










# Strategic Monitoring Report – Key Performance Indicators Quarter 3, 2017/18



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## Appendix 1

### 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
	Performance for this PI can not be measured.		No comparable performance data is available.
	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
BV9 Percentage of Council Tax collected	Aim to Maximise	82.83%	82.98%		Council tax collection stands at 56.17% this is above profile by 0.22%.
BV10 Percentage of Non-Domestic Rates Collected	Aim to Maximise	84.02%	83.58%		NNDR collection in Dec 17 was 83.58% and this is still below profile by 0.44%. It has been below profile for some months now and therefore we have done some initial analysis which revealed that some contributing factors to this is the uncertainty of the revaluation in April 2017, a couple of large refunds awarded this year for revaluations going back into previous years and the number of NNDR customers who have chosen to pay over 12 monthly rather than 10 instalments have affected the figure against last year's profile. On top of this we are currently doing analysis of the top 10 outstanding debtors to see if we can establish any reasons/patterns for the downturn. Further investigative






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					work is required and will be carried out ASAP.
TS 1b Percentage of telephone customers greeted within 40 seconds: cumulative	Aim to Maximise	80.00%	81.90%		<p>Performance was good during Quarter 3 with the target being exceeded each month. The new Revenues Citizens Access system has now gone live with positive feedback being received from both residents who have visited Number One Market Street and Customer Service staff, with improvements in both user experience and the customer journey being highlighted.</p> <p>Although call volumes have increased during Quarter 3 (please refer to CA 11 commentary) we managed to sustain service levels as staff from our "cash" section are now located within our "telephony" team; therefore, more resiliency has become available to help during peaks in demands.</p> <p>The Resolution Capture Tool system is also now being utilised across all calls by telephony staff. This system is completed by all Customer Services staff in order to capture call types received enabling us to better understand Channel Shift.</p> <p>Customer Services have also been highly involved (along with Waste Services) with the testing of the new JADU CRM system which should be implemented into 'live' with the 'Bulky Waste' process within Quarter 4.</p>
TS 2b Percentage of call abandonment: cumulative	Aim to Minimise	4.50%	2.54%		<p>Performance has been consistently good throughout the year with the target being exceeded each month.</p> <p>Although call volumes have increased during Quarter 3 (please refer to CA 11 commentary) we managed to sustain</p>


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					<p>service levels as staff from our "cash" section are now located within our "telephony" team; therefore, more resiliency has become available to help during peaks in demands.</p> <p>The Resolution Capture Tool system is also now being utilised across all calls by telephony staff. This system is completed by all Customer Services staff in order to capture call types received enabling us to better understand Channel Shift.</p> <p>Customer Services have also been highly involved (along with Waste Services) with the testing of the new JADU CRM system which should be implemented into 'live' with the 'Bulky Waste' process within Quarter 4.</p>

## 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	99.1%	98.34%		<p>Performance in the third quarter remains below target at 98.34% albeit this is broadly consistent with performance for the year to-date which has ranged from 98.28% to 98.41%.</p> <p>In isolation, November was a good month at 98.8% whereas October for example was 97.7%.</p> <p>For the quarter overall a total of 1,445 invoices were received of which 1,421 were paid within the target period of 30 days.</p>

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					Approx. 91% of all invoices were actually paid within 10 days, with the average number of days taken to pay invoices during the quarter being 8.2 days.
BV78a(i) Speed of processing new HB/CTB claims: cumulative	Aim to Minimise	19.0 days	18.5 days	✅	Q3 continues well. We received 1899 documents from DWP relating to Universal Credit during Q3 and removed 27 cases from Housing Benefit. The start date for Pendle's Full Service has moved from Jan 18 until Nov 18 the gateway to live service is closed and customers have to apply for legacy benefits and housing benefits from January 18 until Full Service goes live. E- Benefits continues well YTD we have had 2019 new claims and 345 CIC's we continue to promote it the service upon every contact from the customer to try and improve take up rates.
BV78b(i) Speed of processing change of circumstances for HB/CTB claims: cumulative	Aim to Minimise	5.3 days	5.9 days	⚠️	Changes in circumstances are currently below monthly target; however, this happens throughout the year but balances back out at the end of the year once the high volume of year end transactions are processed during Feb and March. We received 1899 documents from DWP relating to Universal Credit during Q3 and removed 27 cases from Housing Benefit. The start date for Pendle's Full Service has moved from Jan 18 until Nov 18 the gateway to live service is closed and customers have to apply for legacy benefits and housing benefits from January 18 until Full Service goes live. E- Benefits continues well YTD we have had 2019 new claims and 345 CIC's we continue to promote it the service upon every contact from the customer to try and improve take up rates.
TS 9b Claims paid within 14 days: cumulative	Aim to Maximise	98.90%	98.75%	⚠️	Performing very slightly under target for the year-to-date which relates to 15 claims out of 1,204 being processed


PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					outside the time limit. Performance for December exceeded target and is back on track. There is no current cause for concern.
HS 5 Number of private sector dwellings (empty properties) that are returned into occupation	Aim to Maximise	600	932		<p>We have exceeded the annual target in this quarter although there is a marked slowdown in the number returned to occupation in the quarter. However, there is a decrease in the number of properties that have been empty for over two years.</p> <p>We have already met the target and would propose that we increase the target to 1,000 for the year.</p>
HS 6 Number of private sector dwellings where Category 1 hazards are removed	Aim to Maximise	60	56		<p>With the appointment of the new EHO, we are now able to deal with the complaints coming in and are starting to see an increase in the compliance rate for the cases with which we are involved.</p> <p>It is anticipated that we will achieve the target for the year.</p>
PBC 1a Percentage of all appeals determined in accordance with officer recommendation	Aim to Maximise	80.00%	82.35%		Only 1 appeal was determined by the Planning Inspectorate during the 3rd Quarter and this was in accordance with the officer recommendation. This category is currently on target but we still have 9 ongoing appeals and one awaiting a start letter.
PBC 5 Percentage of 'Major' planning applications determined within 13 weeks	Aim to Maximise	86%	86.67%		100% in the third quarter and within the target for the year.
PBC 6 Percentage of 'Minor' planning applications determined within 8 weeks	Aim to Maximise	87%	80.95%		There is a slight improvement in this category both in the 2nd quarter and for the year to date. Officer performance in this category was 96.9% whereas committee performance was 57%. The overall performance is 81% but the target for

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					the year is 87%.
PBC 7 Percentage of 'Other' planning applications determined within 8 weeks	Aim to Maximise	92%	89.47%		At the end of the 2nd quarter this category was on target. In the 3rd quarter 14 applications were determined by committee of which 10 went over the time limit. Officer performance in the 3rd quarter was 98%. 2 applications have extension of time within this category. One of which has been counted as it went to Development Management and still went over the agreed time extension. The second one has not been counted.




### 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	4.11	4.19		<p>The out-turn for Q3 was 1.14, which represents a good quarterly performance. Statistical returns in addition to PBC Housing Needs have been received from HAPI, Open Door and PLMHHP projects which through the various ways in which they help prevent homelessness, contribute towards this out-turn. Figures have not been received from PDVI prior to the deadline but will be included for quarter 4.</p> <p>The out-turn to date stands at 4.19 (155 cases), which means that the annual out-turn remains very much achievable, particularly as figures from PDVI for Q3 will be available to submit as part of quarter 4.</p>
NS 1 Volunteer time contributed (in hours) to enhancing our neighbourhoods	Aim to Maximise	6750.0hrs	6157.0hrs		1,036 volunteer hours recorded this period. PBC Greenspaces Team working days with Parks Friends Groups have not taken place over the past few months and





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					<p>are no longer programmed due to changes within the department that reduced resources. However, these can be still arranged on an ad-hoc basis depending on staff availability.</p> <p>Some Parks Friends Groups worked from their own initiative carrying out conservation tasks and litter picking the parks. The Philip Wright Bowling Green Academy undertook work on the bowling greens at Alkincoats Park and Pick Up for Pendle carried out work, helping to keep the borough clean and tidy.</p> <p>1,036 volunteer hours equates to £7,770 (based on national minimum wage of £7.50 for people aged 25 and over).</p>
NS 2 Number of fixed penalty notices (FPNs) issued	Aim to Maximise	195	220	✓	<p>A total of 51 Fixed Penalty Notices were issued in quarter 3. These relate to :</p> <p>Breach of CPN - 0  Duty of Care - Business - 3  Flytipping - 27  Littering - 11  Littering from vehicle - 0  PSPO - dog fouling - 1  PSPO - dog not on lead - 0  PSPO - no. of dogs - 0  PSPO - smoking - 0  Duty of Care - Householder - 0  Microchipping of dogs - 4  Abandoned Vehicle - 5  Section 46 - 0</p>
WM 2 Reported number of missed collections not dealt with within 24hrs (excluding non-working days)	Aim to Minimise	71.3	48	✓	<p>The number of missed collections not dealt with within one working day for quarter 3 is 16; the figure shows an improvement over the last quarter (22) but is still above quarter 1 in which we reported 10 collections had not been</p>




PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					<p>resolved within the targeted time.</p> <p>The missed collections which have remained unresolved after 24 hours could continue to be a by-product of the Service Areas increase in the use of temporary personnel through the reporting period covering for staff vacancies, annual leave and inclement weather which caused disruption to the service.</p> <p>The reported figures in total from quarter 1 through to quarter 3 reflect positively on the actions taken by Supervisors and collections teams alike who continue to improve response times for missed collection reports.</p>
WM 8c Percentage of the total tonnage of household waste which has been recycled - Rolling Year %	Aim to Maximise	24.00%	20.99%		<p>These figures include estimated tonnages for disposal and recycling for December 2017 as Lancashire County Council (LCC) cannot provide final figures yet. Also data for previous quarters has not yet been confirmed by WasteDataFlow (WDF).</p> <p>The estimated performance of 20.99% is below the annual target of 24%. Recycling Sites were removed in March 2017 and therefore recycling tonnages are lower. We have also seen an increase in the amount of contaminated recycling in the brown bin over the last few quarters, going from 16% at the end of 2016 to 21% in quarter 2 of 17/18. This affects our recycling performance and we hope that the introduction of the new wheeled bins for paper/card recycling will help reduce this level of contamination of the brown bin, as some householders use them wrongly for paper/card recycling. Other performance is very similar to previous quarters and there are no significant changes to report, especially as</p>



PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					tonnages are estimated.
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	12.20%	9.74%		<p>These figures include estimated tonnages for disposal and recycling for December 2017 as Lancashire County Council (LCC) cannot provide final figures yet. Also data for previous quarters has not yet been confirmed by WasteDataFlow (WDF).</p> <p>The estimated performance of 9.74% is slightly below the annual target of 12.2%. Garden waste collections are affected by the weather, and the estimated tonnage for December has been kept low due to bad weather affecting collections.</p> <p>The additional benefit we were seeing from the composting of street cleansing waste (introduced in 2015/16) has now declined. Therefore the level of composting has reverted to the performance we were seeing when garden waste charges were first introduced in 2014.</p>
WM 11a Improved street and environmental cleanliness: Litter	Aim to Minimise	5%	1%		The surveys were carried out within the wards of Earby, Foulridge, Horsfield, Southfield, Clover Hill. The results again reflect positively on the work undertaken by the Service Areas staff to monitor and adjust street cleansing schedules to make the best use of the resources we now have available to deliver the frontline service.
WM 11d Improved street and environmental cleanliness: Dog fouling	Aim to Minimise	1%	0%		The surveys were carried out within the wards of Earby, Foulridge, Horsfield, Southfield, Clover Hill. The results again reflect positively on the work undertaken by the Service Areas staff to monitor and adjust street cleansing schedules to make the best use of the resources we now have available to deliver the frontline service.

#### 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	4.167 days	7.164 days		Whilst sickness absence in September (0.692 days) saw an improvement, it has started to increase during October (0.791 days) and November (0.846 days). During November, short term sickness increased due to seasonal illness, post-operative care and cancer treatment and long term sickness reduced. Long term sickness reviews are conducted as required.
CA 10a Percentage of payments made online by the customer	Aim to Maximise	N/A	19.13%		<p>During Qtr 3 2017/18 a total of 32,539 payments have been made, with 116,756 payments being made for the year-to-date. The total number of payments made this quarter has reduced when compared to the same period in the last two years (2015/16 - 123,456; 2016/17 - 121,312). Despite this, the number of independent online payments (22,339) has increased by over 38% when compared with the same period in 2015/16 (16,112).</p> <p>The implementation of the replacement CRM would improve this functionality and we should see an increase in payments once launched.</p>
CA 10b Number of online payments made independently by the customer	Aim to Maximise	14,571	22,339		These include payments for DIY waste collections and for our garden waste service.
CA 11a Total Revenues & Benefits Call Volumes	Aim to Minimise	N/A	49,869		During the period October - December 2017 the volume of calls (18,212) has increased by almost 17% when compared to last quarter (15,568). This increase is disappointing when considering the 10% reduction in call volumes last quarter when compared to Quarter 1 (16,089). The outcome of further investigative work is still awaited as

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					to why call volumes have increased so much. One possible contributing factor could be the closure of the Council's cash collection facilities.
CA 11b Volume of Revenues & Benefits face-to-face visits	Aim to Minimise	N/A	2,933		<p>During the period April - December 2017 the volume of face-to-face visits relating to revenues and benefits enquiries (2,933) has reduced significantly (by over 87%) when compared to the same period last year (23,075).</p> <p>The closure of the cash offices in Colne and Barnoldswick and closure of the cash counter at Number One Market Street, Nelson at the end of September 2017 has had a major impact with visits reducing from 1,205 during July - Sept 2017 to just 158 during Oct - Dec 2017.</p>
CA 11c Volume of emails into Revenues & Benefits service	Aim to Minimise	N/A	9,980		The email volume will have increased this year due to the push we have had on customers uploading their evidence via the Pendle BC website for those transactions they are unable to use Citizens Access Benefits for. The upload comes into the benefits mail box as an email to be uploaded and indexed onto Comino our document management system.
DIR 1 Percentage of complaints handled within timescales	Aim to Maximise	100.0%	94.1%		<p>A total of 128 out of 134 complaints resolved in the quarter were resolved within the target of 15 working days. A completion rate of 95.5%. (data omits any return from Environmental Health at time of input).</p> <p>Based on the raw data submitted, a total of 147 complaints were received in the quarter. Of these, a total of 134 (91.2%) were resolved. However, 13 complaints were still in progress at the end of the quarter.</p>

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					<p>Of the 134 that were resolved, a total of 128 were resolved within 15 days. This represents 95.5% of all complaints actually resolved in the quarter maintaining the trend improvement seen at Q1 and Q2.</p> <p>The incidence by service of the 6 complaints not resolved within 15 days is as follows:</p> <p>Environmental Services 4 Property Services 2</p> <p>A total of 38 compliments were received during the Quarter.</p>