










Strategic Monitoring Report – Key Performance Indicators Quarter 3, 2016/17
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Appendix A

Key:

Status: Performance Against Target	
	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.




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%	94.77%		<p>This month the overpayment recovery rate stands at 157.35% and as happened in some of the previous months it is above the 100% figure. This is because the indicator is a measure of overpayments recovered vs overpayments raised in month only, and therefore if a customer or landlord pays an overpayment in a large lump sum the figure can be over 100%.</p> <p>The overpayments recovered vs raised year to date figure currently stands at 94.77%. This represents overpayments created for the year-to-date of £979,801.46 and overpayments recovered for the year-to-date of £928,586.35. This is higher than the same period last year of 90.40%, which represents overpayments created for Apr-Dec 2015 of approx. £1.143m and overpayments recovered</p>





PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					of approx. £1.033m.
BV9 Percentage of Council Tax collected	Aim to Maximise	82.87%	82.99%		Council Tax collection for Quarter 3 was really positive and by the end of December it stood at 82.99% which is slightly above this time last year (82.94%) and is 0.12% above the profiled collection rate. The main billing process has begun and the Client requirement document has been signed off and is with Critiqom to commence the process. We will continue to promote e-billing during January and February 2017, to maximise take up before the new year billing date. The 2017/18 Council Tax Support scheme consultation has ended and the Executive have agreed that there will be changes to the scheme to bring it in line with the HB scheme.
BV10 Percentage of Non-Domestic Rates Collected	Aim to Maximise	83.81%	84.54%		NNDR collection improved during the quarter and we ended December at a collection rate of 84.54% which currently stands at 0.73% above profile. We are now only slightly behind on collection rates for this time last year (84.57%). The main billing process has begun and the Client requirement document has been signed off and is with Critiqom to commence the process.
TS 1b Percentage of telephone customers greeted within 40 seconds: cumulative	Aim to Maximise	80.00%	77.05%		Due to the demands of assisting in the creation and testing of the CRM Interim Solution along with the training of the IDOX data inputters, performance has suffered slightly in October and November. However, December performance across all telephony KPI's has been excellent. We have anticipated exceptionally high volumes of calls on the 3rd January 2017 due to our shutdown from 26th December - 03rd Jan 2017 and so with this in mind we have restricted leave dramatically with only one CSO absent on annual leave instead of our usual three. This will hopefully help with





PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					volumes and help achieve our end of year KPI targets.
TS 2b Percentage of call abandonment: cumulative	Aim to Minimise	4.50%	5.05%		There has been an issue discovered within our reporting software in regards to abandoned calls. Our system had been reporting on abandoned calls being defined as abandoned over 23 seconds when it should be reporting on 40 seconds. The 23 second metric for abandoned calls was a measure in place several years ago and looking at why this error had occurred it appears an upgrade on the system had resulted in restoring back to the 23 second setting, this has now been resolved and any future upgrades will be thoroughly checked to ensure the correct settings are in place post upgrade. Also, due to the demands of assisting in the creation and testing of the CRM Interim Solution along with the training of the IDOX data inputters, performance had suffered in October and November. But December performance across all telephony KPI's has been excellent with a call abandonment rate of 1.77%.
TS 3b Percentage of drop-in customers and cash transactions to be seen / handled within 15 minutes: cumulative	Aim to Maximise	93.75%	94.05%		<p>Quarter 3 has seen good performance across Face to Face Service's with all KPI's achieved each month except for October. Although the volume of traffic across Face to Face has decreased over the last 12 months, the time to handle our existing customer enquiries is ever increasing. The implementation of Council Tax Self-Serve means our simple enquiries are now completed by Customers direct and in the main the complex long enquiries are being handled by ourselves resulting in longer handling times and potentially longer wait times.</p> <p>Since working closely with Lancashire Wellbeing and Inspire, occasions of violent incidents is decreasing in the Nelson Office, as staff can refer customers with problems</p>

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					associated with their lifestyles to help, where previously internal staff have been unable to assist. We now have a number of case studies which show that working with and across agencies that do not have a permanent presence in Pendle is benefiting the customer and the Council.



