



**REPORT FROM: HEAD OF CENTRAL SERVICES**

**TO: PERFORMANCE MONITORING PANEL**

**DATE: 23<sup>RD</sup> JANUARY 2012**

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**PERFORMANCE MANAGEMENT REPORT:  
1<sup>ST</sup> APRIL 2011 – 31<sup>ST</sup> DECEMBER 2011**

**PURPOSE OF REPORT**

The report presents the Performance Monitoring Panel (PMP) with details of performance for the period 1<sup>st</sup> April 2011 to 31<sup>st</sup> December 2011.

**RECOMMENDATIONS**

That PMP Members note:

- (1) the revised targets approved by Management Team as detailed in Appendix 1;
- (2) the underperforming key PIs and related comments as detailed in Appendix 2;
- (3) the general improvement in performance in comparison with Quarters 1 and 2;

**REASONS FOR RECOMMENDATIONS**

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

**ISSUE**

***Background***

1. As you will know, 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 will help us to establish how things are working more effectively with the resources that we have after the restructure, and will be used to improve and drive our performance.

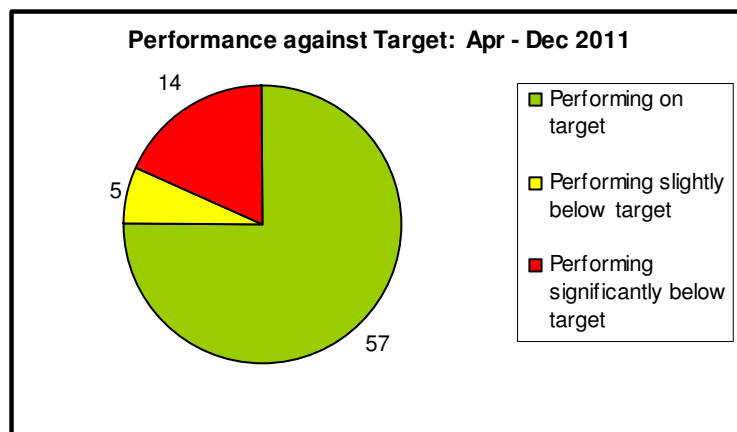
3. The proposed PI set and targets for 2011/12 were approved by Management Team at their meeting held on 10<sup>th</sup> May 2011.
4. We have since acknowledged that we need to learn how the new PIs work in practice and ensure we have the appropriate targets set. Therefore, it was agreed at Management Team on the 19<sup>th</sup> July 2011 that we would take a flexible approach to the targets currently set and review them as required throughout the year.

### **Present Position**

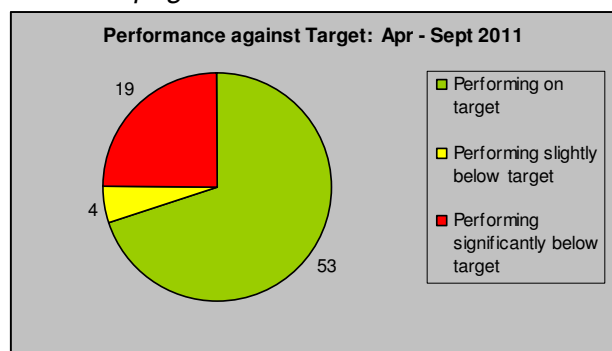
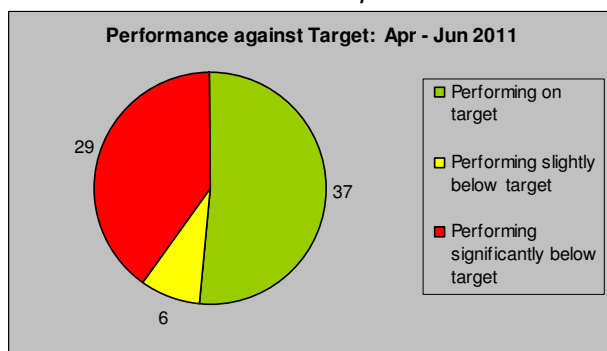
5. Four PI targets have been reviewed by the individual services and the Performance Management Team and adjusted in Covalent accordingly for the purposes of this report.
6. The revised targets have been approved by Management Team at their meeting on 17<sup>th</sup> January 2011. Please find the details of these attached in Appendix 1 for your information.

