



AGENDA ITEM:

**EXECUTIVE OVERVIEW & SCRUTINY
COMMITTEE: 25 JANUARY 2024**

CABINET: 6 FEBRUARY 2024

Report of: Corporate Director of Housing, Transformation and Resources

Relevant Portfolio Holder: Councillor R Molloy

**Contact for further information: Ms A Grimes
(E-mail: alison.grimes@westlancs.gov.uk)**

SUBJECT: COUNCIL PERFORMANCE DELIVERY – Q2 2023/24

Wards affected: Borough wide.

1.0 PURPOSE OF THE REPORT

1.1 To present performance monitoring data for the quarter ended 30 September 2023.

2.0 RECOMMENDATIONS TO EXECUTIVE OVERVIEW & SCRUTINY COMMITTEE

2.1 That the Council's performance for its key performance indicators for the quarter ended 30 September 2023 be noted and agree comments as appropriate.

3.0 RECOMMENDATIONS TO CABINET

3.1 That the Council's performance for its key performance indicators for the quarter ended 30 September 2023 be noted following consideration of any agreed comments from Executive Overview & Scrutiny Committee.

3.2 That the call-in procedure is not appropriate for this item as the report was submitted to the meeting of the Executive Overview & Scrutiny Committee on 25 January 2024.

4.0 CURRENT POSITION

- 4.1 Members are referred to Appendix A of this report which provides a summary of the quarterly key performance indicators.
- 4.2 A replacement monitoring framework for the new Council Priorities 2023-2028 that were adopted by Council in October 2023 will be taken through Executive Scrutiny and Cabinet in February/March 2024. Interim reporting arrangements for quarter performance reporting for the remainder of 2023/24 were also approved which will focus on the existing KPI suite approved through Scrutiny and Cabinet in March 2023 and presented by service area.
- 4.3 During this time, much of the Council's key activity will continue to be reported through to Members via individual reports to committees and service continue to manage and monitor performance.
- 4.4 Appendix A refers to 44 items within the approved quarterly suite, 10 of which are 'data only' (no target). Of the 34 PIs with targets reported quarterly:

	Current Quarter	Previous Quarter	Current vs previous Quarter
Indicators meeting or exceeding target ('Green')	24	21	↑
Indicators narrowly missing target ('Amber')	2	6	↑
Indicators 5% or more off target ('Red')	6	5	↓
Data not yet available	1	1	-
Data that will not be provided (Reason given in Appendix comments)	1	1	-

Data will not be provided for *WL132-c19 FTE working days lost due to sickness absence* due to issues with transfer to new HR system. LCC is aware of the impact of this and are in the process of addressing the issue.

Data for *NI 192 % kerbside household waste sent for reuse, recycling and composting* is pending whilst it is externally verified.

- 4.5 Performance plans are prepared by service managers for those performance indicators where performance is below the target by 5% or more for this quarter where they can improve performance. These plans (Appendix B) provide further narrative and context behind the outturn.

5.0 SUSTAINABILITY IMPLICATIONS

- 5.1 The information set out in this report aims to help the Council achieve its vision and should contribute to the sustainability of services and the borough as a whole. There are no significant sustainability impacts associated with this report/update and, in particular, no significant impact on crime and disorder.

6.0 FINANCIAL AND RESOURCE IMPLICATIONS

6.1 There are no direct financial or resource implications arising from this report.

7.0 RISK ASSESSMENT

7.1 This item is for information only and makes no recommendations. It therefore does not require a formal risk assessment and no changes have been made to risk registers.

Monitoring and managing performance information data helps the authority to ensure it is achieving its corporate priorities and key objectives and reduces the risk of not doing so.

We are continuing to embed risk management in the Council understanding that this will help us in the achievement of our priorities. We want to identify those risks that will stop us achieving our vision, priorities and key activities as defined by the delivery plan in development so that they can be mitigated, and therefore support progress and good performance. We consider where we are now, where we want to get to, and what may stop us getting there. These events, that may or may not happen, are our key risks which then need assessment, management, and reporting. These strategic, high-level council risks are currently reported to Members through the Key Risk Register report.

