

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%)	4
	Alert (by 5% or more)	7
	Data only	2
N/A	Data not collected for quarter	0
	PIs awaiting data	0
	'Data only' awaiting data	1
	Improved	10
	Worse	17
	No change	3
/	Comparison not available	0
	Awaiting data	1
Total number of indicators/data items		31

Shared Services ¹



PI Code & Short Name	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Current Target	Comments	Q4 17/18 vs Q4 16/17	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value					
ICT1 Severe Business Disruption (Priority 1) (ytd)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	99.0%	Q4 outturn is year to date; annual target of 99% was exceeded		
ICT2 Minor Business Disruption (P3) (ytd)	98.0%	98.0%	97.0%	98.0%	98.0%	98.0%	99.0%	99.0%	99.0%	97.0%	Q4 outturn is year to date; annual target of 97% was exceeded		
ICT3 Major Business Disruption (P2) (ytd)	92.0%	100.0%	92.0%	94.0%	96.0%	100.0%	100.0%	100.0%	100.0%	98.0%	Q4 outturn is year to date; annual target of 98% was exceeded		
ICT4 Minor Disruption (P4) (ytd)	98.0%	99.0%	99.0%	99.0%	99.0%	98.0%	99.0%	99.0%	99.0%	98.0%	Q4 outturn is year to date; annual target of 98% was exceeded		
B1 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events (ytd)	7.02	7.22	7.24	8.10	6.41	6.87	7.10	6.93	5.63	12.00	Q4 outturn is year to date; annual target of 12 days was exceeded		
B2 Overpayment Recovery of Housing Benefit overpayments (payments received) ytd	£276,577	£79,368	£157,338	£226,000	£311,409	£69,860	£140,362	£212,841	£294,695	£195,000	Q4 outturn is year to date; annual target of £195K was exceeded. Direct over performance against the target of approx. £100K.		
R1 % of Council Tax collected	97.02%	29.38%	56.67%	84.38%	96.74%	29.30%	56.28%	83.97%	96.51%	97.10%	Q4 outturn is year to date; annual target of 97.10% was narrowly missed. Annual		

PI Code & Short Name	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Current Target	Comments	Q4 17/18 vs Q4 16/17	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
											outturn equates to a shortfall of approximately £350k against a total annual liability of £59m. Direct impact of this to WLBC is 13% (£45k). Previous Performance Plan in progress. See Appendix C.		
R2 % council tax previous years arrears collected	37.31%	9.98%	17.3%	22.54%	26.82%	7.13%	13.37%	18.22%	26.78%	24.50%	Q4 outturn is year to date; annual target of 24.50% was exceeded. Direct over performance against the target of approx. £20K	↓	✓
R3 % of Non-domestic Rates Collected	98.32%	29.27%	56.87%	82.98%	97.72%	29.18%	55.15%	80.66%	98.18%	97.20%	Q4 outturn is year to date; annual target of 97.20% was exceeded. Direct over performance against the target of approx. £127k	↑	✓
R4 Sundry Debtors % of revenue collected against debt raised	95%	66.42%	72.43%	80.87%	95.06%	39.49%	74.71%	87.99%	95.78%	89.10%	Q4 outturn is year to date; annual target of 89.10% was exceeded. Direct over performance against the target of approx. £511k.	↑	✓







Development & Regeneration Services











PI Code & Short Name	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Current Target	Comments	Q4 17/18 vs Q4 16/17	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
NI 157a Processing of planning applications: Major applications	81.82%	100%	92.31%	71.43%	83.33%	100%	100%	100%	87.50%	65.00%	Annual performance of 97.22% exceeded annual target of 65%.	↑	✓
NI 157b Processing of planning applications: Minor applications	62.26%	70.97%	91.67%	96.49%	94.67%	76.56%	93.90%	93.62%	89.09%	75.00%	Annual performance of 88.31% exceeded annual target of 75%.	↓	✓
NI 157c Processing of planning applications: Other applications	80.00%	85.95%	96.64%	92.68%	89.52%	87.31%	93.62%	94.87%	96.15%	85.00%	Annual performance of 93.05% exceeded annual target of 85%.	↑	✓

Finance and HR Services

PI Code & Short Name	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Current Target	Comments	Q4 17/18 vs Q4 16/17	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
WL_121 Working Days Lost Due to Sickness Absence ⁴	9.64	8.89	7.61	7.40	7.44	6.92	7.54	7.67	8.28	8.08	Q4 outturn is year to date; annual target of 8.08 was narrowly missed Performance Plan attached as Appendix B1.		

