

REPORT FROM: STRATEGIC DIRECTOR
TO: SPECIAL BUDGET EXECUTIVE
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**PERFORMANCE INDICATORS UPDATE:
1ST APRIL - 31ST DECEMBER 2016**

PURPOSE OF REPORT

1. The purpose of this report is to provide the Executive with performance monitoring information on the key performance indicators delivered by and on behalf of the Council.

RECOMMENDATIONS

2. It is recommended that the Executive:-
 - i) comment as appropriate on the performance information provided (as shown at [Appendix A](#));

REASONS FOR RECOMMENDATION

3. To inform the Executive of performance monitoring information relating to the Council's key performance indicators.

ISSUE

4. A basket of 25 corporate key performance indicators (KPIs) has been devised to provide Members with a gauge of performance representing a range of services delivered by and on behalf of the Council.
5. This basket of KPIs has now been extended to include some new PIs created to measure our progress against our channel shift agenda. These PIs are detailed below and increase the basket to 30:

CA 10a - % of payments made online by the customer
CA 10b – Number of online payments made by independently by the customer
CA 11a – Total Revenues & Benefits call volumes
CA 11b – Volume of Revenues & Benefits face-to-face visits
CA 11c – Volume of emails into Revenues & benefits service

6. Please find attached the performance information relating to these KPIs, for the period relating to 1st April – 31st December 2016, as [Appendix A](#).
7. Please note that of the 11 KPIs that are not performing on target, performance has deteriorated on three when compared with the year-to-date performance reported at Quarter 3, 2015/16. The table below provides details:

PI	Good Performance is....	Apr-Dec 2015/16	Apr-Dec 2016/17	To Note
PBC 6 - % of 'Minor' planning applications determined within 8 weeks	Aim to Maximise	79.63%	76.54%	Performance affected by deferrals and late call-ins.
PBC 7 – Percentage of 'Other' planning applications determined within 8wks	Aim to Maximise	84.06%	81.91%	
BV12 Working Days Lost Due to Sickness Absence	Aim to Minimise	3.886 days	5.730 days	There have been a number of long term absences due to work related injury and pregnancy and an increase in short term sickness which will be due to seasonal factors. Proactive absence management continues to be high priority.

8. On a positive note, of the 11 underperforming KPIs, performance has improved on 8 when compared with the year-to-date performance reported at Quarter 3, 2015/16. The table below provides details of these:

PI	Good Performance is....	Apr-Dec 2015/16	Apr-Dec 2016/17	Note
TS 1b - % of telephone customers greeted within 40 seconds (cumulative)	Aim to Maximise	72.90%	77.05%	Whilst performance in odd months throughout the year has been affected by various issues, performance continues to improve with December reporting the best performance for the year.
TS 2b - % of call abandonment (cumulative)	Aim to Minimise	6.14%	5.05%	
DL 2 – Standard land charge searches completed in less than 5 days	Aim to Maximise	91.15%	92.11%	Technological issues now resolved and good performance resumed.
PBC 1a - % of all appeals determined in accordance with officer recommendation	Aim to Maximise	46.15%	72.22%	13 out of 18 decisions have been in accordance with officers'

				recommendations.
HN 1 – Recording cases where positive action is taken to prevent or relieve homelessness (per 1,000 households)	Aim to Maximise	3.60	3.65	Target is still achievable. This PI is to a large extent demand-led and performance continues to improve quarter on quarter.
WM 8c - % of total tonnage of household waste which has been recycled (Rolling Year %)	Aim to Maximise	23.21%*	23.90%*	Performance remains very similar to previous quarters. Challenging target set from the Lancs Waste Strategy.
WM 8d - % of total household waste sent for composting or treatment by anaerobic digestion (Rolling Year %)	Aim to Maximise	9.40%*	9.79%*	New scheme to recycle/compost street cleansing waste having a positive impact.
DIR 1 - % of complaints handled within timescales	Aim to Maximise	79.6%	83.1%	Work is ongoing to continue the improvements re response times.

**includes estimated tonnages whilst awaiting confirmation of actual data from WasteDataFlow*

9. The Executive is requested to review the performance information provided in Appendix A and comment as appropriate on any matters of concern and that may need further action to be taken.
10. Once again the key issues with performance relate to planning applications and appeals, homelessness, recycling, complaints and sickness absence. These are issues which have been brought to the attention of Management Team and Members previously and a brief synopsis for each area is provided below for reference.

Planning applications and appeals:

11. Performance is often primarily affected by deferrals and late call ins to Committee. However, performance relating to determining major applications for the last four quarters has been excellent.
12. As reported in previous quarters, one key area requiring attention relates to standards levels for major planning application determinations and appeals.
13. However, performance has not deteriorated further; indeed it has improved and so no further action is required at this time. Close monitoring of these PIs will continue.

