

REPORT FROM: HEAD OF CENTRAL SERVICES

TO: PERFORMANCE MONITORING PANEL

DATE: 22nd OCTOBER 2012

Report Author: Marie Mason
Tel. No: 01282 661790
E-mail: marie.mason@pendle.gov.uk

**PERFORMANCE MANAGEMENT REPORT:
1ST APRIL 2012 – 30TH SEPTEMBER 2012**

PURPOSE OF REPORT

The report presents the Performance Monitoring Panel (PMP) with details of performance for the period 1st April 2012 to 30th September 2012.

RECOMMENDATIONS

That PMP Members note:

- (1) the underperforming key PIs and related comments as detailed in Appendix 1;
- (2) the performance information for Pendle Leisure Trust detailed in Appendix 2.

REASONS FOR RECOMMENDATIONS

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

ISSUE

Background

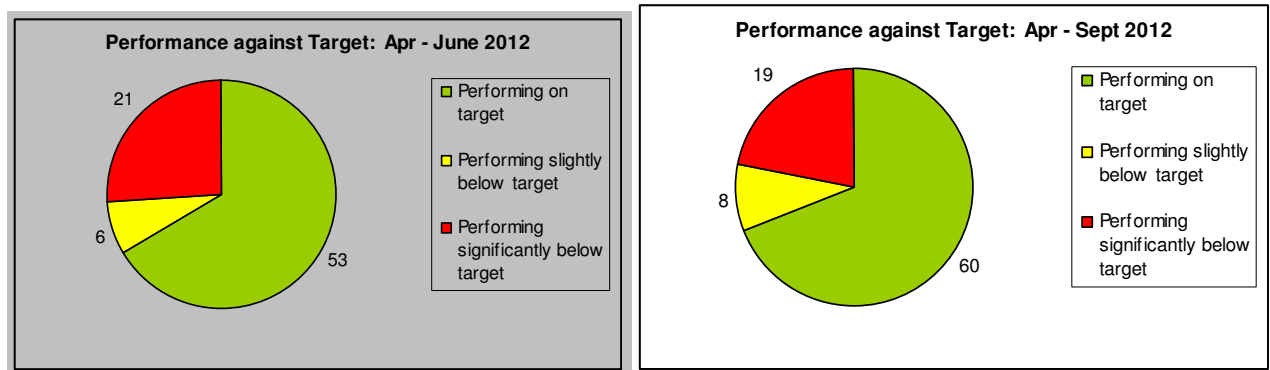
1. Following the changes introduced by Central Government towards more localised scrutiny of Council performance, we took the opportunity to review our performance management arrangements for 2011/12 onwards.
2. Part of this review was to devise, with services, a revised PI set with a focus on moving 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 in the future.
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 2012/13 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.

5. The proposed PI set and targets for 2012/13 were approved by Management Team at their meeting on 27th March 2012.







Present Position

6. With regard to the Quarter 2 PIs, detailed performance information is attached as follows:
 - Appendix 1 – contains Corporate PIs that have performed below target for the period 1st April 2012 – 30th September 2012. These have been identified as ‘key’ where appropriate in terms of their importance to the services being delivered by the Council.
 - Appendix 2 – contains PIs that are delivered by Pendle Leisure Trust and have been provided for your information.
5. Of our 118 Corporate PIs reported on for the quarter, performance could only be measured against 87 (73.7%). Performance cannot be assessed against 31 PIs because they 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.
6. The summary overleaf shows how these 87 PIs have performed during the period April – September 2012. 60 (69%) of our PIs are performing on or above target whilst 31% are underperforming (19 (21.8%) are Red and 8 (9.2%) are Amber). The summary from Quarter 1 2012/13 has also been provided as a comparison.



7. It is also important to note at this stage that within Covalent:
 - there have been ‘blanket’ variances/thresholds set (1% for Amber and 5% for Red) for the majority of 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.
8. Forecasts for 85 PIs were also provided by individual services on performance towards annual targets. This information indicates that 63 (76.8%) of these PIs are expected to meet or exceed targets set for the year.
9. Appendix 1 details the 21 PIs that show an underperformance against target during the period April – September 2012 and have been identified as ‘key’ by Management Team.

10. These have been presented to the respective Directors/Heads of Service regarding the performance of these PIs and their comments sought and included in the table, where relevant.
11. Whilst the majority of these PIs do not present any significant cause for concern at this stage, further investigation will be carried out in relation to the emerging trends in the increasing amount of waste being generated in the borough. All underperforming PIs will be closely monitored throughout the remainder of the year.
12. On a more positive note, there are three key PIs that underperformed during last quarter and that are now performing on target. These are:

PI	Expected Outcome Forecast - Qtr 1	Expected Outcome Forecast -Qtr 2
HI 1 - % of Disabled Facility Grant (DFG) enquiries ready for approval within 3 months of initial visit/scheme agreement		
HN 1 - Recording cases where positive action is taken to prevent or relieve homelessness (per 1,000 households)		
HS 4 - % of empty property complaints responded to within 10 working days		

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 – Underperforming Key PIs for 1st April – September 2012

