

**REPORT FROM: HEAD OF CENTRAL & REGENERATION SERVICES**

**TO: PERFORMANCE MONITORING PANEL**

**DATE: 30<sup>TH</sup> JULY 2014**

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## **PERFORMANCE MANAGEMENT REPORT: 1<sup>ST</sup> APRIL 2013 – 31<sup>ST</sup> MARCH 2014**

### **PURPOSE OF REPORT**

The report presents the Performance Monitoring Panel (PMP) with details of performance for the period 1<sup>st</sup> April 2013 – 31<sup>st</sup> March 2014.

### **RECOMMENDATIONS**

That the PMP Members note the report along with the underperforming key PIs and related comments as detailed in Appendix 1.

### **REASONS FOR RECOMMENDATIONS**

To ensure that we retain focus on our priorities and deliver high quality, accessible services.

### **ISSUE**

#### ***Background***

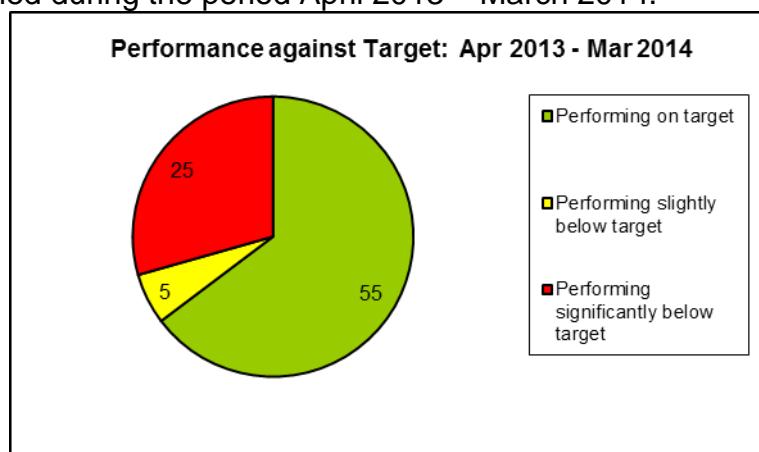
1. Following the changes introduced by Central Government towards more localised scrutiny of Council performance, we took the opportunity to review our performance management arrangements for 2011/12 onwards.
2. Part of this review was to devise, with services, a revised PI set with a focus on moving towards more productivity based measures of performance. This change has helped us to establish how things are working more effectively with the resources that we have, and will be used to improve and drive our performance.
3. Managers were also asked to report regular performance information on a timelier basis. This has helped us to see how services are performing more quickly than previous years and allows us to resolve any issues identified more promptly.
4. Following the end of the first year using the revised PI set, the Performance Management Team discussed the PIs and the proposed targets for 2013/14 with each service group. A few minor changes were made to the PI set as a result of these discussions via the deletion, amendment and introduction of a small number of PIs.

- The proposed PI set and targets for 2013/14 were approved by Management Team at their meeting on 21<sup>st</sup> May 2013.

