

**REPORT FROM:** CHIEF EXECUTIVE  
**TO:** POLICY AND RESOURCES COMMITTEE  
**DATE:** 25<sup>TH</sup> JUNE 2020

**Report Author:** Marie Mason / Zoe Wood  
**Tel. No:** 01282 661790 / 01282 661504  
**E-mail:** [marie.mason@pendle.gov.uk](mailto:marie.mason@pendle.gov.uk) / [zoe.wood@pendle.gov.uk](mailto:zoe.wood@pendle.gov.uk)

**PERFORMANCE INDICATORS UPDATE:  
1<sup>ST</sup> APRIL 2019 – 31<sup>ST</sup> MARCH 2020**

**PURPOSE OF REPORT**

1. The purpose of this report is to provide the Policy and Resources Committee with performance monitoring information on the key performance indicators delivered by and on behalf of the Council.

**RECOMMENDATIONS**

2. It is recommended that the Policy and Resources Committee:-
  - i) comment as appropriate on the performance information provided (as shown at [Appendix 1](#));
  - ii) note the position and comment as appropriate on the key issues affecting performance over the year.

**REASONS FOR RECOMMENDATION**

3. To inform the Policy and Resources Committee of performance monitoring information relating to the Council's key performance indicators.

**ISSUE**

4. A basket of 29 corporate key performance indicators (KPIs) has been devised to provide Members with a gauge of performance representing a range of services delivered by and on behalf of the Council.
5. Please find attached the performance information for these KPIs, for the period 1<sup>st</sup> April 2019 – 31<sup>st</sup> March 2020, as Appendix 1.

6. The Policy and Resources Committee is requested to review the performance information and comment as appropriate on any matters of concern and that may need further action to be taken.
7. Performance is broadly in line with targets set and previous performance. However, where this is not the case there are reasons for this which are provided below for reference via a brief synopsis for each service.
8. Looking at the KPIs, it can be seen that performance has greatly / much improved with 13 of the KPIs performing above target. As is usual practice it is important that we acknowledge good and improving performance (e.g. household waste sent for recycling and composting; missed bin collections; minor planning applications; and homelessness cases prevented or relieved).
9. The COVID-19 pandemic has impacted on performance generally albeit for the last 2-3 weeks of the year, but specifically on face-to-face services and whilst home working arrangements were put in place for those staff members who were shielded / vulnerable. The greater impact on performance is likely to be more evident in 2020/21.

#### Complaints

10. Consistently fulfilling the response times for the complaints received has proved to be an issue for some time. An improved procedure has led to continuous improvements since Quarter 2 (74.3%) which has meant that performance has reached 99.1% for Quarter 4 and 85.3% for the year. Close monitoring of this PI will continue to ensure this level is maintained.

#### Sickness Absence

11. Sickness levels continue to underperform. Attendance for the year is at 8.4486 days per FTE against a target of 7.000 days. Although this is an underperformance, when compared to the same time last year (9.726 days) there has been an improvement of 1.277 days. However, the annual target set (7.000 days) is challenging. Long term absence appears to be the primary reason that sickness continues to be in excess of the target. Attendance continues to be closely managed by Service Managers and HR.
12. It is important to note that this figure does not reflect any absence related to the COVID-19 outbreak which impacted on staffing levels during the latter part of March 2019.
13. As previously advised, an Employee Assistance Programme has been implemented to support employees with stress issues, which has been positively received. Identified procedural issues will also be addressed through the review of the Absence Procedures and working practices which will include refresher training for managers. Plans to improve the visibility of attendance data are being made to ensure senior managers have full sight of issues.
14. Some examples of other measures introduced to reduce sickness absence are:
  - a) Mental health training to aid signposting for help;
  - b) The Health and Wellbeing Group and annual programme;
  - c) Reasonable adjustments to working hours, duties, equipment, etc. to aid working environment.
  - d) staff identified with back and neck and musculo-skeletal problems are supported by a paid for physio assessment and three sessions of physiotherapy, which has proved to be successful so far.

## Customer Services

15. The impact on performance in Customer Services during Quarter 4 was mainly due to the Coronavirus pandemic as there was a significant reduction in staff and also saw an increase in demand - please see below - for telephone services.
16. The increase in demand was mainly due to the Governments legislation changes in response to the Coronavirus pandemic which saw a range of new Business Rates, Council Tax and Benefits queries coming into the call centre. Looking at January and February alone, call volumes had reduced by 39% when compared to 2019.
17. Call abandonment rate is down when compared to April to March 2019 (from 7.02% to 4.76% for the period April 2019 to March 2020). This is now below the target of 5.00% and shows large improvements since April 2018 (29.22%). The cumulative percentage of telephone customers greeted within 40 seconds has, on average, slightly decreased month on month. When comparing April 2019 (85.16%) with March 2020 (75.51%), it shows the slight disruption due to recruitment in Quarter 3 and Coronavirus queries in Quarter 4. However, it still shows positive strides achieved towards annual KPI performance.

## IMPLICATIONS

### Policy

18. There are no policy implications arising directly from the contents of this report.

### Financial

19. There are no financial implications arising directly from the contents of this report.

### Legal

20. There are no legal implications arising directly from the contents of this report.

### Risk Management

21. There are no risk management implications arising directly from the contents of this report.

### Health and Safety:

22. There are no health and safety implications arising directly from the contents of this report.

### Climate Change:

23. There are no sustainability implications arising directly from the contents of this report.

### Community Safety:

24. There are no community safety implications arising directly from the contents of this report.

### Equality and Diversity:

25. There are no community safety implications arising directly from the contents of this report.

## APPENDICES

Appendix 1 – Key Performance Indicators Update for the period ending 31<sup>st</sup> March 2020

## LIST OF BACKGROUND PAPERS

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