Housing & Inclusion Services





PI Code & Short Name	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Current Target	Comments	Q4 17/18 vs Q4 16/17	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
HS1 % Housing repairs completed in timescale	95.38%	94.93%	97.42%	98.13%	98.40%	95.88%	96.06%	98.44%	99.10%	97.00%	Annual performance of 97.37% exceeded annual target of 97%.		
HS13% LA properties with Landlord Gas Safety Record outstanding	0.13%	0.13%	0.22%	0.07%	0.19%	0.16%	0.13%	0.15%	0.49%	0.00%	Reported performance is an average from months in the period. Target based on legal requirement for all eligible properties to have certificate. Annual performance of 0.49% did not achieve target of 0%. Outturn represents around 27 properties as at the end of March. As of 25 April this is down to 1. The increase in Q4 was a temporary effect from updating our processes to improve compliance and monitoring procedures. Performance Plan attached as Appendix B2.		
TS1 Rent Collected as a % of rent owed (excluding arrears b/f)	99.81	102.3	99.96	99.96	99.09	102.46	99.97	100.5	99.48	99.00	Q4 outturn is year to date; annual target of 99% was exceeded. Income collection rates exceeded target which is a significant achievement as more tenants move to Universal Credit (UC) and monthly housing payments in arrears since Universal Credit full service		





PI Code & Short Name	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Current Target	Comments	Q4 17/18 vs Q4 16/17	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
											went live on 13 th December 2017. All efforts are being made to minimise arrears and this is becoming more challenging in light of UC, and become responsible for their own rent payments. We have a total of 628 tenants on UC. The Income team are prioritising tenants who need budgeting support and we have a dedicated officer working on this. Requests for direct payments into the rent account from the DWP are made for those in arrears. We have continued to make best use of the discretionary housing payment budget to support those tenants affected by the Welfare Reforms.		
TS11 % of rent loss through dwellings being vacant	1.74%	1.76%	1.79%	1.8%	1.79%	1.84%	1.79%	1.87%	1.59%	2.00%	Q4 outturn is year to date; annual target of 2.00% was exceeded.		
BV8 % invoices paid on time	98.36%	98.54%	98.33%	98.65%	98.37%	99.11%	98.05%	98.79%	98.13%	98.75%	Quarter data relates to 11,870 invoices. Annual outturn of 98.5% narrowly missed target of 98.75%. Head of Service assessment: performance plan not required		
WL19bii Direct dial calls answered within 10 seconds ²	81.00%	80.15%	79.95%	82.41%	82.69%	81.39%	81.24% ²	80.07% ²	78.43%	82.21%	Quarter data relates to 52,344 calls. Annual outturn of 80.26% narrowly missed target of 82.21%. Head of Service assessment: performance plan not required		
WL90 % of Contact Centre calls answered	91.1%	92.2%	94.6%	93.7%	91.9%	80.1%	90.3%	88.3%	71.89%	91.0%	Annual outturn of 81.69% did not achieve target of 91.0%. This relates to 123,448 calls in 2017/18, compared with 102,646 in 2016/17. Performance Plan in progress, see Appendix C.		
WL108 Average answered waiting time for callers to the contact centre (seconds) ³	60.00	64.00	47.00	58.00	69.00	163.00	83.00	102.00 ³	214.00	60.00	Quarter performance was heavily impacted by additional calls around changes to bin collections and the new subscription period for green waste. Annual outturn did not achieve target. A single annual outturn figure cannot be provided as a new telephony system was		

											introduced in December 2017. Figures reported are averages, so data cannot be combined, but quarter data demonstrates annual target is not met. Performance Plan in progress, see Appendix C.		
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Environment & Leisure Services

