

REPORT OF: DIRECTOR OF RESOURCES

TO: SPECIAL BUDGET POLICY AND RESOURCES COMMITTEE

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**STRATEGIC MONITORING REPORT:
1ST OCTOBER – 31ST DECEMBER 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 Corporate Plan for the period 1ST October – 31ST December 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 RECOMMENDATIONS

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 31ST December 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 25 key performance indicators (KPIs). Full details are shown in Appendix A.

Corporate Priorities

3. At the end of December 2023, **32 out of the 35 corporate priorities were rated as 'green' and therefore on track, with four having been fully completed, one is at 'red' status (significantly overdue) and 2 are at 'amber' status (slightly overdue)**. A summary of the impacts on the delivery of the individual corporate actions is provided below.
4. **SO 1 – Gib Hill management arrangements in place - **
Progress on this action has been delayed past its original completion date of 31st December 2022 but the Council's Legal Team have confirmed that this can now proceed as a licence to a Wildlife Trust under a management agreement. A letter of support has been received from the Lancashire Wildlife Trust and the draft management plan for the site has been created.
5. **SO 2 – Colne Levelling Up programme delivered (Year 1) - **
Progress has been delayed slightly on this priority due to the original scheme for the development of Colne Market Hall presented to Members not being financially viable. To address this meetings are being undertaken with Members and the expectation is that a viable scheme will be agreed during Quarter 4. All other projects within the programme are progressing well.
6. **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 was delayed by agreement with PEARL2 and has now completed.
7. It should be noted that whilst the majority of the actions within the Strong Economy strategic objective fall within the Housing, Health & Engineering Services service area, action is being taken to strengthen leadership capacity of this key area. This includes the recruitment of the new Director of Place who is due to commence employment with the Council on 27th February 2023 as well as the appointment of external consultants to support delivery. Moreover, an immediate strategic delivery review of regeneration is being undertaken as part of the work of the Director of Transformation.

Key Performance Indicators (KPIs)

8. A basket of 25 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 and PLT PIs).
9. We currently have 8 KPIs which are 'red' (i.e. falling below the expected service levels / targets) and 3 KPIs which are Amber (i.e. falling slightly below the expected service levels / targets). The reasons for this are summarised below:
10. **Customer Services** – Contact Centre performance (TS 1b and TS 2b) has fallen short of Council expectations throughout the year. Resource levels and increased call durations are all impacting on service levels and is something which is being experienced across a number of clients. We reported previously that Liberata were undertaking a large recruitment drive to address the performance issues being experienced but it was acknowledged that this was not an immediate solution given the time taken to get a member of staff fully trained and operational. However, the service levels have started to improve throughout Quarter 3, with December service level for answering calls within 40secs

achieving above previously agreed targets at almost 82%. With regard to the call answer time, it is also important to note that the average answer time for January (up to the 23rd January) was 66secs.

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

11. **Planning – major applications:** Performance in relation to processing of ‘Major’ applications (PBC 5) has previously constantly failed to meet nationally set targets. However, performance improved significantly in Quarter 3 with all of the seven application decisions being completed within the 13 week period bringing the overall performance to over 82% for the year-to-date.
12. **Planning – non-major applications:** Performance has been consistently been below standard targets in relation to the processing of ‘non-major applications (PBC 6 and PBC 7) with targets not being hit since the start of 2020. On 17th January DLUHC wrote to the Council highlighting that our performance had dipped below the 70% threshold and that we may be liable for designation under section 62A of the Town and Country Planning Act 1990 in relation to the speed of determining applications for non-major development.

We do have an opportunity to advise the DLUHC of any errors or omissions in the published data and / or of any exceptional circumstances that may have affected our performance.

Performance on applications dipped in the second half of 2021 with the loss and changeover of staff. As part of the Transformation Programme, a review of the service was undertaken and improvements were put in place.

This is now resulting in much improved performance with determining minor applications returning to being above 80%. The service to developers is also considerably improving with validation times done to 1.3 days on average from 14 days before the transformation process.

13. **Waste Collection** – The waste collection figures reported represent the data submitted to WasteDataFlow in December 2022 for the rolling year January to December 2022. Performance on the total amount of waste recycled and composted (WM 8c & WM 8d) is reflecting the national downward trend in recycling percentages. 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. In a bid to increase our recycling tonnages we have introduced a new kerbside battery recycling scheme and promoted the recycling of aluminium foil and the improved facilities at Feet Street depot.

However, some external factors can impact on these rates, such as weather, for which we have no control over. We have also seen 400 less bins subscribed to the garden waste recycling scheme this year, which could be attributed to residents spending habits changing in response to the cost of living crisis.

14. **Human Resources** – Sickness absence (BV 12) continues to be above the desired target position. In mitigation, sickness case management remains a priority with meetings taking place as required throughout the quarter. The impact of sickness comes through in the cost of Agency staff and is flagged in the Quarter 3 Budget Monitoring Report which is a separate item on the agenda for this meeting. Disciplinary investigations and attendance case management have taken place with the disciplinary issues being resolved without

hearings. Work on supporting wellbeing continues with monthly newsletters, promoting the Employee Assistance Programme and physio services.

15. **Pendle Leisure Trust** – Whilst the number of live memberships (PLT 01) and dry side facility attendances (PLT 07a(i)) are below the aspirational targets set (which are based on pre-pandemic figures), this reflects the national trend which indicates that most leisure organisations are struggling to retain their members. The cost of living crisis has impacted on people's spending habits with fitness memberships generally being considered a luxury rather than a necessity. On a positive note the figures have seen some improvement during Quarter 3 with the dry side facility attendances increasing with more classes now taking place, more schools making regular bookings and the Up and Active walking sessions seeing increased participation. The Trust continue to promote existing and new sessions and facilities and continue to devise and introduce new offers to encourage the use of facilities at quieter times.

Risk Management Arrangements

16. 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.
17. 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.
18. 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 delivered.
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.

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

IMPLICATIONS

Policy:

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

Financial:

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

Legal:

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

Risk Management:

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

Health and Safety:

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

Climate Change:

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

Community Safety:

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

Equality and Diversity:

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

APPENDICES

Appendix A – Strategic performance summary for the period ending 31st December 2022.

LIST OF BACKGROUND PAPERS

None