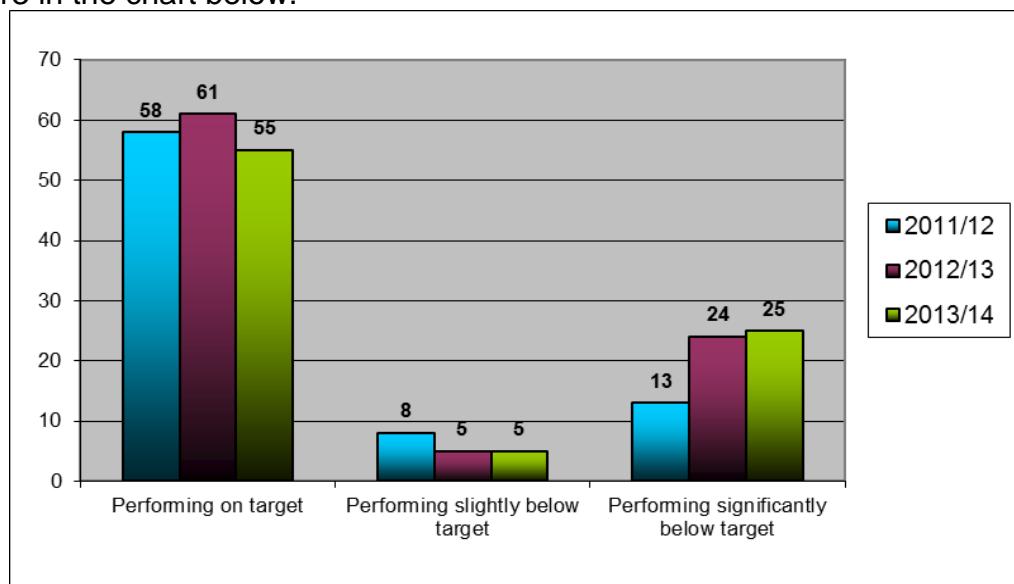
## **Present Position**

### **General Performance**

- Of our 120 Corporate PIs reported on during the year, performance could only be measured against 85 (70.8%). This includes PIs which are measured both quarterly and annually. Performance cannot be assessed against 35 PIs because:
  - 33 of them are 'Data Only' PIs. This means that targets have not been set either due to the nature of the PI (e.g. monitoring trends), or because they are feeder PIs and are provided in this report for information / context;
  - two PIs (LCP 9 – Greenhouse Gas Emissions; HR 5 - % of sickness absence due to work related injury and / or work related ill health) are still awaiting data for 2013/14 due to the complex data collection processes involved.
- Of the 85 PIs where performance could be measured the summary below shows how these have performed during the period April 2013 – March 2014.



- We can also look at how our PIs performed against target in comparison to 2011/12 and 2012/13 in the chart below.



- On a general and positive note the rate of performance for those PIs achieving or exceeding the target set for the year is good. However, this year has also seen a very slight increase in the number of PIs that have performed significantly below target.

10. When considering how we have performed against target when compared with previous years it is important to note the following:

- a) that the comparison being made here is general as we are not comparing like-with-like. This is due to changes to the PI set from year-to-year to accommodate our changing priorities. For example, some PIs have now been deleted, some have changed slightly to make them more relevant and one PI was changed to Data Only;
- b) we recognise that some of our PIs will always struggle to perform well (e.g. Waste & Recycling and Planning).

11. All the PIs that have underperformed in 2013/14 against the targets set and have been identified as 'key' by Management Team are detailed within Appendix 1. These have been presented to the respective Director/Head of Service regarding the performance of these PIs and their comments sought and included in the table where provided.

### Forecasting Performance

12. At the end of Quarter 3, forecasts of performance towards annual targets were provided by Service Areas for the 81 PIs that were measured on a quarterly basis throughout the year. This information indicated that 59 of these PIs were expected to meet or exceed the targets set for the year, and the majority of them did except for those detailed in the table below.

PI	Actual Performance Against Target for 2013/14
BDS 3 – Number of Property Registers produced	
HI 1 - % DFG enquiries ready for approval within 3mths of initial visit/scheme agreement	
HS 2 - % of 'no hot water' complaints responded to within 1 working day	
EH 1 - % Environmental Health service requests responded to on target	
EH 10 - % of programmed Private Water Supply risk assessments completed	
EH 11 - % of Private Water Supply samples taken	
PBC 1a - % of all appeals determined in accordance with officer recommendation	
PBC 6 - % of 'Minor' planning applications determined within 8wks	
PBC 7 - % of 'Major' planning applications determined within 8wks	
WM 8b - % of household waste sent for composting	

13. Of the remaining 22 PIs, 16 performed as expected, 2 performed at a worse level than expected and 4 performed better than expected.