Appendix 2 – Pendle Leisure Trust PIs: 1st April – 30th September 2012







LIST OF BACKGROUND PAPERS

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

PI Report 2012/13: April – Sept 2012: Underperforming Key PIs



















Generated on: 09 October 2012

















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




























NB: The PIs listed in **bold** type underperformed last quarter

The shaded PIs were not been reported for underperformance last quarter

Directorate							
PI	2012/13 Outturn	2012/13 Target	Status	Long Term Trend	Expected Outcome	Comments	Key PI?
DIR 1 Percentage of complaints handled within timescales	96.7%	100.0%				The level of underperformance here is actually very small with only 9 or 276 complaints not being resolved within the target time.	✓
Environmental & Recreation Services							
PI	2012/13 Outturn	2012/13 Target	Status	Long Term Trend	Expected Outcome	Comments	Key PI?
EH 1 Percentage of Environmental Health Service Requests responded to on target	95.1%	98.0%				This small shortfall is being put down to human error in the early implementation of the new data management systems recently put in place and should improve through quarters 3 & 4.	✓
EH 11 Percentage of programmed Private Water Supply samples taken	25.0%	100.0%				Very small numbers are involved in the calculation of this PI which can negatively affect performance. Outstanding inspections are expected to be undertaken in Q3.	✓
WM 3 Number of fixed penalty notices (FPNs) issued	42	43				Underperformance on this PI is minor and could mask the proactive work of the service, e.g. in Qtr 2 the team have issued 13 warning letters for littering, carried out 3 educational events and chipped 94 dogs. The team have also participated in 10 multi agency Environmental Visual Audits.	✓
WM 5 Number of s215 notices issued	137	140				Underperformance on this PI is minor and could mask the proactive work of the service, e.g. officers have written to 208 residents/ landowners resulting in land being cleared without formal intervention being carried out.	✓
WM 2 Reported number of missed collections not dealt with within 1 working	61	55				Missed collections will be included as an agenda item for the next Waste Management Officer and Service's Project Group meeting.	✓

PI	2012/13 Outturn	2012/13 Target	Status	Long Term Trend	Expected Outcome	Comments	Key PI?
day							
WM 7 Number of s79 notices issued	9	17.5				The number of Section 79 notices issued within Qtr 2 of 2012/13 has decreased from those issued within Qtr 1 2012/13 and Qtr 2 2011/12. This suggests that owners and occupiers of land or properties are continuing to deal with noxious waste more responsibly in response to the actions of the Service Group.	✓
WM 8a Percentage of the total tonnage of household waste which has been recycled	21.61%	25.50%				Further work to be undertaken to understand the reasons for our current level of performance.	✓
WM 8c Percentage of the total tonnage of household waste which has been recycled - Rolling Year %	23.12%	25.50%		N/A		Further work to be undertaken to understand the reasons for our current level of performance.	✓
WM 8d Percentage of the total tonnage of household waste which have been sent for composting or for treatment by anaerobic digestion - Rolling Year %	13.19%	14.50%		N/A		Further work to be undertaken to understand the reasons for our current level of performance.	✓
WM 10 Percentage of household waste sent for reuse, recycling and composting	38.66%	40.00%				Further work to be undertaken to understand the reasons for our current level of performance.	✓
WM 10a Percentage of household waste sent for reuse, recycling and composting - Rolling Year %	36.53%	40.00%				Further work to be undertaken to understand the reasons for our current level of performance.	✓

Regeneration Services

PI	2012/13 Outturn	2012/13 Target	Status	Long Term Trend	Expected Outcome	Comments	Key PI?
HI 2 % of approved Disabled Facility Grants (DFGs) completed on site within 4 months	79.4%	85.0%				A number of large scale extensions completed in this 2nd quarter will account for the drop below target. The target of 85% across the whole year is still on target.	✓
HN 2 Proportion of homelessness decisions on which the authority makes a decision and issues written notification to the applicant within 33 working days	98.3%	100.0%				Whilst it is disappointing that performance has slipped, there have been a growing number of cases to investigate and anecdotal evidence from staff suggests that such cases are becoming increasingly more complex.	✓
HN 3 Number of nights provided in Bed and Breakfast to homeless applicants	334	294				The actual number of homelessness cases is generally rising and therefore this naturally has an impact on this measure.	✓
HS 3 % of disrepair complaints responded to within 10 working days	37.3%	80.0%				Back log of work from the last quarter of 2011/12 has affected our performance to date. As a result we are concerned that we will fail to achieve the target set.	✓
HS 5 Number of private sector dwellings that are returned into occupation	26	50				We are confident that, with the additional empty homes funding and the "Linkedup" scheme, we will achieve the target again this year.	✓
HS 6 Number of private sector dwellings where Category 1 hazards are removed	40	55				Officers are reporting that it is becoming increasingly difficult to get owners to comply with notices. We are seeing a rise in the numbers where formal action is needed to get repairs carried out but with the limited resources it is difficult to justify carrying out works in default in all but the most serious cases.	✓
PBC 1a Percentage of all appeals determined in accordance with officer recommendation	77.78%	80.00%				This is only 2.22% below the annual target of 80%. We currently have 9 appeal decisions outstanding.	✓
PBC 5 Percentage of 'Major' planning applications determined within 13 weeks	75%	86%				Two applications were deferred by committees or referred to Development Management which affected our performance this quarter.	✓
PBC 6 Percentage of 'Minor' planning applications determined within 8 weeks	79.38%	87%				Officer performance is 100%.	✓

