






























APPENDIX A: QUARTERLY PERFORMANCE INDICATORS



Icon key					
PI Status			Performance against same quarter previous year		
	OK (within 0.01%) or exceeded	18		Improved	15
	Warning (within 5%)	2		Worse	9
	Alert (by 5% or more)	4		No change	2
	Data only	2	/	Comparison not available	0
	Awaiting data	6		Awaiting data	6
N/A	Data not collected for quarter	0			
Total number of indicators		32			

Shared Services ¹

PI Code & Short Name	Q3 2014/15	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Current Target	Comments	Q3 16/17 vs Q3 15/16	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
B1 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events (ytd)	8.23	6.62	8.89	8.07	8.00	7.02	7.22	7.24	8.10	12.00			
B2 Overpayment Recovery of Housing Benefit overpayments (payments received) (ytd)	£130,906	£203,868	£67,408	£149,382	£207,159	£276,577	£79,368	£157,338	£225,685	£123,697			
R1 % of Council Tax collected	83.60%	96.03%	29.64%	56.69%	84.37%	97.02%	29.38%	56.67%	84.38%	85.90%	This target remains exceptionally challenging and has been further impacted this year due to the closure of the local magistrates court, which has delayed summonses being issued and impacted on the ability to pursue non-payment cases and subsequent collection rates. No plan attached since any action for improvement is managed through contractual meetings.		
R2 % council tax previous years arrears collected	27.34%	33.56%	8.97%	25.31%	32.64%	37.31%	9.98%	17.3%	22.54%	20.7%			

PI Code & Short Name	Q3 2014/15	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Current Target	Comments	Q3 16/17 vs Q3 15/16	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
R3 % of Non-domestic Rates Collected	83.29%	96.40%	28.09%	54.83%	80.41%	98.32%	29.27%	56.87%	82.98%	81.85%			
R4 % Sundry Debtors % of revenue collected against debt raised	86.49%	90.73%	72.00%	83.67%	88.84%	95.00%	66.42%	72.43%	80.87%	76.25%			
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%			
ICT2 Minor Business Disruption (P3) (ytd)	99.0%	99.0%	99.0%	99.0%	98.0%	98.0%	98.0%	97.0%	98.0%	97.0%			
ICT3 Major Business Disruption (P2) (ytd)	100.0%	100.0%	100.0%	100.0%	89.0%	92.0%	100.0%	92.0%	94.0%	98.0%	The small number of incidents in this category means that achieving the annual SLA will be extremely difficult. Within month performance has been 100% for 8 of the 9 months year to date. No plan attached since any action for improvement is managed through contractual meetings.		
ICT4 Minor Disruption (P4) (ytd)	99.0%	99.0%	99.0%	99.0%	97.0%	98.0%	99.0%	99.0%	99.0%	98.0%			

Finance and HR Services

PI Code & Short Name	Q3 2014/15	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Current Target	Comments	Q3 16/17 vs Q3 15/16	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
WL_121 Working Days Lost Due to Sickness Absence ^{2, 3}	7.84	8.74	9.63	10.43	10.47	9.64	8.89	7.61	7.40	8.08			







Development & Regeneration Services

PI Code & Short Name	Q3 2014/15	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Current Target	Comments	Q3 16/17 vs Q3 15/16	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
NI 157a Processing of planning applications: Major applications	44.44%	62.50%	100%	100%	100%	81.82%	100%	92.31%	71.43%	65.00%		↓	✓
NI 157b Processing of planning applications: Minor applications	70.59%	80.88%	72.22%	66.15%	67.14%	62.26%	70.97%	91.67%	96.49%	75.00%		↑	✓
NI 157c Processing of planning applications: Other applications	84.51%	88.71%	85.03%	83.33%	81.82%	80.00%	85.95%	96.64%	92.68%	85.00%		↑	✓







Housing & Inclusion Services



PI Code & Short Name	Q3 2014/15	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Current Target	Comments	Q3 16/17 vs Q3 15/16	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
HS1 % Housing repairs completed in timescale	96.58%	97.36%	97.04%	96.11%	97.02%	95.38%	94.93%	97.42%	98.13%	97.00%		↑	✓
HS13 % LA properties with CP12 outstanding	0.06%	0.1%	0.05%	0.01%	0.08%	0.13%	0.13%	0.22%	0.07%	0%	Reported performance is an average from months in the period. Target based on legal requirement for all eligible properties to have certificate. Performance Plan attached at Appendix B1	↑	⛔
TS1 Rent Collected as a % of rent owed (excluding arrears b/f)	98.18	98.65	102.3	100.12	99.74	99.81	102.3	99.96	99.96	97.00		↑	✓
TS24a- Average time taken to re-let local authority housing (days) - GENERAL NEEDS	22.77	29.42	26.63	25.93	26.97	32.75	19.80	20.69	27.63	28.00		↓	✓
TS24b Average time taken to re-let local authority housing (days) - SUPPORTED NEEDS	65.66	92.24	60.33	63.09	24.89	77.62	44.82	100.94	267.00	65.00	Performance Plan attached at Appendix B2	↓	⛔

