













APPENDIX A: QUARTERLY PERFORMANCE INDICATORS

Icon key		
PI Status		Performance against same quarter previous year
	OK (within 0.01%) or exceeded	23
	Warning (within 5%)	3
	Alert (by 5% or more)	2
	Data only	2
	Awaiting data	2
N/A	Data not collected for quarter	0
Total number of indicators/data items		32







	Improved	21
	Worse	6
	No change	3
/	Comparison not available	0
	Awaiting data	2

Shared Services ¹


PI Code & Short Name	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Current Target	Comments	Q4 16/17 vs Q4 15/16	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
ICT1 Severe Business Disruption (Priority 1) (ytd)	100%	100%	100%	100%	100%	100%	100%	100%	100%	99.0%	Q4 outturn is year to date; annual target of 99% was exceeded.		
ICT2 Minor Business Disruption (P3) (ytd)	99.0%	99.0%	99.0%	98.0%	98.0%	98.0%	97.0%	98.0%	98.0%	97.0%	Q4 outturn is year to date; annual target of 97% was exceeded.		
ICT3 Major Business Disruption (P2) (ytd)	100.0%	100.0%	100.0%	89.0%	92.0%	100.0%	92.0%	94.0%	96.0%	98.0%	Q4 outturn is year to date; annual target of 98% was narrowly missed. As referred to in previous reports, the small number of incidents in this category meant that achieving the annual SLA would be extremely difficult, following the single incident in July that did not meet target. Within month performance has been 100% for 11 of the 12 months. Head of Service's amber assessment: performance plan not required		
ICT4 Minor Disruption (P4) (ytd)	99.0%	99.0%	99.0%	97.0%	98.0%	99.0%	99.0%	100.0%	99.0%	98.0%	Q4 outturn is year to date; annual target of 98% was exceeded.		

PI Code & Short Name	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Current Target	Comments	Q4 16/17 vs Q4 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)	6.62	8.89	8.07	8.00	7.02	7.22	7.24	8.10	6.41	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	£203,868	£67,408	£149,382	£207,159	£276,577	£79,368	£157,338	£225,685	£311,409	170,000	Q4 outturn is year to date; annual target of £170K was exceeded.		
R1 % of Council Tax collected (current year)	96.03%	29.64%	56.69%	84.37%	97.02%	29.38%	56.67%	84.38%	96.74%	97.10%	Q4 outturn is year to date; annual target of 97.10% was narrowly missed. Head of Service's amber assessment: performance plan attached at Appendix B1		
R2 % council tax previous years arrears collected	33.56%	8.97%	25.31%	32.64%	37.31%	9.98%	17.3%	22.54%	26.82%	24.50%	Q4 outturn is year to date; annual target of 24.50% was exceeded.		
R3 % of Non-domestic Rates Collected	96.40%	28.09%	54.83%	80.41%	98.32%	29.27%	56.87%	82.98%	97.22%	97.20%	Q4 outturn is year to date; annual target of 97.20% was exceeded.		
R4 Sundry Debtors % of revenue collected against debt raised	90.73%	72%	83.67%	88.84%	95.00%	66.42%	72.43%	80.87%	95.06%	89.10%	Q4 outturn is year to date; annual target of 89.10% was exceeded.		





Development & Regeneration Services



PI Code & Short Name	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Current Target	Comments	Q4 16/17 vs Q4 15/16	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
NI 157a Processing of planning applications: Major applications	62.50%	100%	100%	100%	81.82%	100%	92.31%	71.43%	83.33%	65.00%	Annual performance of 87.1% exceeded annual target of 65%. Performance Plan update, see Appendix C.		
NI 157b Processing of planning applications: Minor applications	80.88%	72.22%	66.15%	67.14%	62.26%	70.97%	91.67%	96.49%	94.67%	75.00%	Annual performance of 88.85% exceeded annual target of 75%.		
NI 157c Processing of planning applications: Other applications	88.71%	85.03%	83.33%	81.82%	80.00%	85.95%	96.64%	92.68%	89.52%	85.00%	Annual performance of 90.56% exceeded annual target of 85%.		