PI Code & Short Name	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Current Target	Comments	Q4 17/18 vs Q4 16/17	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
WL08a Number of Crime Incidents	1,205	1,359	1,224	1,388	1,199	1,432	1,504	1,559	1,509		Annual outturn is 6,004		
WL_18 Use of leisure and cultural facilities (swims and visits) ¹⁴	331,443	307,707	311,904	245,996	348,199	318,045	333,750	229,272	341,491		Chapel Gallery data pending.		
NI 191 Residual household waste per household (Kg) ⁵	138.46	128.7 ⁶	121.00	125.32	126.71 ⁷	133.82 ⁸	127.18	127.81	131.67	125	Due to the time lag as a result of validation procedures, quarter outturn reports data validated during the quarter. Annual outturn will reflect the collections actually made (not validated) within 2017/18. Annual data therefore still pending. Performance Plan in progress, see Appendix C.		
NI 192 Percentage of household waste sent for reuse, recycling and composting ⁵	41.81%	42.05% ⁹	54.16%	51.41%	43.42% ¹⁰	38.57% ¹¹	47.38%	44.41%	37.23%	50.00%	Due to the time lag as a result of validation procedures, quarter outturn reports data validated during the quarter. Annual outturn will reflect the collections actually made (not validated) within 2017/18. Annual data therefore still pending. Performance Plan in progress, see Appendix C.		
NI 195a Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Litter	2.00%	N/A	1.33%	1.11%	0.00% ¹²	N/A	1.22%	0.33%	0.67%	1.61%	Annual performance of 0.76% exceeded annual target of 1.61%.		

NI 195b Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Detritus	5.47%	N/A	3.24%	2.96%	2.05% ¹²	N/A	3.13%	3.86%	6.17%	5.00%	Annual performance of 4.37% exceeded annual target of 5.00%. Performance plan not provided as annual outturn within target.		
WL01 No. residual bins missed per 100,000 collections	97.41	73.06	75.87	78.68	79.62	91.48	93.36	74.31	116.77	80.00	Annual performance of 93.98 did not achieve target of 80. Performance Plan in progress, see Appendix C.		

PI Code & Short Name	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Current Target	Comments	Q4 17/18 vs Q4 16/17	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
WL06 Average time taken to remove fly tips (days)	1.08	1.03	1.05	1.03	1.03	1.03	1.03	1.05	1.07	1.09	Annual performance of 1.04 exceeded annual target of 1.09.		
WL122 % Vehicle Operator Licence Inspections Carried Out within 6 Weeks	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	Annual performance of 100% met annual target of 100%		

¹ Managed through LCC/BTLS contract. Contractual targets are annual. Quarter targets are provided as a gauge for performance only. ICT data and RBS data reflect progress to year end. ICT 4 Q4 2016/17 data previously reported as 100% (which was December 2016 performance) rather than year to date 99%

² WL19bii: Data does not include BTLS seconded staff. Data for Q2 2017/18 was only for the period 01.07 – 15.09.17; Q3 data from 13.10.17.

³ WL108: new telephony platform issues impacted. Data entered for Q3 17/18 refers to 01.10.17–12.12.17. Data from 13.12.17 when new telephony platform installed was 106s.

⁴ WL_121: Data does not include BTLS seconded staff. From 2016/17, quarter data shows a rolling 12 month outturn against the annual target rather than 'within quarter' performance. Outturns of previous quarters re-stated to show this.

⁵ NI191-192: Data is provided to WLBC with a time lag due to time involved to confirm final figures. The quarter data provided therefore reflects an outturn verified within the quarter rather than an outturn produced within the quarter. Data shown has been re-stated to reflect this change.

⁶ NI191: Data restated from the originally published 131.82; ⁷ Data restated from the originally published 121.6. NB these outturns and time periods have been adjusted from those originally published in line with the revised reporting arrangements. ⁸Data restated from originally published 130.26

⁹ NI192: Data restated from originally published 40.61; ¹⁰ Data restated from originally published 44.43. NB these outturns and time periods have now been adjusted from those originally published in line with the revised reporting arrangements. ¹¹ Data restated from originally published 40.93

¹² NI195a - previously reported as 0.65%; NI195b - previously reported as 2.19%

¹³ WL06: Data restated from originally published Q1 1.07, Q2 1.01 2016/17.

¹⁴ WL18 - Chapel Gallery data forms part of this PI and is now managed through the Development & Regeneration Service.

