

**REPORT FROM: HEAD OF CENTRAL & REGENERATION SERVICES**

**TO: PERFORMANCE MONITORING PANEL**

**DATE: 6<sup>TH</sup> NOVEMBER 2013**

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**PERFORMANCE INDICATOR (PI) REPORT:**  
**1<sup>ST</sup> APRIL – 30<sup>TH</sup> SEPTEMBER 2013**

**PURPOSE OF REPORT**

The report presents the Performance Monitoring Panel (PMP) with details of performance for the period 1<sup>st</sup> April – 30<sup>th</sup> September 2013.

**RECOMMENDATIONS**

That PMP Members note:

- (1) the underperforming key PIs and related comments as detailed in Appendix 1;
- (2) the changes to the PI sets for the Communications Team and the Localities, Communities & Policy Team, which were approved by Management Team at their meeting on the 29<sup>th</sup> October 2013, as detailed in Appendix 2;
- (3) the performance information for Pendle Leisure Trust detailed in Appendix 3.

**REASONS FOR RECOMMENDATIONS**

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

**ISSUE**

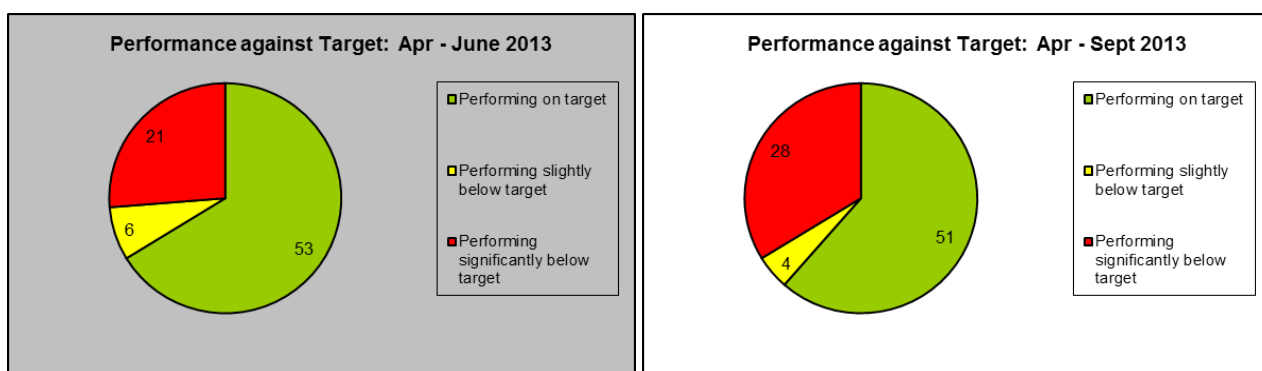
***Background***

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 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.
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. A review of this PI set has taken place at the end of each year. This involved the Performance Management Team discussing the existing PIs, previous performance and the proposed targets for 2013/14 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 2013/14 were approved by Management Team at the meeting on 21<sup>st</sup> May 2013.

### **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 1<sup>st</sup> April – 30<sup>th</sup> September 2013. These have been identified as 'key' (previously by Management Team) where appropriate in terms of their importance to the services being delivered by the Council.
  - Appendix 2 – contains details of the changes to the PI sets for the Communications Team and the Localities, Communities & Policy Team, which were approved by Management Team at their meeting on the 29th October 2013.
  - Appendix 3 – contains PIs that are delivered by Pendle Leisure Trust and have been provided for your information.
7. Of our 115 Corporate PIs reported on for the quarter, performance could only be measured against 83 (72.2%). Performance cannot be assessed against 32 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.
8. The summary overleaf shows how these 83 PIs have performed during the period April – September 2013. 51 (61.5%) of our PIs are performing on or above target whilst 38.5% are underperforming (28 (33.7%) are Red and four (4.8%) are Amber). The summary from Quarter 1 2013/14 has also been provided as a comparison.



9. 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 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.

10. Forecasts for 82 PIs were also provided by services on performance towards annual targets. This information indicates that 60 (72.3%) of these 82 PIs are expected to meet or exceed targets set for the year.
11. Appendix 1 details the 22 PIs that show an underperformance against target during the period April – September 2013 and have been identified as ‘key’ by Management Team.
12. 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.
13. None of these PIs present any significant cause for concern at this stage and will be closely monitored throughout the remainder of the year.
14. As reported in Quarter 1, the Communications Team and the Localities, Communities & Policy Team approached the Performance Management Officer requesting to review a number of their PIs.
15. This is due to the focus of their work having changed in some areas since these PIs were originally developed. As a result, whilst the data is still obtainable, some of the PIs no longer represent meaningful measures of performance as they no longer represent the work of the teams.
16. The details of the changes to each of the PI sets, which were approved by Management Team on 29<sup>th</sup> October 2013, are contained in Appendix 2.

## IMPLICATIONS

**Policy:** The Council has a duty to regularly report on its performance and make this information available to members of the public, staff and councillors.

**Financial:** None.

**Legal:** The Council has a duty to regularly report on its performance and make this information available to members of the public, staff and councillors.

**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 PIs for 1<sup>st</sup> April – 30<sup>th</sup> September 2013

Appendix 2 – Changes to the PI sets for the Communications Team and the Localities, Communities & Policy Team

Appendix 3 - Pendle Leisure Trust PIs: 1<sup>st</sup> April – 30<sup>th</sup> September 2013






**LIST OF BACKGROUND PAPERS**





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

# PI Report 2013/14: April – September 2013













## APPENDIX 1







### 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.
	Information only PI.




Long Trend: Are we consistently improving?	
	The value of this PI has improved when compared to an average of previous reporting periods
	The value of this PI has not changed when compared to an average of previous reporting periods
	The value of this PI has worsened when compared to an average of previous reporting periods
	No comparable performance data is available.



