Leisure & Wellbeing Services









PI Code & Short Name	Q3 2014/15	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Current Target	Comments	Q3 16/17 vs Q3 15/16	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
WL08a Number of Crime Incidents	1,277	1,105	1,120	1,169	1,271	1,205	1,359	1,224	1,388				
WL_18 Use of leisure and cultural facilities (swims and visits)	254,704	322,129	314,915	303,157	215,442	331,443	307,707	311,904	245,996				

Street Scene Services

PI Code & Short Name	Q3 2014/15	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Current Target	Comments	Q3 16/17 vs Q3 15/16	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
NI 191 Residual household waste per household (Kg) ⁴	129.69	117.6	122.66	124.96	138.46	131.82	121			125	Awaiting external confirmation of data.		
NI 192 Percentage of household waste sent for reuse, recycling and composting ⁴	41.66%	41.08%	51.08%	51.37%	41.81%	40.61%	54.16%			50.00%	Awaiting external confirmation of data. Traditionally Q1 and Q2 provide the highest composting figures.		
NI 195a Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Litter	1.00%	.33%	N/A	1.17%	1.17%	2.00%	N/A	1.33%	1.11%	1.61%	Survey carried out three times each year. No data for Q1.		
NI 195b Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Detritus	2.50%	8.89%	N/A	3.41%	5.97%	5.47%	N/A	3.24%		5.00%	Survey carried out three times each year. No data for Q1. Delays in data verification		
WL01 No. residual bins missed per 100,000 collections	85.20	74.23	81.12	93.34	87.42	97.41	73.06	82.74		80.00	Delays in data verification		

PI Code & Short Name	Q3 2014/15	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Current Target	Comments	Q3 16/17 vs Q3 15/16	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
WL06 Average time taken to remove fly tips (days)	1.08	1.09	1.07	1.05	1.06	1.08	1.07	1.01		1.09	Delays in data verification		
WL122 % Vehicle Operator Licence Inspections Carried Out within 6 Weeks	100%	100%	100%	100%	100%	100%	100%	100%		100%	Delays in data verification		

Transformation & Support Services

PI Code & Short Name	Q3 2014/15	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Current Target	Comments	Q3 16/17 vs Q3 15/16	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
BV8 % invoices paid on time	98.73%	99.27%	99.06%	98.65%	99.28%	98.36%	98.54%	98.33%	98.65%	98.75%	November and December outturns were within target. Head of Service's amber assessment: performance plan not required.		
WL19bii Direct dial calls answered within 10 seconds ²	82.13%	82.28%	81.34%	80.79%	82.35%	81.00%	80.15%	79.95%	82.41%	82.21%	This relates to 51,308 calls.		
WL90 % of Contact Centre calls answered	91.1%	91.6%	90.6%	93.8%	92.4%	91.1%	92.2%	94.6%	93.7%	91.0%			
WL108 Average answered waiting time for callers to the contact centre (seconds)	44.00	31.00	43.00	23.00	37.00	60.00	64.00	47.00	58.00	50.00	During this period we have had periods of sickness absence. We also have a vacant post, which has had to be re-advertised due to lack of suitable candidates to shortlist. Performance Plan attached at Appendix B3		

Notes:

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

² WL19bii / WL121: Data does not include BTLS seconded staff.

³ WL_121: 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.

⁴ NI191-192: Data is provided to WLBC with a time lag due to time involved to confirm final figures.

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

Following the annual review of PIs, the following changes to QPIs were approved by Cabinet in March 2016 for 2016/17:

- TS24a Average time taken to re-let local authority housing (Supported Needs) – target changed from 50 to 65 to take account of low demand for sheltered housing;
- WL108 Average answered waiting time for callers – target changed from 30 to 50s to reflect increased demand on operator time resulting from increased resolution at first point of contact;
- WL121 Working days lost to sickness absence – outturn period changed from 'within quarter' performance to match internal management reports showing rolling 12 month 'outturn' against the annual target, previous quarter outturns restated to reflect this;
- NI 191 Residual household waste per household – target changed from 495 to 500kg to reflect increase in street litter collected and increase in waste presented for collection;
- NI 195c Improved street and environmental cleanliness (levels of graffiti) – indicator deleted as assessment includes private property where there is no control;
- NI 195d Improved street and environmental cleanliness (levels of fly posting) – indicator deleted as assessment includes private property where there is no control;
- BV8 % invoices paid on time – target changed from 98.24% to 98.75%

