



## **AGENDA ITEM:**

**EXECUTIVE OVERVIEW & SCRUTINY  
COMMITTEE: 14 MARCH 2024**

**CABINET: 26 MARCH 2024**

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**Report of: Corporate Director of Housing, Transformation and Resources**

**Relevant Portfolio Holder: Councillor R Molloy**

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**SUBJECT: COUNCIL PERFORMANCE DELIVERY – Q3 2023/24**

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Wards affected: Borough wide.

### **1.0 PURPOSE OF THE REPORT**

- 1.1 To present performance monitoring data for the quarter ended 31 December 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 31 December 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 31 December 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 14 March 2024.
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## 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 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, services continue to manage and monitor performance and much of the Council's key activity will continue to be reported through to Members via individual reports to committees.
- 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')	23	24	↓
Indicators narrowly missing target ('Amber')	4	2	↓
Indicators 5% or more off target ('Red')	5	6	↑
PI Data not yet available	1	1	-
PI Data that will not be provided	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 not yet available for PIs *NI 192 % kerbside household waste sent for reuse, recycling and composting*

- 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 There are no significant sustainability impacts associated with this report/update and, in particular, no significant impact on crime and disorder. 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.

## **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.

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### **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 3 2023/24 (October-December)

### 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	Q3 2022/23	Q4 2022/23	Q1 2023/24	Q2 2023/24	Q3 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%	79.02%	93.79%	27.76%	53.67%	79.66%	85.90%	↑	Although below target performance is better than at this point last year. Performance Plan provided in Appendix B1	
R3 % of Business Rates Collected (NNDR)	95.78%	77.96%	95.78%	31.23%	56.06%	78.93%	81.85%	↑	Although below target performance is better than at same point last year.	
B5 Speed of Processing Housing Benefit (days)	4	5	4	5	6	6	12	↓		
WL85a Website: no. visits	772,061	164,440	181,806	200,565	169,101	164,621		↑	Similar outturn to previous quarter and the same quarter last year. Most visited pages were Refuse and Recycling, Pay a Bill and Council Tax	
WL85c Website: No. of payments processed online	67,094	15,338	14,629	27,067 <sup>2</sup>	17,600 <sup>2</sup>	15,732		↑		
WL90 % of Contact Centre calls answered	93.4%	94.7%	93.5%	92.8%	94.7%	92.7%	88.0%	↓	Relates to over 20K calls made into the contact centre in the quarter.	
WL108 Average answered waiting time for callers to the contact centre (seconds)	94	88	77	82	65	83	145	↑		
WL130 No. Service Now Customer Accounts	54,194	52,913	54,194	56,005	57,305	58,428		↑		

Performance Indicator	2022/23	Q3 2022/23	Q4 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24	Current Quarter Target	Outturn vs same Q previous year	Comment	Quarter Status
WL131 No. Social Media Followers (WLBC FB, Twitter)	15,647	15,523	15,647	15,779	15,974	16,121			Popular posts include Christmas lights switch ons, Christmas parking offer, Environmental Services recycling video and bin calendar. Engagement has significantly increased on some posts that include video and photos.	
WL132-c19 FTE working days lost due to sickness absence per average FTE	N/A	0.73	N/A	N/A	N/A	N/A	0.67		Continuing issues following the upgrade of the HR & Payroll system by LCC Payroll has resulted in data being unavailable and cannot be manually calculated having a direct impact on the ability to report on this measure. The system issue is being worked on by LCC Payroll technical team to resolve and we continue to engage regularly however priority is being given to maintaining pay functions. Information will be provided when available.  The WLBC HR Team are attempting to collate the data from our own data and records. If confident this can be delivered accurately this will be reported in Q4. A new Payroll provider is currently being procured. It is unlikely that information will be available retrospectively.	N/A
WL165 % Staff Turnover Rate	N/A <sup>1</sup>	2.93%	N/A <sup>1</sup>	2.47%	1.92%	2.61%			Continuing issues following the changeover of HR systems is being worked on with LCC Payroll colleagues. Data is now being manually calculated.	

