






























APPENDIX A: QUARTERLY PERFORMANCE INDICATORS

Icon key		
PI Status		Performance against same quarter previous year
	OK (within 0.01%) or exceeded	18
	Warning (within 5%)	2
	Alert (by 5% or more)	7
	Data only	2
N/A	Data not collected for quarter	2
	Awaiting data	0
Total number of indicators/data items		31







	Improved	9
	Worse	14
	No change	6
/	Comparison not available	2
	Awaiting data	0

Shared Services ¹









PI Code & Short Name	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Current Target	Comments	Q1 17/18 vs Q1 16/17	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
ICT1 Severe Business Disruption (Priority 1)	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)	99.0%	99.0%	98.0%	98.0%	98.0%	97.0%	98.0%	98.0%	98.0%	97.0%			
ICT3 Major Business Disruption (P2)	100.0%	100.0%	89.0%	92.0%	100.0%	92.0%	94.0%	96.0%	100.0%	98.0%			
ICT4 Minor Disruption (P4)	99.0%	99.0%	97.0%	98.0%	99.0%	99.0%	99.0% ¹	99.0%	98.0%	98.0%			
B1 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	8.89	8.07	8.00	7.02	7.22	7.24	8.10	6.41	6.87	12.00			
B2 Overpayment Recovery of Housing Benefit overpayments (payments received)	£67,408	£149,382	£207,159	£276,577	£79,368	£157,338	£226,000	£311,409	£69,860	£44,147			
R1 % of Council Tax collected	29.64%	56.69%	84.37%	97.02%	29.38%	56.67%	84.38%	96.74%	29.30%	29.09%			

PI Code & Short Name	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Current Target	Comments	Q1 17/18 vs Q1 16/17	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
R2 % council tax previous years arrears collected	8.97%	25.31%	32.64%	37.31%	9.98%	17.3%	22.54%	26.82%	7.13%	5.00%			
R3 % of Non-domestic Rates Collected	28.09%	54.83%	80.41%	98.32%	29.27%	56.87%	82.98%	97.72%	29.18%	27.76%			
R4 % Sundry Debtors % of revenue collected against debt raised	72%	83.67%	88.84%	95.00%	66.42%	72.43%	80.87%	95.06%	39.49%	45.75%	Performance was significantly impacted by a single invoice raised in June for £1.1m. This created a 50% increase in the total debt raised for the year. Since the invoice was raised towards the end of the period being monitored, despite prompt payment, this will only be reflected in the percentage collected figure for Q2. This is an annual SLA and will not affect progress to annual outturn. Given the reason for underperformance, a performance plan would not influence future outturn or assist with future monitoring.		









Development & Regeneration Services

PI Code & Short Name	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Current Target	Comments	Q1 17/18 vs Q1 16/17	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
NI 157a Processing of planning applications: Major applications	100%	100%	100%	81.82%	100%	92.31%	71.43%	83.33%	100%	65.00%			
NI 157b Processing of planning applications: Minor applications	72.22%	66.15%	67.14%	62.26%	70.97%	91.67%	96.49%	94.67%	76.56%	75.00%			
NI 157c Processing of planning applications: Other applications	85.03%	83.33%	81.82%	80.00%	85.95%	96.64%	92.68%	89.52%	87.31%	85.00%			







Housing & Inclusion Services

PI Code & Short Name	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Current Target	Comments	Q1 17/18 vs Q1 16/17	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
HS1 % Housing repairs completed in timescale	97.04%	96.11%	97.02%	95.38%	94.93%	97.42%	98.13%	98.40%	95.88%	97.00%	Contractor performance has been reviewed. Performance plan attached at Appendix B1		
HS13 % LA properties with Landlord Gas Safety Record outstanding	0.05%	0.01%	0.08%	0.13%	0.13%	0.22%	0.07%	0.19%	0.16%	0%	Target based on legal requirement for all eligible properties to have certificate. Reported performance is an average from months in the period. As at the end of June, there were two properties with outstanding certificates which have been dealt with. Performance Plan in progress. See Appendix C.		
TS1 Rent Collected as a % of rent owed (excluding arrears b/f)	102.3	100.12	99.74	99.81	102.3	99.96	99.96	99.09	102.46	99.00	The positive performance is a significant achievement as tenants move to receiving help with housing costs through Universal Credit rather than housing benefit. The first two weeks of the year are rent non-collection weeks, and so no rent debit is raised. We continue to take payments at this time from those in arrears and so any monies received during this time help to reduce the arrears position, allowing above 100% collection to be achieved.		
TS11% of rent loss through dwellings being vacant	1.7%	1.56%	1.66%	1.74%	1.76%	1.79%	1.8%	1.79%	1.84%	2.00%	New for 2017/18. Outturn reflects the amount of rent and service charge lost due to vacant properties, as a percentage of the total potential rent roll. Target reflects HRA business plan.		



