







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%)	7
	Alert (by 5% or more)	4
	Data only	2
N/A	Data not collected for quarter	0
	Awaiting data	0
Total number of indicators/data items		31







	Improved	14
	Worse	13
	No change	4
/	Comparison not available	0
	Awaiting data	0

Shared Services ¹



PI Code & Short Name	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Current Target	Comments	Q2 17/18 vs Q2 16/17	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value					
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%	98.0%	98.0%	98.0%	97.0%	98.0%	98.0%	98.0%	99.0%	97.0%			
ICT3 Major Business Disruption (P2) (ytd)	100.0%	89.0%	92.0%	100.0%	92.0%	94.0%	96.0%	100.0%	100.0%	98.0%			
ICT4 Minor Disruption (P4) (ytd)	99.0%	97.0%	98.0%	99.0%	99.0%	99.0%	99.0%	98.0%	99.0%	98.0%			
B1 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events (ytd)	8.07	8.00	7.02	7.22	7.24	8.10	6.41	6.87	7.10	12.00			
B2 Overpayment Recovery of Housing Benefit overpayments (payments received) ytd	£149,382	£207,159	£276,577	£79,368	£157,338	£226,000	£311,409	£69,860	£140,362	£94,430			
R1 % of Council Tax collected	56.69%	84.37%	97.02%	29.38%	56.67%	84.38%	96.74%	29.30%	56.28%	57.31%	Head of Service's amber assessment: performance plan attached at Appendix B1		

PI Code & Short Name	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Current Target	Comments	Q2 17/18 vs Q2 16/17	Quarter Performance
	2015/16	2015/16	2015/16	2016/17	2016/17	2016/17	2016/17	2017/18	2017/18				
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
R2 % council tax previous years arrears collected	25.31%	32.64%	37.31%	9.98%	17.3%	22.54%	26.82%	7.13%	13.37%	12.36%			
R3 % of Non-domestic Rates Collected	54.83%	80.41%	98.32%	29.27%	56.87%	82.98%	97.72%	29.18%	55.15%	55.55%	Head of Service's amber assessment: performance plan attached at Appendix B1		
R4 Sundry Debtors % of revenue collected against debt raised	83.67%	88.84%	95%	66.42%	72.43%	80.87%	95.06%	39.49%	74.1%	65.75%			

Development & Regeneration Services











PI Code & Short Name	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Current Target	Comments	Q2 17/18 vs Q2 16/17	Quarter Performance
	2015/16	2015/16	2015/16	2016/17	2016/17	2016/17	2016/17	2017/18	2017/18				
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
NI 157a Processing of planning applications: Major applications	100%	100%	81.82%	100%	92.31%	71.43%	83.33%	100%	100%	65.00%			
NI 157b Processing of planning applications: Minor applications	66.15%	67.14%	62.26%	70.97%	91.67%	96.49%	94.67%	76.56%	93.90%	75.00%			
NI 157c Processing of planning applications: Other applications	83.33%	81.82%	80.00%	85.95%	96.64%	92.68%	89.52%	87.31%	93.62%	85.00%			

Finance and HR Services







PI Code & Short Name	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Current Target	Comments	Q2 17/18 vs Q2 16/17	Quarter Performance
	2015/16	2015/16	2015/16	2016/17	2016/17	2016/17	2016/17	2017/18	2017/18				
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
WL_121 Working Days Lost Due to Sickness Absence ³	10.43	10.47	9.64	8.89	7.61	7.40	7.44	6.92	7.54	8.08			