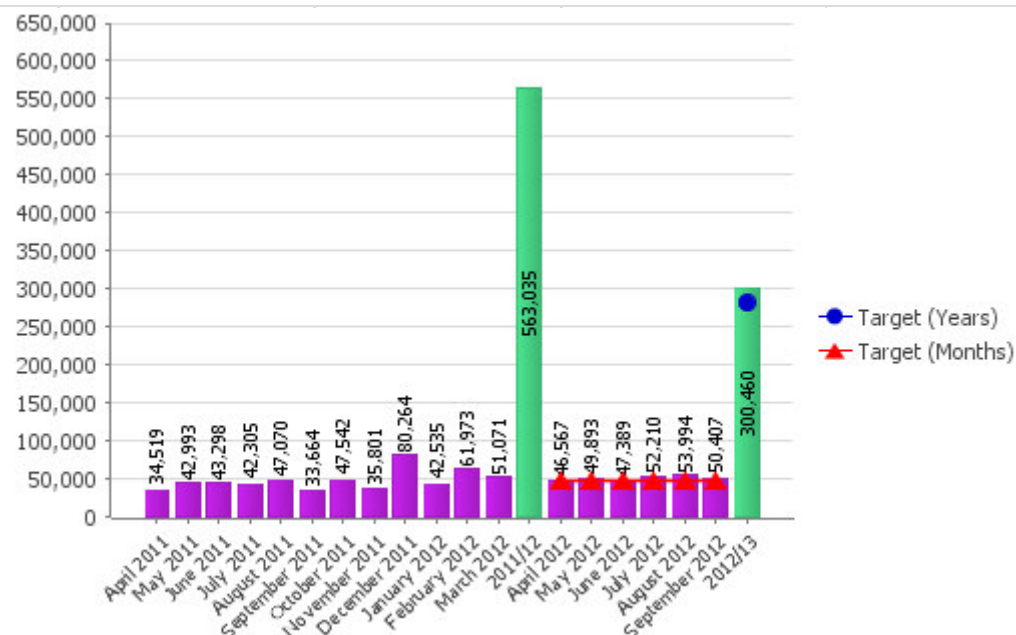
APPENDIX 2

Pendle Leisure Trust PI Report: April – September 2012

Generated on: 10 October 2012

PLT 1 Total number of visits to PLT leisure facilities

PLT leisure facilities include Inside Spa, Pendle Wavelengths, Pendle Leisure Centre, West Craven Sports Centre, Marsden Park Golf Course, and Seedhill Athletics & Fitness Centre.



Good Performance?	Aim to Maximise
Traffic Light Icon	✓
Short Term Trend Arrow	↓
Long Term Trend Arrow	↑
Current Value	300,460
Current Target	281,517
Expected Outcome Icon	

Commentary

This figure has beaten the target, however the targets are based on last years achievements. It is higher than last year due to no invoiced attendances being included for PLC from Apr 11 to Nov 11.

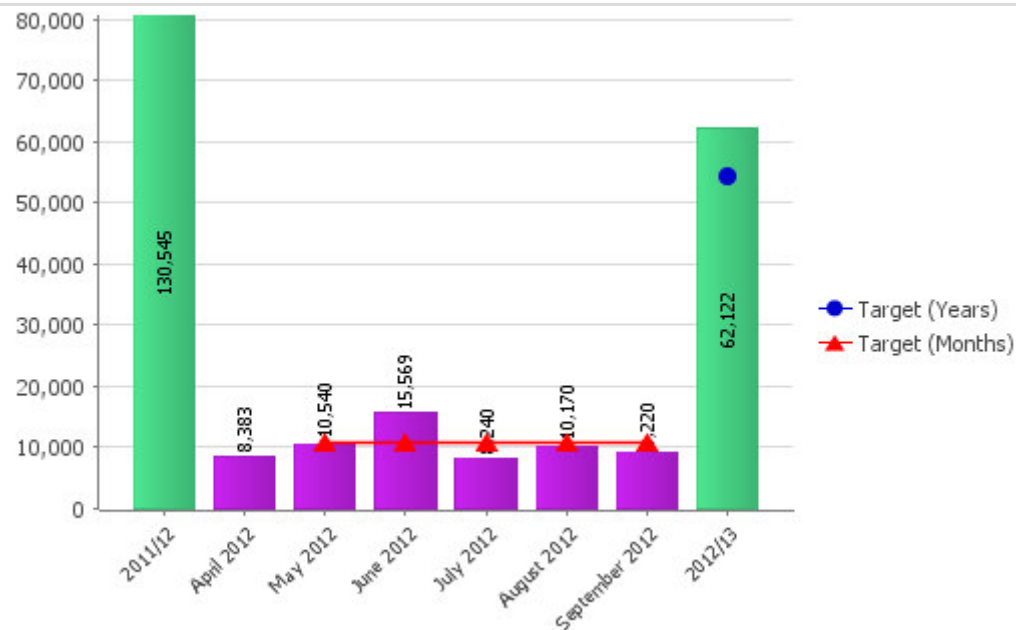
This figure has beaten the target, however the targets are based on last years achievements. It is higher than last year due to no invoiced attendances being included for PLC from Apr 11 to Nov 11.

This figure has beaten the target, however the targets are based on last years achievements. It is higher than last year due to no invoiced attendances being included for PLC from Apr 11 to Nov 11.

This figure has beaten the target, however the targets are based on last years achievements. It is higher than last year due to no invoiced attendances being included for PLC from Apr 11 to Nov 11.

	This figure has beaten the target, however the targets are based on last years achievements. It is higher than last year due to no invoiced attendances being included for PLC from Apr 11 to Nov 11.
	This figure has beaten the target, however the targets are based on last years achievements. It is higher than last year due to no invoiced attendances being included for PLC from Apr 11 to Nov 11.

PLT 2 Number of attendees at events held in the ACE Centre and Colne Muni



Good Performance?	Aim to Maximise
Traffic Light Icon	✓
Short Term Trend Arrow	↓
Long Term Trend Arrow	N/A
Current Value	62,122
Current Target	54,394
Expected Outcome Icon	

