

Appendix B - Business Plan Q3 2018/19 - key performance indicators

PI no.	PI name	Head of Service	Frequency	Good is?	2017/18 Annual value	2018/19 Q1 target	2018/19 Q1 value	RAG Q1	DOT Q1	2018/19 Q2 target	2018/19 Q2 value	RAG Q2	DOT Q2	2018/19 Q3 target	2018/19 Q3 value	RAG Q3	DOT Q3	2018/19 Annual target	Q3 commentary
<b>Strengthening our economy</b>																			
KEG01a	No. of jobs created through effective management of external funding	Nik Hardy	Quarterly	High	60	n/a	0	n/a	▼	n/a	14	n/a	▲	n/a	0	n/a	▼	50	We have been working with a number of new and fledgling businesses as part of the revised SIIF small grants scheme - 2 applications for the final amount of the small grants scheme (£100k) have been appraised. Other new businesses are being engaged through SIIF funded activity
KEG01b	No. of jobs safeguarded through effective management of external funding	Nik Hardy	Quarterly	High	86	n/a	13	n/a	▼	n/a	25	n/a	▲	n/a	0	n/a	▼	50	No existing businesses have been assisted this quarter, but new businesses are being worked with.
KEG02	No. of businesses engaged	Nik Hardy	Quarterly	High	66	13	21	G	▼	8	7	A	▼	12	23	G	▲	50	New businesses - 2 applications for the small grants scheme have been appraised. Other businesses are being engaged through SIIF funded activity in support of the EU funded Business Growth Hub.
KDS01	% of major planning applications determined within statutory period	Kevin Kerrigan	Monthly	High	98%	90%	100%	G	◀▶	90%	89%	A	▼	90%	88%	A	▼	90%	October performance affected by 1 of the 4 applications being out of time. This was due to error being noted on publicity. Lessons learnt from this and performance for Nov and Dec back on track.
KDS02	% of minor and other planning applications determined within statutory period	Kevin Kerrigan	Monthly	High	95%	90%	94%	G	▼	90%	90%	G	▼	90%	88%	A	▼	90%	Aware of dip in performance due to staff resource issues and lack of oversight of performance. Measures put in place.
KDS03	No. of housing units granted planning permission	Kevin Kerrigan	Quarterly	High	582	103	158	G	▲	103	127	G	▼	103	142	G	▲	413	Target exceeded thanks to granting of Home Group site at Wigton.
KDS04	No. of new housing completions	Kevin Kerrigan	Quarterly	High	502	86	53	R	▼	172	106	R	▲	258	209	R	▲	344	The figure is cumulative to the end of Q3. The figure includes the completion of 20 apartments at Bounty Avenue in Maryport. There have also been 22 completions for the old Corus site.
KDS08	Full Plans determined within 5 weeks (Building Control)	Kevin Kerrigan	Monthly	High	93%	85%	98%	G	▲	85%	95%	G	▼	85%	84%	A	▼	85%	Very slightly off target and performance vulnerable to staff absences going forward.
KFS02	% of invoices from local Cumbrian businesses paid within 14 days	Catherine Nicholson	Monthly	High	86.0%	98.0%	92.0%	A	◀▶	98.0%	91.8%	A	▼	98.0%	94.9%	A	▲	98.0%	During quarter 3 the authority has paid 94.9% of invoices within 14 days against a target of 98%. This compares favourably with the same period last year when only 90.0% was achieved. There has been an improvement in performance when compared to the previous year but we are still falling short of the 98% target. Work will continue with service departments to improve performance and address issues as they are identified.
KCTC16	% of Council spend (less than £50k) on goods and services with local suppliers and companies	Brendan Carlin	Quarterly	High	-	42.0%	41.5%	A	▲	42.0%	46.3%	G	▲	42.0%	34.4%	R	▼	42.0%	From Q1 to Q3 we have spent 41.19% with our local suppliers in Allerdale – this is an increase of 5.12% above the same time last year (36.08%) and currently just below our target of 42%. Quarter 3 is slightly down at 34.39% spend with local suppliers – based on comparison to last year, and the trend over this year, we should meet (exceed) our target next quarter.
KGOV01	% of Local Land Charges Searches carried out within 10 working days	Sharon Sewell	Monthly	High	96.85%	95.00%	100.00%	G	▲	95.00%	93.55%	A	▼	95.00%	100.00%	G	▲	95.00%	Target exceeded.
<b>Tackling inequality</b>																			
KCTC01a	Time taken to process Housing Benefit new claims (no. of days)	Paul Wood	Monthly	Low	15	18	15	G	▼	18	12	G	▲	18	12	G	◀▶	18	Target exceeded.
KCTC01b	Time taken to process Council Tax new claims (no. of days)	Paul Wood	Monthly	Low	20	20	15	G	▲	20	14	G	▲	20	13	G	▲	20	Target exceeded.
KCTC02	Time taken to process Housing Benefit/Council Tax change of circumstances (no. of days)	Paul Wood	Monthly	Low	6	7	4	G	▼	7	4	G	◀▶	7	4	G	▲	7	Target exceeded.
KHH01	No. of affordable homes facilitated by the Council	Kevin Kerrigan	Quarterly	High	75	25	10	R	▼	25	40	G	▲	25	3	R	▼	100	During Q3 3 units were delivered in Cockermouth, Wigton. The number of affordables homes delivered are determined by the developer output as opposed to being a performance related target as such, the Council has limited control of the delivery rates.