Housing & Inclusion Services











PI Code & Short Name	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Current Target	Comments	Q2 17/18 vs Q2 16/17	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
HS1 % Housing repairs completed in timescale	96.11%	97.02%	95.38%	94.93%	97.42%	98.13%	98.40%	95.88%	96.06%	97.00%	Performance with one contractor has been discussed at a contractor meeting. Processes were put in place to improve identified issues, and performance has improved, with the monthly target having been on target for October. Performance Plan in progress. See Appendix C.	↓	⚠
HS13 % LA properties with Landlord Gas Safety Record outstanding	0.01%	0.08%	0.13%	0.13%	0.22%	0.07%	0.19%	0.16%	0.13%	0.00%	Target based on legal requirement for all eligible properties to have certificate. Reported performance is an average from months in the period. 0% was achieved in July. 0.13% represents an average of 7 properties. Performance Plan in progress. See Appendix C.	↑	⛔
TS1 Rent Collected as a % of rent owed (excluding arrears b/f)	100.12	99.74	99.81	102.3	99.96	99.96	99.09	102.46	99.97	99.00	As more tenants move to Universal Credit (UC) the target becomes more challenging. The Income team prioritise pre tenancy money advice and early intervention to minimise rent arrears and maximise rental income. We continue to maximise the amount of Discretionary Housing Payment for customers and advise those on UC of advanced payments for their housing costs (rent) and that when 8 weeks rent arrears accrue we will request a managed payment or an alternative payment arrangement for rent arrears from the DWP. UC work has had a significant impact on staffing resources. We are looking to secure additional staff to assist manage performance ahead of full UC on 13.12.17 utilising both existing budgets and funding from the DWP to provide support for UC claimants.	↑	✅





PI Code & Short Name	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Current Target	Comments	Q2 17/18 vs Q2 16/17	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
TS11 % of rent loss through dwellings being vacant	1.56%	1.66%	1.74%	1.76%	1.79%	1.8%	1.79%	1.84%	1.79%	2.00%			
BV8 % invoices paid on time	98.65%	99.28%	98.36%	98.54%	98.33%	98.65%	98.37%	99.11%	98.05%	98.75%	This relates to over 9,000 invoices in the quarter. Performance for October is on target. Head of Service's amber assessment: performance plan not required.		
WL19bii Direct dial calls answered within 10 seconds ²	80.79%	82.35%	81.00%	80.15%	79.95%	82.41%	82.69%	81.39%	81.24% ²	82.21%	Please note that due to technical issues with the call logger, data is not available for the period 16.09.17-12.10.17. The outturn for Q2 therefore refers to quarter data up to 15.09.17. Head of Service's amber assessment: performance plan not required.		
WL90 % of Contact Centre calls answered	93.8%	92.4%	91.1%	92.2%	94.6%	93.7%	91.9%	80.1%	90.3%	91.0%	The successful launch of the garden waste collection service resulted in increased call volumes. However actively promoting channel shift via the Interactive Voice Response encourages residents to hang up and sign up online instead, which registers as an abandoned call and therefore has a direct impact on call handling performance. Calls have started to reduce during this quarter in relation to garden waste and performance has started to improve. Performance Plan in progress. See Appendix C.		
WL108 Average answered waiting time for callers to the contact centre (seconds)	23.00	37.00	60.00	64.00	47.00	58.00	69.00	163.00	83.00	60.00	The successful launch of the Garden Waste collection service has resulted in an increase in call volumes which has had a direct impact on call waiting times. Performance Plan in progress. See Appendix C.		

Leisure & Wellbeing Services

PI Code & Short Name	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Current Target	Comments	Q2 17/18 vs Q2 16/17	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
WL08a Number of Crime Incidents	1,169	1,271	1,205	1,359	1,224	1,388	1,199	1,432	1,504				
WL_18 Use of leisure and cultural facilities (swims and visits)	303,157	215,442	331,443	307,707	311,904	245,996	348,199	318,045	333,750				

