

REPORT OF: CHIEF FINANCE OFFICER
TO: POLICY AND RESOURCES COMMITTEE
DATE: 22nd September 2022

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**STRATEGIC MONITORING REPORT:
1ST APRIL 2021 – 30TH JUNE 2022**

PURPOSE OF REPORT

1. The purpose of this report is to provide the Policy and Resources Committee with performance monitoring information on the Council's service and financial plans for the period 1ST April – 30th June 2022.

RECOMMENDATIONS

2. It is recommended that members of the committee:
 - a) Note the progress made on actions identified in the Corporate Plan (as shown at Appendix A – Strategic Monitoring Information).
 - b) Comment as appropriate on the performance monitoring information provided.

REASONS FOR RECOMMENDATION

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

ISSUE

4. The purpose of this report is to provide the Policy and Resources Committee with information on progress made with the delivery of the corporate actions in the current Corporate Plan as at 30th June 2022.
5. The strategic monitoring information is structured around the Council's four strategic objectives as set out in the current Corporate Plan. A summary of progress with actions in each of the strategic objectives is provided together with performance information relating to the 21 key performance indicators (KPIs). Full details are shown in Appendix A.

Corporate Actions

6. As at 30th June 2022 there were **no actions at 'Red' Status (significantly overdue)** and 4 corporate actions at 'Amber' status (slightly overdue). A summary of the impacts on the delivery of these corporate actions is provided below.

SO 1 - New Cemetery Site identified:

This has flagged as amber and slightly off target as the report to this committee containing costs and recommendations in respect of this project had slipped from the May meeting to the July meeting. The report was presented and the recommendations approved on the 21st July 2022. The project is back on track.

SO 2 - Colne, Barnoldswick & Earby Masterplans complete:

Again this flagged as amber and slightly off target due to the appointment process of the consultants slipping from June into July, along with the additional funding from the Lancashire Economic Recovery & Growth Fund awaiting approval from the LCC internal administration. However, the Council does now have a provisional agreement in principle for this funding.

SO 2 - PEARL/PEARL Together projects at Northlight, Lomeshaye, Harrison Drive, Further Clough Head and Bankhouse Road delivered:

This captures a number of development projects all of which are currently on target to be delivered as per expectations, with the exception of one, which is rated as amber. The Lomeshaye Land Disposal element has been delayed due to the need for external legal support. However, this is expected to complete during Quarter 2.

SO 4 - Transforming Pendle Programme delivered (Year 1):

This captures a number of projects within it. Please see the separate report on the Transformation Programme for further details which is included in the agenda for this meeting.

Key Performance Indicators (KPIs)

7. A basket of 21 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 (i.e. these include some Liberata PIs). KPIs continue to be reviewed and changes to KPIs may be made to reflect changes in Corporate Priorities. For example the Empty Homes KPI has been removed pending review and we will look to reintroduce a more meaningful measure at a future date. Air Quality is another example of this.
8. We currently have 6 KPIs which are 'Red' (i.e. falling below the expected service levels / targets) and the reasons for this are summarised below:

Revenues – Council Tax collection rate:

This KPI (BV 9) was below expectations at the end of June and has been volatile throughout the first few months of this financial year. However, this did improve throughout July. The impacts of the Energy Rebate Scheme and the resulting £150 refunds is yet to be known.

Customer Services – Contact Centre performance:

These KPI's (TS1b and TS2b) have been impacted upon by reduced staffing levels, increased call durations and the Energy Rebate Scheme. Staff vacancies are being filled and upskilling of existing staff is being undertaken to improve resilience. The Contact

Centre has also received additional calls due to the Energy Rebate Scheme despite having a specialised satellite call centre in operation.

Planning Performance

These KPIs have been acknowledged as having been poor in relation to the processing of 'Minor' and 'Other' applications (PBC 6 and PBC 7). A combination of issues causing this have been identified via the review of Development Management. An action plan (following a service review under the Transforming Pendle programme) has been put in place and is being worked through to improve performance in these areas. Performance in relation to processing of 'Major' applications (PBC 5) was only slightly off target. Of five application decisions, one decision was made in time along with three extension of time agreements.

Waste Collection

The waste collection figures reported represent the data submitted to WasteData Flow in June 2022 for the rolling year January to December 2022. Garden waste collections (WM 8d) are affected by the weather, so unfortunately we have no control over how much people compost. From March to May 2022, we collected 37t more than the same period in 2021 probably due to a combination of weather and post-lockdown conditions.

Risk Management Arrangements

9. It is good management practice to keep under review the key risks we face to the delivery of our Strategic Objectives as set out in the Corporate Plan. As the Council operates within a dynamic environment the risks facing the Council, and indeed their threat level, do change over time and never more so than recently.
10. Further to the adoption of the Council's updated Risk Management Strategy and Policy Statement by Council in December 2022 and following the comments from the Accounts & Audit Committee on the previous update presented, the format and content of the current Strategic Risk Register (SRR) is now under review by the Corporate Governance Working Group (CGWG) and Council's Performance Team.
11. In brief we have:
 - Developed new risk themes.
These were introduced as it was felt they are more relevant to the current climate and issues facing the Council whilst also being much easier to digest, providing an immediate understanding of the areas of risk facing the Council.
 - Alignment of Risks to Service Plans.
We asked Services to provide mitigating risk actions whilst developing their service plans to ensure more alignment with the Council's Corporate Actions. This area does need further development and discussions are ongoing with services to progress this.
 - Developed a new format.
We have updated the format of the SRR to provide what we feel is a much more user-friendly, at a glance view of our risks. The format is in draft and will be reviewed as the development of the SRR progresses, particularly in terms of the information required by senior management and Members to enable effective and informed decision making.
 - Enhanced monitoring and reporting process.
The SRR will be uploaded into the Council's performance management software system, Pentana. This will provide a central repository which enables efficient, regular

review and update by Risk Owners which will easily and quickly generate reports as required. Pentana also has a 'trigger' process which alerts Risk Owners to due dates on actions and milestones and can also inform members of the CGWG / Performance Team when a Risk Score changes.

- Risk Management Training for staff secured.
As we have previously informed this committee, we have been in discussions with Zurich about providing the Council with appropriate Risk Management training and support. This has now been secured with the training planned to take place during the first week of September 2022. This date has been chosen in an attempt to avoid school / summer holiday periods and hopefully maximise attendance levels. Zurich will also be providing the Council with support in terms of an external review and advice on the development of the SRR, with the training being used as an opportunity to further refine the SRR.

12. Once this review is complete, the updated SRR will be presented to a future meeting of this committee.

IMPLICATIONS

Policy:

13. There are no policy implications arising directly from the recommendations of this report.

Financial:

14. There are no financial implications arising directly from the recommendations of this report.

Legal:

15. There are no legal implications arising directly from the recommendations of this report.

Risk Management:

16. There are no risk management implications arising directly from the recommendations of this report.

Health and Safety:

17. There are no health and safety issues arising directly from the recommendations of this report.

Climate Change:

18. There are no sustainability issues arising directly from the recommendations of this report.

Community Safety:

19. There are no community safety issues arising directly from the recommendations of this report.

Equality and Diversity:

20. There are no equality and diversity issues arising directly from the recommendations of this report.

APPENDICES

Appendix A – Strategic monitoring information for the period ending 30th June 2022.

LIST OF BACKGROUND PAPERS

None