

# APPENDIX A: QUARTERLY PERFORMANCE INDICATORS

PI Status			Performance against same quarter previous year		
	OK (within 0.01%) or exceeded	21		Improved	14
	Warning (within 5%)	6		Worse	13
	Alert (by 5% or more)	5		No change	5
	Data only	5	/	Comparison not available	5
N/A	Data not collected for quarter	0		Awaiting data	1
	PIs awaiting data	1			
	'Data only' awaiting data	1			
Total number of indicators/data items					38

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

PI Code & Short Name	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Current Target	Comments	Q4 18/19 vs Q4 17/18	Quarter Status
	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%	NB: The ICT PIs are provided as whole numbers only. Q4 outturn is year to date; annual target of 99% was exceeded		
ICT2 Minor Business Disruption (P3)	98%	98%	99%	99%	99%	99%	99%	99%	99%	97%	Q4 outturn is year to date; annual target of 97% was exceeded		
ICT3 Major Business Disruption (P2)	96%	100%	100%	100%	100%	100%	100.0%	100%	100%	98%	Q4 outturn is year to date; annual target of 98% was exceeded		
ICT4 Minor Disruption (P4)	99% <sup>1</sup>	98%	99%	99%	99%	99%	99%	99%	99%	98%	Q4 outturn is year to date; annual target of 98% was exceeded		
R1 % of Council Tax collected	96.74%	29.30%	56.28%	83.97%	96.51%	29.22%	56.10%	83.81%	96.46%	97.10%	Q4 outturn is year to date; annual target of 97.10% was narrowly missed. Previous Performance Plan in progress, see Appendix C.		
R2 % council tax previous years arrears collected	26.82%	7.13%	13.37%	18.22%	26.78%	11.1%	17.14%	21.85%	25.88%	24.5%	Q4 outturn is year to date; annual target of 24.50% was exceeded.		
R3 % of Business Rates Collected (NNDR)	97.72%	29.18%	55.15%	80.66%	98.18%	28.18%	55.08%	81.05%	98.22%	97.20%	Q4 outturn is year to date; annual target of 97.20% was exceeded. Direct over performance against the		








PI Code & Short Name	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Current Target	Comments	Q4 18/19 vs Q4 17/18	Quarter Status
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
											target of approx.		
R4 Sundry Debtors % of revenue collected against debt raised	95.06%	39.49%	74.71%	87.99%	95.78%	38.01%	83.96%	87.41%	96.95%	89.10%	Q4 outturn is year to date; annual target of 89.10% was exceeded. Direct over performance against the target of approx.	↑	✔
B1 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	6.41	6.87	7.10	6.93	5.63	6.98	6.05	6.41	6.16	12.00	Q4 outturn is year to date; annual target of 12 days was exceeded	↓	✔
B2 Overpayment Recovery of Housing Benefit overpayments (payments received)	£311,409	£69,860	£140,362	£212,841	£294,695	£87,070	£178,006	£270,313	£370,939	£195,000	Q4 outturn is year to date; annual target of £195K was exceeded.	↑	✔






















### Development & Regeneration Services

PI Code & Short Name	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Current Target	Comments	Q4 18/19 vs Q4 17/18	Quarter Status
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
NI 157a Processing of planning applications: Major applications	83.33%	100%	100%	100%	87.50%	100%	100%	88.89%	100%	65.00%	Annual performance of 97.56% exceeded annual target of 65%.	↑	✔
NI 157b Processing of planning applications: Minor applications	94.67%	76.56%	93.90%	93.62%	89.09%	90.77%	92.31%	90.16%	86.79%	75.00%	Annual performance of 89.91% exceeded annual target of 75%.	↓	✔
NI 157c Processing of planning applications: Other applications	89.52%	87.31%	93.62%	94.87%	96.15%	96.55%	93.84%	95.27%	90.68%	85.00%	Annual performance of 94.25% exceeded annual target of 85%.	↓	✔