Transformation & Support Services

PI Code & Short Name	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Current Target	Comments	Q1 17/18 vs Q1 16/17	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
BV8% invoices paid on time	99.06%	98.65%	99.28%	98.36%	98.54%	98.33%	98.65%	98.37%	99.11%	98.75%	Data relates to 9,286 invoices		
WL19bii Direct dial calls answered within 10 seconds	81.34%	80.79%	82.35%	81.00%	80.15%	79.95%	82.41%	82.69%	81.39%	82.21%	Figures related to 54,213 calls received Head of Service's amber assessment: performance plan not required.		
WL90 % of Contact Centre calls answered	90.6%	93.8%	92.4%	91.1%	92.2%	94.6%	93.7%	91.9%	80.1%	91.0%	The successful launch of the garden waste collection service resulted in a large increase in call volumes which had a direct impact on call handling performance. Performance plan attached at Appendix B2		
WL108 Average answered waiting time for callers to the contact centre (seconds)	43.00	23.00	37.00	60.00	64.00	47.00	58.00	69.00	163.00	60.00	The successful launch of the garden waste collection service resulted in a large increase in call volumes which had a direct impact on call handling performance. Performance plan attached at Appendix B2		











Leisure & Wellbeing Services

PI Code & Short Name	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Current Target	Comments	Q1 17/18 vs Q1 16/17	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
WL08a Number of Crime Incidents	1,120	1,169	1,271	1,205	1,359	1,224	1,388	1,199	1,432				
WL_18 Use of leisure and cultural facilities (swims and visits)	314,915	303,157	215,442	331,443	307,707	311,904	245,996	348,199	318,045				

Finance and HR Services

PI Code & Short Name	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Current Target	Comments	Q1 17/18 vs Q1 16/17	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
WL_121 Working Days Lost Due to Sickness Absence ³	9.63	10.43	10.47	9.64	8.89	7.61	7.40	7.44	6.92	8.08			

Street Scene Services

PI Code & Short Name	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Current Target	Comments	Q1 17/18 vs Q1 16/17	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 ⁶	130.26	125	For 2017/18, data reported for the quarter refers to the outturn validated during the quarter. Data shown has been re-stated to reflect this change. Performance Plan attached at Appendix B3		
NI 192 Percentage of household waste sent for reuse, recycling and composting ⁴	41.08%	51.08%	51.37%	41.81%	42.05% ⁷	54.16%	51.41%	43.42% ⁸	40.93%	50.00%	As above Performance Plan attached at Appendix B4		
NI 195a Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Litter	N/A	1.17%	1.17%	2.00%	N/A	1.33%	1.11%	0.00% ⁹	N/A	1.61%	Survey carried out three times each year. No data for Q1.	/	N/A
NI 195b Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Detritus	N/A	3.41%	5.97%	5.47%	N/A	3.24%	2.96%	2.05% ⁹	N/A	5.00%	Survey carried out three times each year. No data for Q1.	/	N/A
WL01 No. residual bins missed per 100,000 collections	81.12	93.34	87.42	97.41	73.06	75.87	78.68	79.62	91.48	80.00	Performance Plan attached at Appendix B5		
WL06 Average time taken to remove fly tips (days)	1.07	1.05	1.06	1.08	1.03 ⁹	1.05 ⁹	1.03	1.03	1.03	1.09			
WL122 % Vehicle Operator Licence	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%			

PI Code & Short Name	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Current Target	Comments	Q1 17/18 vs Q1 16/17	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
Inspections Carried Out within 6 Weeks													

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. ICT 4 Q4 2016/17 data previously reported as 100% (which was December 2016 performance) rather than year to date 99%

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. The data provided therefore reflects an outturn verified within the quarter rather than an outturn produced within the quarter.

⁵ NI191: Data restated from the originally published 131.82; ⁶ Data restated from the originally published 121.6. NB these outturns and time periods have been adjusted from those originally published in line with the revised reporting arrangements.

⁷ NI192: Data restated from originally published 40.61; ⁸ Data restated from originally published 44.43. NB these outturns and time periods have now been adjusted from those originally published in line with the revised reporting arrangements.

⁹ NI195a - previously reported as 0.65%; NI195b - previously reported as 2.19%

¹⁰ WL106: Data restated from originally published Q1 1.07, Q2 1.01 2016/17.

