

REPORT OF: DIRECTOR OF RESOURCES
TO: POLICY AND RESOURCES COMMITTEE
DATE: 24th November 2022

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**STRATEGIC MONITORING REPORT:
1ST JULY 2022 – 30TH SEPTEMBER 2022**

PURPOSE OF REPORT

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 July – 30th September 2022.

RECOMMENDATIONS

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.








REASON FOR RECOMMENDATION

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

ISSUE

1. 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 September 2022.
2. 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 Priorities

3. At the halfway point in the year, **28 out of the 38 corporate priorities were rated as 'green' and therefore on track, none were at 'red' status (significantly overdue)** and 10 are at 'amber' status (slightly overdue). Many of the amber actions fall within the Strong Economy strategic objective. Action is already being taken to strengthen leadership capacity of this key area with the recruitment of a new Director of Place underway. Moreover, an immediate strategic delivery review of regeneration is being undertaken as part of the work of the Director of Transformation. A summary of the impacts on the delivery of the individual corporate actions is provided below.
4. **SO 1 - Behaviour change campaign to take positive action on littering, including gum, and how our community can play their part.** 
Progress on this action has been slightly delayed as the District Enforcement team is still not at full strength and the Government funding awarded to assist with this issue is still to be received. We are exploring options to proceed in Q3 without this additional support.
5. **SO 2 - Economic Development and Recovery Strategy delivered (Year 1).** 
Progress on this action has been delayed slightly as the Shared Prosperity Fund has yet to be announced as plans are to be amended to take account for the new Investment Zone applications that have just been made. It is expected to be back on track during Q3.
6. **SO 2 - Nelson Town Deal business cases submitted including progress made on Pendle Rise.** 
Progress on the Active Nelson business case has been delayed slightly as consultations with the public have been pushed back into October / November and will be completed in Q3. All other elements of this action are on schedule.
7. **SO 2 - Colne, Barnoldswick and Earby master plans complete.** 
Progress on this action has been delayed due to the signing-off of the LERG funding taking longer than originally expected. This has impacted on the public consultations planned but work is now underway in preparation for these. It is expected that this action will be back on track by the end of Q3.
8. **SO 2 - Investment Plan for UK Shared Prosperity Fund (UKSPF) developed and delivered.** 
Progress on this action is slightly behind schedule as bids to Central Government were due to be submitted in July 2022 and were delayed slightly, having the knock on effect of delaying delivery in to Q3/4.
9. **SO 2 - PEARL/PEARLTogether 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 3.
10. **SO 3 - Transfer of Assets programme complete with lessons learned review delivered.** 
Progress on this action has been delayed slightly as the work now sits with the newly appointed Director of Resources. Arrangements to complete the final transfers as agreed is continuing.

11. **SO 4 - Constitutional review undertaken.** ▲
Progress on this action has been delayed due to the issues around planning committee and the implications thereof.
12. **SO 4 - Corporate values refreshed, linked to employee engagement and new employee recognition scheme.** ▲
Progress on this action has been delayed slightly as focus groups were due to be held in September 2022 but have now been pushed in to October 2022 due to strain on resources. It is expected that once the focus groups have been held the action will be back on track at the end of Q3.
13. **SO 4 - Climate Emergency engagement plan delivered to revise the strategy and action plan; Climate Emergency action plan revised with Yr 1 actions delivered** ▲
Progress on this is now behind schedule as the Climate Emergency Officer post is vacant. A Climate Change Officer Group has been established to consider priorities for the revised new action plan and ensure the work is truly embedded into the priorities and work of the council. The group is due to meet in November 2022. Climate Change now falls under the remit of Director of Place and recruitment to this post is underway. It is expected that the Climate Emergency Action Plan will be refreshed by March 2023 in order to dovetail with the new Corporate Plan and to raise the profile of this key priority.

Key Performance Indicators (KPIs)

14. A basket of 21 corporate key performance indicators (KPIs) is used to provide the Council 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).
15. We currently have 8 KPIs which are 'red' (i.e. falling below the expected service levels / targets) and the reasons for this are summarised below:
16. **Customer Services** – Contact Centre performance (TS 1b and TS 2b) has continues to deteriorate and falls way short of Council expectations. Resource levels and increased call durations are all impacting on service levels. Whilst Liberata are undertaking a large recruitment drive to address the performance issues being experienced across a number of clients, previous recruitment has not proven wholly successful (e.g. some staff have chosen not to take on a permanent role following training completion) and is not an immediate solution given the time taken to get a member of staff fully trained and operational. In an attempt to address these problems Liberata are also recruiting a Workforce Manager and have increased the pay scale of the contact centre staff to match that of their competitors.

There is currently a review of all Liberata services underway which will consider ways to realise efficiencies and transform service delivery.

17. **Planning** – Performance in relation to processing of 'Major' applications (PBC 5) has dropped since Q1 and has constantly failed to meet nationally set targets. Of the five application decisions, only three were completed within the 13 week period dropping overall performance to 70% (Just 10% above the threshold for designation)
Should performance drop below 55% for Q3 & 4, overall performance will drop below this threshold for designation.

Performance has been consistently been poor in relation to the processing of 'Minor' and 'Other' applications (PBC 6 and PBC 7) with targets not being hit since the start of 2020.

Additional resources have been directed towards planning in the form of additional staff and new software (Management Tools). It is expected that these additional resources should translate to an improvement in performance.

18. **Waste Collection** – The waste collection figures reported represent the data submitted to WasteDataFlow in June 2022 for the rolling year January to December 2022. Performance on the total amount of waste recycled and composted (WM 8c & WM 8d) is down from Q1. Performance in both of these PI's has been trending downward since the end of lockdown and is likely a result of artificial highs in performance due to people having more time during lockdowns. However, some external factors can impact on these rates, such as weather, for which we have no control over.
An information campaign to encourage people to recycle more is well underway and should have an impact on reversing these trends in to Q3.
19. **Communications** – The total number of online payments made (CA10a) has dropped since Q1 and is off target. This performance is a reflection of the state of Pendle Councils online payments infrastructure and is being addressed by moving all our payments off Civica eStore to Jadu. Further transformation work is being undertaken via the Council's Transformation Programme and so it is expected that once new service models have been introduced that performance will improve from present levels.

Risk Management Arrangements

20. 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.
21. 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.
22. 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.
The scheduled Risk Management training workshop took place on 6th September 2022. The Corporate Governance Working Group is now working on developing the new Strategic Risk Register (SRR) 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 having been used as an opportunity to further refine the content / risk themes.

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

IMPLICATIONS

Policy:

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

Financial:

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

Legal:

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

Risk Management:

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

Health and Safety:

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

Climate Change:

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

Community Safety:

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

Equality and Diversity:

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 September 2022.

LIST OF BACKGROUND PAPERS

None