

REPORT OF: DIRECTOR OF RESOURCES

TO: EXECUTIVE

DATE: 19TH OCTOBER 2023

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**STRATEGIC MONITORING REPORT:
1ST APRIL – 30TH JUNE 2023**

PURPOSE OF REPORT

The purpose of this report is to provide the Executive with performance monitoring information for the period 1st April – 30th June 2023.

RECOMMENDATION

It is recommended that Members comment as appropriate on the performance monitoring information provided.

REASON FOR RECOMMENDATION

To inform the Executive of performance monitoring information relating to the Council's services.

ISSUE

1. The purpose of this report is to provide the Executive with information on progress made with the delivery of the corporate actions as at 30th June 2023.
2. The strategic monitoring information is usually structured around the Council's four strategic objectives as set out in the current Corporate Plan. However, at the meeting held on 28th September 2023, Council was unable to agree a Corporate Plan and asked for the plan to be reconsidered by Executive.
3. Therefore, the Corporate Plan elements (key priorities and milestones) of the report have been redacted and this report covers just the 24 key performance indicators (KPIs) and the risk management arrangements. It is hoped that a Corporate Plan can be approved by Council in the near future to allow the Corporate Plan elements to be included in future reports. The next available opportunity to do so will be the December Council meeting.

Key Performance Indicators (KPIs)

4. A basket of 24 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).
5. We currently have 4KPIs which are 'Red' (i.e., falling below the expected service levels / targets) and 4 KPIs which is 'Amber' (i.e., falling slightly below the expected service levels / targets). The reasons for this are summarised below:
6. **Customer Services** – Contact Centre performance (TS 1b and TS 2b) has fallen short of Council expectations in Q1 and is part of a persisting trend of underperformance carried over from the previous reporting year. Despite recruitment drives on the part of Liberata, to improve their resourcing situation; and significant efforts on the part of the council's communications team that has (significantly) increased the amount of digital traffic via the council's website and online forms there has been no significant change in the performance of either PI. The Liberata Performance Framework is currently under review with a view to reinstating this as soon as possible. Council officers are also working closely with Liberata Customer Services to assess and understand the demand on services via the Contact Centre and addressing areas of failure demand.
7. **Planning – appeals:** Performance of PBC 1a is impacted upon largely due to the low overall number of appeals that the council receives that makes it difficult to achieve the 80% target. In this quarter only 2 appeals were received with 1 being dismissed based on an assessment of highway parking, which was a matter of planning judgement that the Planning Inspectorate disagreed with, resulting in overall performance of 50%.

It should also be noted that while PBC 1a is underperforming **all** other planning PI's and KPI's are now performing on target and that the overall performance of the service is excellent.

8. **Waste Collection** – The waste collection figures reported represent the data submitted to WasteDataFlow in June 2023 for the rolling year January to December 2023. Performance on the total amount of waste recycled and composted (WM 8c & WM 8d) continues to reflect the national downward trend in these areas. The reducing recycling figures are reflective of new consumer choices as the cost of living crisis impacts spending habits of residents, such as seeking greater value for money products which result in changing the amount of recyclable products that are purchased.

Garden waste is impacted upon by the weather which can affect the composting rates. There has also been a reduction in garden waste subscriptions this year which will inevitably impact on this area as residents are likely to put their garden waste into the general waste bin.

Performance in both PI's has been trending downward since the end of lockdown but does appear to have levelled off in Q1 2023. If this trend persists in to Q2 & Q3 it would indicate that a new normal, with regards to the recycling habits of the residents, has been established. Trends may be further impacted by the ongoing behaviour change programme aimed at developing people's awareness and willingness to recycle.

9. **Human Resources** – Sickness absence (BV 12) continues to be above the desired target position. The consistent, greatest single reason for sick days has been stress /

depression / fatigue / mental health problems with 76 days lost (36%) in June alone. In mitigation, sickness case management remains a priority with meetings taking place as required throughout the quarter. A complex disciplinary case has also impacted on sickness levels in one service area. Work on supporting wellbeing continues with monthly newsletters, promoting the Employee Assistance Programme and physio services. Attendance Policy Training sessions are also planned for July, August and September.

10. **Pendle Leisure Trust** – The number of live memberships (PLT 01) and wet side facility attendances (PLT 07a(ii)) are slightly below the aspirational targets set. Despite the national trend which indicates that most leisure organisations are struggling to retain their members, the total number of live members (PLT 01) continues to increase each quarter and demonstrates consistent improvement with the potential to be on target by the end of the year. This is very positive in the current climate where fitness memberships can be viewed as luxury expenditure. The total number of wet side facility attendances (PLT 07a(ii)) is down both when compared to the previous quarter and when compared to Q1 2022/23. This is likely due to the planned closure of Wavelengths for essential repairs and continued competition in the local area.

Risk Management Arrangements

11. 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.
12. Further to the adoption of the Council's updated Risk Management Strategy and Policy Statement by Council in December 2021 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) has been reviewed by the Corporate Governance Steering Group (CGSG) and the Accounts & Audit Committee.
13. 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.
 - Aligned 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. We have also recently changed the Risk Matrix Model to that of a fully numeric model rather than the alpha-numeric model in use previously.
 - 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.

14. The updated Risk Management Strategy was taken to Council in September and, in line with the Constitution, the Strategic Risk Register will be taken for review to Accounts & Audit 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 performance summary for the period ending 30th June 2023.

LIST OF BACKGROUND PAPERS

None