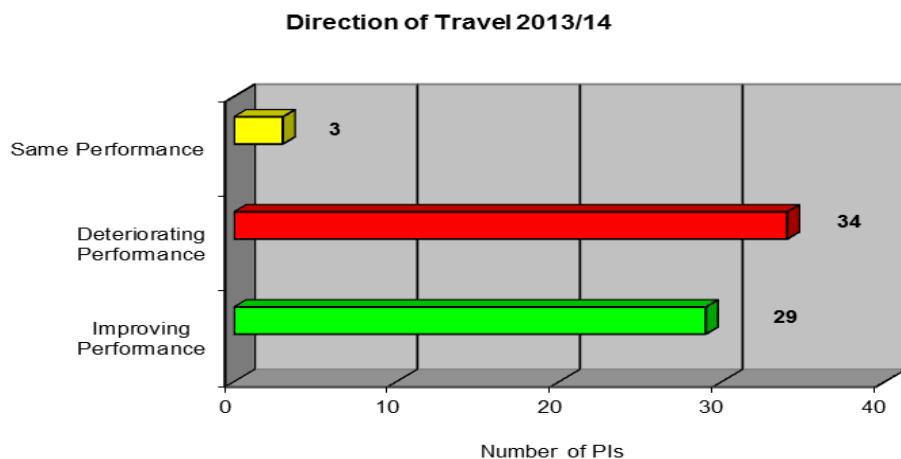
### Comparative Performance

14. We currently have 66 PIs that we have retained from the 2011/12 PI Set and have comparative performance information for. The remaining PIs are not comparable because they are either 'Data Only' PIs, did not have targets set initially or are reported on annually with complex data collection processes which are still ongoing.

15. The summary below shows how generally performance against these PIs has remained consistent in comparison with the previous two years:

Status	2011/12	2012/13	2013/14
	46	46	46
	7	4	5
	13	16	15

16. Whilst achieving targets is important we must also consider the level of improvement in performance, i.e. our direction of travel. The chart below summarises our direction of travel for the 66 PIs where comparative data is available for at least three years:



17. Further detailed information on all PIs can be provided by the Performance Management Officer on request.

18. In conclusion, given the resource constraints that have been (and continue to be) experienced, the fact that our performance is being maintained at this level is very positive.

## **IMPLICATIONS**

**Policy:** The Council has a duty to report to regularly report on its performance and make this information available to members of the public, staff and councillors.

**Financial:** None.

**Legal:** The Council has a duty to report to regularly report on its performance and make this information available to members of the public, staff and councillors.

**Risk Management:** Failure to effectively monitor performance and deal with any problems of underperformance could impact upon the Council's ability to deliver its priorities.

**Health and Safety:** None.

**Sustainability:** A number of our current performance measures relate to Sustainability issues.

**Community Safety:** A number of our current performance measures relate to Community Safety issues.

**Equality and Diversity:** A number of our current performance measures relate to Equality and Diversity issues.

## **APPENDICES**

Appendix 1 – Underperforming Key PIs for 1<sup>st</sup> April 2013 – 31<sup>st</sup> March 2014

## **LIST OF BACKGROUND PAPERS**

- Performance data received from individual services
- Supporting commentary received from individual services
- Covalent Performance Management Software reports

# PI Report 2013/14: Underperforming PIs

## APPENDIX 1

### Key:

Status: Performance Against Target / Expected Outcome		Long Trend: Are we consistently improving?			
	This PI is significantly below target.		The value of this PI has improved when compared to an average of previous reporting periods		
	This PI is slightly below target.		The value of this PI has not changed when compared to an average of previous reporting periods		
			The value of this PI has worsened when compared to an average of previous reporting periods		
			No comparable performance data is available as it is a new PI for 2013/14.		