<sup>1</sup> Due to the system issues Q4 data and therefore annual outturn is not available for 2022/23 ; <sup>2</sup> revised data collection from Q1 onwards, Q1 and Q2 restated to provide consistent reporting in year and exclude telephone payments


















Leisure Service										
Performance Indicator	2022/23	Q3 2022/23	Q4 2022/23	Q1 2023/24	Q2 2023/24	Q3 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	137,495	149,466	144,218	139,018	136,624	110,000			

Environmental Services										
Performance Indicator	2022/23	Q3 2022/23	Q4 2022/23	Q1 2023/24	Q2 2023/24	Q3 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	8	8	3	7	8	8	▬		✓
ES02 No. grass cuts undertaken in Sheltered Accommodation between April-October	10	10	10	2	6	7	10	↓	Due to the performance in Q1 being severely impacted by weather the service had previously reported to Members that it would be unlikely that the annual target (10) would be met. No additional grass cuts will be made outside of the cutting period. Head of Service decision: Plan not required as could not significantly improve performance.	✗
ES04 % locations inspected falling into categories A/B - Litter (cumulative)	96.8%	98.2%	96.8%	96.9%	98.3%	100.0%	97.0%	↑		✓
ES06 % locations inspected falling into categories A/B - Dog Fouling (cumulative)	96.8%	100.0%	96.8%	100.0%	100.0%	100.0%	97.0%	▬		✓
ES07 % locations inspected falling into categories C/D - Overflowing Litter Bins (cumulative)	00.4%	00.0%	00.4%	00.0%	00.0%	00.0%	05.0%	▬		✓
ES08 % locations inspected falling into categories A/B - grounds maintenance (includes grass and shrubbery) (cumulative)	100.0%	N/A <sup>3</sup>	100.0%	66.6%	95.0%	100.0%	95.0%	/		✓
ES11 % locations inspected falling into categories C/D - Detritus (cumulative)	09.7%	09.9%	09.7%	12.1%	17.3%	08.6%	05.0%	↑	Performance Plan provided in Appendix B2	✗
ES19a % successful planned bin collections (grey)	99.9%	99.8%	100.0%	99.9%	99.9%	99.8%	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%	98.7%	99.9%	99.6%	99.5%	99.8%	97.0%	↑		✓

Performance Indicator	2022/23	Q3 2022/23	Q4 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24	Current Quarter Target	Outturn vs same Q previous year	Comment	Quarter Status
	Value	Value	Value	Value	Value	Value				
ES19d % successful planned bin collections (green)	99.9%	99.8%	99.9%	99.9%	99.9%	99.9%	97.0%	↑		✓
NI192 Percentage of kerbside household waste sent for reuse, recycling and composting	44.53% <sup>4</sup>	43.17% <sup>4</sup>	41.45% <sup>4</sup>	40.80% <sup>5</sup>	?	?	47.80%	?	Quarter information is externally verified by Waste Data Flow. Service to confirm when data reaches verification level within WDF to allow publication as provisional or confirmed.	?








<sup>3</sup> Data not available as there were below expected visits for the quarter (Q3 ES08). Data cannot be provided retrospectively for the period ; <sup>4</sup> 2022/23 quarter figures have been restated through the service based on data from Waste Data Flow ; <sup>5</sup> Provisional data until externally verified.


Finance, Procurement & Commercial Services										
Performance Indicator	2022/23	Q3 2022/23	Q4 2022/23	Q1 2023/24	Q2 2023/24	Q3 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%	97.38%	94.57%	97.03%	93.55%	94.67%	98.75%	↓	Although below target, outturn has improved from the previous quarter. Monthly performance reports and guidance continue to be circulated to managers to promote good practice. The Civica review and implementation of the new system later this year will remove many of the manual elements of the current process. Following embedding of the new processes it is therefore reasonably expected to improve the performance.	⚠