### Central & Regeneration Services













PI	2013/14 Outturn to date	2013/14 Target to date	Status	Long Term Trend	Expected Outcome	Comments	Key PI?
DL 2 Standard land charge searches completed in less than 5 days	88.94%	99.8%				The total number of standard searches for the second quarter of 2013-14 was 258. Replies to 225 of these were sent out in 5 working days. Replies to 256 were completed in 10 working days. There have been IT issues during the quarter and the system has not been operational on a number of occasions.	Yes
HI 1 % of Disabled Facility Grant (DFG) enquiries ready for approval within 3 months of initial visit/scheme agreement	86.5%	90.0%				Of the 10 cases which were presented for approval, 7 had taken 3 months or less from the date when the scheme was agreed. The 3 cases which didn't were all large scale adaptations involving provision of extensions, which by their nature do take longer. This score of 70% brings the cumulative total to over 86%, well on course to achieve our target of 90%	Yes
HN 1 Recording cases where positive action is taken to prevent or relieve homelessness (per 1,000 households) (formerly HRS 12)	2.35	3.48				Many of the cases relate to accessing alternative accommodation to prevent homelessness such as private rented (bond scheme) and help to resolve issues which helped to keep the customer in their own home.	Yes
HS 2 % of 'no hot water' complaints responded to within 1 working day	89.5%	95.0%				The number of complaints is at the level we would expect for this time of year. However, the percentage achieved is below target. This reduction is due to us not responding to one complaint within the required time due to officer workloads.	Yes

PI	2013/14 Outturn to date	2013/14 Target to date	Status	Long Term Trend	Expected Outcome	Comments	Key PI?
HS 6 Number of private sector dwellings where Category 1 hazards are removed (formerly HRS 13)	25	50				Again the numbers of properties where cat 1 hazards are being removed is low. The team are concentrating on getting the outstanding notices complied with but are finding some owners more reluctant to improve their properties. We are taking further enforcement action in the form of works in default and prosecutions but this is reliant on resources.	Yes
TC 1 Number of Town Centre businesses paid a Premises Improvement Grant	4	5				To date 4 Premises Improvement Grants have been allocated. 1 in Barrowford, 1 in Brierfield and 2 in Colne. Funding is available in all Pendle town centres. A further 9 businesses have been allocated funding but work is yet to be completed. A number of businesses are in the process of completing their applications.	Yes
















### Environmental & Recreation Services

PI	2013/14 Outturn to date	2013/14 Target to date	Status	Long Term Trend	Expected Outcome	Comments	Key PI?
DIR 1 Percentage of complaints handled within timescales (formerly CEPU 3)	93.8%	100.0%				<p>There were 37 complaints not dealt with within the 15 working day target and these all related to Waste Services. There were short term staffing shortages early in the quarter which affected response performance and there has been a marked improvement for complaints received in late August and during September.</p> <p>Investigation also revealed that there were some procedural issues around closure of complaints within the system; this has now been resolved.</p> <p>Another issue is that a lot of the complaints were regarding the paper/card collection service. For manpower and financial reasons there were not permanent crews on this service over the summer and unfortunately this impaired service standards. There are now advertised vacancies for these posts and it is expected that this will restore the level of good service and see a corresponding decrease in the number of</p>	Yes

PI	2013/14 Outturn to date	2013/14 Target to date	Status	Long Term Trend	Expected Outcome	Comments	Key PI?
						complaints.	
PBC 1a Percentage of all appeals determined in accordance with officer recommendation	73.33%	80.00%				We only received 1 planning appeal decision in the 2nd quarter. This was dismissed by the Planning Inspectorate, inline with the officer's recommendation giving a 100% result.	Yes
PBC 5 Percentage of 'Major' planning applications determined within 13 weeks (formerly NI 157a)	80%	86%				There were only 3 major applications determined in the 2nd quarter. One of these had been outstanding for some time and has now been determined and it is the only one this year to go out of the 13 week time limit.  There are currently 3 major applications in hand. All applications have been reported to Committee within 13 weeks.	Yes
PBC 6 Percentage of 'Minor' planning applications determined within 8 weeks (formerly NI 157b)	82.88%	87%				In the 2nd quarter there were a total of 66 applications determined of which 55 (83.33%) were within the 8 week time limit. This is slightly improved on the first quarter but still below the target of 87%.  However, it is above the outturn for the previous year (77.40%). 14 applications were determined at Committee of which only 6 were within the time limit. Officer performance overall is at 97.58%.	Yes
WM 2 Reported number of missed collections not dealt with within 1 working day	92	52.5				Investigation has revealed that the majority of the missed collections link to the cardboard and paper recycling schemes which due to staff vacancies have been resourced with temporary personnel from recruitment agencies or workstart schemes.  To address this issue and improve on the delivery of the service we are currently recruiting permanent staff to the driving / team leader role on two of the three collection teams. The Performance Indicator will again be an agenda item for meetings with both supervising Officers and frontline operatives.	Yes
WM 3 Number of fixed penalty notices (FPNs) issued (formerly OS 7)	37	65				Focus should be given to the proactive work of officers which aims to reduce the need to issue FPNs.	Yes
WM 4 Number of s215 actions commenced	417	470				Focus should be given to the proactive work of officers which	Yes

PI	2013/14 Outturn to date	2013/14 Target to date	Status	Long Term Trend	Expected Outcome	Comments	Key PI?
						<p>aims to reduce the need to issue FPNs.</p> <p>During April-September 2013 officers have written to 121 residents/ landowners regarding the need to tidy land. On re-inspection it was noted that in these cases the land had been cleared without the need for formal intervention being required.</p>	
WM 5 Number of s215 notices issued	141	149				<p>Focus should be given to the proactive work of officers which aims to reduce the need to issue FPNs.</p> <p>Whilst Quarter 2 saw an increase in actions commenced (see WM 4) on re-inspection it was noted that there had also been an increase in the number of properties cleared without works in default being required.</p>	Yes
WM 6 Number of s46 notices issued	17	94				<p>Focus should be given to the proactive work of officers which aims to reduce the need to issue FPNs.</p> <p>During April – September 2013 officers have written to 473 occupiers and following re-inspection have had to issue only notices.</p>	Yes
WM 7 Number of s79 notices issued	5	13				<p>Time limits within Section 79 of the Public Health Act 1936 do not allow informal letters to be sent and as such the Council in all cases issues formal notices requiring the noxious waste to be removed within 24 – 48 hours.</p>	Yes
WM 8a Percentage of the total tonnage of household waste which has been recycled (formerly BV82a(i))	21.09%	25.50%				<p>The Waste Management Team is doing a lot of work to try and understand why our waste performance is at the level it is, which includes consultation with the public via a Waste and Recycling Focus Group. There is a sense that general public enthusiasm for recycling has plateaued.</p> <p>We don't have staff available anymore to do participation monitoring and door knocking like</p>	Yes