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KHH02	% of affordable homes allocated to those with a local connection and in line with S106 obligations	Kevin Kerrigan	Quarterly	High	100%	100%	100%	G	◀▶	100%	100%	G	◀▶	100%	100%	G	◀▶	100%	There were 3 tenancies started in Q3 which we are currently on target. It is still proving challenging to review the allocations on Cumbria Choice as the records don't appear to be updated regularly.
KHH04a	% of homeless decisions made within guideline 56 days	Paul Wood	Monthly	High	-	100%	100%	G	◀▶	100%	100%	G	◀▶	100%	100%	G	◀▶	100%	All decisions made by and before the 56 days limit
<b>Enhancing our towns</b>																			
KFS03	% of public conveniences cleaned within the Service Level Agreement	Catherine Nicholson	Monthly	High	100%	100%	100%	G	◀▶	100%	100%	G	◀▶	100%	100%	G	◀▶	100%	Target achieved.
KHH06a	No. of Empty Homes Grants completed	Kevin Kerrigan	Quarterly	High	10	0	0	G	▼	3	2	R	▲	5	3	R	▲	10	3 empty home grants have been completed in Q3, giving a total of 5 completions to date. A further 12 approved grants have work ongoing and it is anticipated that these will be completed in Q4.
<b>Improving health and wellbeing</b>																			
KCS03a	Leisure centre usage - Keswick	Charles Holmes	Monthly	High	79867	23066	18371	R	▲	26300	27286	G	▲	14700	10710	R	▼	80666	Keswick Gym currently closed for refurbishment resulting in poor usage figures, November & December
KCS03b	Leisure centre usage - Cockermouth	Charles Holmes	Monthly	High	177418	43916	40427	A	▼	42700	40256	A	▼	42600	45049	G	▲	180966	Usage is on track with predicted forecast based on the gym refurbishment taken place in the summer. New boiler installed in December for the swimming pool.
KCS03c	Leisure centre usage - Workington	Charles Holmes	Monthly	High	292281	82939	76395	A	▼	81950	77491	A	▲	68240	65411	A	▼	321509	Workington Leisure Centre continues to do well, but figures for Q3 are below target. The Leisure Centre saw huge increases in usage in year 1 and into year 2, but usage seems to be levelling off.
KCS03d	The Wave usage	Charles Holmes	Monthly	High	29941	5835	5302	A	▲	10900	8323	R	▲	7800	2978	R	▼	32935	Usage figures at the Wave show below target performance. We are seeing new users taking out membership for the Gym and expect to see numbers increase in the next quarters.
KCS04a	Workington Leisure Centre usage by target groups (low income)	Charles Holmes	Monthly	High	18532	4283	4897	G	▼	5280	7395	G	▲	3890	11272	G	▲	18903	Performance remains strong
KCS04b	Workington Leisure Centre usage by target groups (60+)	Charles Holmes	Monthly	High	28512	7152	7947	G	▼	6750	8246	G	▲	7030	8511	G	▲	29082	Target achieved
KCS04c	Workington Leisure Centre usage by target groups (juniors)	Charles Holmes	Monthly	High	57555	13656	18155	G	▲	14700	18091	G	▼	14650	10476	R	▼	58706	Schools and groups still not being recorded correctly through client management system. To be raised at next core group meeting.
KHH07	% of Disabled Facilities Grants approved within 10 weeks from receipt of referral to approval	Kevin Kerrigan	Quarterly	High	78%	85%	95%	G	▲	85%	89%	G	▼	85%	82%	A	▼	85%	Out of the 38 disabled facilities Grants approved in Q3 7 were outside of the target 10 weeks from referral to approval.
KHH08a	% of Discretionary Housing Grant Assistance approved within 12 weeks of first inspection date	Kevin Kerrigan	Quarterly	High	-	85%	100%	G	◀▶	85%	80%	A	▼	85%	100%	G	▲	85%	Due to the Discretionary grant budget being fully spent and allocated only one discretionary grant was approved in Q3. This was within 12 weeks of first inspection date.
KHH09	% of programmed private water supplies sampled	Sharon Sewell	Monthly	High	98.0%	17.1%	17.1%	G	▲	35.8%	27.0%	R	▲	23.6%	24.5%	G	▼	100%	Managed to catch up with some of the supplies that were in drought in the summer, as well as bringing a couple of sampling visits forward where possible. Appointments being made for new year, however, a few properties closed for the winter months.
KHH10	% of food safety inspections carried out (Category A-B)	Sharon Sewell	Quarterly	High	100%	100%	100%	G	◀▶	100%	82%	R	▼	100%	73%	R	▼	100%	Outstanding inspections to be carried out this quarter.
<b>Creating a sustainable business</b>																			
KCTC03	No. of new customer registrations myAllerdale (Channel shift) (registrations per period)	Nik Hardy	Monthly	High	6170	750	2385	G	▼	750	2645	G	▲	750	2143	G	▼	3000	My Allerdale remains popular with customers who are continuing to register and use it to access our services. Registrations are above target.