Following the annual review of PIs, the following changes to QPIs were approved by Cabinet in March 2017 for 2017/18: *B2: Overpayment Recovery of Housing Benefit overpayments (payments received)* – annual target changed from £170K to £195K. Quarter profile changed to reflect this ; *NI191: Residual household waste per household* and *NI192: Percentage of household waste sent for reuse, recycling and composting* - Quarter reporting period amended. There is a significant lag in reporting data for each quarter due to the external reporting and validating process. This has frequently meant that there is no quarterly data reportable for these PIs within the relevant quarter report. To allow quarterly figures to be monitored, data validated during the period being monitored will now be reported, and this will refer to outturn of the previous quarter; *TS1: Rent Collected as a % of rent owed (excluding arrears b/f)* - target changed from 97% to 99%; *TS24a: Average time taken to re-let local authority housing (General Needs)* and *TS24b: Average time taken to re-let local authority housing (Supported Needs)*. These PIs have been replaced by *TS11: % of rent loss through dwellings being vacant*, which identifies how much money is being lost through delays in turnaround of properties for letting; *WL108: Average answered waiting time for callers to the contact centre* - target decreased from 50 to 60 seconds to reflect end of year outturn. 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. To support this approach, the annual target will therefore reflect annual outturn.

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

PERFORMANCE PLAN	
Indicator	HS1 % Housing Repairs Completed in timescale
Reason(s) for not meeting target The figure is a combined total of the three day-to-day maintenance contractors. Analysis of Q1 shows overall performance of two contractors to be above target. One contractor has been significantly below target for this period reducing the overall performance figure to below target.	
Additional Commentary Q1 performance is 95.88% against a target of 97%. A performance plan provides further detail and actions to improve this key service for our tenants.	
Proposed Actions <ul style="list-style-type: none"> • Supply contractors a list of jobs completed after target. Review individual orders with contractors to identify late reasons Identify any trends Implement actions based on findings at contract meeting to be held on 6/9/2017 • Develop an “approaching target date report” • Monitor works approaching target date • Encourage sharing of good practice between contractors. • Ensure target dates are updated as necessary following variations. <p>These tasks are anticipated to show an impact on performance from October (Q3).</p>	
Resource Implications N/A	
Priority High	
Future Targets No change	
Action Plan	
Tasks to be undertaken	Completion Date
Contractor meeting	06/09/17
Develop report	29/09/17

PERFORMANCE PLAN	
Indicator	WL108 Average answered waiting time for callers to the contact centre WL90 % of Contact Centre calls answered
Reason(s) for not meeting target The successful launch of the Garden Waste Collection service resulted in increased call volumes; i.e.an additional 8,771 in the first quarter compared to the same quarter in 2016/17. In addition we have actively promoted channel shift via the Contact Centre's Interactive Voice Response (IVR), which encouraged residents to sign up online, rather than wait to speak to an advisor, although this then counts as an abandoned call, thus negatively impacting upon this performance indicator. However, this strategy has vastly improved online transactions, which contributes to the Council's digital agenda. To date 71% of subscriptions have been completed online compared to 29% by phone and this is the first time that online transactions have exceed phone/face to face transactions for the same service.	
Proposed Actions <ul style="list-style-type: none"> • Consideration to be given to opening up online subscriptions earlier than phone subscriptions for 2018/19 to minimise the impact on call handling during the first quarter. • Direct promotion of online subscriptions to residents that have subscribed this year, ahead of the new subscription year to encourage them to sign up online. <p>Whilst the Customer Services team will continue to focus on call handling performance, it is unlikely that performance targets will be achieved for the year due to the sheer volume of calls received in the first quarter. Time will be devoted during the course of the year to address the continued relevance of performance targets in this area due to the promotion of the digital agenda and channel shift as a corporate priority.</p>	
Resource Implications It is likely that some temporary additional staff resources will be needed to handle the increase in call volumes for a small period each year.	
Priority High	
Future Targets Consistently high call answering rates and low wait times actively encourages customers to contact the Council by phone which reduces the need for them to self-serve. In order to meet the Council's digital agenda, consideration needs to be given to call handling targets.	
Action Plan	
Tasks to be undertaken	Completion Date
Continue discussions with the project/implementation team to plan subscriptions for year 2.	January 2018
Use data gathered from the initial subscriptions to target all current subscribers with information about year 2 and to actively encourage them to subscribe online.	March 2018