PI	2013/14 Outturn to date	2013/14 Target to date	Status	Long Term Trend	Expected Outcome	Comments	Key PI?
WM 8c Percentage of the total tonnage of household waste which has been recycled - Rolling Year %	23.11%	25.50%				we used to, so we can't target the worst performing areas. We have done some "bin snatching", removing 2 <sup>nd</sup> unauthorised grey bins, in an attempt to get more people recycling and have less residual waste, but resources are limited in being able to do this.	Yes
WM 8d Percentage of the total tonnage of household waste which have been sent for composting or for treatment by anaerobic digestion - Rolling Year %	12.16%	14.50%				We no longer have recycling targets to meet on an individual council basis, and it has been recognised that along with the other districts we are unlikely to meet the Lancashire Waste Strategy targets in the current climate.	Yes
WM 10 Percentage of household waste sent for reuse, recycling and composting (formerly NI 192)	38.26%	40.00%				LCC will not let us expand our range of dry recycling in order to collect all plastics and/or Tetrapaks, as they are restricted by their contractual obligations in being able to deal with the material at their facilities. This is not just affecting Pendle, but all councils.	Yes
WM 10a Percentage of household waste sent for reuse, recycling and composting - Rolling Year %	35.73%	40.00%				County wide we are around average and compare reasonably with East Lancashire districts. A significant leap in performance would require significant additional resources which are not available at this time.	Yes
WM 12a Unpaid hours of work Pendle benefits from by taking part in the Community Payback Scheme	335 hrs	1500 hrs				Investigation into the reasons as to why the numbers are lower than anticipated have revealed that there is currently a general shortage in offenders being given community payback orders. There is also an increase in those given orders being in employment; therefore only able to carry out work placements at the weekends.	Yes

## Communications Team: Proposed Changes to PIs

Existing PI Code	Existing PI Description	Annual Target 2013/14	Justification for Removal / Replacement of Existing PIs	Proposed New PI Code & Description	Proposed Annual Target 2013/14
CT 1	Number of tweets/Facebook updates	500	Change target given performance in Quarter 1	N/A	1,500
CT 2	Number of news releases issued	192	No Change	N/A	N/A
CT 3	Number of partner news release re tweets about themes which relate to Pendle Partnership	200	Change PI: The team relied on partners to issue and tweet news releases so that they could re-tweet them. Although it meant the team could reach people in a new way with partnership news, they had no control over it. The team collected the information quarterly and couldn't improve on the figure if they weren't reaching the target. The measurement wasn't a reflection of the work of the team.	CT 3a - Number of news releases issued supporting partnership themes	16
CT 4	Number of partner news releases on our website homepage about themes which relate to the Pendle Partnership	50	Change PI: The team relied on partners to share their news releases with us so that the team could put them on our website. This meant that the team had no control over whether they were meeting the target. Since the PI was set the homepage has been changed so only one news release at a time is shown. This meant that Council news was being bumped off the homepage when partner news releases were added. Again the measurement wasn't a reflection of the work that the team does.	CT 4a - Number of referrals to website from Facebook or Twitter	6,000
CT 5	Number of media enquiries responded to	Data Only	Delete PI: This PI was not monitored and no longer needs to exist. Although it highlights the number of media enquiries responded to quarterly it doesn't reflect the work that has gone into them – they could be very controversial or just a request for an image. The team has no control over the number received.	N/A	N/A
CT 6	Number of media opportunities organised	60	No Change	N/A	N/A
CT 7	Number of graphic design commissions carried out	130	No Change	N/A	N/A

## Localities Team: Proposed Changes to PIs

Existing PI Code	Existing PI Description	Approved Annual Target 2013/14	Justification & Proposals for Changes to Existing PIs	Proposed New PI Code & Description	Proposed Annual Target 2013/14
LCP 1	Number of targeted intervention activities completed in response to local issues	104	No Change.	N/A	N/A
LCP 2	Percentage of people giving positive feedback following attendance at a locality workshop	80%	Delete PI: This PI no longer reflects the focus of their work. Therefore, the team is to consider developing new PIs for 2014/15 onwards which link into their key areas of work relating to Troubled Families, Health & Wellbeing, Climate Change and Community Safety.	N/A	N/A
LCP 3	Number of 'Community Champions' identified	30	Change Target: Keep the PI the same but reduce the target to reflect a reduction in staffing.	N/A	12
LCP 4	Number of policy consultations responded to	12	Remove Target: PI to remain the same, but felt that setting a target is not appropriate. The Council cannot respond to consultations if they're not happening or relevant.	N/A	No target
LCP 5	Number of referrals to Help Direct (and other relevant agencies)	60	Change Target: PI to remain the same, but reduce the target to reflect a reduction in staffing	N/A	30
LCP 6	Percentage of problem profile issues resolved following community street audits (Rolling Cumulative PI)	33%	No Change	N/A	N/A
LCP 7a	Percentage of high risk ASB victims removed from the high risk register	85%	No Change	N/A	N/A
LCP 8	Number of Community Street Audits (EVAs) completed	40	No Change	N/A	N/A
LCP 9	Greenhouse Gas (GHG) omissions reduction from local authority operations	2.00%	No Change	N/A	N/A