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%	98.76%		<p>Performance in the third quarter has dipped slightly from Q2 and represents the lowest level achieved in the year to-date.</p> <p>For the quarter overall a total of 1,598 invoices were received of which 1,575 were paid within the target period of 30 days.</p> <p>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>
BV78a(i) Speed of processing new HB/CTB claims: cumulative	Aim to Minimise	20.0 days	19.4 days		<p>During Quarter 3 we received 993 documents from DWP relating to Universal Credit; of these we only removed 31 cases from Housing Benefit. We have seen a significant increase in the number of documents being received from the DWP since they moved to sending them to us electronically but we still haven't seen any significant numbers of customer's coming off Housing Benefit due to claiming UC. Initial talks have taken place with DWP on the Delivery Partnership Agreement for 2017/18.</p>
BV78b(i) Speed of processing change of circumstances for HB/CTB claims: cumulative	Aim to Minimise	6.0 days	5.7 days		<p>The 2017/18 Council Tax Support scheme has been</p>



PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					<p>approved by the Executive and agreement has been reached to align the CTS scheme with the HB scheme with effect from 1st April 2017, but there is no change to the % figure.</p> <p>During Quarter 3 we have received and processed the Benefit Cap cases sent by DWP. The scans initially showed 94 cases affected but the actual figure of those that have been affected to date is around 50 households.</p> <p>Work continues with testing the Citizen Access e-Benefits product and following the successful installation of a new release we are hoping to go live with the product from Late January/ Early February 17. This will enable customers to make claims, report changes in circumstances and upload relevant evidence on-line.</p>
TS 9b Claims paid within 14 days: cumulative	Aim to Maximise	98.00%	98.85%		Performance is good and target achieved.
DL 2 Standard land charge searches completed in less than 5 days	Aim to Maximise	95%	92.11%		Improvement due to resolution of technological difficulties. Out of 180 searches, 178 were answered within the target time giving an outcome of 98.89%. If this trend continues then it is hoped that the yearly performance target will be achieved.
HS 5 Number of private sector dwellings (empty properties) that are returned into occupation	Aim to Maximise	600	971		<p>Again the proactive approach we are taking to this area of work is resulting in a significant number of properties being returned into occupation.</p> <p>As predicted, we have exceeded the target for the year. I would anticipate that we will achieve a target of around 1100 properties by the end of the year.</p>
HS 6 Number of private sector dwellings where Category 1	Aim to Maximise	68	69		The owners of rented properties have been slow to respond to our requests in Quarter 3 and as a result we are having to

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
hazards are removed					take more formal action. This has also been compounded by the fact that enforcement staff have been working on the ldox implementation. The Private Sector Housing Manager is confident that we will achieve the target for the year.
PBC 1a Percentage of all appeals determined in accordance with officer recommendation	Aim to Maximise	80.00%	72.22%		5 out of 5 in the third quarter determined in accordance with the Officers' original recommendations. 13 out of 18 applications for the year so far. At 72.22% the performance is currently below target of 80% but there has been a significant improvement from last year.
PBC 5 Percentage of 'Major' planning applications determined within 13 weeks	Aim to Maximise	86%	96%		10 out of 12 applications determined in the 3rd Quarter were within the 13 week time limit. However, one of the remaining 2 had an extension of time agreement in place so is not counted against us in the statistics. Overall the performance for major applications at 96% is within the target of 86%.
PBC 6 Percentage of 'Minor' planning applications determined within 8 weeks	Aim to Maximise	87%	76.54%		The number of applications determined in the 3rd quarter is similar to the 2nd. Overall there have been 124 out of 162 (76.54%) applications within the time limit. Officer performance is 88.98% which is below an acceptable standard although there have been staff shortages. Whereas Committee performance is 31.43% or 11 out of 35 applications within the time limit which is not an acceptable level of performance if targets are to be achieved.
PBC 7 Percentage of 'Other' planning applications determined within 8 weeks	Aim to Maximise	92%	81.91%		In the 3rd quarter 55 out of 69 applications were determined within the time limit. 54 of these were Officer decisions. Overall 154 of 188 applications were within the time limit or 81.91% which is below the target of 92% but only marginally below the outturn for the previous year at 84.64%.