8.0 HEALTH AND WELLBEING IMPLICATIONS

8.1 There are no health and wellbeing implications arising from this report. The Council Priorities support the improvement of health and wellbeing within West Lancashire.

Background Documents

There are no background documents (as defined in Section 100D(5) of the Local Government Act 1972) to this Report.

Equality Impact Assessment

The decision does not have any direct impact on members of the public, employees, elected members and / or stakeholders. Therefore, no Equality Impact Assessment is required.

Appendices

Appendix A: Quarterly Corporate Performance Delivery Report

Appendix B: Performance Plans

APPENDIX A: CORPORATE PERFORMANCE DELIVERY

Quarter 2 2023/24 (July-September)

INDICATOR STATUS

OK (within 0.01%) or exceeded ...



Data only (no target) ...



Warning (within 5%)



Awaiting data






Alert (by 5% or more)













Corporate & Customer Services

Performance Indicator	2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Q1 2023/24	Q2 2023/24	Current Quarter Target	Outturn vs same Q previous year	Comment	Quarter Status
	Value	Value	Value	Value	Value	Value				
R1 % of Council Tax collected	93.79%	52.28%	79.02%	93.79%	27.76%	53.67%	57.31%	↑	Although under target, Q2 outturn continues the quarterly trend for this year with an improvement on same quarter of the previous year. Performance Plan provided in Appendix B1	
R3 % of Business Rates Collected (NNDR)	95.78%	57.42%	77.96%	95.78%	31.23%	56.06%	55.55%	↓		
B5 Speed of Processing Housing Benefit (days)	4	5	5	4	5	6	12	↓		
WL85a Website: no. visits	772,061	195,685	164,440	181,806	200,565	169,101		↓	Most visited pages were Pay a Bill, Council Tax, Refuse and Recycling	
WL85c Website: No. of payments processed online	67,094	14,416	15,338	14,629	23,290	29,075		↑	Revised data collection from Cash receipting (Icon) which shows the total web payments received.	
WL90 % of Contact Centre calls answered	93.4%	93.2%	94.7%	93.5%	92.8%	94.7%	88.0%	↑		
WL108 Average answered waiting time for callers to the contact centre (seconds)	94	99	88	77	82	65	145	↑		
WL130 No. Service Now Customer Accounts	54,194	51,821	52,913	54,194	56,005	57,305		↑		
WL131 No. Social Media Followers (WLBC FB, Twitter)	15,647	15,391	15,523	15,647	15,779	15,974		↑	Most popular posts were Green Fayre, Police Incident in Ormskirk, Tawd Valley Artwork, Call for Market Traders for Christmas events, Recycling delay	
WL132-c19 FTE working days	N/A	2.19	0.73	N/A	N/A	N/A	0.67	N/A	Continuing issues following the changeover of HR	N/A

Performance Indicator	2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Q1 2023/24	Q2 2023/24	Current Quarter Target	Outturn vs same Q previous year	Comment	Quarter Status
	Value	Value	Value	Value	Value	Value				
lost due to sickness absence per average FTE (COVID Inclusive) ¹									system mean that the provider is unable to provide the data for this period and it cannot be manually calculated. The system issue is being worked on with LCC Payroll colleagues. Information will be provided in future reports when available.	
WL165 % Staff Turnover Rate ¹	N/A	2.57%	2.93%	N/A	2.47%	1.92%			Continuing issues following the changeover of HR systems is being worked on with LCC Payroll colleagues. Data is now being manually calculated.	

¹ Due to the system issues Q4 data and therefore annual outturn is not available for 2022/23.