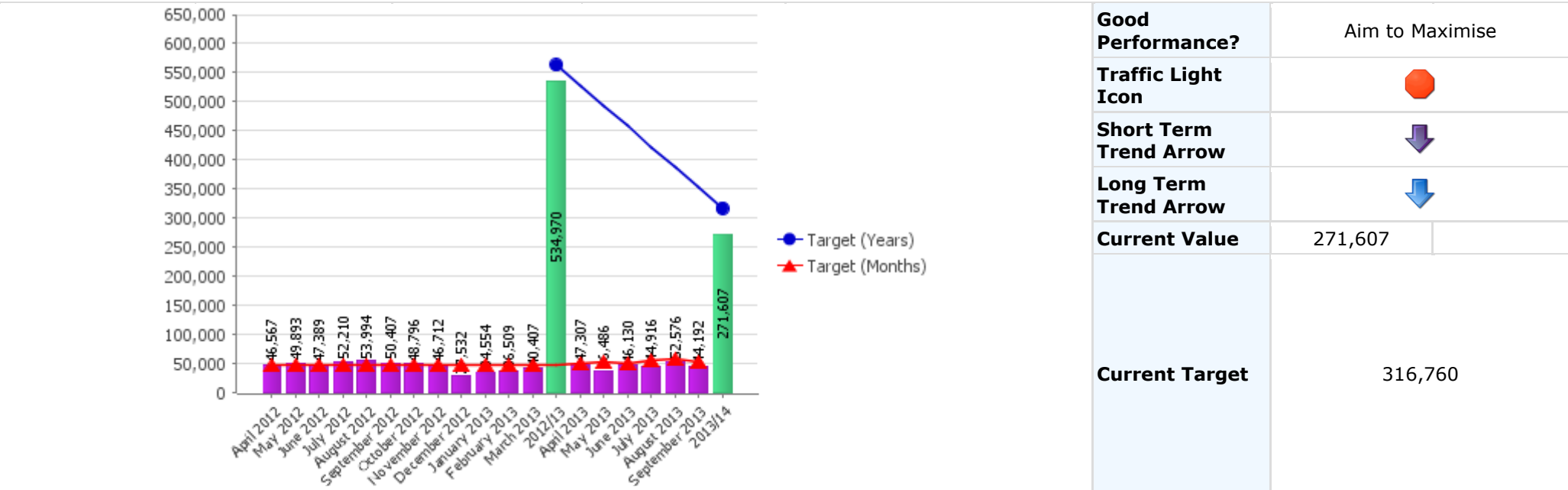
Pendle Leisure Trust PI Report: April – September 2013

Generated on: 10 October 2013

APPENDIX 3

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.



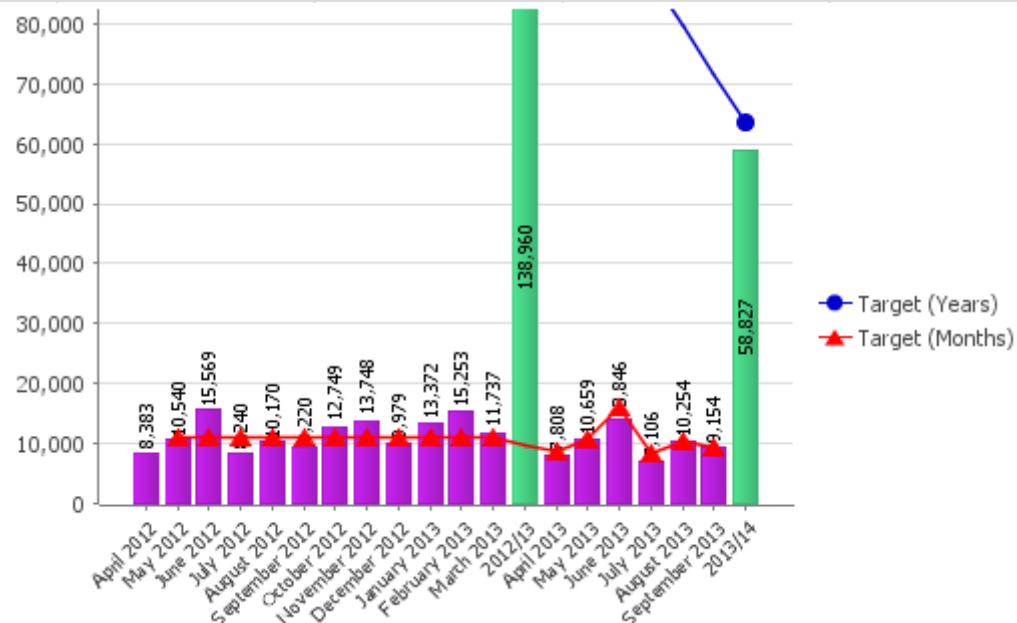
**Commentary**

Lower attendances have been experienced than forecast due to the warm weather. People have tended to stay outdoors rather than come into our facilities which are mainly indoor.

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## 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		
Current Value	58,827	
Current Target	63,480	

### Commentary

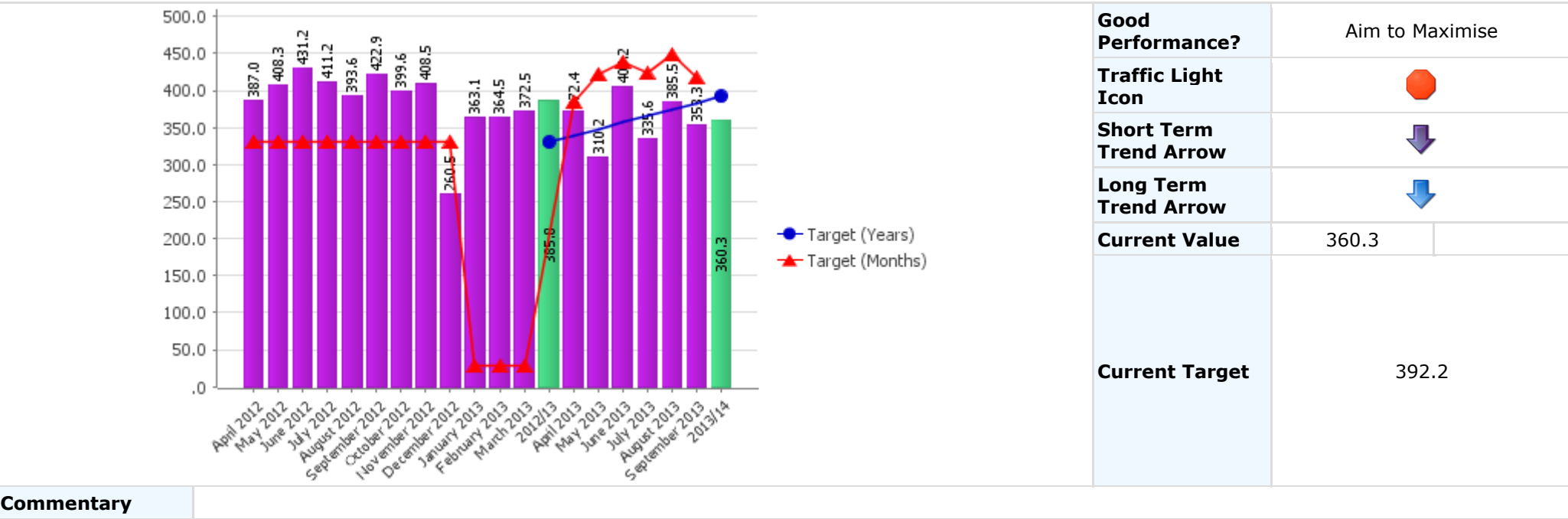
The ACE Centres attendances were 7,664 and the Muni's attendances were 1,490.