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KCTC04	Average speed of answer (A.S.A) on calls to 03031231702 (seconds)	Paul Wood	Monthly	Low	60	45	70	R	▼	45	73	R	▼	45	71	R	▲	45	Performance improved slightly from Q2 and working towards attaining target.
KCTC05	Abandoned calls rate (%)	Paul Wood	Monthly	Low	7%	7%	8%	A	▼	7%	8%	A	◀▶	7%	7%	G	▲	7%	Improved performance and on target for Q3.
KCTC06	Customer service satisfaction score	Paul Wood	Quarterly	High	90%	80%	92%	G	▲	80%	89%	G	▼	80%	98%	G	▲	80%	Q3 saw a very high satisfaction level achieved.
KCTC07	Average no. of website unique page views per day	Nik Hardy	Monthly	High	3202	3000	3443	G	▲	3000	2999	A	▼	3000	2893	A	▼	3000	Website usage tends to drop off around Christmas. However, the new site continues to perform well and provided access to many of our services over the festive break.
KCTC08	Average no. of Facebook likes per day	Nik Hardy	Monthly	High	2118	2000	2370	G	▲	2000	2628	G	▲	2000	2970	G	▲	2000	The number of likes continues to rise and we are engaging with our residents more and more.
KCTC09	Average no. of Twitter followers per day	Nik Hardy	Monthly	High	5912	6000	6205	G	▲	6000	6397	G	▲	6000	6539	G	▲	6000	Twitter followers remains high and above target.
KCTC10a	Average no. of ICT Support calls logged per day	Paul Wood	Monthly	Low	29	25	17	G	▲	25	17	G	◀▶	25	19	G	▼	25	Performance above target.
KCTC11	% of ICT support calls resolved within SLA	Paul Wood	Monthly	High	92%	87%	89%	G	▲	87%	88%	G	▼	87%	91%	G	▲	87%	Performance above target.
KCTC12a	Overall percentage of time systems available for use	Paul Wood	Monthly	High	-	99.9%	100.0%	G	▲	99.9%	100.0%	G	◀▶	99.9%	99.9%	G	▼	99.9%	Target achieved.
KCTC13*	NNDR collection rate	Paul Wood	Monthly	High	97.66%	30.66%	30.90%	G	▲	57.50%	57.00%	A	▼	83.90%	83.10%	A	▼	98.20%	Slightly below target at end of Q3, but still expecting to reach Q4 target.
KCTC14*	Council Tax collection rate	Paul Wood	Monthly	High	97.66%	29.80%	29.75%	A	▼	57.60%	57.53%	A	▼	85.40%	85.40%	G	▼	97.80%	Collection rate on target for Q3.
KFS01	% invoices paid in 30 days	Catherine Nicholson	Monthly	High	95.0%	98.0%	97.0%	A	◀▶	98.0%	98.0%	G	▲	98.0%	98.6%	G	▲	98.0%	During quarter 3 the Authority has achieved the target of paying 98.6% of invoices within 30 days, this is a slight improvement on the same period last year when 98.0% was achieved. The target of 98% was achieved in both November and December but was missed in October, due to a combination of purchase orders not being raised and invoices being sent direct to the departments, rather than finance for payment.