Environmental Services

Performance Indicator	2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Q1 2023/24	Q2 2023/24	Current Quarter Target	Outturn vs same Q previous year	Comment	Quarter Status
	Value	Value	Value	Value	Value	Value				
ES01 No. grass cuts undertaken on the highway between April-October	8	7	8	8	3	7	7			
ES02 No. grass cuts undertaken in Sheltered Accommodation between April-October	10	9	10	10	2	6	9		Ongoing improvements are expected until end of grass cutting season, however due to the performance in Q1 the annual target (10) is unlikely to be achieved. Performance Plan provided in Appendix B2	
ES04 % locations inspected falling into categories A/B - Litter (cumulative)	96.8%	99.1%	98.2%	96.8%	96.9%	98.3%	97.0%			
ES06 % locations inspected falling into categories A/B - Dog Fouling (cumulative)	96.8%	100.0%	100.0%	96.8%	100.0%	100.0%	97.0%			
ES07 % locations inspected falling into categories C/D - Overflowing Litter Bins (cumulative)	00.4%	08.3%	00.0%	00.4%	00.0%	00.0%	05.0%			

Performance Indicator	2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Q1 2023/24	Q2 2023/24	Current Quarter Target	Outturn vs same Q previous year	Comment	Quarter Status
	Value	Value	Value	Value	Value	Value				
ES08 % locations inspected falling into categories A/B - grounds maintenance (includes grass and shrubbery) (cumulative)	100.0%	94.8%	N/A ²	100.0%	66.6%	95.0%	95.0%	↑		✔
ES11 % locations inspected falling into categories C/D - Detritus (cumulative)	09.7%	05.2%	09.9%	09.7%	12.1%	17.3%	05.0%	↓	Performance Plan provided in Appendix B3	✘
ES19a % successful planned bin collections (grey)	99.9%	99.8%	99.8%	100.0%	99.9%	99.9%	97.0%	↑		✔
ES19b % successful planned bin collections (blue)	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%	97.0%	—		✔
ES19c % successful planned bin collections (brown)	99.7%	99.8%	98.7%	99.9%	99.6%	99.5%	97.0%	↓		✔
ES19d % successful planned bin collections (green)	99.9%	99.9%	99.8%	99.9%	99.9%	99.9%	97.0%	—		✔
NI192 Percentage of kerbside household waste sent for reuse, recycling and composting	44.53% ³	44.40% ³	43.17% ³	41.45% ³	40.80% ⁴	?	47.80%	?	Q1 & Q2 figures are not yet verified/available for reporting.	?















² Data not available as there were below expected visits for the quarter (Q3 ES08). Data cannot be provided retrospectively for the period.

³ 2022/23 quarter figures have been restated through the service based on data from Waste Data Flow. ⁴ Provisional data until externally verified.

Finance, Procurement & Commercial Services

Performance Indicator	2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Q1 2023/24	Q2 2023/24	Current Quarter Target	Outturn vs same Q previous year	Comment	Quarter Status
	Value	Value	Value	Value	Value	Value				
BV8 % invoices paid on time (within quarter)	95.29%	93.81%	97.38%	94.57%	97.03%	93.55%	98.75%	↓	Performance Plan provided in Appendix B4	✘

Housing Services

Performance Indicator	2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Q1 2023/24	Q2 2023/24	Current Quarter Target	Outturn vs same Q previous year	Comment	Quarter Status
	Value	Value	Value	Value	Value	Value				
E01 % rent loss through empty commercial properties available to rent	6.4%	4.7%	5.5%	6.4%	5.9%	5.8%	10%	↓		
TS1a Rent collected from current and former tenants as a % of rent owed (excluding arrears b/f).	100.47	99.67	100.86	100.47	102.21	99.09	100	↓	Two vacancies have now been filled. Although below target, the outturn was best performance in our Housemark benchmarking group for the period.	
TS11 % of rent loss through dwellings being vacant	0.97%	1.14%	1.04%	0.97%	0.77%	0.91%	1.4%	↑		
TS52 No. people accessing money advice (tenants and residents) ⁶	2179	550	556	607	425	392		↓	A new report has been created to avoid corruption issues and to give a truer reflection of support by basing count on closure of supportive action completion not when Money Advice case is closed. This has resulted in restating some data.	
TS53 No. people provided with food poverty advice (tenants and residents) ⁶	584	108	175	214	103	171		↑	As above	
TS54 No. people provided with money advice to help prevent homelessness (tenants & residents) ⁶	60	17	13	26	18	10		↓	As above	
TS55 No. people provided with fuel poverty advice (tenants and residents) ⁶	321	120	74	74	65	82		↓	As above	
HS28 % of properties with a valid Electrical Installation Condition Report (homes and buildings)	94.5%	96.3%	94.1%	94.5%	94.0%	93.4%	100.0%	↓	Processes to help overcome issues with access are in place. Performance Plan provided in Appendix B5	
TSM-BS01 % Gas safety checks	Not developed at this time ⁵				99.8%	99.5%	100.0%	/		
TSM-BS02 % Fire safety checks	As above ⁵				99.7%	100.0%	100.0%	/		