Commentary

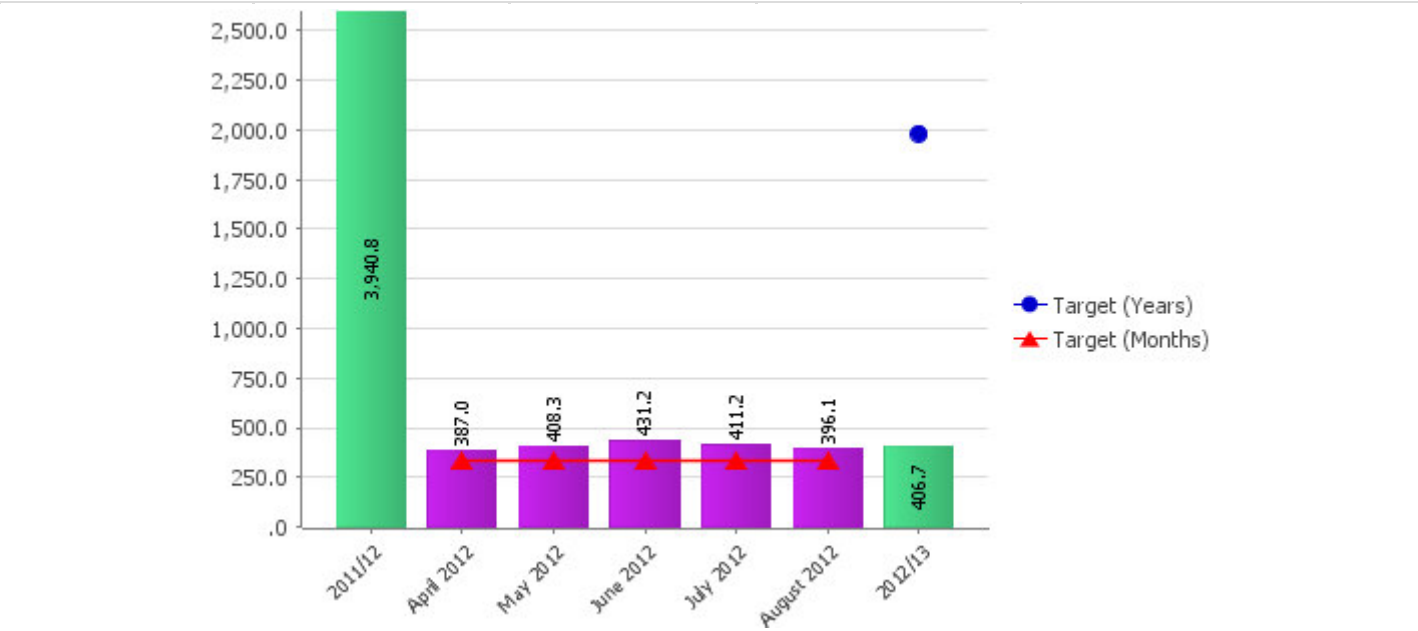
The ACE Centres attendances were 7,670 and the Muni's attendances were 1,550.



The ACE Centres attendances were 6,170 and the Muni's attendances were 4,000, which includes the R&B Festival International Stage.

The ACE Centres attendances were 5,140 and the Muni's attendances were 3,100.

PLT 3 Attendances at all PLT facilities per FTE staff member

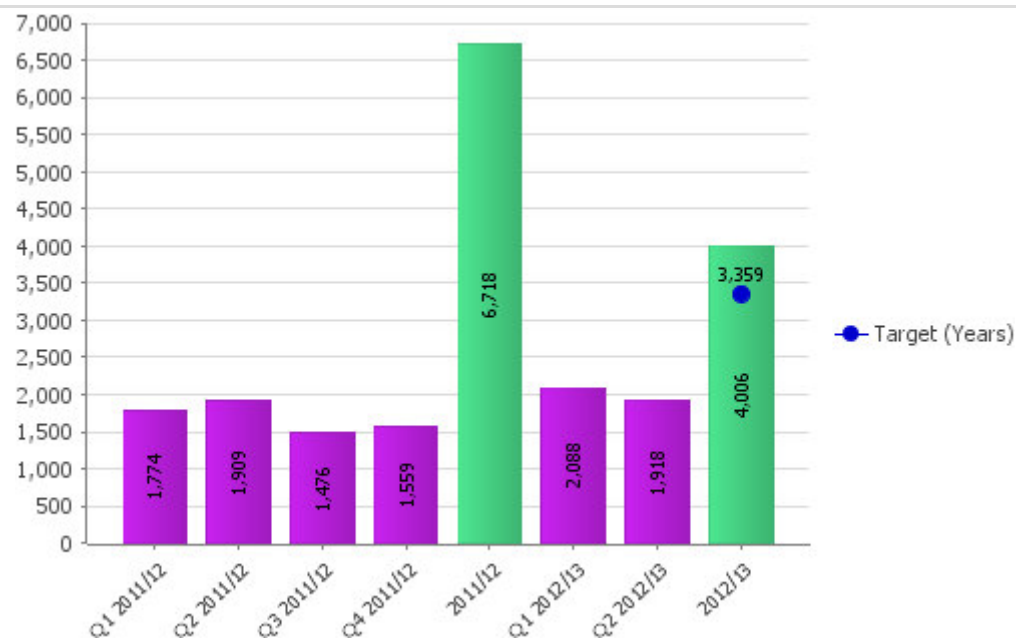
PLT facilities included are Inside Spa, Pendle Wavelengths, Pendle Leisure Centre, West Craven Sports Centre, Marsden Park Golf Course, Seedhill Athletics & Fitness Centre, The ACE Centre and The Muni.
There is a one month time lag in the availability of FTE staff data. Therefore, it is accepted that this PI will be reported one month in arrears.



Good Performance?	Aim to Maximise
Traffic Light Icon	
Short Term Trend Arrow	
Long Term Trend Arrow	N/A
Current Value	406.7
Current Target	1,982.5
Expected Outcome Icon	

Commentary

PLT 4 Number of participants attendances in the Healthy Lifestyle Programme (all activities are reliant on external funding)



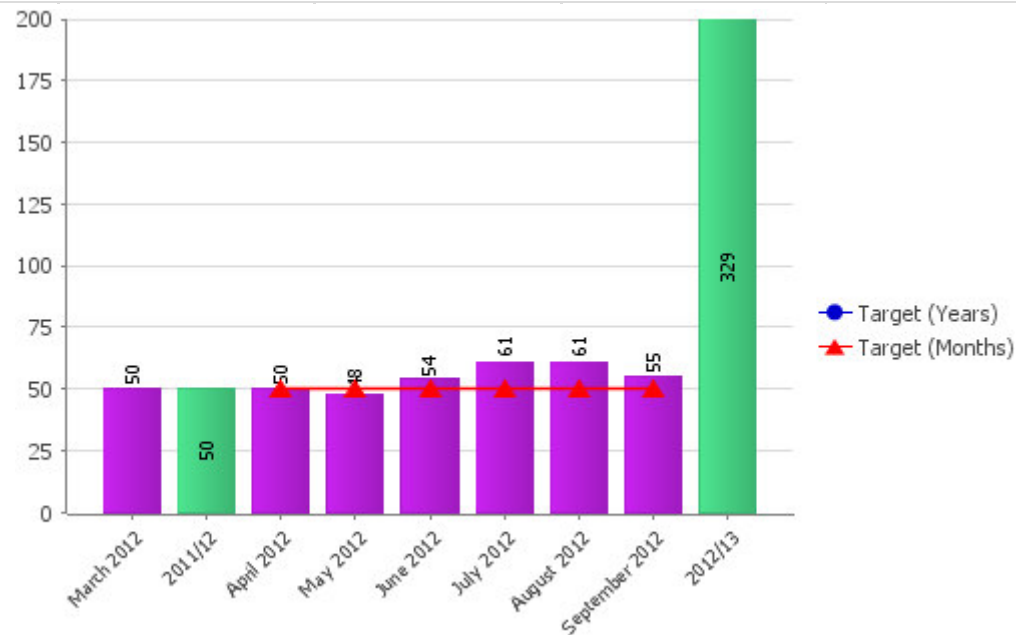
Good Performance?	Aim to Maximise
Traffic Light Icon	✓
Short Term Trend Arrow	↓
Long Term Trend Arrow	↑
Current Value	4,006
Current Target	3,359
Expected Outcome Icon	