### Housing & Inclusion Services

PI Code & Short Name	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Current Target	Comments	Q4 18/19 vs Q4 17/18	Quarter Status
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
BV8 % invoices paid on time	98.37%	99.11%	98.05%	98.79%	98.13%	98.30%	98.14%	97.85%	98.59%	98.75%	Annual outturn of 98.21%, relating to 47,159 invoices, narrowly missed target	↑	⚠















PI Code & Short Name	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Current Target	Comments	Q4 18/19 vs Q4 17/18	Quarter Status
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
											of 98.75%.  Quarter data relates to payment of over 12,000 invoices. March performance was 99.03%  Head of Service assessment: performance plan not required.		
HS1 % Housing repairs completed in timescale	98.40%	95.88%	96.06%	98.44%	99.10%	96.32%	96.51%	95.23%	92.80%	97.00%	Annual performance of 95.22% narrowly missed target 97%.  We have recently ceased a contract with one of our contractors. This impacted heavily both in terms of receiving data around completions and availability of resources to complete that additional work as we approached contract end.  Performance Plan in progress, see Appendix C.		
HS27 % of properties with a valid Landlord Gas Safety Record (homes and buildings) <sup>4</sup>	N/A - PI not developed at this time.						100.0%	100.0%	100.0%	100.0%		/	
HS28 % of properties with a valid Electrical Installation Condition Report (homes and buildings) <sup>4</sup>	N/A - PI not developed at this time.						93.4%	96.0%	98.8%	100.0%	70 properties identified at the end of March that require electrical remedial work. These are currently under action with a target completion by end of June.  Performance Plan in progress, see Appendix C.	/	
HS29 % non-domestic that require an asbestos management survey/re-inspection <sup>4</sup>	N/A - PI not developed at this time.						92.4%	99.7%	100.0%	100.0%		/	
HS30 % of non-domestic properties with fire risk	N/A - PI not developed at this time.						100.0%	100.0%		100.0%	Certificate evidence for FRA work completed at the end of March 2019 currently being collated for uploading into	/	

PI Code & Short Name	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Current Target	Comments	Q4 18/19 vs Q4 17/18	Quarter Status
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
assessment in place <sup>4</sup>											database.		
HS31 % of properties covered by water hygiene risk assessment (homes and buildings) <sup>4</sup>	N/A - PI not developed at this time.						100.0%	100.0%	100.0%	100.0%	100.0%	/	
TS1 Rent Collected as a % of rent owed (excluding arrears b/f)	99.09	102.46	99.97	100.5	99.48	103.61	99.66	101	99.77	99.5	Q4 outturn is year to date; annual target of 99.5% was exceeded.		
TS11 % of rent loss through dwellings being vacant	1.79%	1.84%	1.79%	1.87%	1.59%	1.25%	1.1%	1.01%	0.94%	1.9%	Q4 outturn is year to date; annual target of 1.9% was exceeded.		
WL19bii Direct dial calls answered within 10 seconds <sup>2</sup>	82.69%	81.39%	81.24% <sup>2</sup>	80.07% <sup>2</sup>	78.43%	77.67%	77.96%	78.93%	76.39%	80.26%	Quarter data relates to 44,292 offered calls. 85.5% of calls were answered in 20 seconds. Annual outturn of 77.75% narrowly missed target of 80.26%.  Q4 data does not capture all staff for the full period due to early adopters of Skype (from 25 February with up to 60 by the end of March). Performance plan not appropriate as different reporting will be in place for Q1 following full Skype rollout by the end of May.		
WL85a Website: no. visits	135,387	170,854	138,044	131,395	152,154	193,813	143,749	152,659	167,748				
WL85aa Website: number of unique visitors	88,887	114,960	92,108	84,757	97,821	125,685	108,838	98,894	109,050				
WL85b Website: use of online forms	1,900	4,787	3,131	2,076	3,587	5,772	4,150	3,429	2,190				
WL85c Website: no. online payments	10,174	30,331	14,997	12,791	15,560	29,206	14,393	12,943	13,065				
WL90 % of Contact Centre calls answered	91.9%	80.1%	90.3%	88.3%	71.9%	61.9%	89.3%	87.7%	61.6%	88.0%	Annual outturn of 72.2% did not achieve target of 88.0%.  There were 130,993 calls in 2018/19,		