Performance Indicator	2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Q1 2023/24	Q2 2023/24	Current Quarter Target	Outturn vs same Q previous year	Comment	Quarter Status
	Value	Value	Value	Value	Value	Value				
TSM-BS03 % Asbestos safety checks	As above ⁵				34.2%	100.0%	100.0%	/		
TSM-BS04 % Water safety checks	As above ⁵				100%	100.0%	100.0%	/		
WL161 Affordable Housing units via Tawd Valley Developments	37	17	20	0	0	13	0		The affordable housing development at Fairlie in Skelmersdale is currently ahead of schedule. The rent to buy units, 13 in total, have been completed and handed over to the Council in Q2. The remaining 37 affordable rent units are also currently on track to complete earlier than planned with additional handovers forecast in Q3 and Q4.	

⁵ From Q1 2023/24 revised PIs have been introduced to reflect new regulatory requirements. ⁶ A new report has been created to avoid corruption issues and to give a truer reflection of support by basing count on closure of supportive action completion not when Money Advice case is closed. This has resulted in restating some data.


Leisure Service


Performance Indicator	2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Q1 2023/24	Q2 2023/24	Current Quarter Target	Outturn vs same Q previous year	Comment	Quarter Status
	Value	Value	Value	Value	Value	Value				
WL157a No. visits to leisure facilities	564,061	130,045	137,495	149,466	144,218	139,018	110,000			


Wellbeing & Place Services


Performance Indicator	2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Q1 2023/24	Q2 2023/24	Current Quarter Target	Outturn vs same Q previous year	Comment	Quarter Status
	Value	Value	Value	Value	Value	Value				
ER09 Number of businesses added value to via business support, property searches, skills and employment	229	11	110	93	35	26				


Performance Indicator	2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Q1 2023/24	Q2 2023/24	Current Quarter Target	Outturn vs same Q previous year	Comment	Quarter Status
	Value	Value	Value	Value	Value	Value				
WL150 Number of new participants engaged in health & wellbeing programmes/interventions	1,389	283	342	205	368	396	350	↑		✔
WL151a Number of new clients attending vocational training	67	60	64	67	38	76	60	↑	38 people have completed the NVQ through the Business Health matters scheme. MPT is now winding down to finish in December however delivery of the UKSPF employment element will begin in January and continue to deliver on the outcomes through a new project team.	✔
WL151b Number of new participants engaged to enhance employability, confidence, skills and qualifications	116	66	94	116	30	53	44	↓		✔
WL153a Total no. of partners working with Wellbeing and Leisure Service	97	42	86	97	120	133	40	↑	13 new partners have been established via the dignity of choice voucher scheme, Wrap Up West Lancs and Food Growing initiatives	✔
WL159 No. attending parks and countryside events and activities	31,457	14,341	3,114	1,639	9,862	4,460	17,000	↓	Figures down due to wet weather in July resulting in cancellation of day two of the Green Fayre. Focus of Ormskirk Festival away from Coronation Park also led to reduction in visitors. Inability to capture visitor numbers at Summer Band Events also limits data. Head of Service decision: Plan not required as could not significantly improve performance.	⛔

