



REPORT OF: HEAD OF CENTRAL SERVICES

TO: PERFORMANCE MONITORING PANEL

DATES: 2ND NOVEMBER 2011

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**PERFORMANCE MANAGEMENT REPORT:
1ST APRIL 2011 – 30TH SEPTEMBER 2011**

PURPOSE OF REPORT

The report presents the Performance Monitoring Panel (PMP) with details of performance for the period 1st April 2011 to 30th September 2011.

RECOMMENDATIONS

That PMP Members note:

- 1) the revised targets approved by Management Team as detailed in Appendix 1;
- 2) the removal of two PIs (EH 7b and c) from the Corporate PI Set, as approved by Management Team;
- 3) the general improvement in performance in comparison with Quarter 1;
- 4) the underperforming key PIs and related comments as detailed in Appendix 2.

REASONS FOR RECOMMENDATION

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 10th May 2011.
4. The PI report for Quarter 1 2011/12, presented to you on 12th September 2011, provided limited analysis due to this being the first report using the new corporate PI set and performance management arrangements.
5. At this meeting, it was acknowledged that we needed to learn how the new PIs worked in practice and ensure we had appropriate targets set. Therefore, it was agreed that we would take a flexible approach to the targets currently set and review them as required throughout the year.

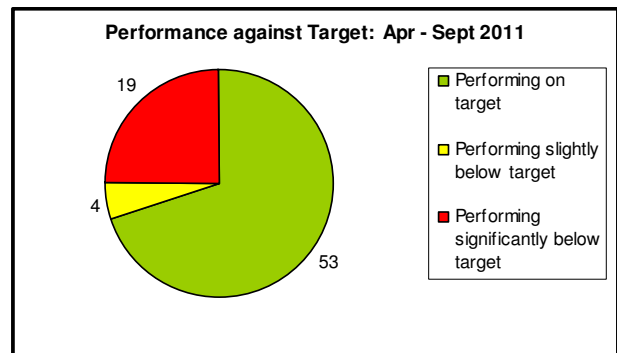
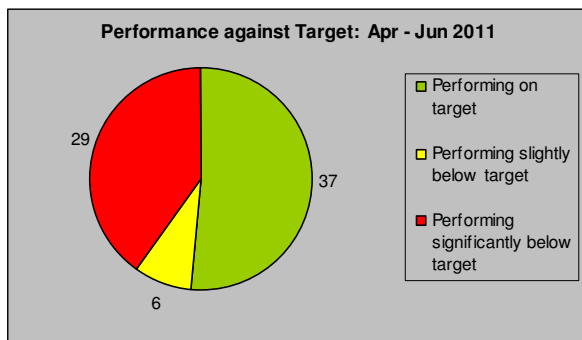
Present Position

6. As a result, 5 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.
7. The revised targets have been approved by Management Team at their meeting on 18th October 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)

8. Please also note that two PIs have been removed from the PI Set. These are:
 - EH 7b – Percentage of programmed food hygiene inspections completed
 - EH 7c - Percentage of programmed health & safety inspections completed
9. These have been removed because of the changes to the way we are now doing food and health & safety inspections, in particular the prioritising of risk cases.
10. As we are now at the six month point, and have more data and information available, we are now able to provide a more relevant and realistic complement of performance information for you.
11. Of our 113 PIs reported on for the quarter, performance could only be measured against 76 (67.3%). Performance cannot be assessed against 37 PIs because:
 - 36 PIs are 'Data Only', which 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;
 - the figures for SC 1 (Percentage of scrutiny recommendations adopted by the Executive/Council) are not yet available. This is because the first recommendations this year will not be approved by Scrutiny Management Team until their next meeting. This was due to be held on 11th October. Therefore, the data will be reported at the end of Quarter 3.

12. The summary below shows how these 76 PIs have performed during the period April – September 2011, in comparison with April – June 2011. 53 (69.7%) of our PIs are performing on or above target whilst 30.3% are underperforming (25% are Red and 5.3% are Amber):



13. 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.

14. Forecasts are also provided by Service Areas on performance towards annual targets. This information indicates that 54 (71.1%) of these 76 PIs are expected to meet or exceed the targets set for the year. One PI did not have an Expected Outcome forecast.

15. Appendix 2 details the 16 PIs that show an underperformance against target during the period April – September 2011 and have been identified as 'key' by Management Team.

16. These PIs have been presented to the respective Directors/Heads of Service regarding the performance of these PIs and their comments sought. These comments are also contained in Appendix 2.

17. 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 1st April 2011 – 30th September 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: 11 October 2011