The ACE Centres attendances were 5,241 and the Muni's attendances were 5,013, which includes the 2013 R&B Festival. This particular event saw an increase from last year by over a 1000 visits. Unfortunately however the ACE Centre was down on last year due to the number of events held being fewer.

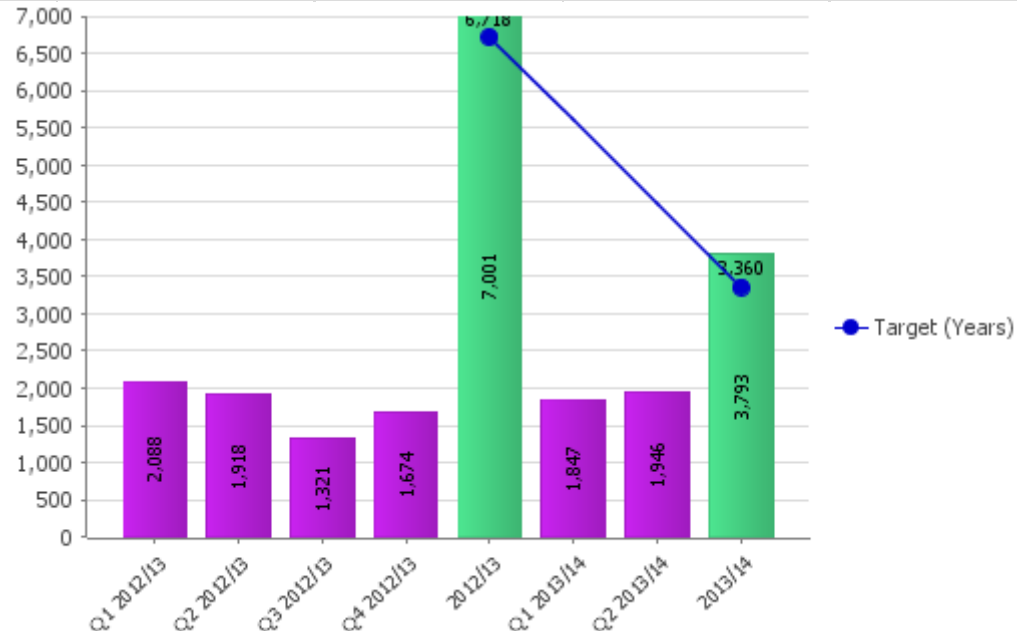
The ACE Centres attendances were 5,612 and the Muni's attendances were 1,494.

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.



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

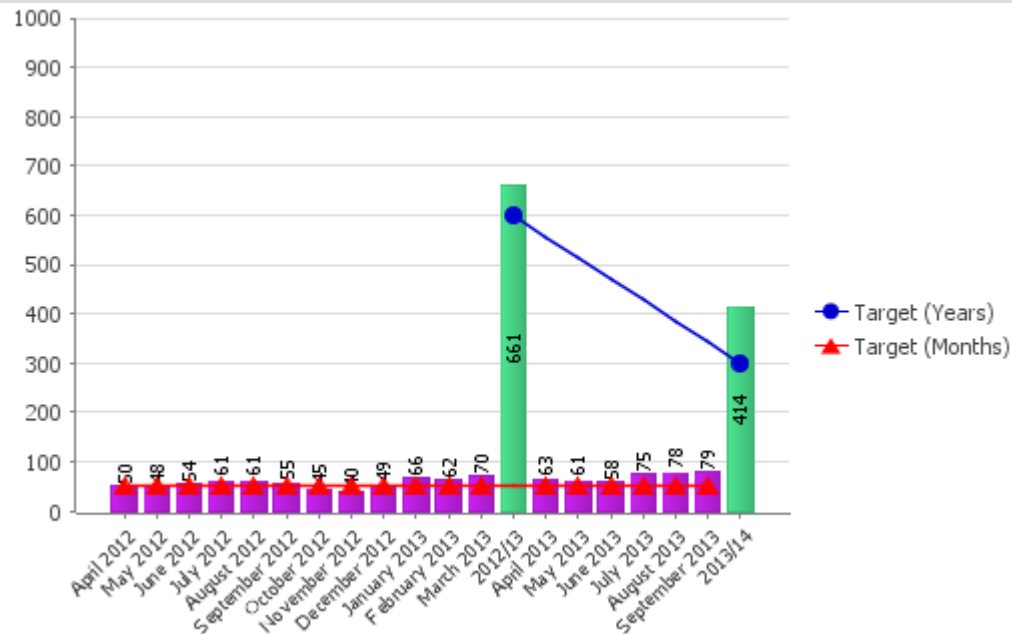


Good Performance?	Aim to Maximise	
Traffic Light Icon	✓	
Short Term Trend Arrow	↓	
Long Term Trend Arrow	↓	
Current Value	3,793	
Current Target	3,360	