PERFORMANCE PLAN				
Indicator	R1 - % Council Tax collected (current year)			
Quarter Target	57.31%	Quarter outturn	53.67%	
Reason(s) for not meeting target				
<p>Impact of Pandemic National Cost of Living Crisis Higher Energy Prices Rising Interest Rates</p>				
Additional commentary / background				
<p>The Revenues & Benefits service actively receives and encourages engagement with vulnerable and low-income residents, however they are also receiving contact from a new cohort of residents within the Borough, many of whom are presenting themselves to the service for the first time and are advising they are struggling to clear debts accumulated following the pandemic and cost of living crisis and a result of rising interest rates which are impacting increases in mortgage payments. These are customers who are working and have not previously applied for support and who fall outside of the eligibility criteria for Universal Credit/Council Tax Support income bands.</p> <p>The service are signposting customers who may need extra support to the Household Support Scheme which is currently being administered within the Revenues & Benefits service, Financial Inclusion Team and also to information contained on the 'Cost of Living Hub' on our website, the service will continue to encourage early engagement from residents who are facing payment difficulties.</p> <p>As with Q1 performance, it is important to note that whilst the PI is under target, we have seen an improvement on collection in comparison to same period of the previous year. As at the end of September 2023, the service has collected £44m of the £82m liability raised for 2023/24.</p>				
Action plan				
Tasks to be undertaken			Completion due date	
Review Performance Indicators to reflect changing conditions			Year End	
Signpost & support customers to relevant support schemes			Ongoing	
Improvement expected:				
Q4				

PERFORMANCE PLAN				
Indicator	ES02 No. grass cuts undertaken in Sheltered Accommodation between April-October			
Quarter Target	4	Quarter outturn	4	
Reason(s) for not meeting target				
<p>The sheltered housing accommodation gardens are on a cut and collect service, unfortunately due to the extreme weather conditions experienced in Q1 2023/24, the grass cutting schedules have been affected. This resulted in only 2 cuts being completed in Q1 when this should have been 4. Q2 has seen 4 cuts completed as scheduled for within the quarter. More favourable weather conditions and a team restructure have resulted in this improvement. Whilst an improvement has taken place, the team are targeted to get 10 cuts in for the year, this target is unlikely to be achieved due to the Q1 performance.</p> <p>It is also noted that the sheltered accommodation team lost an experienced team member that also impacted on the grass cutting schedule. The team has been reviewed to ensure that the right service is maintained moving forward.</p>				
Additional commentary / background				
<p>A plan was put in place in August 2023 to restructure the sheltered housing gardening team which has taken place. An experienced staff member has been put in the team and the team are focusing on completing this work as a priority. This has shown as the team have now got the scheduled 4 cuts in for Q2.</p> <p>During the grass growing season there is ongoing monitoring of the frequency of grass cutting to reach performance targets and a focus on inclement weather that may affect the performance of grass cutting and adjust accordingly.</p>				
Action plan				
Tasks to be undertaken			Completion due date	
Continue to review the sheltered housing gardening team as necessary to ensure that schedules are completed on time.			End October 23	
Improvement expected: Ongoing improvements expected until end of grass cutting season.				
Plan prepared by: Technical Services Manager				

PERFORMANCE PLAN				
Indicator	ES11 % locations inspected falling into categories C/D - Detritus			
Quarter Target	5%	Quarter outturn	17.3%	
<p>Reason(s) for not meeting target. There are currently 3 HGV sweepers operating on a 12 week cleansing schedule. Historically the cleansing schedules have been hard to meet because of the vast road network within West Lancashire. It was identified that HGV training was needed to provide cover for existing staff annual leave and sickness. This has now been completed and cleansing schedules have been reconfigured to improve efficiency.</p>				
<p>Additional commentary / background Training had been implemented but took longer than anticipated to be completed. In Quarter 2 2023/2024, 182 LAMS inspections took place, with 28 locations scoring a grade of C/D. Over 50% of these locations were found to be in the residential areas of Skelmersdale and Ormskirk. This would show an improvement in rural areas compared to Quarter 1 findings.</p> <p>Looking at projected figures for Quarter 3 already show further improvements with only 1 location scoring C or D.</p> <p>The service now has full cover for all 3 HGV sweepers with the addition of 2 extra trained staff, and this will be prioritised at all times.</p> <p>Ongoing monitoring of the service will be completed by Clean and Green Area Managers and routes will be reviewed to ensure that efficiency is maintained.</p>				
Action plan				
Tasks to be undertaken		Completion due date		
Monthly monitoring of cleansing schedules		On going until 2 quarters returned under current target		
Monthly updates on non-scheduled works completed		On going until 2 quarters returned under current target		
Further training to be offered to existing staff		On going		
Improvement expected: Q4 2023/24				
Plan prepared by Clean and Green Operations Manager				