PI Code & Short Name	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Current Target	Comments	Q4 18/19 vs Q4 17/18	Quarter Status
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
											<p>compared with 123,448 in 2017/18.</p> <p>Performance Plan in progress, see Appendix C</p> <p>Q4 is always the busiest quarter for calls due to year end activities e.g Council Tax annual billing, invoices. Garden waste subscriptions opening online increases enquiries into the contact centre. There have been delays appointing to vacant posts offered and some long term sickness within the team.</p> <p>Performance Plan in progress, see Appendix C.</p>		
WL108 Average answered waiting time for callers to the contact centre (seconds)	69.00	163.00	83.00	102.00 <sup>3</sup>	214.00	288.00	100.00	117.00	326.00	145.00	<p>Annual outturn of 250s (4m 10s) did not achieve target of 145s (2m 25s).</p> <p>Quarter figures relate to 32,811 calls into the contact centre.</p> <p>Performance Plan in progress, see Appendix C.</p>	↓	⬮



### Leisure & Environment Services

PI Code & Short Name	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Current Target	Comments	Q4 18/19 vs Q4 17/18	Quarter Status
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
NI 191 Residual household waste per household (Kg) <sup>5</sup>	120.83 <sup>6</sup>	128.68 <sup>6</sup>	124.07 <sup>6</sup>	123.57 <sup>6</sup>	124.76	128.66	126.15 <sup>6</sup>	118.11	120.55	125	Annual outturn will reflect the collections actually made (not validated) within 2018/19. Annual data therefore still pending.	↑	✔
NI 192 Percentage of household waste sent for reuse, recycling and composting <sup>5</sup>	46.05% <sup>6</sup>	40.93% <sup>6</sup>	48.67% <sup>6</sup>	46.25% <sup>6</sup>	40.52% <sup>6</sup>	34.68%	46.57% <sup>6</sup>	44.84% <sup>6</sup>	43.00%	50.00%	Annual outturn will reflect the collections actually made (not validated) within 2018/19. Annual data therefore still pending.	↑	⬮

PI Code & Short Name	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Current Target	Comments	Q4 18/19 vs Q4 17/18	Quarter Status
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
											Performance Plan in progress, see Appendix C.		
NI 195a Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Litter	0.00% <sup>7</sup>	N/A	1.22%	0.33%	0.67%	N/A	1.33%	0.83%	1.67%	1.61%	Annual performance of 1.28% exceeded annual target of 1.61%.  No plan is provided since this PI is replaced for Q1 with new Clean and Green standards.		
NI 195b Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Detritus	2.05% <sup>7</sup>	N/A	3.13%	3.86%	6.17%	N/A	3.28%	4.61%	3.31%	5.00%	Annual performance of 3.72% exceeded annual target of 5.00%.		
WL01 No. residual bins missed per 100,000 collections	79.62	91.48	93.36	74.31	116.77	138.39	89.43	107.01	110.46	80.00	Annual performance of 111.32 did not achieve target of 80.  Due to the move to Service Now, data for the quarter and therefore annual period is only up to 8 March. This PI is replaced for Q1 with a new standard to better reflect fortnightly collections.  Performance Plan in progress, see Appendix C.		
WL06 Average time taken to remove fly tips (days)	1.03	1.03	1.03	1.05	1.07	1.09	1.24	1.06	1.05	1.09	Annual performance of 1.12 narrowly missed annual target of 1.09  Due to the implementation of Phase 1 of Service Now, data for the quarter (and therefore annual period) is only up to 8 March. This PI is replaced for Q1 with new Clean and Green standards.		
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%		
WL18 Use of leisure and	348,199	318,045	333,750	229,272	348,783	312,627	295,804	225,032			Sports development activities/events		

PI Code & Short Name	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Current Target	Comments	Q4 18/19 vs Q4 17/18	Quarter Status
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
cultural facilities (swims and visits) <sup>8</sup>						(chapel gallery n/a)	(chapel gallery n/a)	(chapel gallery n/a)	(chapel gallery n/a)		(3,567); Golf course visits (pending - data not available due to issues with system access); Leisure/sports centre visits (335,569); Parks/countryside activities/events (pending); Visits to Chapel gallery – data currently unavailable whilst new mechanisms to collect footfall data rare put in place.		