Finance and HR Services







PI Code & Short Name	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Current Target	Comments	Q4 16/17 vs Q4 15/16	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
WL_121 Working Days Lost Due to Sickness Absence ^{2,3}	8.74	9.63	10.43	10.47	9.64	8.89	7.61	7.40	7.44	8.08	Q4 outturn is year to date; Annual target of 8.08 exceeded. Previous Performance Plan in progress, see Appendix C.	↑	

Housing & Inclusion Services







PI Code & Short Name	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Current Target	Comments	Q4 16/17 vs Q4 15/16	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
HS1 % Housing repairs completed in timescale	97.36%	97.04%	96.11%	97.02%	95.38%	94.93%	97.42%	98.13%	98.40%	97.00%	Annual performance of 97.22% exceeded annual target of 97%.	↑	
HS13 % LA properties with Landlord Gas Safety Record (LGSR) outstanding	0.1%	0.05%	0.01%	0.08%	0.13%	0.13%	0.22%	0.07%	0.19%	0.00%	Target based on legal requirement for all eligible properties to have certificate. Reported performance is an average from months in the period. Annual performance of 0.19% did not achieve target of 0%. Performance Plan in progress. See Appendix C.	↓	
TS1 Rent Collected as a % of rent owed (excluding arrears b/f)	98.65	102.3	100.12	99.74	99.81	102.3	99.96	99.96	99.09	97.00	Q4 outturn is year to date; annual target of 97% was exceeded. We now actively encourage tenants to make rent payments in advance at commencement of tenancy and continue to request advance payment from those paying by direct debit. The Money Advice Team have secured additional income and back dated awards for tenants throughout the year. These measures have assisted with the collection position.	↓	
TS24a GN Average time taken to re-let local authority housing (days) - GENERAL NEEDS	29.42	26.63	25.93	26.97	32.75	19.80	20.69	27.63	27.47	28.00	Annual performance of 23.9 exceeded annual target of 28 days.	↑	

PI Code & Short Name	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Current Target	Comments	Q4 16/17 vs Q4 15/16	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
TS24b SP Average time taken to re-let local authority housing (days) - SUPPORTED NEEDS	92.24	60.33	63.09	24.89	77.62	44.82	100.94	267.00	48.85	65.00	Quarter 4 performance is on target. Previous Performance Plan in progress. See Appendix C. Annual performance of 115.41 did not achieve annual target of 65 days.		

Leisure & Wellbeing Services

PI Code & Short Name	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Current Target	Comments	Q4 16/17 vs Q4 15/16	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
WL08a Number of Crime Incidents	1,105	1,120	1,169	1,271	1,205	1,359	1,224	1,388	1,199		Annual outturn is 5,170		
WL_18 Use of leisure and cultural facilities (swims and visits)	322,129	314,915	303,157	215,442	331,443	307,707	311,904	245,996	348,199		Annual outturn is 1,213,806		

Street Scene Services

PI Code & Short Name	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Current Target	Comments	Q4 16/17 vs Q4 15/16	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
NI 191 Residual household waste per household (Kg) ⁴	117.6	122.66	124.96	138.46	128.7 ⁵	121	125.32	126.71 ⁵		125	Data pending from external sources		
NI 192 Percentage of household waste sent for reuse, recycling and composting ⁴	41.08	51.08	51.37	41.81	42.05 ⁶	54.16	51.41	43.42 ⁶		50.00%	Data pending from external sources		
NI 195a Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Litter	0.33%	N/A	1.17%	1.17%	2.00%	N/A	1.33%	1.11%	0.65%	1.61%	Survey carried out three times each year. No data for Q1. Annual performance of 1.03% exceeded annual target of 1.61%.		