Housing Services										
Performance Indicator	2022/23	Q3 2022/23	Q4 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24	Current Quarter Target	Outturn vs same Q previous year	Comment	Quarter Status
	Value	Value	Value	Value	Value	Value				
HS28 % of properties with a valid Electrical Installation Condition Report (homes and buildings)	94.5%	94.1%	94.5%	94.0%	93.4%	93.0%	100.0%	↓	Processes to help overcome access issues are in place. Performance Plan provided in Appendix B3	
TSM-BS01 % Gas safety checks <sup>6</sup>	Not developed at this time			99.8%	99.5%	99.8%	100.0%	/		
TSM-BS02 % Fire safety checks <sup>6</sup>	As above			99.7%	100.0%	100.0%	100.0%	/		
TSM-BS03 % Asbestos safety checks <sup>6</sup>	As above			34.2%	100.0%	100.0%	100.0%	/		
TSM-BS04 % Water safety checks <sup>6</sup>	As above			100%	100.0%	100.0%	100.0%	/		
TS1a Rent collected from current and former tenants as a % of rent owed (excluding arrears b/f)	100.47	100.86	100.47	102.21	99.09	101.99	100	↑		
TS11 % of rent loss through dwellings being vacant	0.97%	1.04%	0.97%	0.77%	0.91%	1.11%	1.4%	↓		
TS52 No. people accessing money advice (tenants and residents) <sup>7</sup>	2179	556	607	425	392	521		↓		
TS53 No. people provided with food poverty advice (tenants and residents) <sup>7</sup>	584	175	214	103	171	215		↑		
TS54 No. people provided with money advice to help prevent homelessness (tenants & residents) <sup>7</sup>	60	13	26	18	10	10		↓		
TS55 No. people provided with fuel poverty advice (tenants and residents) <sup>7</sup>	321	74	74	65	82	77		↑		
E01 % rent loss through empty commercial properties available to rent	6.4%	5.5%	6.4%	5.9%	5.8%	6.1%	10%	↓		
WL161 Affordable Housing units via Tawd Valley Developments	37	20	0	0	13	27	27	↑	The Fairlie development is ahead of schedule. 13 units were delivered in Q2 and 14 units developed in Q3. Remaining 23 affordable rent units are expected to be handed over ahead of schedule in Q4 23/24.	


<sup>6</sup> Revised PIs were introduced for 2023/24 to reflect new regulatory requirements ; <sup>7</sup>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.



Economic Development & Regeneration Services <i>(including Community &amp; Wellbeing and Outdoor Recreation)</i>										
Performance Indicator	2022/23	Q3 2022/23	Q4 2022/23	Q1 2023/24	Q2 2023/24	Q3 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	110	93	35	26	68		↓		
WL150 No. of new participants engaged in health & wellbeing programmes/interventions	1,389	342	205	368	764	1,057	350	↑		
WL151a Number of new clients attending vocational training	67	64	67	38	76	108	80	↑	MPT finished at the end of Q3 however delivery of the UKSPF employment element will begin in January and continue to deliver the outcomes through a new WLBC project team.	
WL151b No. of new participants engaged to enhance employability, confidence, skills and qualifications	116	94	116	30	53	64	66	↓	Due to MPT finishing, not as many participants were signed up to programmes. The new programme is now running and uptake likely to increase over the coming months.	
WL153a Total no. of partners working with Wellbeing and Leisure Service	97	86	97	120	133	159	40	↑		
WL159 No. attending parks and countryside events & activities	31,457	3,114	1,639	9,862	4,460	670	5,000	↓	Figures are below target due to wet and stormy weather resulting in cancellation of several events, for example, Santa Dash. Additionally, failure of response in time of some delivery partners mean that not all figures have been captured. Rangers are currently developing a digital system using a phone app to collect future figures. Following similar weather impacts in Q2 the annual target will therefore not be met. Head of Service decision: Plan not required as could not significantly improve performance.	