**Commentary** 1,547 for Out and About, 171 for Smoking Cessation, 228 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	↑	
Current Value	414	
Current Target	300	

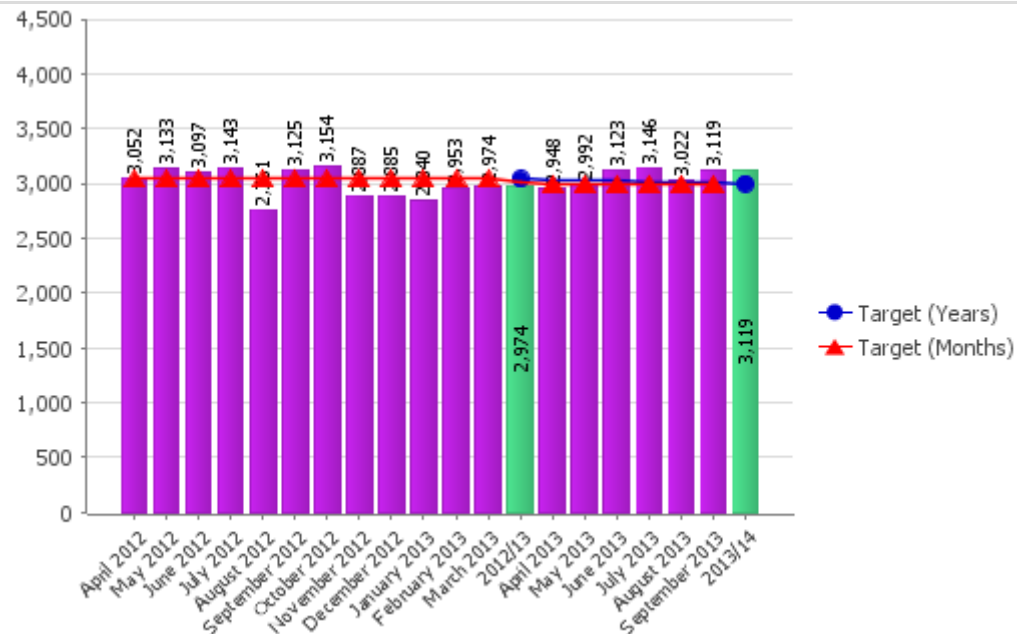
### Commentary

38 for Out & About project and 41 for Sports Development.  
 40 for Out & About project and 38 for Sports Development.  
 39 for Out & About project and 36 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.



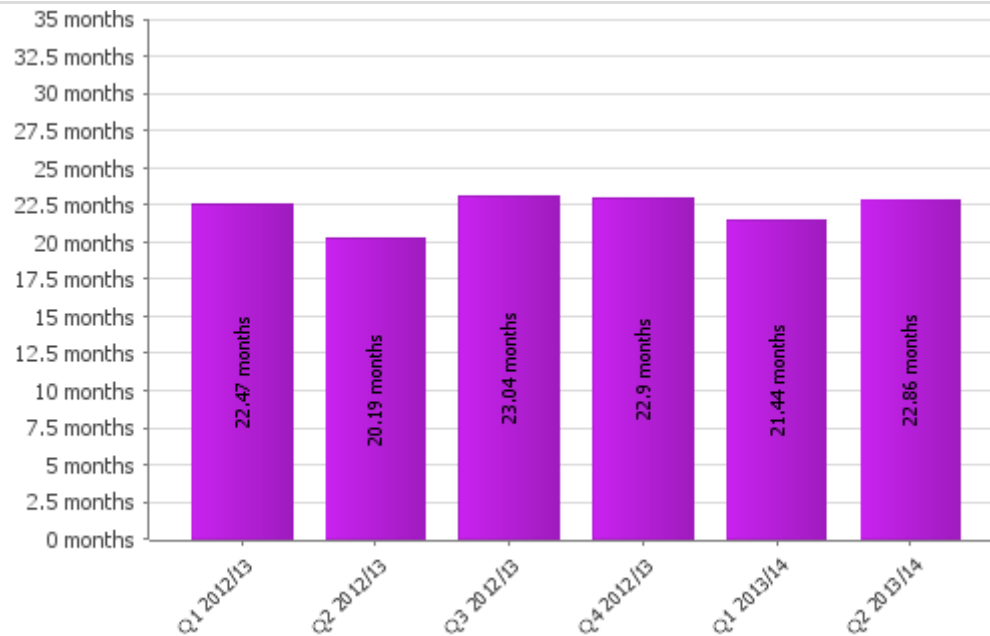
Good Performance?	Aim to Maximise	
Traffic Light Icon		
Short Term Trend Arrow		
Long Term Trend Arrow		
Current Value	3,119	
Current Target	3,000	




### Commentary

12 Months for the price of 9 offer started 16th September and will end on 20th Oct.  
 Summer membership campaign started from 15th June and was ended on 31st Aug.  
 Summer membership campaign started from 15th June and will end on 31st Aug.