Commentary

1,547 for Out and About, 196 for Smoking Cessation, 175 for Exercise on Referral and Weight Management.
 1,605 for Out and About, 289 for Smoking Cessation, 194 for Exercise on Referral and Weight Management.

PLT 5 Number of people actively volunteering to provide support in Pendle Leisure Trust activities

PLT activities include all PLT controlled activity which relies on the support of volunteers. These activities are Sports Development, Out and About, Live Well and Eat Well, Healthy Lifestyles projects.



Good Performance?	Aim to Maximise
Traffic Light Icon	✓
Short Term Trend Arrow	↓
Long Term Trend Arrow	N/A
Current Value	329
Current Target	300
Expected Outcome Icon	

Commentary

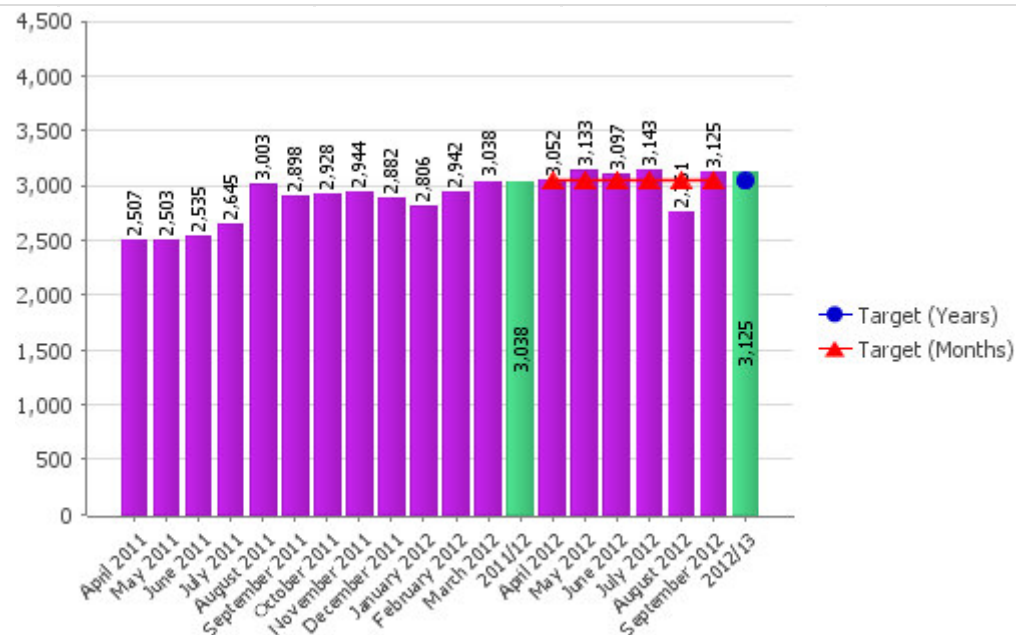
40 for Out & About project and 15 for Sports Development.

40 for Out & About project and 21 for Sports Development.

40 for Out & About project and 21 for Sports Development.

PLT 6 Total number of members

A 'member' is a person who joins any of the membership schemes offered by the Pendle Leisure Trust.



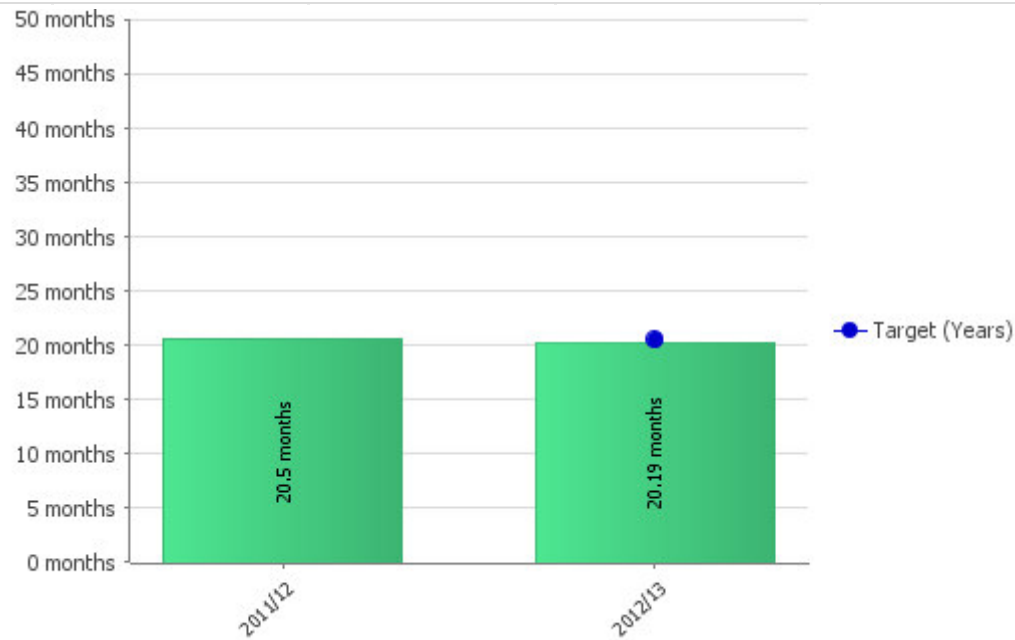
Good Performance?	Aim to Maximise
Traffic Light Icon	
Short Term Trend Arrow	
Long Term Trend Arrow	
Current Value	3,125
Current Target	3,038
Expected Outcome Icon	




Commentary

Student and Adult discount direct debit campaign started. This saw an increase in membership numbers due to the uptake.
 Summer membership campaign finished. This saw a drop off in membership numbers.