PERFORMANCE PLAN				
Indicator	BV8 % invoices paid on time (within quarter)			
Quarter Target	98.75%	Quarter outturn	93.55%	
Reason(s) for not meeting target				
Delays in receiving authorised invoices for processing into the Debtors & Creditors team from across the organisation.				
Additional commentary / background				
<p>Whilst this performance indicator is monitored centrally, the performance is reliant on individual service areas processing invoices in a timely manner. This is currently a manual process. The planned introduction of a new system for the process (P2P) will remove many of the manual elements and is therefore reasonably expected to improve the performance.</p> <p>The current manual invoice payment processes are continuously promoted and supported by the Debtors & Creditors service. Monthly performance reports are directed to Managers with performance information as well as guidance, reminders of the process and timescales required. The expectation is that where underperformance is indicated that managers will take action to review processes and identify issues in their own team. In addition, a detailed report which identifies those invoices that have failed the 30-day target is available to allow investigation of the root cause.</p>				
Action plan				
Tasks to be undertaken			Completion due date	
Implementation of the new Civica financials system.			TBC - the project team are in the process of finalising the go live date.	
Improvement expected:				
The service support detailed above will allow service areas to monitor and improve their performance. It is anticipated that performance will significantly improve with the implementation of the new Civica financials system and the change in processes. Whilst initial improvement may be seen following system go live, it will take a period of time for the new system to embed and therefore further improvements will be recognised over time as staff become accustomed to the new processes.				
Plan prepared by RBS Team Leader				

PERFORMANCE PLAN				
Indicator	HS28: % of Properties with a Valid Electrical Installation Condition Report			
Quarter Target	100%	Quarter outturn	93.4%	
<p>Reason(s) for not meeting target. Outstanding electrical safety certificates are principally as a result of access issues.</p>				
<p>Additional commentary / background Whilst this performance indicator does not relate to a statutory requirement it is considered best practice to demonstrate electrical installations are kept in a good condition. It relates to public buildings, communal areas and homes.</p> <p>6,196 reports were due as at the end of September 2023 and 5,764 had been completed. Failure to meet the target was principally due to issues gaining access into council housing.</p> <p>The performance will improve as we gain access to the properties. A legal process based on the gas access procedure is in place with external legal support. With this additional support we anticipate the performance will steadily improve towards the end of the third quarter. The compliance officers are also supporting the process by door knocking and lettering the tenants to make appointments supplementary to the contractor no access procedures. The Building Safety Assurance team is using the Essendex text messaging service in addition to door knocking, letters and emails as a means of contacting residents. Monthly meetings with the electrical contractor is being undertaken to address any outstanding access issues.</p> <p>Proposed Actions</p> <ul style="list-style-type: none"> • Pursue access rigorously, as per gas procedure, including legal action. • Start the re-surveys early to ensure adequate time to resolve access issues prior to expiry. • Continue with ongoing attempts to gain access in parallel with legal process including home visits. • Validation of stock reports • Weekly monitoring of progress • Weekly reporting at the Compliance meetings with Housing and Legal representatives 				
Action plan				
Tasks to be undertaken			Completion due date	
Build and implement C365 compliance management system to allow the Council to proactively manage, audit, monitor and improve the level of Statutory and Regulatory compliance.			April 2024	
<p>Improvement expected: The monitoring of the outstanding electrical testing properties will be a continual process that will be managed and monitored every week and reported monthly. This is similar to the gas process currently undertaken and should keep the outstanding electrical properties to a manageable level.</p> <p>Improvements to the performance are expected to begin to be realised in Quarter 3.</p>				
Plan prepared by: Building Safety Assurance Manager				