**Bold Typeface** = PIs that have repeatedly underperformed against target during 2011/12, 2012/13 and 2013/14

*Italic Typeface* = PIs with comparative data available for 2011/12 – 2013/14 that have not achieved the annual target set and where performance has deteriorated

Central & Regeneration Services					
PI	2013/14 Outturn	2013/14 Target	Status	Long Term Trend	Comments
<i>DL 2 Standard land charge searches completed in less than 5 days</i>	85.1%	99.8%			<i>The total number of standard searches for 2013-14 was 913 with replies to 777 being sent out in 5 working days. Replies to 911 were completed in 10 working days. There have been IT issues during parts of the year when the system was not operational on a number of occasions.</i>
<b>HI 1 - % of Disabled Facility Grant (DFG) enquiries ready for approval within 3 months of initial visit/scheme agreement</b>	<b>88.9%</b>	<b>90.0%</b>			<b>The annual score of 88.9% against a target of 90% represents a very good performance by the Housing Technical Officers in delivering the DFG programme as quickly as possible. 17 out of the 19 cases which came through for approval had been processed within 3 months; the 2 cases which took longer, were both complex extension cases which required designing, planning and building regs.</b>
<i>N 1 Recording cases where positive action is taken to prevent or relieve homelessness (per 1,000 households)</i>	5.30	6.95			<i>There have been significantly less Housing Needs preventions in 2013-14 than in 2012-13. The main source of prevention work involved helping to prevent homelessness through accessing private rented accommodation by way of the Council's Bond Guarantee Scheme. Take-up of this scheme has dropped in 2013-14 and this issue will be looked at to see if there are any particular reasons why this scheme is not being accessed in the same way as previously. *although take-up of the scheme has lowered, this results in financial saving for the Council. PDVI have also provided figures which shows that cases meeting this target have lowered. Although particular cases which meet this prevention standard have lowered, there is still significant work which goes into preventing homelessness. In some cases, despite significant intervention work, the household may still choose</i>

PI	2013/14 Outturn	2013/14 Target	Status	Long Term Trend	Comments
					<i>not to pay rent or may decide to give up their tenancy which means no actual prevention.</i>
HS 2 % of 'no hot water' complaints responded to within 1 working day	92.3%	95.0%			The level of complaints was 140% the level in 2012/13 so this partly accounts for the lower achievement
					Over the previous 12 months we have sought to action no hot water complaints within the service standard. However due to working patterns in the department and absence due to maternity leave we have failed to achieve the target.
					We missed actioning only one complaint in the quarter which resulted in us missing the target slightly.
HS 4 % of empty property complaints responded to within 10 working days	66.7%	90.0%			<i>The loss of the empty homes officer has meant that the target set at the beginning of the year was unachievable.</i>
					<i>The loss of the full time empty property officer has impacted on this target and despite the number of complaints being low we have not managed to respond to them in the set time.</i>

#### Chief Executive's Policy Unit

PI	2013/14 Outturn	2013/14 Target	Status	Long Term Trend	Comments
LCP 5 Number of referrals to Help Direct (and other relevant agencies)	5	29			<i>To aid more effective working practices we are now working in partnership with Help Direct more and more. However, this then means that they pick up referrals direct rather than by signposting from us. Whilst this has a negative effect on this PI it does provide a more positive experience for the service user.</i>

#### Environmental & Recreation Services

PI	2013/14 Outturn	2013/14 Target	Status	Long Term Trend	Comments
<b>DIR 1 Percentage of complaints handled within timescales</b>	<b>92.8%</b>	<b>100.0%</b>			<b><i>For the year as a whole the number of complaints received totalled 1,155 of which 1,072 (92.8%) were resolved within the 15 day target. This level of performance falls significantly below target.</i></b>  <b><i>The significant increase in the number of complaints received during 2013/14 (1,155) requires further investigation considering these have almost tripled when compared to 2012/13 (408).</i></b>
<b>EH 1 Percentage of Environmental Health Service Requests responded to on target</b>	<b>96.4%</b>	<b>98.0%</b>			<b><i>Overall, Environmental Health received 3953 requests for service and responded to 3810 within the target response time, equating to 96.4% for the year. This is slightly below the annual target of 98%.</i></b>