PLT 6a Current member retention rate (in month)

A 'member' is a person who joins any of the membership schemes offered by the Pendle Leisure Trust.

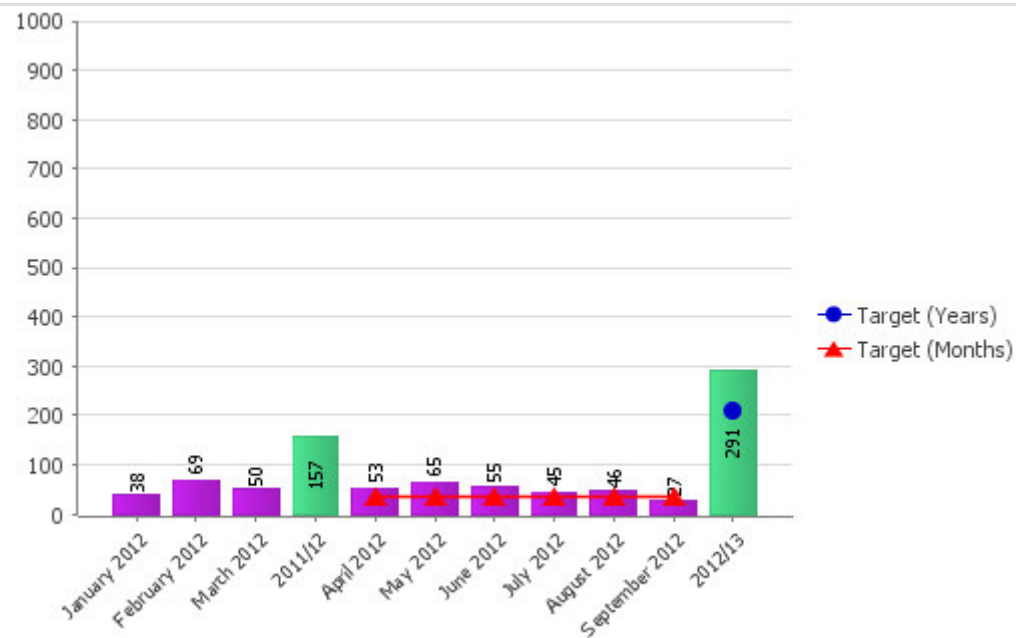


Good Performance?	Aim to Maximise
Traffic Light Icon	
Short Term Trend Arrow	
Long Term Trend Arrow	
Current Value	20.19 months
Current Target	20.5 months
Expected Outcome Icon	

Commentary

Fully Paid members retention is 15.92 months and the Direct Debit members retention is 24.07 months.

PLT 7 Amount of feedback received



Good Performance?

Aim to Maximise

Traffic Light Icon



Short Term Trend Arrow



Long Term Trend Arrow

N/A

Current Value

291

Current Target

210

Expected Outcome Icon

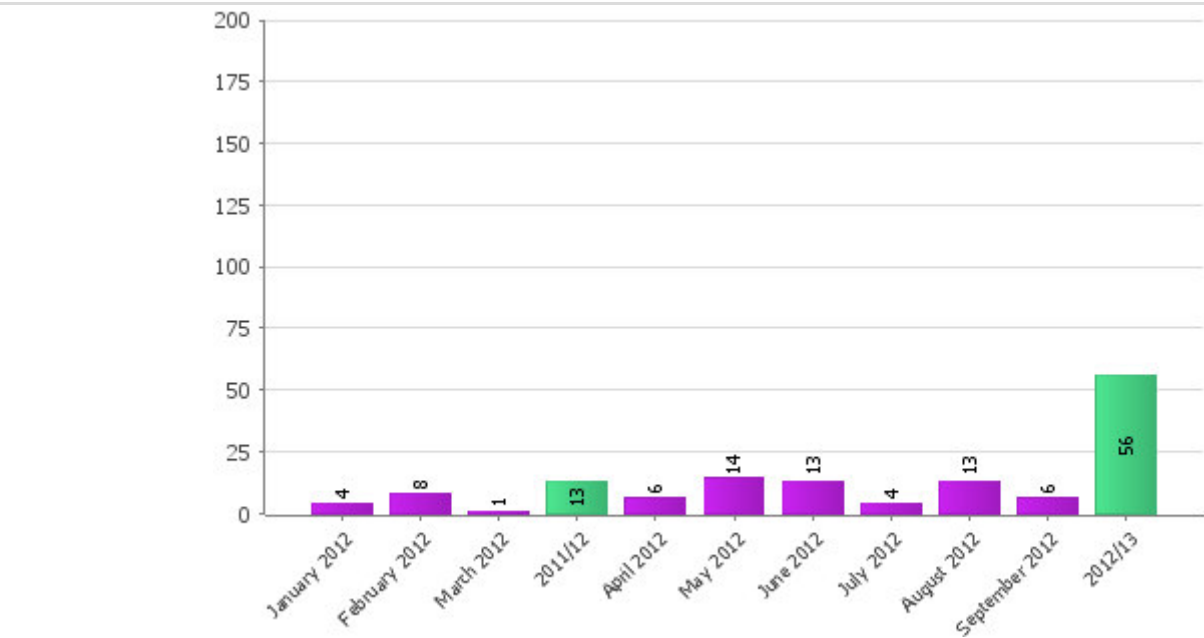
Commentary

During September 2012 a total of 6 complaints, 20 compliments and 1 suggestion was received.