PERFORMANCE PLAN				
Indicator	R1 - % Council Tax collected (current year)			
Quarter Target	85.9%	Quarter outturn	79.66%	
<b>Reason(s) for not meeting target</b> Impact of Pandemic National Cost of Living Crisis Higher Energy Prices Rising Interest Rates				
<b>Additional commentary / background</b> <p>Whilst the Q1/2 trajectory looked promising, as we moved through Q3 the Revenues &amp; Benefits service received increased contact from customers advising they were struggling to clear debts accumulated following the pandemic and cost of living/energy crisis and a result of rising interest rates which are impacting increases in mortgage payments.</p> <p>As with Q1/2 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 December 2023, the service has collected £66m of the £82m liability raised for 2023/24. This was following collection rate in Q2 of £44m of the £82m.</p> <p>The service continues to signpost customers who may need extra support to the Household Support Scheme which is currently being administered within the Revenues &amp; 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 in order that the appropriate support and consideration can be given.</p> <p>Through Q4 the service will continue with the scheduled recovery plan whereby Reminders/Summons will be issued to non-payers. During any customer interaction we will review, discuss accounts and assess affordability to pay whilst offering advice and guidance as appropriate to each customer.</p> <p>Given the gap in performance throughout this year it is unlikely that the Annual SLA target will be met. The service actively reviews their processes to ensure a proactive approach to recovery is taken.</p> <p>Moving forward the service will be undertaking a review of how our computer systems handle and report data at individual level to assist in prioritising recovery action moving forward.</p>				
<b>Action plan</b>				
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	ES11 % locations inspected falling into categories C/D - Detritus			
Quarter Target	5%	Quarter outturn	8.6%	
<p><b>Reason(s) for not meeting target.</b></p> <p>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. HGV training was completed in 2023 to ensure adequate cover for annual leave and sickness.</p>				
<p><b>Additional commentary / background</b></p> <p>Since the completion of HGV training, we have seen a decrease in downtime due to sickness or annual leave. This has improved performance in all areas. Looking at the actual inspections, out of 118 inspection there were 9 C gradings and 1 D grading. The value has significantly decreased from 17.03% to 8.6% from Q2 to Q3.</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. All routes will be reviewed within Q4 23/24 to make further improvements.</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		
Route Optimisation		End of Q4 23/24.		
<p><b>Improvement expected:</b></p> <p>Q4 2023/24</p>				
Plan prepared by Clean and Green Operations Manager				

PERFORMANCE PLAN				
<b>Indicator</b>	HS28: % of Properties with a Valid Electrical Installation Condition Report			
<b>Quarter Target</b>	100%	<b>Quarter outturn</b>	93.0%	
<b>Reason(s) for not meeting target.</b> Outstanding electrical safety certificates are principally as a result of access issues.				
<b>Additional commentary / background</b> 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.  6,188 reports were due as at the end of December 2023 and 5,738 had been completed. Failure to meet the target was principally due to issues gaining access into council housing.  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 fourth 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.  Ongoing processes in place: <ul style="list-style-type: none"> <li>• Pursue access rigorously, as per gas procedure, including legal action.</li> <li>• Continue with ongoing attempts to gain access in parallel with legal process including home visits.</li> <li>• Validation of stock reports</li> <li>• Weekly monitoring of progress</li> <li>• Weekly reporting at the Compliance meetings with Housing and Legal representatives</li> </ul> As well as the processes in place above, the action plan below details some specific additional tasks.				
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 – currently on target	
Start the re-surveys early to ensure adequate time to resolve access issues prior to expiry. This will then become part of regular process.			Survey restart date to be scheduled for 6 months prior to expiry	
Training identified - 2 staff members for the Building Safety Assurance team have been booked on an HQN run webinar relating to access issues to: <ul style="list-style-type: none"> <li>• Understand what a landlord and tenant's obligations are for access to a property.</li> <li>• Be able to identify reasons why access may not be</li> </ul>			Training completion date: 15 <sup>th</sup> February 2024	

<p>provided.</p> <ul style="list-style-type: none"> <li>• How to deal with a case where there are mental health and vulnerability issues present.</li> <li>• Understand how to support a resident in providing access.</li> </ul>	
<p><b>Improvement expected:</b></p> <p>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. Alan Leicester is attending the weekly compliance meeting with representative from Building Assurance, Neighbourhoods and Legal to discuss the ongoing access issues.</p>	
<p>Plan prepared by: Building Safety Assurance Manager</p>	