Following the annual review of PIs, the following changes to QPIs were approved by Cabinet in March 2017 for 2017/18: *B2: Overpayment Recovery of Housing Benefit overpayments (payments received)* – annual target changed from £170K to £195K. Quarter profile changed to reflect this; *NI191: Residual household waste per household* and *NI192: Percentage of household waste sent for reuse, recycling and composting* - Quarter reporting period amended. There is a significant lag in reporting data for each quarter due to the external reporting and validating process. This has frequently meant that there is no quarterly data reportable for these PIs within the relevant quarter report. To allow quarterly figures to be monitored, data validated during the period being monitored will now be reported, and this will refer to outturn of the previous quarter; *TS1: Rent Collected as a % of rent owed (excluding arrears b/f)* - target changed from 97% to 99%; *TS24a: Average time taken to re-let local authority housing (General Needs)* and *TS24b: Average time taken to re-let local authority housing (Supported Needs)*. These PIs have been replaced by *TS11: % of rent loss through dwellings being vacant*, which identifies how much money is being lost through delays in turnaround of properties for letting; *WL108: Average answered waiting time for callers to the contact centre* - target decreased from 50 to 60 seconds to reflect end of year outturn. Since this PI was introduced the contact centre service has developed to provide greatly increased call resolution at first point of contact which has resulted in call duration being longer. Whilst maintaining an efficient contact centre remains integral to our customer service, the resourcing of this needs to be balanced with the promotion of other access routes for services via the Council's Digital Preference initiative and the drive for channel shift. To support this approach, the annual target will therefore reflect annual outturn. 'NI' and 'BV' coding retained for consistency/comparison although national reporting no longer applies.

PERFORMANCE PLAN	
Indicator	WL121 Working Days Lost Due to Sickness Absence
Reasons for not meeting target	
<p>The Council's target for 2017/2018 is to achieve (not more than) 8.08 working days lost per employee, measured on a rolling 12-month basis. For Quarter 4 the outturn position was 8.28 days. This is the culmination of what has been a slow increase in sickness absence over the last 3 quarters.</p> <p>To help to ensure that sickness absence is being managed effectively the HR Team will now liaise more closely with the relevant line managers to monitor and support them in undertaking timely Stage 1 or Stage 2 interviews, as appropriate. Heads of Service will also be updated by HR on ongoing case management issues.</p> <p>The HR Team will also provide training on attendance management to DMTs, as requested.</p> <p>In relation to Long Term Sickness Absence, the HR Officers will discuss with Line Managers the actions being taken in regard to each of these cases to ensure appropriate measures are being taken.</p>	
Additional commentary	
<ul style="list-style-type: none"> • Heads of Service will continue to closely monitor sickness levels within their respective service areas and take appropriate 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 Line Managers and Heads of Service, where appropriate, to provide advice and support to ensure managers have the skills and confidence to address absence issues appropriately. • The Council will continue to work closely with the Occupational Health provider (Wellbeing Partners). • Consider redistribution of a leaflet/communication to all staff which further publicises the requirements of the Management of Sickness Absence Policy. • An e-learning system has a course to support managers to provide more effective training on sickness management. 	
Resource Implications	
Timely interventions by Managers and pro-active, practical support from the HR Team, together with Wellbeing Partners will help to maximise attendance levels.	
Priority	
High	
Future Targets	
Continue with existing target.	
Action Plan	
Tasks to be undertaken	Completion Date
See actions (above)	Ongoing