(NB: The targets were adjusted in Covalent before any analysis was carried out for this report)

7. Of our 112 PIs reported on for the quarter, performance could only be measured against 76 (67.9%). Performance cannot be assessed against 36 PIs because these 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.
8. The summary below shows how these 76 PIs have performed during the period April – December 2011, in comparison with April – June 2011 and April – September 2011.
9. 57 (75%) of our PIs are performing on or above target whilst 19(25%) are underperforming – 14 (18.4%) are Red and 5 (6.6%) are Amber:



*NB: Comparison charts are on the next page.*



10. It is important to note at this stage that within Covalent:
- there have been 'blanket' variances/thresholds set (1% for Amber and 5% for Red) for all PIs. Therefore, dependant on how the PI is measured, a very small underperformance can result in the traffic light icon displaying as 'red';
  - the 'Long Trend' arrow reported for each PI compares current performance (where possible) by averaging data reported previously.
11. Forecasts are also provided by Service Areas on performance towards annual targets. This information indicates that 60 (79%) of these 76 PIs are expected to meet or exceed the targets set for the year. One PI (PBC 1a - % of all appeals determined in accordance with officer recommendation) does not have an Expected Outcome forecast.
12. Appendix 2 details the 14 PIs that show an underperformance against target during the period April – December 2011 and have been identified as 'key' by Management Team.
13. These PIs have been presented to the respective Directors, Heads of Service and Managers regarding the performance of these PIs and their comments sought. These comments are also contained in Appendix 2.
14. None of these PIs present any significant cause for concern at this stage and will be closely monitored throughout the remainder of the year.

## **IMPLICATIONS**

**Policy:** The Council has a statutory duty to report annually on its performance, and quarterly to Members.

**Financial:** None.

**Legal:** The Council has a statutory duty to report annually on its performance, and quarterly to Members.

**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 – Revised PI Targets

Appendix 2 – Underperforming Key PIs for 1<sup>st</sup> April 2011 – 31<sup>st</sup> December 2011

## **LIST OF BACKGROUND PAPERS**

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

## PI Report: Revised PI Targets - Appendix 1





Generated on: 10 January 2012

PI	Original Target 2011/12	New Target 2011/12	Comments
DL 2 Standard land charge searches <5 days	100.00%	99.00%	<p>There is a reliance on 3<sup>rd</sup> parties to enable us to achieve this figure. As a result it is felt that it is appropriate to revise the target to 99%, which still represents exceptional performance.</p> <p>All applications this year have been processed in 10 days.</p>
LCP 2 Percentage of people giving positive feedback following attendance at a locality workshop	90%	80%	<p>The problem with this target is that it deals with very small groups of people. Should just one person not give positive feedback it skews the performance into the red. For instance, in Q1 seven out of eight people gave positive feedback. That one person meant that only 87.5% gave positive feedback, an under-performance. A reduction in the target for this reason seems reasonable.</p>
LCP 3 Number of 'Community Champions' identified	48	36	<p>Now that the work has been progressing for a couple of quarters it seems that 9 is a more realistic but still challenging figure. While the champions that have been identified have been inspired into other additional activities, finding new community champions is difficult.</p>
LCP 6 Percentage of problem profile issues resolved following community street audits	70%	33%	<p>The performance of this PI is largely out of the hands of Pendle staff. Some of the problems identified are the responsibility of other agencies and despite building good relationships this remains so. Furthermore the PI is based on cumulative figures for the year and some problems take time to resolve. Having said that, while 33% seems a more realistic figure for now, as performance levels become more clearly identified we would look to see this PI rise in the future.</p>



## PI Report: Underperforming PIs - Appendix 2







Generated on: 17 January 2012





### Key:
















Status: Performance Against Target / Expected Outcome	
	This PI is significantly below target.
	This PI is slightly below target.
	This PI is on target.
	Performance for this PI cannot be measured.

