
Resource Implications	From within existing budget
Priority	High
Future Targets	
Action Plan	
Tasks to be undertaken	Completion Date
As set out above.	Completed

PERFORMANCE IMPROVEMENT PLAN	
Indicator	WL121 Working Days Lost Due to Sickness Absence
Reasons for not meeting target	
<p>The Council's target for 2015/16 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 (FTE). The quarterly outturn for the period Q2 showed an outcome of 2.73 days per FTE. This compares to the Q1 period, which shows an outturn figure of 2.61.</p> <p>All cases continue to be closely monitored and are intensely managed by Service managers, assisted by the HR team. However, there remain a number of long term absence cases, which by their nature, have been complex and difficult to resolve quickly. The HR team and Managers continue to work closely with staff and trade unions to facilitate speedy returns or other solutions, such as exits from the organisation where appropriate.</p>	
Brief Description of Proposed Remedial Action	
<ul style="list-style-type: none"> • Heads of Service will continue to closely monitor sickness levels within their respective service areas and take urgent action as necessary in line with the Sickness Absence Policy • The Council will continue to focus on providing detailed management information to assist managers in identifying all short-term cases of sickness absence which have exceeded the agreed 'trigger' levels, together with all on-going long-term cases of sickness absence. • The HR team will continue to meet with individual Heads of Service, where appropriate, to provide advice and support to ensure managers have the continued skills and confidence to address absence issues appropriately. • The HR team will provide enhanced support in the day to day management of sickness cases, and encourage a robust approach to the use of the existing policy to manage sickness absences. • The Council will continue to work closely with the Occupational Health provider (OH Assist) 	
Resource Implications	
Timely interventions and practical support from the HR Team and OH Assist will continue to be needed by managers, which can make a real positive difference to attendance levels.	
Priority	
High	
Future Targets	
Continue with existing target.	
Action Plan: Tasks to be undertaken	Completion Date
See proposed remedial action (above)	Ongoing

PERFORMANCE IMPROVEMENT PLAN	
Indicator	WL01: missed bins per 100,000 collections
Reasons for not meeting target	
<p>Due to a loss of regular drivers (Team Leaders) there was an impact on “local knowledge” in the collection area. During the period 322,349 collections of residual waste took place across the borough, and of the 298 missed bins, 121 (41%) were from the Skelmersdale area, a part of the borough where this local knowledge is particularly beneficial.</p>	
Brief Description of Proposed Remedial Action	
<p>The introduction of the in-cab communication system will assist all collection team members that are unfamiliar with a collection round. The system will provide the driver with the opportunity to refer to a collection round and therefore reduce the likelihood of missed collections.</p> <p>A revision of what constitutes a missed collection should be considered, possibly limiting the reporting period to 24 hours after the day of collection.</p>	
Resource Implications	
Purchase of in-cab communications - the funding of the system has been identified and approved.	
Priority	
Medium	
Future Targets	
Continue with existing performance target.	
Action Plan	
Tasks to be undertaken	Completion Date
Weekly performance monitoring	March 2016