Street Scene Services

PI Code & Short Name	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Current Target	Comments	Q2 17/18 vs Q2 16/17	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
NI 191 Residual household waste per household (Kg) ⁴	122.66	124.96	138.46	128.7 ⁵	121	125.32	126.71 ⁶	133.82 ⁷	127.18	125	Performance Plan in progress. See Appendix C.		
NI 192 Percentage of household waste sent for reuse, recycling and composting ⁴	51.08%	51.37%	41.81%	42.05% ⁸	54.16%	51.41%	43.42% ⁹	38.57% ¹⁰	47.38%	50.00%	Increase publicity and promotion for the Garden Waste collection season 18/19 to increase uptake of the service. Performance Plan in progress. See Appendix C.		
NI 195a Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Litter	1.17%	1.17%	2.00%	N/A	1.33%	1.11%	0.00% ¹¹	N/A	1.22%	1.61%			
NI 195b Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting): Detritus	3.41%	5.97%	5.47%	N/A	3.24%	2.96%	2.05% ¹¹	N/A	3.13%	5.00%			
WL01 No. residual bins missed per 100,000 collections	93.34	87.42	97.41	73.06	75.87	78.68	79.62	91.48	93.36	80.00	Route Optimisation project is ongoing. The aim is to have more balanced rounds. This is due for completion in March 2018.		

PI Code & Short Name	Q2 2015/16	Q3 2015/16	Q4 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	Q4 2016/17	Q1 2017/18	Q2 2017/18	Current Target	Comments	Q2 17/18 vs Q2 16/17	Quarter Performance
	Value	Value	Value	Value	Value	Value	Value	Value	Value				
											Performance Plan in progress. See Appendix C.		
WL06 Average time taken to remove fly tips (days)	1.05	1.06	1.08	1.03 ¹²	1.05 ¹²	1.03	1.03	1.03	1.03	1.09			
WL122 % Vehicle Operator Licence Inspections Carried Out within 6 Weeks	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%			

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. Data for Q2 2017/18 was only for the period 01.07 – 15.09.17.

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. Data shown has been re-stated to reflect this change.

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 Data restated from originally published 130.26

⁸ NI192: Data restated from originally published 40.61; ⁹ 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. ¹⁰ Data restated from originally published 40.93

¹¹ NI195a - previously reported as 0.65%; NI195b - previously reported as 2.19%

¹² WL06: 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	R1 % of Council Tax collected / R3 % of Non-domestic Rates Collected
<p>Reason(s) for not meeting target: As in previous years at this point in the calendar year the outturn has dipped below the Current Year Council Tax & NNDR Recovery service targets. The contractual Service Level Agreement is an annual target.</p> <p>Both of these annual targets remain the most challenging for the service to deliver. Although resources were increased in both areas early on this financial year and work trays are at very low levels, which indicates the level of resource allocated to these areas is not an issue, the service haven't managed to meet their internal target this quarter. New management information should help identify the specific areas for future focus.</p>	
<p>Additional Commentary</p> <p>Proposed Actions The service are currently reviewing options in terms of how best to address this and bring performance back on track, initial action includes:</p> <ul style="list-style-type: none"> • Increased monitoring and review of high value recovery cases to target non payers • Liaising closely with Valuation Office to ensure accurate Rating Lists maintained • Appointment of specialist Revenues Agency worker to assist with the collection process and enable staff to target specific workstreams such as alternative payments • Implementation of new Management Information Software to assist identification of areas for focus. <p>It is anticipated that these actions will have a positive impact and improve performance by the end of the financial year.</p>	
<p>Resource Implications Resource issues have been considered during the updating of the Recovery Strategy and will be met within the existing service.</p>	
<p>Priority The collection of both Council and Business Rates Tax remains an ongoing key priority for the Service and Council.</p>	
<p>Future Targets No proposed change to target. The contractual Service Level Agreement is an annual target, however this reports performance against where the service would like recovery to be at that point in the financial year.</p>	
Action Plan	
Tasks to be undertaken	Completion Date
Increased monitoring and review of high value recovery cases to target non payers	Ongoing
Liaising closely with Valuation Office to ensure accurate Rating Lists maintained	Ongoing
Appointment of specialist Revenues Agency worker to assist in maximising collection process	Ongoing
Implementation of new Management Information Software to assist identification of areas for focus – Go Live	November 2017