### 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.

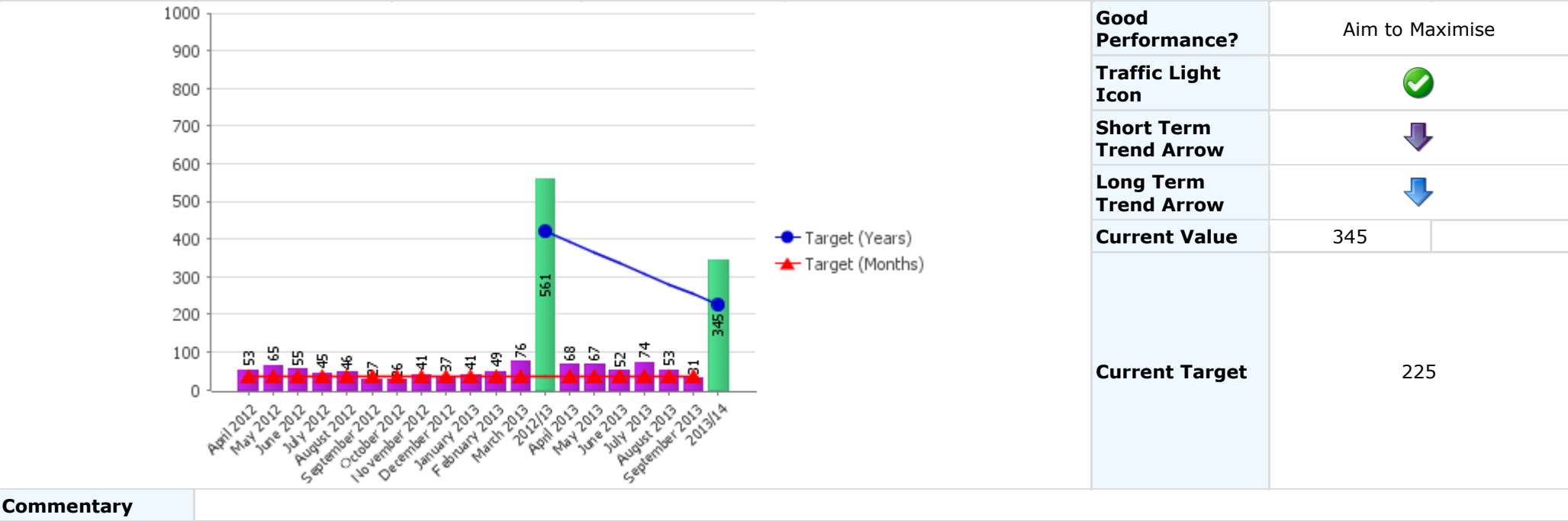


Good Performance?	Aim to Maximise	
Traffic Light Icon		
Short Term Trend Arrow		
Long Term Trend Arrow		
Current Value	22.86 months	
Current Target	21 months	

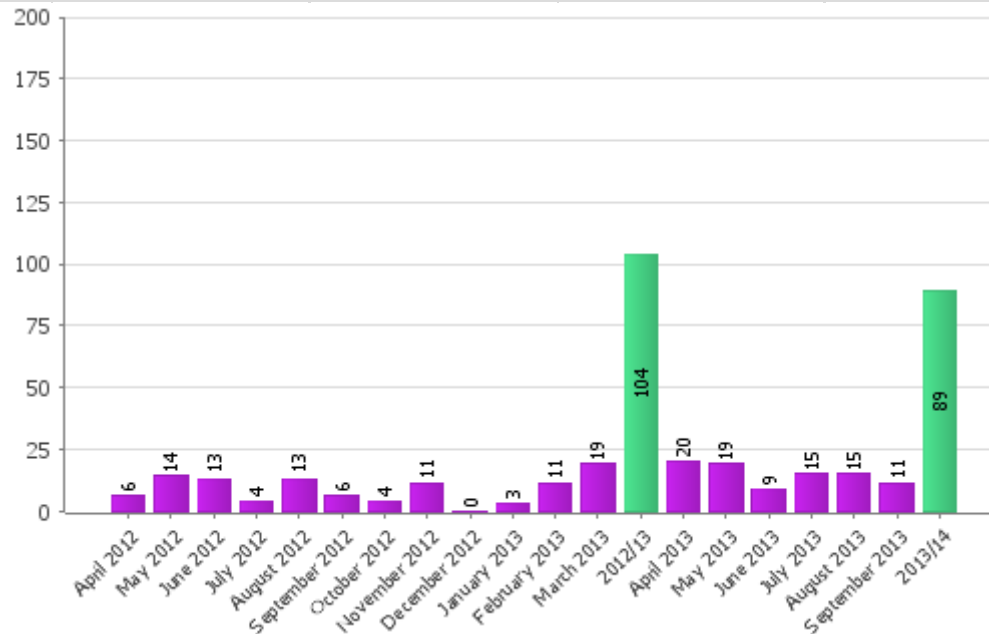
#### Commentary

Fully Paid members retention is 19.37 months and the Direct Debit members retention is 26.07 months.

PLT 7 Amount of feedback received



## PLT 7(i) Number of complaints received



Good Performance?	Aim to Minimise	
Traffic Light Icon		
Short Term Trend Arrow		
Long Term Trend Arrow		
Current Value	89	
Current Target		

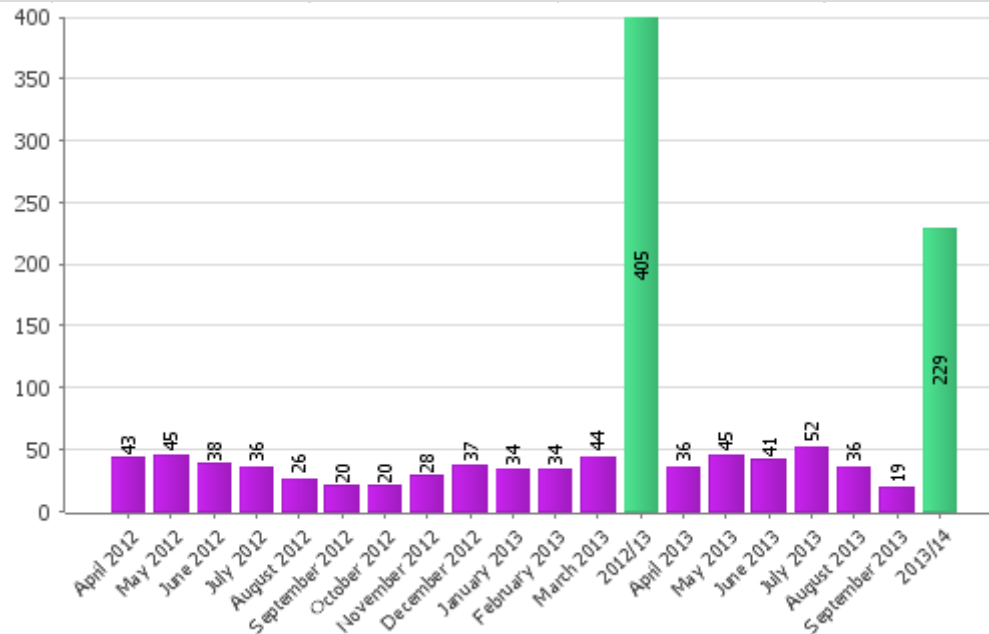
### Commentary

3 at Pendle Leisure Centre and 8 at West Craven Sports Centre.