PI Code & Short Name	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Current Target	Comments	Q4 16/17 vs Q4 15/16	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
NI 195b Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Detritus	8.89%	N/A	3.41%	5.97%	5.47%	N/A	3.24%	2.96%	2.19%	5.00%	Survey carried out three times each year. No data for Q1. Annual performance of 2.21% exceeded annual target of 5.00%.	↑	✔
WL01 No. residual bins missed per 100,000 collections	74.23	81.12	93.34	87.42	97.41	73.06	75.87	78.68	79.62	80.00	Annual performance of 76.81 exceeded annual target of 80.	↑	✔
WL06 Average time taken to remove fly tips (days)	1.09	1.07	1.05	1.06	1.08	1.03	1.05 ⁷	1.03 ⁷	1.03	1.09	Annual performance of 1.03 exceeded annual target of 1.09 days	↑	✔
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%.	▬	✔

Transformation & Support Services

PI Code & Short Name	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Current Target	Comments	Q4 16/17 vs Q4 15/16	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
BV8 % invoices paid on time	99.27%	99.06%	98.65%	99.28%	98.36%	98.54%	98.33%	98.65%	98.37%	98.75%	March outturn was 99.19%. Head of Service's amber assessment: performance plan not required. Annual performance of 98.48% narrowly missed annual target of 98.75%. Relates to 39,851 invoices in year.	↑	⚠
WL19bii Direct dial calls answered within 10 seconds ²	82.28%	81.34%	80.79%	82.35%	81.00%	80.15%	79.95%	82.41%	82.69%	82.21%	Annual performance of 81.23% narrowly missed annual target of 82.21%. Relates to 224,182 calls in year.	↑	✔
WL90 % of Contact Centre calls answered	91.6%	90.6%	93.8%	92.4%	91.1%	92.2%	94.6%	93.7%	91.9%	91.0%	Annual performance of 93% exceeded annual target of 91%.	↑	✔
WL108 Average answered waiting time for callers to the contact centre	31.00	43.00	23.00	37.00	60.00	64.00	47.00	58.00	69.00	50.00	Annual performance of 60s did not achieve target of 50s. Performance Plan in progress, see Appendix C.	↓	⛔

PI Code & Short Name	Q4 2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Current Target	Comments	Q4 16/17 vs Q4 15/16	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
(seconds)											During this period we have also had periods of sickness absence which were managed in line with the Absence Management Policy. Underperformance against the current target was also considered during the 2017/18 target setting process. Performance Plan in progress.		

Notes:

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.

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.

⁵ NI191: Data restated from originally published Q4 2015/16 131.82; Q3 2016/17 121.6.

⁶ NI192: Data restated from originally published Q4 2015/16 40.61; Q3 2016/17 44.43.

⁷ WL106: Data restated from originally published Q1 1.07, Q2 1.01.