PI	Original Target 2011/12	Revised Target 2011/12	Comments
DL 3 Average chargeable hours per fte fee earner in the Legal Section per year	780.0hrs	468.0hrs	<p>The current target for this PI is 195 chargeable hours per FTE per quarter. In the first two quarters, performance was significantly below this target. Looking at the targets which other authorities use against similar indicators, it is felt that the current target is too high and that we need to take account of the fact that not all Pendle employees in the Legal Section work full time hours and that, only about 60% of any individual officer's hours will be chargeable.</p> <p>This being the case, it is suggested that the current target of 195 chargeable hours per quarter for this PI be reduced to 117 chargeable hours per quarter.</p>
ESP 9 Percentage of Rights of Way service requests cleared	82%	80%	<p>The revised target of 80% has been suggested, despite current performance for the year to date (73%). It is felt this new target is still stretching whilst being more realistic. However, there are some service requests which will always be impossible to clear within the 3 month timeframe. Therefore, it is suggested that the way the PI is calculated and defined be reviewed, e.g. to split the PI into sub-measures to identify the requests, that by their nature, will take longer than 3 months to clear.</p>
ESP 20 Length of maintenance of cycleway network in the year	2.0km	3.2km	<p>Target increased due to a review of the PI. We currently have 3.5km of cycleway network in Pendle and its realistic to expect 3.2km can be maintained on a quarterly basis. The original target of 2km relates to the planned extension to the cycleway network (if funding becomes available).</p>
PRS 1a Percentage of minor defects repaired within 48 hours of play area safety inspection	100.00%	75.00%	<p>It has previously been agreed at a meeting between Colin Patten, Stephen Barnes and Philip Mousdale that the target be reduced to a more realistic and achievable one.</p>
PRS 1b Percentage of urgent defects repaired within 24 hours of play area safety inspection	85.00%	75.00%	<p>It has previously been agreed at a meeting between Colin Patten, Stephen Barnes and Philip Mousdale that the target be reduced to a more realistic and achievable one.</p>

PI Report: Underperforming Key PIs





Generated on: 18 October 2011

Appendix 2



*Central Services

PI	Year-to-date	Current Target	Status	Expected Outcome	Comments
DL 2 Standard land charge searches <5 days	98.49%	100.00%			As a consequence of the joint working arrangement with Hyndburn, it was not possible to achieve the 100% target in Qtr 1. As a result the target of 100% is not now achievable for the year and will be revised to 99% in Qtr 3 which still represents exceptional performance. Indeed, all Qtr 2 applications were processed in 5 days.







*Chief Executive's Policy Unit

PI	Year-to-date	Current Target	Status	Expected Outcome	Comments
LCP 5 Number of referrals to Help Direct (and other relevant agencies)	12	30			The actions required to deliver this PI and the approved target are to be discussed at the next Team Leaders meeting. Any required changes to targets will be identified and reported to you in Qtr 3.
LCP 6 Percentage of problem profile issues resolved following community street audits	30%	70%			The actions required to deliver this PI and the approved target are to be discussed at the next Team Leaders meeting. Any required changes to targets will be identified and reported to you in Qtr 3.


















Directorate

PI	Year-to-date	Current Target	Status	Expected Outcome	Comments
DIR 1 Percentage of complaints handled within timescales (formerly CEPU 3)	98.8%	100.0%			Two complaints remain unresolved at the time of compiling this data but remain within the 15 working day time limit.

*Environmental & Recreation Services

PI	Year-to-date	Current Target	Status	Expected Outcome	Comments
EH 1 Percentage of Environmental Health Service Requests responded to on target	93.0%	98.0%			Performance of this PI is expected to improve and achieve the annual target due to the return of a member of staff from maternity leave.
WM 2 Reported number of missed collections not dealt with within 1 working day	64	60			This PI is only slightly off target and presents no real concern. It is expected that the annual target will be achieved
WM 8a Percentage of the total tonnage of household waste which has been recycled (formerly BV82a(i))	21.71%	25.50%			This PI has a very ambitious target set and requires careful monitoring. However, combined recycling, reuse and composting performance is above target.

*Regeneration Services

PI	Year-to-date	Current Target	Status	Expected Outcome	Comments
HI 1 % of Disabled Facility Grant (DFG) enquiries ready for approval within 3 months of initial visit/scheme agreement	85.0%	90.0%			Issues with the new electronic tendering system 'The Chest' have caused delays.
HI 2 % of approved Disabled Facility Grants (DFGs) completed on site within 4 months	66.7%	85.0%			This is due to poor performance by contractors which has been fed back to them.
HN 1 Recording cases where positive action is taken to prevent or relieve homelessness (per 1,000 households) (formerly HRS 12)	2.00	5.60			Some information from partners has not arrived in time to be input. This target is demand led.
HN 3 Number of nights provided in Bed and Breakfast to homeless applicants	290	224			This PI is demand led and there has been 1 particular client who was very hard to place due to complex needs.
HS 6 Number of private sector dwellings where Category 1 hazards are removed (formerly HRS 13)	43	75			It can take some time between complaints being received and the landlords doing the work but we expect to meet the annual target.
PBC 1a Percentage of all appeals determined in accordance with officer recommendation	66.67%	80.00%			Performance has improved in the second quarter to 73%. From 50% in the first quarter. Officer appeal performance is below target but has improved since the first quarter.
PBC 5 Percentage of 'Major' planning applications determined within 13 weeks (formerly NI 157a)	80.00%	86.00%			All planning applications have been reported to Committee within the 13 week deadline for decisions to be made. Planning application performance is below target but officer performance is high. It is the usual Committee performance issue that is the cause of the lower performance.
PBC 6 Percentage of 'Minor' planning applications determined within 8 weeks (formerly NI 157b)	85.05%	87.00%			Applications determined under the scheme of delegation remain at a high at 97.37%. Planning application performance is below target but officer performance is high. It is the usual Committee performance issue that is the cause of the lower performance.
PBC 7 Percentage of 'Other' planning applications determined within 8 weeks (formerly NI 157c)	87.23%	94.00%			Applications determined under the scheme of delegation remain at a high at 96.25%. Planning application performance is below target but officer performance is high. It is the usual Committee performance issue that is the cause of the lower performance.