PERFORMANCE PLAN	
Indicator	HS13: % LA properties with CP12 outstanding
Reason(s) for not meeting target Inability to gain access to properties.	
Additional Commentary A process is in place to ensure that Landlord Gas Safety checks are carried out. This results in a notice seeking possession being issued and potentially eviction through the courts. The time taken for this process to be completed results in a minor amount of properties going beyond 12 months between services, this is despite the Council operating on a 10 month cycle. Proposed Actions <ul style="list-style-type: none"> • Form a working group. Involving Legal, Property Services, Housing Operations and the councils heating contractor. • Review current processes • Review best practice from other organisations. • Make recommendations for changes to the process. These actions should impact on performance once recommendations are implemented.	
Resource Implications: Officer time	
Priority: High	
Future Targets The target will remain 0% based on legal requirements.	
Action Plan	
Tasks to be undertaken	Target Completion Date
<ul style="list-style-type: none"> • Form a working group. Involving Legal, Property Services, Housing Operations and the Councils heating contractor. 	March 2017
<ul style="list-style-type: none"> • Review current processes with the group 	May 2017
<ul style="list-style-type: none"> • Review best practice from other organisations with the group. 	June 2017
<ul style="list-style-type: none"> • Make recommendations for changes to the process. 	July 2017
<ul style="list-style-type: none"> • Implement changes. 	September 2017

PERFORMANCE PLAN	
Indicator	TS24b Average time taken to re-let local authority housing (days) - SUPPORTED NEEDS
Reason(s) for not meeting target <p>As the indicator is an average, every time a long term sheltered void is let this has a negative impact and significantly increases the reported performance. Therefore achieving a letting of a long term void which could be seen as an achievement has a negative effect performance.</p>	
Additional Commentary <p>Demand for sheltered accommodation can fluctuate and is heavily influenced by geographical area and accommodation type. Despite having a programme of declassifying some sheltered stock to general needs accommodation this still remains an issue. The Council recently invested in Evenwood Court and we have seen an improvement in demand for this scheme.</p> <p>The Council are also in the process of considering options for the sheltered accommodation scheme at Hall Green Close, Upholland.</p> <p>The actions proposed aim to reduce the number of empty sheltered properties, this may not however not always equate to a lower average turnaround in the short or medium term.</p> <p>Proposed Actions</p> <ul style="list-style-type: none"> • Hall Green Close Redevelopment • Appraisal of sheltered bedsit accommodation • Marketing of vacancies using local press, leafleting and direct marketing to housing applicants • Promotion of the scheme through local agencies, partners and directly to applicants • Continue a programme of open days at schemes with lower demand • Improve appearance of vacant flats through selective redecoration • Investigate options for reducing age limit from 60 to 55 years for selected Category 1 sheltered accommodation. <p>These actions should impact on performance from September 2017 (Q2)</p>	
Resource Implications <p>Marketing and promotion of the schemes can be done within existing resources. Implications for any redevelopment of schemes would be considered separately.</p>	
Priority: High	
Future Targets: <p>This PI will be monitored at service level. The proposed corporate QPI will now focus on void rent loss</p>	

Action Plan	
Tasks to be undertaken	Completion Date
Hall Green Redevelopment	Ongoing
Appraisal of sheltered bedsit accommodation	June 2017
Marketing of vacancies using local press, leafleting etc	Ongoing
Promotion of the scheme through local agencies, partners and directly to applicants	July 2017
Continue a programme of open days at low demand schemes	September 2017
Improve appearance of vacant flats through selective redecoration	Ongoing
Investigate options for reducing age limit from 60 to 55 years for selected Category 1 accommodation.	June 2017

PERFORMANCE PLAN	
Indicator	WL108 – Average waiting time for callers to the Contact Centre (seconds)
Reasons for not meeting target The target was missed by 8 seconds. During the period, there has been some sickness absence and two vacant posts unfilled.	
Additional commentary The vacant posts were initially advertised in December and had to be re-advertised due to lack of suitable candidates. There will be continued close monitoring of call handling times and management of sickness absence in line with the Council's absence management policy. Proposed Actions <ul style="list-style-type: none"> Recruitment to vacant posts 	
Resource Implications Within existing budgets	
Priority High	
Future Targets 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 by preference initiative and the drive for channel shift. The current target will be reviewed based on performance during the year.	
Action Plan	
Tasks to be undertaken	Completion Date
Recruitment to vacant posts <ul style="list-style-type: none"> January appointments should have some impact on performance during Q4 (Jan-Mar), although staff will need to undertake full training 	January 2017

APPENDIX C ACTIONS FROM PREVIOUS PERFORMANCE PLANS

Indicator	Task created following Q	Tasks to be undertaken	Completion Date	Progress	Comment/Impact
NI157 Processing of planning applications	Q1	Temporary maternity cover for 2 posts / return of maternity staff	Staff on maternity leave are currently anticipated to return in April 2017	1 post was filled. Existing P/T staff have increased hours.	Performance has been on target for Q2 and Q3 with no revision of performance plan.
WL121 Working Days Lost Due to Sickness Absence	Q1	A high level review of the Council's approach to Absence management will be conducted in order to improve performance, including reviewing the policy along with a range of health and well being initiatives	March 2017	Now in progress and ongoing	Performance has been on target for Q2 and Q3 with no revision of performance plan.
	Q1	Develop an eLearning tool for managers on health and safety in the workplace, which will offer advice to prevent illness, accidents and resultant absence.	February 2017	To launch 27 February 2017	
	Q1	An e-learning system is about to be implemented, which can be used to provide more effective training on sickness management.	February 2017	To launch 27 February 2017	

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

There were no performance plans relating to the Q2 report.