PERFORMANCE PLAN	
Indicator	HS13% LA properties with Landlord Gas Safety Record outstanding
Reason(s) for not meeting target	
<p>The spike in numbers seen in Q4 was a temporary effect from adopting smarter ways of working through the transfer of servicing data from spreadsheet onto our core housing system, QL, combined with technical difficulties updating progress with our contractor. Although the change caused a temporary lack of visibility, which compromised our ability to intervene effectively, the long term outcomes are improved procedures and monitoring.</p>	
Additional Commentary	
<p>The underperformance represents 27 gas services at the end of March, however as of 25th April this is down to 1.</p> <p>All technical issues mentioned above are now resolved and a positive outcome from the additional focus on gas servicing has given better insight into our main gas servicing challenge - getting access to the property. New proactive procedures are currently being finalised to support the policy and further improvements to the process will be embedded to achieve 0% certificates outstanding. Work to date has included:</p> <ul style="list-style-type: none"> • Provide full detailed programme data to Gas Servicing Contractor, including individual expiry dates for gas services relating to each property. • Establish detailed performance monitoring data to share across all teams. • Organise fortnightly Gas Servicing Monitoring meetings to enable early indication and prompt resolution of any issues • Take more prompt action on properties where abandonment is suspected. <p>Tasks will impact from April 2018 and onwards.</p>	
Proposed Actions	
<ul style="list-style-type: none"> • Improve communications to tenants • Improve information to take account of previous issues with access when planning works for servicing engineers and consider amendments to the allocation of areas to the servicing programme to allow a more even spread of work during the year. 	
Resource Implications	
<p>Operative time spent visiting addresses with Gas Servicing outstanding to be paid in addition to contractual servicing costs.</p> <p>Additional staff time serving notices and contacting tenants who have been unavailable for their annual gas service.</p>	
Priority	
High	
Future Targets	
2018/19 Target remains 0%	
Action Plan	
Tasks to be undertaken	Completion Date
Improve communications to tenants	June 2018
Improve information to take account of previous issues with access when planning works for servicing engineers and consider amendments to the allocation of areas to the servicing programme to allow a more even spread of work during the year.	June 2018

ACTIONS FROM PREVIOUS PERFORMANCE PLANS

APPENDIX C

Indicator	Task created following Q	Tasks to be undertaken	Completion Date	Progress	Comment/Impact
R1 % of Council Tax collected / R3 % of Non-domestic Rates Collected	Q2 17/18	Implementation of new Management Information Software to assist identification of areas for focus – Go Live in November	November 2018	Complete	Q4 outturn/annual outturn for NNDR was on target.
		Increased monitoring and review of high value recovery cases to target non payers	Ongoing		Q4 outturn for Council Tax narrowly missed target by 0.6%.
		Liaising closely with Valuation Office to ensure accurate Rating Lists maintained	Ongoing		Annual outturn equates to a shortfall of approximately £350k against a total annual liability of £59m. Direct impact of this to WLBC is 13% (£45k). Above target performance in other collection areas means that the overall net position for income collection through the BTLS Revenues Service for WLBC was circa £700k above target.
		Appointment of specialist Revenues Agency worker to assist in maximising collection process		Complete	
WL108 Average answered waiting time for callers to the contact centre & WL90 % of Contact Centre calls answered	Q1 17/18	Continue discussions with the project/ implementation team to plan subscriptions for year 2.	January 2018	Complete. Online subscriptions opened on 12 th March with telephone subscriptions opening on 5 th May 2018 to actively encourage residents to sign up online.	Outturn for WL90 was Amber and for WL108 Red for Q4.
		Use data gathered from the initial subscriptions to target all current subscribers with information about year 2 and to actively encourage them to subscribe online.	March 2018	Complete. Targeted messages were sent to year 1 subscribers ahead of the online subscription opening on 12 th March 2018 to encourage them to re-subscribe online.	Performance in Q4 has been heavily impacted by an unprecedented level of calls relating to changes to bin collections and the new subscription period for 2018.

NI 191 Residual household Waste per Household	Q1 17/18	Monthly performance monitoring	Ongoing	Underway.	Performance for Q4 was Red. It is difficult to influence waste presented by households. Regionally, Lancashire is expecting a 3% increase residual waste.
NI 192 Percentage of Household Waste sent for reuse, recycling and composting.	Q1 17/18	Publicity plan publicising/promoting the garden waste collection service	April 2018	Complete.	Performance for Q4 was Red. The publicity plan is now being rolled out with press advertisements, leaflets etc It is anticipated to have an impact at the start of the new subscription season - first quarter in 2018/19.
WL01: Missed Bins per 100,000 Collections	Q1 17/18	Continue to monitor performance	Ongoing	Underway	These tasks were anticipated to show an impact on performance from October (Q3). Performance for Q3 was Green, however Q4 is Red. Action work is still underway.
		Review performance indicator	September 2018	A more precise number of properties/bins will be determined through the route optimisation project. Originally anticipated to conclude by March 2018, the results of the report will now be completed in the summer with a report to members in the autumn.	
		Review classification of missed bins	September 2018	Originally anticipated to conclude by March 2018.	

Performance plans often include actions which, by the time of publication, have already been completed and/or become part of the day to day ongoing operations of a service. The above table details those actions from Performance Plans in previous quarters that contained a future implementation date.