ACTIONS FROM PREVIOUS PERFORMANCE PLANS

APPENDIX C

Indicator	Task created following Q	Tasks to be undertaken	Completion Date	Progress	Comment/Impact
<p>HS13 % LA properties with Landlord Gas Safety Certificate outstanding</p>	<p>Q316/17</p>	<p>Form a working group. Involving Legal, Property Services, Housing Operations and the councils heating contractor.</p>	<p>March 2017</p>	<p>Complete.</p>	<p>Performance for Q2 remains under target. Actions should impact on performance once recommendations are implemented, so should be visible from Q4 onwards.</p>
		<p>Review current processes with the group</p>	<p>May 2017</p>	<p>A project is now underway to put the gas servicing process onto QL, the Housing Management System. This will facilitate improved team working, make it easier to recognise and manage issues and identify opportunities to enhance the current process.</p>	
		<p>Review best practice from other organisations</p>	<p>June 2017</p>	<p>We have identified that additional contact with the tenant earlier in the process, and more reliable information in a shared format (to enable other teams to assist with access problems) is needed. Our procedures are being changing to address this. We are also exploring communications to raise tenants' awareness around gas servicing.</p>	
		<p>Make recommendations for changes to the process.</p>	<p>July 2017</p>	<p>Initial changes recommended (as above) and we will monitor their impact. Once gas servicing</p>	

				is on QL we will identify any further improvements necessary.	
		Implement changes.	Sept 2017	The changes are being implemented alongside the project to move gas servicing onto QL, so will be implemented during November.	
		Rewrite of the Gas Policy and re-working of the procedure to be implemented with the advice of external adviser.	Dec 2017	In progress.	
TS24b Average time taken to re-let local authority housing SUPPORTED NEEDS	Q3 16/17	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	Complete. Queens Court Options Appraisal signed off by service managers September 2017.	
		Investigate options for reducing age limit from 60 to 55 years for selected Category 1 accommodation.	June 2017	Complete. Proposal for reducing age limits to go to Cabinet as part of the Allocations Policy review in January.	
WL108 Average answered waiting time for callers to the contact centre & WL90 % of Contact Centre calls answered	Q1 17/18	Continue discussions with the project/ implementation team to plan subscriptions for year 2.	January 2018	Planning work is underway	Whilst the Customer Services team will continue to focus on call handling performance, it is unlikely that performance targets will be achieved for 2017/18 due to the sheer volume of calls received in the first quarter.
		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	Data gathering exercise is complete. Targeted messages will be used to encourage current subscribers to re-subscribe online.	
HS1 % Housing Repairs Completed in timescale	Q1 17/18	Contractor meeting	06/09/17	Completed. Monthly meetings now	Q2 performance remains below target.

				scheduled with contractors to allow swift identification and resolution of issues.	Other reasons identified for underperformance have been also been the focus of our improvement work, such as improving our processes around approving target date extensions where appropriate, and clearing the backlog of work awaiting further instruction from WLBC.
		Develop 'approaching target date' report	29/09/17	Complete. Contractors already have access to a report of jobs approaching their target date available on Epix which is used as part of their management of repairs within their area.	These tasks are anticipated to show an impact on performance from October (Q3). Performance data for October was above target.
NI 191 Residual household Waste per Household	Q1 17/18	Monthly performance monitoring	Ongoing	Underway	Performance for Q2 was Amber.
NI 192 Percentage of Household Waste sent for reuse, recycling and composting.	Q1 17/18	Publicity plan publicising/promoting the garden waste collection service	April 2018	Plan is in development.	Performance for Q2 was Red. The publicity plan will have an impact at the start of the new subscription season - first quarter in 2018/19
WL01: Missed Bins per 100,000 Collections	Q1 17/18	Continue to monitor performance	Ongoing	Underway	These tasks are anticipated to show an impact on performance from October (Q3). Performance for Q2 was below target.
		Review performance indicator	March 2018	A more precise number of properties/bins will be determined through the route optimisation project.	
		Review classification of missed bins	March 2018		

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.