### Finance and HR Services

PI Code & Short Name	Q4 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18	Q4 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	Current Target	Comments	Q4 18/19 vs Q4 17/18	Quarter Status
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
WL_121 Working Days Lost Due to Sickness Absence <sup>9</sup>	7.44	6.92	7.54	7.67	8.28	9.34	9.69	10.14	9.87	8.08	Q4 outturn is year to date; annual target of 8.08 was not achieved  Performance Plan in progress, see Appendix C.		

Notes:

<sup>1</sup> 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%).

<sup>2</sup> WL19bii: Data does not include BTLS seconded staff. Technical issues affected the call logging system. Data for Q2 2017/18 is therefore only for the period 01.07 – 15.09.17 and Q3 data from 13.10.17.

<sup>3</sup> WL108: New telephony platform introduction impacted collection. Data entered for Q3 17/18 refers to 01.10.17–12.12.17. Data from 13.12.17 following new telephony platform was 106s.

<sup>4</sup> *HS27 % of properties with a valid Landlord Gas Safety Record; HS31 % of properties covered by a suitable 'in date' water hygiene risk assessment; HS28 % of properties with a valid Electrical Installation Condition Report; HS29 % of non-domestic (communal) and 'other' asset numbers with an 'in-date' asbestos management survey/re-inspection; HS30 % of properties with a valid in date fire risk assessment.* New for Q2; for Q2 2018/19, data was reported as at end of October.

<sup>5</sup> NI191-192: Data is provided to WLBC with a time lag due to time involved to confirm/validate final figures. The quarter data reported reflects an outturn verified within the quarter, rather than an outturn produced within the quarter. The annual outturn will reflect the data produced within the April-March period.

<sup>6</sup> NI191/192: data restated from published due to admin error, rectified Jan 2019

<sup>7</sup> NI195a - previously reported as 0.65%; NI195b - previously reported as 2.19%.

<sup>8</sup> WL18 - Chapel Gallery data forms part of this PI and is managed through the Development & Regeneration Service. From Q1 18/19, 2 entrances to the gallery caused issues for collecting footfall data. This will be resolved in 2019.

<sup>9</sup> WL\_121: Data does not include BTLS seconded staff. Quarter data shows a rolling 12 month outturn against the annual target rather than 'within quarter' performance.

The following changes to reported QPIs for 2018/19 were approved by Cabinet in March 2018:

*TS1: Rent Collected as a % of rent owed (excluding arrears b/f) - target changed from 99% to 99.5%;*

*TS11: % of rent loss through dwellings being vacant - target changed from 2% to 1.9%;*

*WL19bii: Direct Dials answered within 10 seconds – target decreased from 82.21% to 80.26%;*

*WL90: % of Contact Centre calls answered – target decreased from 91% to 88%;*

*WL108: Average answered waiting time for callers to the contact centre - target decreased from 60 to 145 seconds;*

*WL85a: Website no. visits – new, data only; WL85aa: Website no. unique visitors – new, data only; WL85b: use of online forms - new, data only; WL85c: Website no. online payments – new, data only.*

*HS27 % of properties with a valid Landlord Gas Safety Record for all homes and buildings owned or managed by WLBC which require one (replacing HS13 – LA properties with Landlord Gas Safety Record ); HS31 % of properties covered by a suitable 'in date' water hygiene risk assessment (no older than 2 years) in place for all buildings owned or managed by WLBC which require one; HS28 % of properties with a valid Electrical Installation Condition Report for all homes and buildings owned or managed by WLBC which require one; HS29 % of non-domestic (communal) and 'other' asset numbers with an 'in-date' asbestos management survey/re-inspection which require one; HS30 % of properties with a valid in date fire risk assessment in place for all buildings owned or managed by WLBC which require one. All new for Q2. For Q2 2018/19, data was reported as at end of October.*