PERFORMANCE PLAN	
Indicator	NI 191 Residual household Waste per Household
<p>Reason(s) for not meeting target</p> <p>The indicator is the number of kilograms of residual waste collected per household within the borough. The definition of household waste includes domestic waste (grey bin), green collections, street sweeping, litterbins, clinical waste and “bulky waste”</p> <p>The reasons for the increase in waste being collected are varied and can be difficult to specify. Lancashire County Council have reported that there has been an increase in residual waste being presented for disposal across the county.</p>	
<p>Additional Commentary</p> <p>The indicator is also influenced by the amount of material delivered into the transfer station from other service areas within the Council.</p> <p>Proposed Actions</p> <p>Continue to monitor the weight figures and use the data capture from specific areas to attempt to identify trends. Thereafter develop a medium term improvement plan.</p>	
<p>Resource Implications</p> <p>None requiring action.</p>	
<p>Priority Medium</p>	
<p>Future Targets</p> <p>No change at this stage.</p>	
Action Plan	
Tasks to be undertaken	Completion Date
Monthly performance monitoring	Ongoing

PERFORMANCE PLAN	
Indicator	NI 192 Percentage of Household Waste sent for reuse, recycling and composting.
Reason(s) for not meeting target	
<p>Since the introduction of the garden waste subscription service there has been a significant reduction in green tonnage collected (623.42T).</p> <p>Residual waste from the Borough is no longer being reprocessed at the material recycling facility at Farington, it is being sent to landfill. Therefore a loss in recycling tonnage is being experienced.</p> <p>Removal of bring sites and loss of some material that did not transfer to kerbside collection.</p>	
Additional Commentary	
<p>Proposed Actions Increase participation through publicising/promoting the garden waste collection service.</p> <p>These actions will have an impact at the start of the new subscription season - first quarter in 2018/19</p>	
Resource Implications	
Support from Communications team for the publicity plan.	
Priority	
Medium	
Future Targets	
No change at this stage.	
Action Plan	
Tasks to be undertaken	Completion Date
Publicity plan	April 2018

PERFORMANCE PLAN	
Indicator	WL01: Missed Bins per 100,000 Collections
Reason(s) for not meeting target	
<p>The target has not been achieved for Q1 2017/18 for a number of reasons including human error, vehicle availability, use of agency workers, restrictions on working hours and access issues.</p> <p>During this quarter there had been an increase in the use of agency staff. The loss of regular staff impacts on “local knowledge” in the collection areas.</p>	
Additional Commentary	
Proposed Actions	
<p>The current performance is 11 missed collections per 100,000 properties above the yearly target of 80 missed collections per 100,000 properties.</p> <p>The introduction of the in-cab communication system will assist drivers that are unfamiliar with a collection round. The system will provide the driver with the opportunity to refer to a specific collection round and therefore reduce the opportunity for missed collections.</p> <p>Additional vehicle provided to support two largest rounds.</p> <p>Improvements should start to be realised in Q3 2017/18</p>	
Resource Implications – Hire of vehicle and crew	
Priority Medium	
Future Targets	
No change to current target for 80 missed collections per 100,000 properties at this stage.	
Action Plan	
Tasks to be undertaken	Completion Date
Continue to monitor performance	Ongoing
Review performance indicator	March 2018
Review classification of missed bins	March 2018

ACTIONS FROM PREVIOUS PERFORMANCE PLANS

APPENDIX C

Indicator	Task created following Q	Tasks to be undertaken	Completion Date	Progress	Comment/Impact
HS13 % LA properties with Landlord Gas Safety Certificate 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 Q1 remains under target. Actions should impact on performance once recommendations are implemented.
		Review current processes with the group	May 2017	Meeting delayed due to availability and high workload of Maintenance Team. Rescheduled for July. Subsequent milestone dates will then be reviewed.	
		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	Appointments were made in January. 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. Performance for Q1 remains under target and a refreshed performance plan is attached at Appendix B1.
TS24b Average time taken to re-let local authority housing SUPPORTED NEEDS	Q316/17	Hall Green Redevelopment	Ongoing	In progress	The re-let QPIs have been replaced for 2017/18 with <i>TS11% of rent loss through dwellings being vacant</i>
		Appraisal of sheltered bedsit accommodation	June 2017	Queens Court Options Appraisal document to be	

				completed by August 2017	
		Promotion of the scheme through local agencies, partners and directly to applicants	July 2017	Complete. Promotion activity will continue.	
		Continue a programme of open days at low demand schemes	Sept 2017	Complete. Promotion activity will continue.	
		Investigate options for reducing age limit from 60 to 55 years for selected Category 1 accommodation.	June 2017	Proposal for reducing age limits to go to Cabinet in November 2017.	
R1 % of Council Tax collected	Q4 16/17	An updated Recovery Strategy for 2017/18	March 2017	Complete	Q1 outturn is on target.
		Relevant court dates scheduled with the Magistrates Court Service	March 2017	Complete	

There were no performance plans relating to the Q2 report 2016/17.

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 Performance Plans in previous quarters that contained a future implementation date.