










Strategic Monitoring Report – Key Performance Indicators 2016/17




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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
	This PI is on target.		The value of this PI has worsened when compared to an average of previous reporting periods
	Performance for this PI can not be measured.		No comparable performance data is available.
	Information only PI.		


STRATEGIC OBJECTIVE 1: STRONG SERVICES - Working With Partners and the Community to Sustain Service of Good Value

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
BV79b(i) Percentage of Recoverable Overpayments Recovered (HB) that are recovered during period	Aim to Maximise	84.00%	82.42%		The cumulative percentage of 82.42% represents overpayments created for the year of approx. £1.245m and overpayments recovered for the year of approx. £1.026m.
BV9 Percentage of Council Tax collected	Aim to Maximise	96.25%	96.44%		Council Tax collection for 2016/17 was really positive at 96.44% which is slightly above this time last year (96.05%) and is 0.19% above the profiled collection rate. The main billing process has been completed and e-Billing is live.
BV10 Percentage of Non-Domestic Rates Collected	Aim to Maximise	98.25%	98.87%		NNDR collection for 2016/17 was really positive at 98.87% which is slightly above this time last year (98.28%) and is 0.62% above the profiled collection rate. The main billing process has been completed and all Council Tax and NNDR bills have been issued. At year end we sent around 250 E





PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					bills after the bills were delivered and those signed up to E Billing rose to over 400. We are awaiting further details on the reliefs specified in the Budget in order to be able to devise a scheme to ensure any funding is allocated to those most in need.
TS 1b Percentage of telephone customers greeted within 40 seconds: cumulative	Aim to Maximise	80.00%	79.81%		This Quarter has seen E-Benefits go live, which has had a good uptake. However, the number of calls reducing would traditionally have been calls that were quick and simple for Customer Services, meaning that the centre's average talk time has increased. A good example of this is that in March 2017 Customer Services took 175 less benefit calls than in March 2016. However the call time has increased by 132 seconds on average per call.
TS 2b Percentage of call abandonment: cumulative	Aim to Minimise	4.50%	4.23%		Performance has been strong across the quarter.
TS 3b Percentage of drop-in customers and cash transactions to be seen / handled within 15 minutes: cumulative	Aim to Maximise	93.75%	94.92%		<p>Quarter 4 has been a transformational one, with self-serve in face to face offices at an all-time high. With the introduction of Citizens Access and E-Benefits, and evidence upload, customers are now self-serving.</p> <p>The change in Number One has been so dramatic, that we have gone from an average of 600 tickets per week to 40 per week. This has moved staff from face to face benefits counter to back office and while the customer can still see an advisor, the need/want is too few to have staff waiting.</p> <p>Customer Services have introduced a floor-walker to assist customers to use PCs in Number One and 2 further PCs are now available with scanners so customers can upload evidence.</p>


PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					<p>A lot of emphasis has been placed on how we work with partner organisations to assist our floorwalkers and our most difficult and vulnerable customers, during this transformational time. This has been highly successful.</p> <p>Customer services has just been reassessed for CCA Accreditation and early indication from the assessor is that we have passed with no areas to improve. Assessor focussed on the partnership working we have across the Borough with Lancashire Wellbeing, Inspire, Open Door and others and how we are providing them space to deal with our most vulnerable of customers. This was a particular area that stood out to him and was highly commended.</p>

STRATEGIC OBJECTIVE 2: STRONG ECONOMY - Helping to Create and Sustain Jobs with Strong Economic and Housing Growth


PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
AC 2 Percentage of undisputed invoices paid within 30 days	Aim to Maximise	99.3%	98.88%		<p>Performance in the fourth quarter has been excellent and at 99.26% represents the highest level of performance achieved during the financial year.</p> <p>For the quarter overall a total of 1614 invoices were received of which 1,602 were paid within the target period of 30 days.</p> <p>Approx. 93% of all invoices were actually paid within 10 days, with the average number of days taken to pay invoices during the quarter being 8 days.</p>



PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					For the year overall, a total of 6,769 invoices were received of which 6,693 were paid within 30 days. This equates to 98.9%, marginally below target for the year but within tolerance and overall a commendable level of performance by all involved.
BV78a(i) Speed of processing new HB/CTB claims: cumulative	Aim to Minimise	20.0 days	19.0 days	✓	March 17 figures remain good and ended the year on/above target. UC we received 356 documents from the DWP and removed 5 cases from Housing Benefit. The DPA has been signed off by Vince Green for next year's funding for UC work. Burnley BC go live in May 18 with Full Service and some of the postcodes overlap into the Pendle area so we have attended the workshops for full service in order to be ready for any full services customers that present themselves to Pendle Council.
BV78b(i) Speed of processing change of circumstances for HB/CTB claims: cumulative	Aim to Minimise	6.0 days	4.8 days	✓	E-Benefits is going well and as at 19.3.17 we have had 287 New Claims, 86 CIC's with 85 of these cases including 269 evidence uploads.
TS 9b Claims paid within 14 days: cumulative	Aim to Maximise	98.00%	98.97%	✓	Performance is good and target achieved.
DL 2 Standard land charge searches completed in less than 5 days	Aim to Maximise	95%	93.15%	⚠	Delays during 2016/17 have been due to the system being off line for a month in June / July due to the change in forms and the system not working fully until April 2017 when the required upgrade was installed.
HS 5 Number of private sector dwellings (empty properties) that are returned into occupation	Aim to Maximise	800	1,104	✓	The proactive approach we are taking to this area of work is resulting in a significant number of properties being returned into occupation. As predicted, we have exceeded the target for the year with


PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					a total of 1,104 properties.
HS 6 Number of private sector dwellings where Category 1 hazards are removed	Aim to Maximise	90	74		<p>We have continued to take action on the enforcement of housing standards but due to staffing issues we have been struggling particularly in Quarter 4. In addition, some of the enforcement staff have been working on the Idox implementation. However, as part of the recent restructure staff members are currently being trained to become multi-skilled to provide resilience in managing peaks and troughs of demand for the varied services provided.</p> <p>We have not achieved the target for this area of work.</p>
PBC 1a Percentage of all appeals determined in accordance with officer recommendation	Aim to Maximise	80.00%	78.26%		A total of 23 Appeal decisions for the year of which 18 were decided in accordance with the officers' recommendations resulting in a performance at 78.26% less than 2% below the target of 80%. In the 1st, 3rd and 4th quarters the outcome was 100%. The results this year are a considerable improvement on last year's performance.
PBC 5 Percentage of 'Major' planning applications determined within 13 weeks	Aim to Maximise	86%	93.55%		A total of 35 (26 previous year) major applications were determined over the full year, 4 of these are Extension of Time (EoT) applications. The overall performance for the year is (29 out of 31) 93.55% which is within the target of 86% and a vast improvement on 2015/16. If the 4 EoTs had been included in the calculation the outcome would have been 82.86%. The national standard for 2017/18 will be 60% in the 13 weeks.
PBC 6 Percentage of 'Minor' planning applications determined within 8 weeks	Aim to Maximise	87%	76.85%		The number of applications determined in this quarter is lower than the previous three quarters. The overall number of applications determined for the year is 203 and performance for the current year is (156 out of 203) 76.85% similar to the previous year. Committee performance is



PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					33.33% which is poor performance and needs to improve if in turn performance is to improve. The standard for non major development is set to be 70%. Any further drop in performance may lead to the Council being designated.
PBC 7 Percentage of 'Other' planning applications determined within 8 weeks	Aim to Maximise	92%	83.74%		Although the 4th quarter performance at 89.66% is an improvement on the previous quarter the overall performance for the year is 83.74% similar to the previous year and below the target of 92%. Officer performance in this category was on target at 92.96% whereas Committee is 24.24%. The standard for non major development is set to be 70%.

STRATEGIC OBJECTIVE 3: STRONG COMMUNITIES - Help to Create and Sustain Resilient Communities

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
HN 1 Recording cases where positive action is taken to prevent or relieve homelessness (per 1,000 households)	Aim to Maximise	5.02	5.19		<p>The out-turn for Q4 is 1.54 (57 cases of homelessness prevented). This represents a good quarterly out-turn.</p> <p>Housing Needs preventative work (37 cases) included helping resolve benefits issues which ensured that clients were not evicted, liaison with housing providers to help secure accommodation and use of a bond scheme to help secure accommodation in the private rented sector.</p> <p>Other services which contribute to this measure were Open Door, PLMHHP and the HAPI scheme (PDVI figures unavailable within timeframe) each of which help prevent homelessness where reasonably able to do so.</p>


PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					The overall out-turn for the year is 5.2 (192 cases prevented) which meets the target for the year. Whilst there was a slow start to 2016-17, it is not always possible to submit prevention figures from partner agencies with the prescribed timeframes and this often impacts on Q1 returns. Generally, Housing Needs and external agencies have continued to perform well in preventing homelessness where reasonably able to do so.
WM 2 Reported number of missed collections not dealt with within 24hrs (excluding non-working days)	Aim to Minimise	100	65		The number of missed collections not dealt with within one working day for 2016/2017 is 65 this figure being 35 reports below what was a very challenging annual target of 100. Readers should note that lower figures have been reported through the last two quarters when compared against the previous year. Added to by a mild winter and a good Christmas catch back period the final figures have reflected positively on the steps taken by the Waste Management Officer, the two Assistant Supervisors and the collection teams who have worked over the last two quarters of the Municipal year to improve our response to missed collection reports.
WM 8c Percentage of the total tonnage of household waste which has been recycled - Rolling Year %	Aim to Maximise	25.50%	23.00%		<p>These figures include estimated tonnages for disposal and recycling for March 2017 as Lancashire County Council (LCC) cannot provide final figures yet. Also data for Quarters 1, 2 and 3 of 2016/17 has not yet been confirmed by WasteDataFlow (WDF). WDF deadlines are set at national level and this data will not be confirmed until around November 2017.</p> <p>With an estimated rate of 23% for the full year, we are</p>



PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					slightly below the target set of 25.5%. The target was set at a high level in order to try and reflect the challenging targets in the Lancashire Waste Strategy. Performance is very similar to 2015/16 and there are no significant changes to report, especially as tonnages are estimated. However, we are working with other Districts to achieve the EU target and performance in Lancashire for 2015/16 was reported to be over 51%.
WM 8d Percentage of the total tonnage of household waste which have been sent for composting or for treatment by anaerobic digestion - Rolling Year %	Aim to Maximise	14.50%	11.20%		<p>These figures include estimated tonnages for disposal and recycling for March 2017 as Lancashire County Council (LCC) cannot provide final figures yet. Also data for Quarters 1, 2 and 3 of 2016/17 has not yet been confirmed by WasteDataFlow (WDF). WDF deadlines are set at national level and this data will not be confirmed until around November 2017.</p> <p>With an estimated rate of 11.2% for the full year, we are below the target of 14.5%.</p> <p>The target was set at a high level in order to try and reflect the challenging targets in the Lancashire Waste Strategy. We introduced charges for garden waste collection on 30th June 2014 and we have seen an expected decrease in the amount of garden waste collected for composting of approximately 33% based on 2013/14 full year figures, i.e. a drop of around 1,300 tonnes over a full year. However we are seeing an additional benefit from a new scheme that was introduced in 2015/16 which recycles/composts street cleansing waste. It is estimated that this will compost an additional 1000t this year, which we can include in this indicator, hence our estimated performance over 11%</p>




PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					instead of the expected 8 or 9%, which is not far below the level before charging was introduced.
WM 11a Improved street and environmental cleanliness: Litter	Aim to Minimise	5%	2%		<p>The final surveys were carried out in the wards of Earby, Horsefield, Walverden and Cloverhill.</p> <p>The results continue to reflect positively on the work that has been undertaken to adjust the street cleansing schedules to make the best use of the reduced level of resources we now use. In quarter four inspectors once more reported an issue with graffiti and identified the presence of detritus within housing estates.</p> <p>Historically Pendle has not suffered heavily from graffiti or vandalism and the noticeable presence of graffiti during these inspections is a concern.</p> <p>The presence of detritus within the kerb line of estate roads may have been caused by the parking of motor vehicles on the public highway rather than on the drive ways attached to some properties.</p> <p>Positively we have met the set targets.</p>
WM 11d Improved street and environmental cleanliness: Dog fouling	Aim to Minimise	1%	0%		<p>The final surveys for 2016 – 2017, were undertaken in the wards of Walverden, Cloverhill, Earby, and Horsefield. The final results continue to reflect positively on the activities of the Street Cleansing operations in relation to the removal of litter, detritus, graffiti and dog fouling. The annual summary provided by Keep Britain Tidy which is based on the results of the surveys undertaken throughout the year show that our performance is better than the average national reports. We recognise that our performance has been partly aided by a milder winter and the quick removal of flytipping . The result of a milder winter being that Street Cleansing teams have been able to continue with street cleansing activities rather than being moved to winter maintenance activities in</p>


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					support of County Colleagues. The movement flytipping from the highway allows street cleansing teams to carry out their duties without working around obstructions.