During August 2012 a total of 13 complaints, 26 compliments and 7 suggestions were received.

During July 2012 a total of 4 complaints, 36 compliments and 5 suggestions were received.

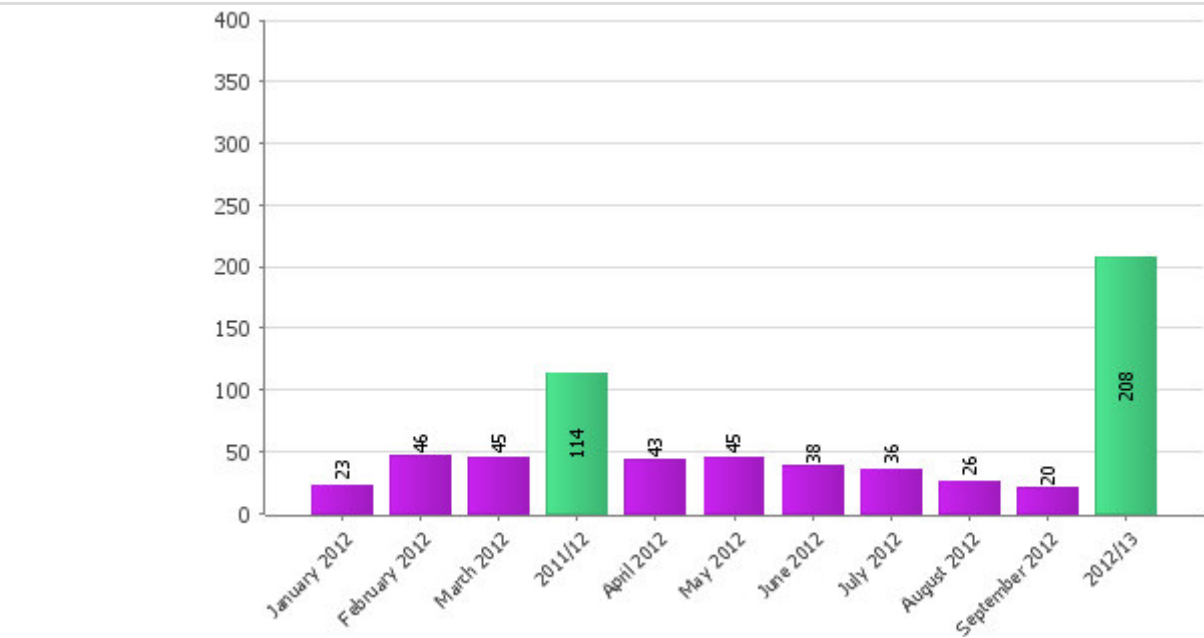
PLT 7(i) Number of complaints received



Good Performance?	Aim to Minimise
Traffic Light Icon	
Short Term Trend Arrow	
Long Term Trend Arrow	N/A
Current Value	56
Current Target	
Expected Outcome Icon	

Commentary

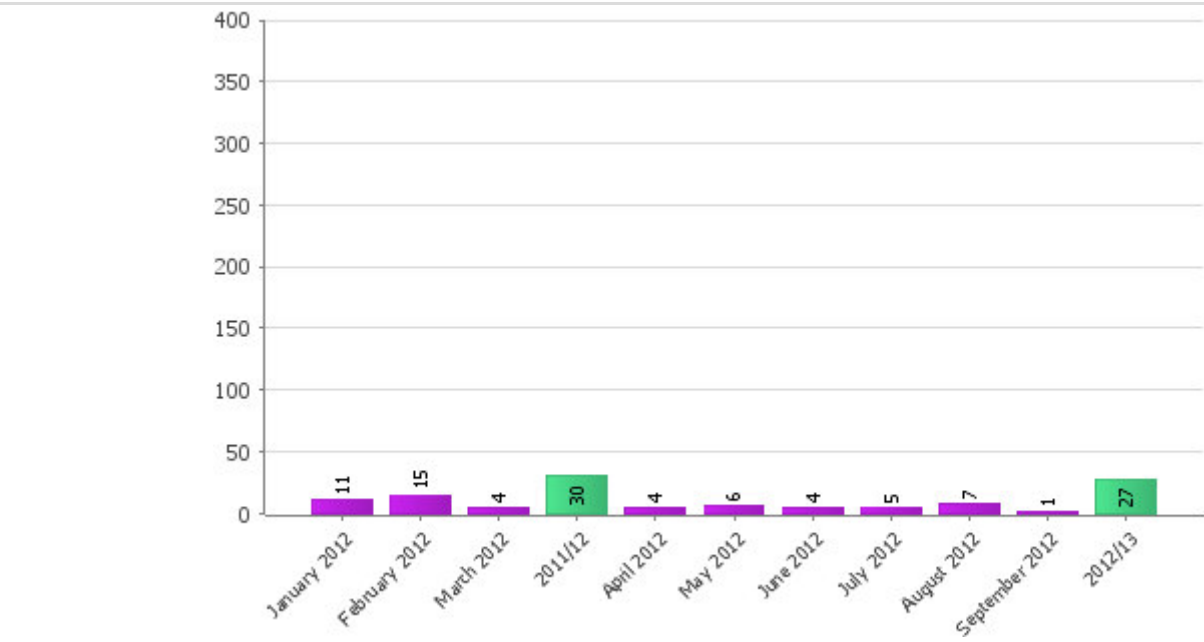
PLT 7(ii) Number of compliments received



Good Performance?	Aim to Maximise
Traffic Light Icon	
Short Term Trend Arrow	
Long Term Trend Arrow	N/A
Current Value	208
Current Target	
Expected Outcome Icon	