Homelessness:

14. Homelessness is often a 'symptom' of other issues affecting a person, e.g. loss of job, relationship breakdown, debt, substance mis-use, etc. which may directly or indirectly lead to potential homelessness. As such, wider factors such as the economy and national policy / legislative changes within housing / welfare could indirectly have an impact locally. However, the Council is able to make interventions which may help to prevent homelessness before it occurs.
15. The PI is to some extent, demand-led. If customers do not approach the Council or other agencies being funded to provide this service, homelessness is more likely to occur and outturns for this measure will be lower.

16. Also, some customers may decide not to take the advice given or the parent / family member / landlord may decide not to allow the customer to stay within their property. Therefore, homelessness could result regardless of the work undertaken to prevent it.
17. Other factors leading to greater difficulty in preventing homelessness include less Registered Provider accommodation becoming available; clients presenting with more complex needs which can create higher risks for prospective landlords; the private rented sector requiring cash payment towards bonds (in preference to 'paper guarantees'), rent in advance and administrative fees; etc.
18. Whilst outturn may have lessened in 2015-16 and may do so in 2016-17, there may not be any one specific factor why this is so. The issues which could affect this measure are in some instances, uncontrollable. This is not to say that Housing Needs officers and agency staff do not do all they can to prevent homelessness where reasonably able to do so.
19. In 2017, the Council must, by law, produce a new Homelessness Strategy informed by a review of homelessness within the borough every 5 years. Undertaking a full review of all services may lead to improvement / changes which may raise levels of homelessness prevention.
20. On a positive note performance, whilst currently under target, continues to improve and the achievement of the target for the year is still possible.
21. Also, we (in collaboration with other East Lancashire authorities) have been successful in securing over £734,000 of Homelessness Prevention Trailblazer funding. This is a £20 million fund to establish a network of ambitious Homelessness Prevention Trailblazer areas to develop innovative new approaches to prevent homelessness.

Complaints:

22. Consistently fulfilling the response times for the complaints received continues to be an issue for Environmental Services. Cumulative performance for April – December 2016 (83.1%) has improved when compared to the same period last year (79.9%) and the performance for this quarter has improved considerably (87.3%) when compared with last quarter (74.2%). However, it must be noted that the number of complaints we have received for April – December 2016 (414) has dropped by over 30% when compared with the same period for the previous two years (599 in 2014 and 678 in 2015).
23. The Corporate Director continues to work with the Environmental Services Manager to improve performance further.

Waste & Recycling:

24. There are a number of factors which affect performance in this area which are out of our control; for example, LCC stopped paying third party recycling credits to the voluntary sector in 2014/15 which resulted in a loss of approx. 90 tonnes of recycling during the first year; LCC's recycling facilities; etc.
25. Also, the introduction of charges for garden waste collection has seen an expected decrease in composting tonnages. However, the scheme has also earned the council over £200,000 net income per year from 7,900 households subscribing to the new payment scheme.
26. The targets set are aligned with those of the Lancashire Waste Strategy which are challenging. Also, performance throughout this year is estimated whilst we await confirmed figures from WasteDataFlow.

27. We are constantly reviewing our services to see if we can increase our recycling rates within the constraints of LCC's cost sharing agreement, and within budget limits.

Sickness Absence:

28. Sickness levels continue to be challenging. For the first two months in the third quarter the actual levels of sickness was 1.823 against a target of 1.034. There have been a number of long term absences due to work related injury and pregnancy, and also an increase in short term sickness which will be due to seasonal factors. Sickness monitoring and management is kept under constant review, with review meetings being held where required.
29. A review of sickness absence was presented to Management Team on 15th November 2016 where it was agreed to keep absence management under constant review, ensure that absence review meetings are arranged in a more timely way and that an Employee Assistance Programme be introduced for a 12mth trial period which will provide access to confidential counselling.

IMPLICATIONS

Policy

30. There are no policy implications arising directly from the contents of this report.

Financial

31. There are no financial implications arising directly from the contents of this report.

Legal

32. There are no legal implications arising directly from the contents of this report.

Risk Management

33. There are no risk management implications arising directly from the contents of this report.

Health and Safety:

34. There are no health and safety implications arising directly from the contents of this report.

Climate Change:

35. There are no sustainability implications arising directly from the contents of this report.

Community Safety:

36. There are no community safety implications arising directly from the contents of this report.

Equality and Diversity:

37. There are no community safety implications arising directly from the contents of this report.

APPENDICES

Appendix A – Key Performance Indicators Update for the period ending 31st December 2016

LIST OF BACKGROUND PAPERS

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