'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

PERFORMANCE PLAN	
Indicator	R1 % of Council Tax collected
Reason(s) for not meeting target: Inability to escalate debt recovery over a prolonged period	
<p>Additional Commentary</p> <p>As previously reported, the closure of Ormskirk Magistrates Court in June 2016 and the subsequent impact on the service's ability to escalate debt recovery over several months has had a detrimental impact on performance. Resources have continually been prioritised during the year to try and mitigate the impact and to target recovery action.</p> <p>Although this work resulted in <i>R3 % of Non-domestic Rates Collected</i> outturn exceeding target for the second year, unfortunately despite the best efforts of staff within the team and across the service as a whole we were unable to re-coup the impact of the reduced activity for <i>R1 % of Council Tax collected</i>. It is frustrating to report that despite a really positive start to the year we have fallen slightly short of this annual target by 0.36%.</p> <p>In terms of context, this shortfall equates to approximately £200k against a total annual liability of £56m. The direct impact of this to WLBC is approximately 13%, equating to a shortfall to the Council of £26k.</p> <p>This shortfall has been more than offset for the Council by the Revenues & Benefits Service through the over achievement of performance against other targets for which WLBC are the sole beneficiaries of, such as;-</p> <ul style="list-style-type: none"> • <i>B2 Overpayment Recovery of Housing Benefit overpayments</i> – over recovery of £141k • <i>R4 Sundry Debtors</i> – over recovery of £421k of % of revenue collected against debt raised <p>This combined with the overachievement of performance against the <i>R3 % of Non-domestic Rates Collected</i> and <i>R2 % Council Tax - Previous Years arrears collected</i> targets, equating to a further £90k for the Council also adds to the overall net positive impact on performance to WLBC which in total is circa £626k.</p> <p>Proposed Actions</p> <ul style="list-style-type: none"> • An updated Recovery Strategy for 2017/18 • Relevant court dates scheduled with the Magistrates Court Service. <p>These actions will have a positive impact from the start of the financial year.</p>	
<p>Resource Implications</p> <p>Resource issues have been considered during the updating of the Recovery Strategy and will be met within the existing service.</p>	
<p>Priority</p> <p>The collection of year Current Year Council Tax is a key priority for the service.</p>	
<p>Future Targets</p> <p>No proposed change to target.</p>	
Action Plan	
Tasks to be undertaken	Completion Date
• An updated Recovery Strategy for 2017/18	March 2017
• Relevant court dates scheduled with the Magistrates Court Service.	March 2017

ACTIONS FROM PREVIOUS PERFORMANCE PLANS

APPENDIX C

Indicator	Task created following Q	Tasks to be undertaken	Completion Date	Progress	Comment/Impact
NI157 Processing of planning applications	Q1 16/17	Temporary maternity cover for 2 posts / return of maternity staff	April 2017	Complete	Performance has been on target for Q2, Q3, Q4 with no revision of performance plan.
WL121 Working Days Lost Due to Sickness Absence	Q1 16/17	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	Complete	Performance has been on target for Q2, Q3, Q4 with no revision of performance plan.
	Q1 16/17	Develop an eLearning tool for managers on health and safety in the workplace, which will offer advice to prevent illness, accidents and resultant absence.	Feb 2017	Complete	
	Q1 16/17	An e-learning system is about to be implemented, which can be used to provide more effective training on sickness management.	Feb 2017	Complete	
HS13 % LA properties with CP12 outstanding	Q316/17	Form a working group. Involving Legal, Property Services, Housing Operations and the councils heating contractor.	March 2017	Complete. Tasks assigned for next meeting.	Performance for Q4 remains under target. Actions should impact on performance once recommendations are implemented.
		Review current processes with the group	May 2017		
		Review best practice from other organisations with the group.	June 2017		
		Make recommendations for changes to the process.	July 2017		
		Implement Changes.	Sept 2017		
WL108 Average answered waiting time for callers to the contact centre	Q316/17	Recruitment to vacant posts	Jan 2017	Complete	Performance for Q4 remains under target. Appointments were made in January, however due to delays with references, checks etc and the need to undertake full training this has delayed the positive impact on performance. Maintaining an efficient contact

					centre remains integral to our customer service. The resourcing of this needs to be balanced with the promotion of channel shift.
TS24b Average time taken to re-let local authority housing SUPPORTED NEEDS	Q316/17	Hall Green Redevelopment	Ongoing	In progress	Q4 performance was within target. The actions proposed aim to reduce the number of empty sheltered properties, this may not always equate to a lower average turnaround in the short or medium term. As a more meaningful measure, the re-let QPIs will be replaced for 2017/18 with a measure of void rent loss.
		Appraisal of sheltered bedsit accommodation	June 2017		
		Promotion of the scheme through local agencies, partners and directly to applicants	July 2017		
		Continue a programme of open days at low demand schemes	Sept 2017		
		Investigate options for reducing age limit from 60 to 55 years for selected Category 1 accommodation.	June 2017		

There were no performance plans relating to the Q2 report.

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 that contained a future implementation date.