PI	2013/14 Outturn	2013/14 Target	Status	Long Term Trend	Comments
<b>PBC 1a Percentage of all appeals determined in accordance with officer recommendation</b>	<b>70.59%</b>	<b>80.00%</b>			<b>4th quarter performance was on target giving the overall outturn of 70.59%.</b>
<b>PBC 6 Percentage of 'Minor' planning applications determined within 8 weeks</b>	<b>79.9%</b>	<b>87%</b>			<b>37 of 42 (88.1%) application determined in the 4th quarter were within the 8 week time limit and within the target of 87%. The first two quarters were approx. 82% and the drop in the third quarter (77.71%) has been alleviated by the increase in the final quarter. The overall outturn at 79.9% is below the target even though performance improved in the final quarter. Officer outturn was 93.42%.</b>
<b>PBC 7 Percentage of 'Other' planning applications determined within 8 weeks</b>	<b>90.88%</b>	<b>92%</b>			<b>49 out of 54 applications in the 4th quarter were within the time limit. The outturn for each quarter has been consistently 90% or above with an overall outturn of 90.88% or just over 1% below the target for the year (92%). Officer outturn was 99%.</b>
WM 2 Reported number of missed collections not dealt with within 1 working day	148	105			<p>The number of missed collections not dealt with within one working day for the full year is 148. As reported previously we had identified the use of temporary labour as one reason for the increased number of missed collection complaints we had seen in the early part of this year, with quarter 2 being a particularly poor quarter.</p> <p>As reported previously in quarter 3 following recruitment of permanent members of staff to the cardboard and paper collection scheme rounds our records show that the number of missed collection reports received for paper and cardboard have reduced. Though we have failed to achieve our annual target of 105 missed collections we have seen service improvements through the last two quarters and we hope to build upon this improvement moving forward.</p>
WM 3 Number of fixed penalty notices (FPNs) issued	97	130			<p>The PI's and performance of the Environmental Crime Team have been the subject of several discussions during team meetings and following a review of the Environmental Crime Team activities, Officers have carried out twice weekly town centre patrols with uniformed PCSO's in the last quarter. They have also been involved in four cases where offenders have failed to pay Fixed Penalty Notices resulting in successful prosecutions at court.</p> <p>In reviewing the year, Officers have been involved in approximately 40 Multi Agency Environmental Visual Audits and two Joint patrols within each Area Committee. Additionally the group continue to create links with local schools and have been involved in educational visits to primary schools.</p>

PI	2013/14 Outturn	2013/14 Target	Status	Long Term Trend	Comments
WM 4 Number of s215 actions commenced	850	940			<p>During 2013/14 Officers issued 280 notices against owners and occupiers of land which required tidying, commenced formal action against 850 owners and occupiers and wrote to a further 1191 residents. Within the same year the Service group carried out 67 works in default.</p> <p>We recognise that we have not achieved the target of 940 set but feel this is predominantly caused by residents and land owners responding to our initial communication.</p>
WM 5 Number of s215 notices issued	279	298			<p>During 2013/14 Officers issued 280 notices against owners and occupiers of land which required tidying, commenced formal action against 850 owners and occupiers and wrote to a further 1191 residents.</p> <p>Within the same year the Service group carried out 67 works in default. We recognise that we have not achieved the target of 298 set but feel this is predominantly caused by residents and land owners responding to our initial communication.</p>
WM 6 Number of s46 notices issued	63	188			<p>During 2013/14 Officers have written to 836 occupiers and following re-inspection have issued 63 Notices. We accept this is below the target of 188 but comment that the figure reflects positively upon the actions of residents who have responded to our initial communication.</p>
WM 7 Number of s79 notices issued	17	26			<p>During 2013/14 there were 17 Section 79 Notices issued resulting in 11 works in default being carried out. We note however this is below the given target of 26 but feel as previously reported that this is a positive outcome as residents and /or property owners have responded to the work carried out by Officers during area patrols or Multi Agency audits.</p>