Commentary

PLT 7(iii) Number of suggestions received

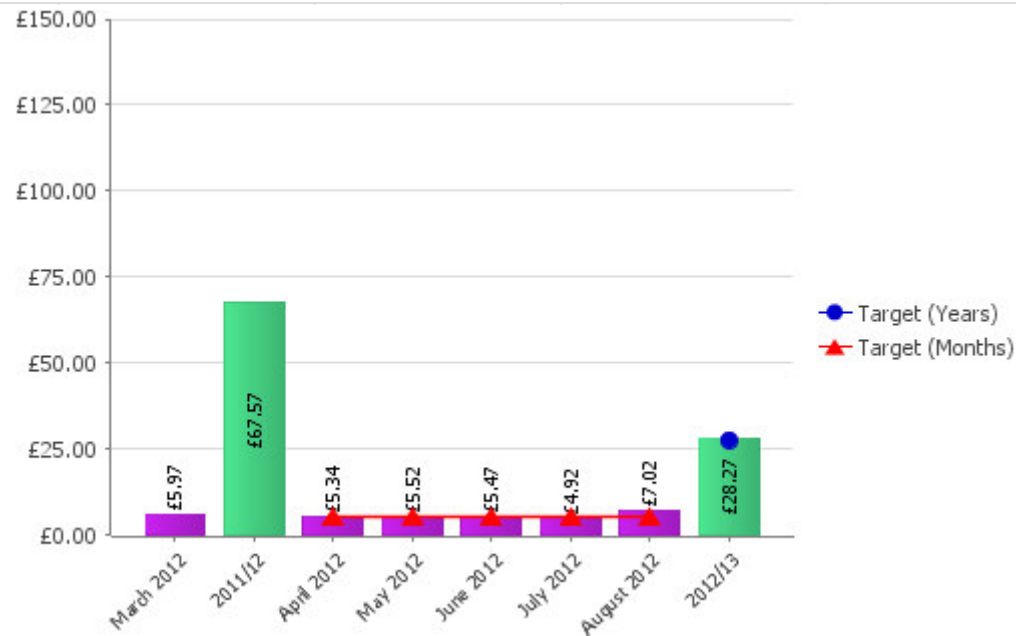


Good Performance?	Aim to Maximise
Traffic Light Icon	
Short Term Trend Arrow	
Long Term Trend Arrow	N/A
Current Value	27
Current Target	
Expected Outcome Icon	

Commentary

PLT 8a Total cost of Pendle Leisure Trust per head of population

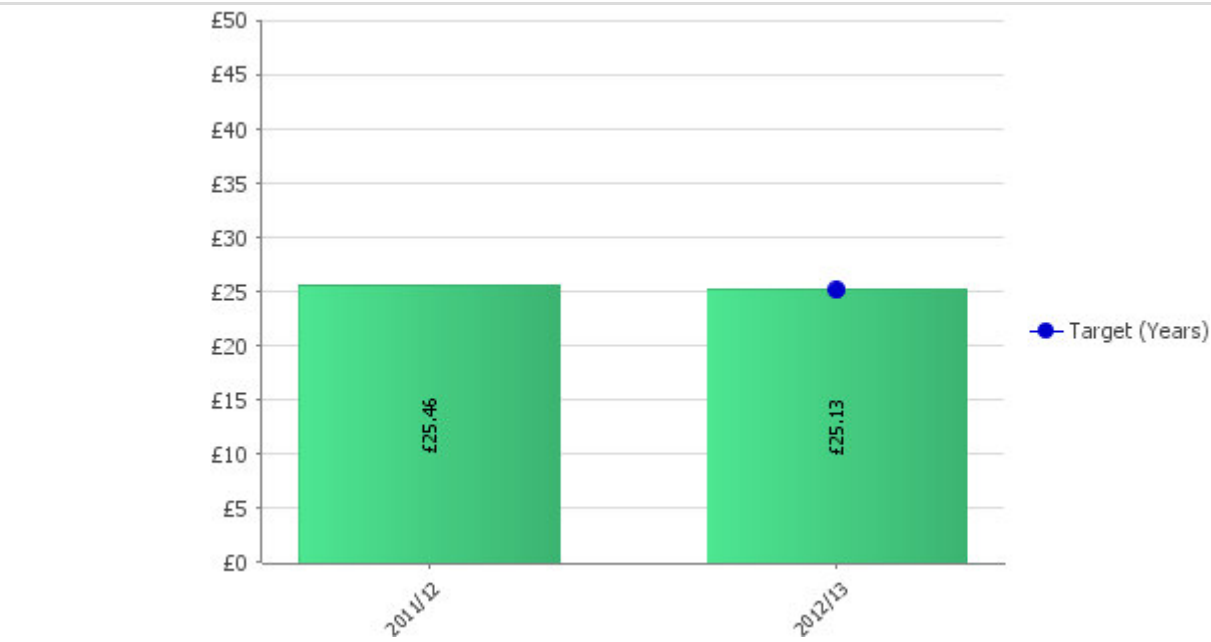
There is a 3wk time lag in the availability of financial data. Therefore, it is accepted that this PI will be reported one month in arrears.



Good Performance?	Aim to Minimise
Traffic Light Icon	
Short Term Trend Arrow	
Long Term Trend Arrow	N/A
Current Value	£28.27
Current Target	£27.66
Expected Outcome Icon	

Commentary










PLT 8b Subsidy per head of population (PBC Grant)



Good Performance?	Aim to Minimise
Traffic Light Icon	
Short Term Trend Arrow	
Long Term Trend Arrow	
Current Value	£25.13
Current Target	£25.13
Expected Outcome Icon	

Commentary

Key:

Status: Performance Against Target / Expected Outcome		Long Trend: Are we consistently improving?		Priorities	
	This PI is significantly below target.		The value of this PI has improved when compared to an average of previous reporting periods	C	Corporate PIs
	This PI is slightly below target.		The value of this PI has not changed when compared to an average of previous reporting periods	D	District Council PIs
	This PI is on target.		The value of this PI has worsened when compared to an average of previous reporting periods	L	Lancashire Local Area Agreement PIs
	Performance for this PI can not be measured.		No comparable performance data is available.	p	Pendle Sustainable Community Strategy
	Information only PI.				