NB: PIs highlighted in **bold text** underperformed last quarter

Directorate					
PI	Year-to-date	Target	Status	Expected Outcome	Comments
<b>DIR 1 Percentage of complaints handled within timescales (formerly CEPU 3)</b>	98.5%	100.0%			<b>Year-to-date performance slightly down from last quarter (98.8%).</b>  <b>Overall, performance remains satisfactory.</b>

Environmental & Recreation Services					
PI	Year-to-date	Target	Status	Expected Outcome	Comments
<b>EH 1 Percentage of Environmental Health Service Requests responded to on target</b>	94.4%	98.0%			<b>Performance for the quarter (98.2%) exceeds the annual target set.</b>  <b>The service is continuing to recover from below-par performance in Qtr 1 when there were staff shortages whilst still dealing with large numbers of requests in target times.</b>
<b>WM 8a Percentage of the total tonnage of household waste which has been recycled (formerly BV82a(i))</b>	22.44%	25.50%			<b>Further investigations will be undertaken at the year-end to try to identify reasons for the deterioration in performance.</b>
WM 10 Percentage of household waste sent for reuse, recycling and composting (formerly NI 192)	39.08%	40.00%			Quarterly performance (35.34%) less than this time last year (36.33%).  Only slightly under target for the year-to-date and seasonal dips in amounts of garden waste collected will have contributed to this.

Regeneration Services					
PI	Year-to-date	Target	Status	Expected Outcome	Comments
<b>HI 1 % of Disabled Facility Grant (DFG) enquiries ready for approval within 3 months of initial visit/scheme agreement</b>	81.0%	90.0%			<b>Issues with the CHEST system have caused delays in past quarters. These issues have now been rectified and so we should see an improvement next quarter.</b>
<b>HN 1 Recording cases where positive action is taken to</b>	3.76	4.20			<b>Whilst performance is down the number of cases has almost doubled when compared</b>

PI	Year-to-date	Target	Status	Expected Outcome	Comments
prevent or relieve homelessness (per 1,000 households) (formerly HRS 12)					with last quarter.  It is important to note that this PI is demand led.
HN 3 Number of nights provided in Bed and Breakfast to homeless applicants	510	336			This PI is demand led and performance has been particularly affected by 2 complex cases.
HS 3 % of disrepair complaints responded to within 10 working days	78.2%	85.0%			Staffing levels in connection with the volume of follow-up work throughout the year have affected the ability to respond to initial complaints within the 10 working day limit.
HS 6 Number of private sector dwellings where Category 1 hazards are removed (formerly HRS 13)	58	113			Unlikely to achieve the target set due to the time taken between complaints being received and landlords doing the required work. It is increasingly difficult to get the landlords to carry out the required works due to their financial position. Additional enforcement can compound the issue further.
PBC 1a Percentage of all appeals determined in accordance with officer recommendation	65.00%	80.00%			The performance has slipped to an unacceptable level. Further procedures have been put in place to address the issue and further internal training arranged.
PBC 5 Percentage of 'Major' planning applications determined within 13 weeks (formerly NI 157a)	81.25%	86.00%			All applications have been reported to Committee on time.
PBC 6 Percentage of 'Minor' planning applications determined within 8 weeks (formerly NI 157b)	85.26%	87.00%			Performance has improved slightly over the quarter. Officer performance continues to be at a high level.
PBC 7 Percentage of 'Other' planning applications determined within 8 weeks (formerly NI 157c)	88.15%	94.00%			Performance has improved slightly over the quarter. Officer performance continues to be at a high level.
TC 1 Number of Town Centre businesses receiving a Premises Improvement Grant	3	9			Although no grants were completed in 2011/12 Q3, it is anticipated that the full budget allocation will be spent in the final quarter of the financial year.