KFS06a	% of invoiced debt collected within 30 days of invoicing	Catherine Nicholson	Monthly	High	56%	n/a	59%	n/a	▼	n/a	59%	n/a	◀▶	n/a	66%	n/a	▲	n/a	The percentage is consistent with previous months
KFS06b	% of debt outstanding for over 90 days	Catherine Nicholson	Monthly	Low	25.0%	n/a	11.1%	n/a	▲	n/a	30.4%	n/a	▼	n/a	27%	n/a	▼	n/a	The percentage is consistent with same period last financial year
KEG04	Occupancy rates of Council's property portfolio	Kevin Kerrigan	Monthly	High	90.3%	90.0%	88.0%	A	▼	90.0%	93.0%	G	▲	90.0%	93.0%	G	◀▶	90.0%	Slightly above target due to some recent lettings
KCS01* (NI192)	% of household waste sent for recycling	Charles Holmes	Quarterly	High	34.2%	41.8%	38.2%	A	▼	47.2%	38.2%	R	▼	33.0%	39.0%	G	▼	41.0%	Q3 figure is estimated based the data available and past years. Paper tonnages continue to remain lower than previous years, this is a national trend with the decline of printed media and reduced packaging from products. Green waste tonnages continued to remain low in Q2 following a extended period of very hot weather, followed by colder temperatures.
KCS02* (NI191)	Kg of household waste sent to landfill	Charles Holmes	Quarterly	Low	590.75	132.00	144.20	A	▼	118.00	144.20	R	▼	135.00	137.0	A	▼	520.00	Q3 figure is estimated based the data available and past years. Q2 shows an improved position on Q1 with a decrease of 14.4 kg per household.
KPR01	Average no. of working days lost to sickness absence per employee per annum	Sharon Sewell	Monthly	Low	9.37	7.00	10.84	R	▼	7.00	12.36	R	▼	7.00	14.88	R	▼	7.00	The average number of working days lost to sickness absence continues to be above target. Positive improvements have been seen by using some alternative therapies to support employees.
KPR06	% of workforce with zero absence	Sharon Sewell	Monthly	High	n/a	90%	89%	A	▲	90%	90%	G	▲	90%	89%	A	▼	90%	Just off target for Q3.

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KPRO7	% of employees engaging with employee surveys	Sharon Sewell	Annually	High	36%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	50%	Annually reported figure.

#### Definitions

##### RAG

R	Significantly worse than target (usually >10% from target) – urgent action required to improve performance
A	Within agreed tolerance of target (usually up to 10% from target) - some action may be required to improve performance
G	On, or better than, target

**DOT** Direction of travel arrows indicate whether performance since the last comparable period has become:

- ▲ Better
- ◄► Stayed the same
- ▼ Worse

'Comparable period' - this is usually the previous month or quarter.

\* For a few indicators we compare back to the previous year's comparable quarters (these are KCTC13, KCTC14, KCS01, KCS02)