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	3.77	3.65		<p>The out-turn for Q3 is 1.43 (53 cases of homelessness prevented). This represents a good quarterly out-turn.</p> <p>Housing Needs preventative work (29 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 are PDVI, Open Door, PLMHHP and the HAPI (Homelessness Awareness and Prevention Interventions) scheme (figures provided for quarters 1-3), each of which help prevent homelessness where reasonably able to do so.</p> <p>The overall out-turn for the year is 3.65 (135 cases prevented) which is below target for the year. However, the out-turn so far is not so low as to make the overall target unachievable. This measure is, to a large extent, dependent on clients presenting to the Council or other agency above within in a reasonable timeframe to allow work to prevent homelessness to commence and that clients act upon advice given.</p>
WM 2 Reported number of missed collections not dealt with within 24hrs (excluding non-working days)	Aim to Minimise	75	55		<p>The number of missed collections not dealt with within one working day for quarter 3 is 5; this figure shows an improvement over the previous quarters in which we reported 30 outstanding requests had been identified. The figure provides evidence to support the work undertaken by</p>



PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					the Waste Management Officer and the two assistants Supervisors who have over the last quarter improved communication with residents and collection teams to reduce the number of repeated calls received by Environmental Services. As reported in quarter 2 and based on the recorded information from the first three quarters of 2016/17 we remain on course to achieve the set target.
WM 8c Percentage of the total tonnage of household waste which has been recycled - Rolling Year %	Aim to Maximise	25.50%	23.90%		<p>These figures include estimated tonnages for disposal and recycling for December 2016 as Lancashire County Council (LCC) cannot provide final figures yet. Also data Quarters 1 and 2 of 2016/17 has not yet been confirmed by WasteDataFlow (WDF). WDF deadlines are set at national level and data will not be confirmed until at least 6 months after the end of the quarter.</p> <p>The estimated performance of 23.90% is slightly below the annual target 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 previous quarters and there are no significant changes to report, especially as tonnages are estimated.</p>
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%	9.79%		<p>These figures include estimated tonnages for disposal and recycling for December 2016 as Lancashire County Council (LCC) cannot provide final figures yet. Also data Quarters 1 and 2 of 2016/17 has not yet been confirmed by WasteDataFlow (WDF). WDF deadlines are set at national level and data will not be confirmed until at least 6 months after the end of the quarter.</p> <p>The estimated performance of 9.79% is below the annual target of 14.5%. The target was set at a high level in order</p>

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					<p>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 32% based on full year tonnages, i.e. a drop of around 1,300 tonnes per year. The composting rate that we achieve going forward is likely to be around eight or nine per cent, but we have gained over £200,000 net income per year from approximately 7,900 households subscribing to the payment scheme.</p> <p>We have seen some additional benefit from a new scheme introduced in 2015/16 that recycles/composts street cleansing waste. Whilst early estimates showed that around 500t could be composted, the first two quarters of 2016/17 have seen a lower level and therefore we now estimate that this will compost an additional 300t per year, which we can include in this indicator, hence our estimated performance is currently nearer 10% instead of the expected 8%.</p>
WM 11a Improved street and environmental cleanliness: Litter	Aim to Minimise	5%	2%		The second surveys were carried out in the wards of Brierfield, Reedley, Blacko and Higherford, Whitefield and Coates. 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 three inspectors reported an issue with graffiti. Historically Pendle has not suffered heavily from graffiti or vandalism and the noticeable presence of graffiti during these inspections is a concern. Overall and more positively we still are on track to achieve the set targets.
WM 11d Improved street and environmental cleanliness: Dog fouling	Aim to Minimise	1%	0%		