STRATEGIC OBJECTIVE 4: STRONG ORGANISATION - Maintaining a Sustainable, Resilient and Efficient Organisation

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
BV12 Working Days Lost Due to Sickness Absence	Aim to Minimise	5.684 days	8.699 days		<p>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.</p> <p>Sickness absence will continue to be an issue as resources are stretched even further.</p> <p>Sickness monitoring and management is kept under constant review, with review meetings being held where required.</p> <p>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.</p>

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
CA 10a Percentage of payments made online by the customer	Aim to Maximise	N/A	15.30%		<p>This PI measures the % of online payments made independently by the customer. During Qtr 4 2016/17 a total of 24,619 payments have been made, of which 3,455 (14.03%) were made online independently by the customer. The total number of payments this quarter has reduced again but Council Tax and garden waste payments are always lower at this time of year.</p> <p>For the period April 2016 - March 2017 a total of 145,931 payments have been made (147,517 for 15/16), of which 22,331 (15.3%) were made online independently by the customer (19,115 for 15/16). As can be seen from the figures, independent online payments have increased by almost 17% despite the total number of payments made reducing.</p> <p>The potential implementation of a replacement CRM would improve this functionality and we should see an increase in payments if this happens.</p>
CA 10b Number of online payments made independently by the customer	Aim to Maximise	19,000	22,331		<p>During Qtr 4 2016/17 a total of 24,619 payments have been made, of which 3,455 were made online independently by the customer. The total number of payments this quarter has reduced again but Council Tax and garden waste payments are always lower at this time of year.</p> <p>For the period April 2016 - March 2017 a total of 145,931 payments have been made (147,517 for 15/16), of which 22,331 were made online independently by the customer (19,115 for 15/16). As can be seen from the figures, independent online payments have increased by almost 17% despite the total number of payments made reducing.</p>

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					The potential implementation of a replacement CRM would improve this functionality and we should see an increase in payments if this happens.
CA 11a Total Revenues & Benefits Call Volumes	Aim to Minimise	N/A	6,093		<p>During the period April 2016 - March 2017 the volume of calls (64,058) has reduced by just under 3% when compared to the same period last year (66,001).</p> <p>Quarter 4 saw an increase in call volume (15,105) of over 10% when compared to the previous quarter (13,669). However, there was a reduction in call volumes of over 10% when compared to Quarter 4 2015/16 (16,857).</p>
CA 11b Volume of Revenues & Benefits face-to-face visits	Aim to Minimise	N/A	344		<p>During the period April 2016 - March 2017 the volume of face-to-face visits (25,974) has reduced by almost 13% when compared to the same period last year (29,820).</p> <p>With the introduction of Citizens Access and e-Benefits, and evidence upload, more and more customers are now self-serving. The change in Number One has been so dramatic, that we have gone from an average of 600 tickets per week to 40 per week. This has moved staff from face to face benefits counter to back office and while the customer can still see an advisor, the need/want is too few to have staff waiting.</p> <p>Number one has introduced a floor-walker to assist customers to use PCs in Number One and 2 further PCs are now available with scanners so customers can upload evidence.</p>
CA 11c Volume of emails into	Aim to	N/A	1,272		Reducing the availability of email addresses as contacts on

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
Revenues & Benefits service	Minimise				<p>the website, together with the ability to transact and pay online should reduce the requirement to email the R&B service. Customers will also be able to check information and their account online which should further reduce the need to email in.</p> <p>Citizens Access (CT) and e-Benefits are now live. The ability to provide documents as evidence online will have a favourable impact on this measure.</p> <p>However, the number of emails into the service have increased slightly during Jan-Mar 2017 (2,794) when compared to the same period last year (2,543). But plans to install a separate Self Serve customer area within Number One Market Street which consists of PCs and scanners have now come to fruition and a Floor Walker is on hand to promote self-serve and provide support where required.</p>
DIR 1 Percentage of complaints handled within timescales	Aim to Maximise	100.0%	86.0%		<p>Performance for the fourth quarter represents the best achieved during the financial year.</p> <p>A total of 124 out of 130 complaints resolved in the quarter were resolved within the target of 15 working days. A completion rate of 95.4%.</p> <p>Based on the data submitted a total of 153 complaints were received in the quarter. Of these, a total of 124 (81%) were resolved. However 23 complaints were still in progress at the end of the quarter (none of which had exceeded the 15 day target and hence will be included in the Q4 report).</p> <p>Of the 130 that were resolved a total of 124 were resolved</p>

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					<p>within 15 days. This represents 95.4% of all complaints actually resolved in the quarter.</p> <p>Overall, for this quarter we are in effect accounting for 153 complaints received of which 124 were resolved within the target of 15 days, 6 were not and 23 were still in progress (within 15 days) and will be carried forward to account for in Q1 2017.</p> <p>The incidence by service of the 6 complaints not resolved within 15 days is as follows: Environmental Services 5 Property Services 1</p> <p>It is pleasing to see an ongoing reduction in the total number of complaints received. Totals in the previous 2 years have been 945 and 899 respectively whereas for 2016/17 it is 544.</p> <p>A total of 23 compliments were received during the Quarter.</p>