7 at Pendle Wavelengths, 3 at Pendle Leisure Centre, 3 at West Craven Sports Centre and 2 at The Ace Centre.

9 at Pendle Wavelengths, 2 at Pendle Leisure Centre and 4 at West Craven Sports Centre.

## PLT 7(ii) Number of compliments received



Good Performance?	Aim to Maximise	
Traffic Light Icon		
Short Term Trend Arrow		
Long Term Trend Arrow		
Current Value	229	
Current Target		

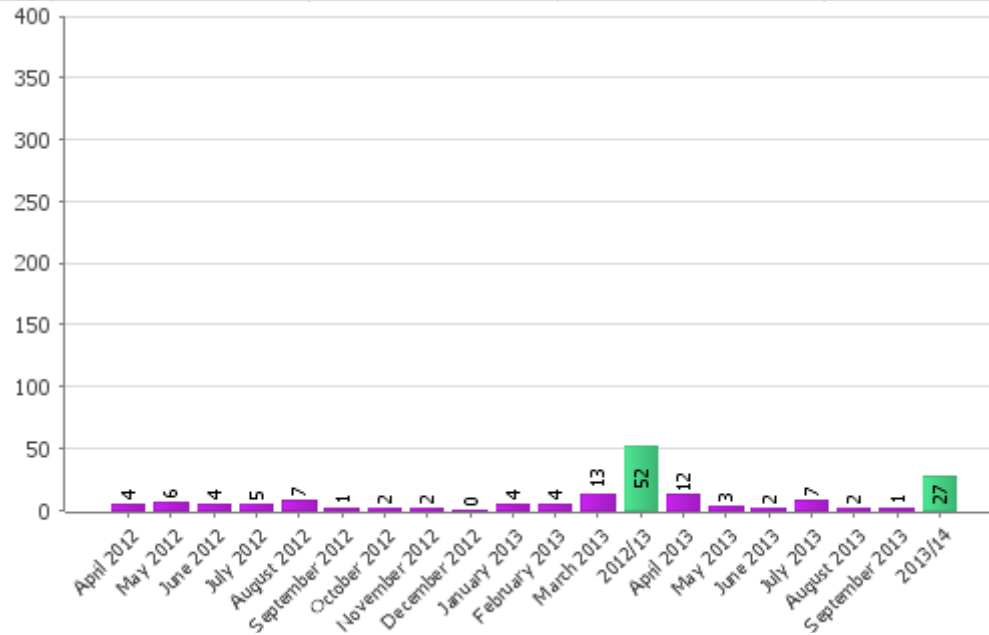
### Commentary

2 at Pendle Wavelengths, 1 at Inside Spa, 9 at Pendle Leisure Centre, 6 at West Craven Sports Centre and 1 at The Ace Centre.

9 at Pendle Wavelengths, 9 at Inside Spa, 10 at Pendle Leisure Centre, 3 at West Craven Sports Centre and 5 at The Ace Centre.

19 at Pendle Wavelengths, 8 at Inside Spa, 12 at Pendle Leisure Centre, 11 at West Craven Sports Centre and 2 at The Ace Centre.

## PLT 7(iii) Number of suggestions received



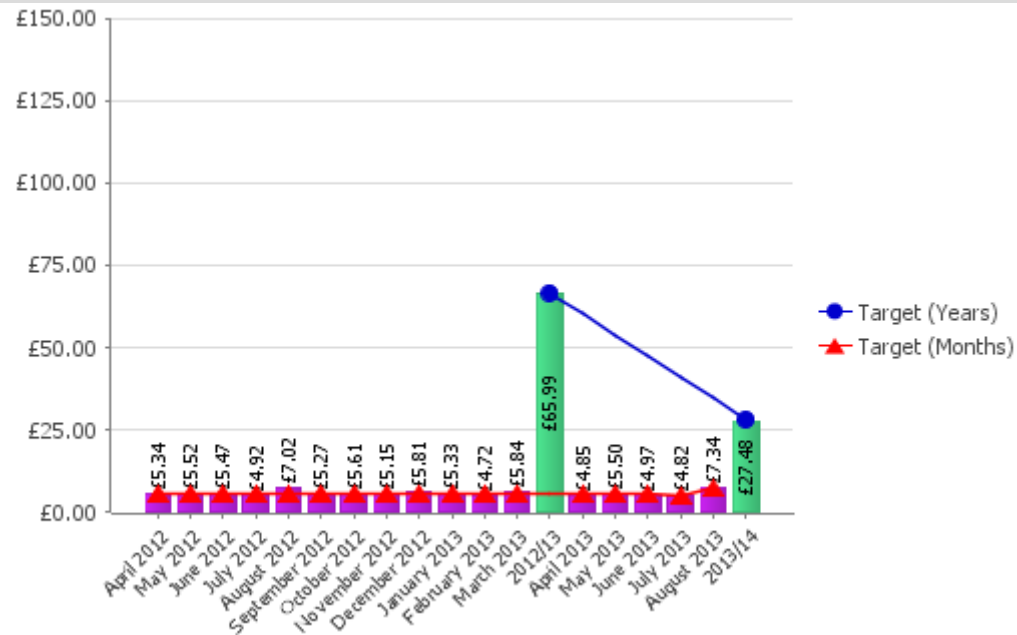
Good Performance?	Aim to Maximise	
Traffic Light Icon		
Short Term Trend Arrow		
Long Term Trend Arrow		
Current Value	27	
Current Target		

### Commentary

- 1 at West Craven Sports Centre.
- 1 at Pendle Wavelengths and 1 at West Craven Sports Centre.
- 5 at Pendle Wavelengths and 2 at West Craven Sports Centre.

### 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	↑	
Current Value	£27.48	
Current Target	£27.92	

Commentary

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