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	4.134 days	5.730 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. 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>
CA 10a Percentage of payments made online by the customer	Aim to Maximise	N/A	15.56%		<p>This PI measures the % of online payments made independently by the customer. During Qtr 3 2016/17 a total of 34,975 payments have been made, of which 4,999 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>
CA 10b Number of online payments made independently by the customer	Aim to Maximise	15,000	18,876		<p>For the period April - Dec 2016 a total of 121,312 payments have been made (123,456 for 15/16), of which 18,876 were made online independently by the customer (16,112 for 15/16). As can be seen from the figures, independent online payments have increased by just over 17% despite the total</p>

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					<p>number of payments made reducing.</p> <p>However, we wouldn't expect to see the number of online payments rise rapidly at the moment as our online payments system is difficult to use. The potential implementation of a replacement CRM would improve this functionality and we should see an increase in payments if this happens.</p>
CA 11a Total Revenues & Benefits Call Volumes	Aim to Minimise	N/A	3,313		<p>During the period April - December 2016 the volume of calls (48,983) has reduced by just over 0.3% when compared to the same period last year (49,144).</p> <p>December saw a significant reduction in call volume (3,313) when compared to the previous month (Nov 2016 - 4,858) and December 2015 (4,184).</p> <p>Plans to install a separate Self-Serve customer area within Number One Market Street which will consist of IPADS / tablets are underway which hopefully over the next month will be in place, within this area there will be a Customer Service presence of which Staff member(s) will where possible assist, coach and educate Citizens on how to Self-Serve.</p>
CA 11b Volume of Revenues & Benefits face-to-face visits	Aim to Minimise	N/A	1,687		<p>During the period April - December 2016 the volume of face-to-face visits (23,075) has increased by approx. 1.65% when compared to the same period last year (22,699).</p> <p>Services in the face-to-face offices continue to be very busy. Numbers of customers requiring sit down face-to-face Revenue and Benefits assistance are increasing slightly on ticket taken. However, the number of cash payments taken</p>

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					<p>has significantly reduced.</p> <p>Plans to install a separate Self-Serve customer area within Number One Market Street which will consist of IPADS / tablets are underway which hopefully over the next month will be in place, within this area there will be a Customer Service presence of which Staff member(s) will where possible assist, coach and educate Citizens on how to Self-Serve.</p>
CA 11c Volume of emails into Revenues & Benefits service	Aim to Minimise	N/A	714		<p>Reducing the availability of email addresses as contacts on 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) is now live whilst eBenefits is still under development. The ability to provide documents as evidence online will also have a favourable impact on this measure.</p> <p>Plans to install a separate Self-Serve customer area within Number One Market Street which will consist of IPADS / tablets are underway which hopefully over the next month will be in place, within this area there will be a Customer Service presence of which Staff member(s) will where possible assist, coach and educate Citizens on how to Self-Serve.</p>
DIR 1 Percentage of complaints handled within timescales	Aim to Maximise	100.0%	83.1%		<p>Performance for the third quarter remains well below target at 87.3% albeit that this is a significant improvement on Q2 when performance was 74.2% . A total of 19 out of 150</p>

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					<p>complaints were not resolved within the target of 15 working days.</p> <p>Based on the data submitted a total of 173 complaints were received in the quarter. Of these, a total of 149 (86.1%) were resolved. 24 complaints were still in progress at the end of the quarter (23 of which had not exceeded the 15 day target and will be included in the Q4 report).</p> <p>Of the 149 that were resolved a total of 131 were resolved within 15 days. This represents 87.9% of all complaints actually resolved in the quarter. However, one of the unresolved complaints at the end of the quarter had already passed the 15 day deadline. Hence, for this quarter we are in effect accounting for 150 complaints of which 131 (87.3%) were dealt with within the target of 15 days, 19 were not and 23 will be carried forward to account for in Q4.</p> <p>The incidence by service of the 19 complaints not resolved within 15 days is as follows: Env Health 1 Env Services 18 (this is a big improvement on previous quarters and the significant efforts of the Assistant Supervisors has contributed to the improvement. However, the department has recently migrated to a new IT system and it is felt that if this migration had not occurred in this quarter then the improvement would have been even greater).</p> <p>A total of 17 compliments were received during the Quarter.</p>