PI	2013/14 Outturn	2013/14 Target	Status	Long Term Trend	Comments
<b>WM 8a Percentage of the total tonnage of household waste which has been recycled</b>	23.45%	25.50%			<p><b>With an estimated rate of 23.45% for the full year, we are below the target set of 25.5%.</b> The target was set at a high level in order to try and reflect the challenging targets in the Lancashire Waste Strategy. The estimated performance for recycling is similar to 2012/13 (23.41%). The tonnages collected for recycling are higher than last year by an estimated 300 tonnes, but household waste for disposal is estimated to be higher than 2012/13 by an estimated 600 tonnes, which affects this indicator.</p> <p>Investigation into the reported weights accepted at Barnoldswick and Burnley's Household waste recycling centres indicates that tonnages have not increased to accommodate for the waste collected through Colne's Household Waste recycling centre prior to its closure. Based on this information it is felt that the increase in tonnage collected by ourselves is a by-product of County's closure of the HWRC in Colne and residents unwillingness to travel distances to dispose of waste materials.</p>
<b>WM 8b Percentage of the total tonnage of household waste which have been sent for composting or for treatment by anaerobic digestion</b>	12.55%	14.50%			<p><b>With an estimated rate of 12.55% for the full year, we are below the target of 14.5%, but higher than 12/13 (12.17%).</b></p> <p>The composted tonnage is up by an estimated 284 tonnes on last year. However, as seen with WM8a, the amount of household waste disposed of is estimated to higher this year and it affects this indicator.</p>
WM 8c Percentage of the total tonnage of household waste which has been recycled - Rolling Year %	23.45%	25.50%			Please see commentary for WM 8a.
WM 8d Percentage of the total tonnage of household waste which have been sent for composting or for treatment by anaerobic digestion - Rolling Year %	12.55%	14.50%			Please see commentary for WM 8b.
<b>WM 9 Residual household waste per household</b>	530.96kg	510.00kg			<p>We are below our target of 510 kg with the estimated outturn of 530.96 kg of residual waste per household, with an estimated increase of 17kg per household compared to last year (513.5kg).</p> <p>It is difficult to fully comment as March's tonnage is an estimate and this greatly affect this indicator. In 2012/13, Quarter 4 saw a drop in residual tonnages due to late inclement weather, as originally our estimate was 520kg for 12/13.</p>

PI	2013/14 Outturn	2013/14 Target	Status	Long Term Trend	Comments
<b>WM 10 Percentage of household waste sent for reuse, recycling and composting</b>	<b>36.41%</b>	<b>40.00%</b>			<p><b>The full year estimated performance of 36.41% is below the annual target of 40%, and an increase on last year's figure of 35.77%, mainly due to the increased amount of garden waste composted. The figure achieved is an improvement upon 2012/13 figure in which we reported 35.77% of household waste had been sent for reuse, recycling and composting.</b></p> <p><b>The increase is mainly contributed to the amount of garden waste composted which we have reported, increased by 284 tonnes this year. The target was set at a high level in order to try and reflect the challenging targets in the Lancashire Waste Strategy. As previously mentioned, whilst we have seen an increase in both recycling and composting tonnages this year, we are estimating an increase in the amount of residual waste, which contributes to a low percentage for this indicator.</b></p> <p><b>Within the reporting period we have been externally audited by representatives of Global renewables, who in turn positively reported back to LCC that our overall contamination rate fell below the level at which remedial action would have been required. In order to increase the percentage of household waste sent for reuse, recycling and composting, both Members and Officers raised the need for additional waste streams to be included into the Counties facilities at Farrington.</b></p>
WM 10a Percentage of household waste sent for reuse, recycling and composting - Rolling Year %	36.41%	40.00%			Please see commentary for WM 10.