

**REPORT OF: DIRECTOR OF RESOURCES**

**TO: EXECUTIVE**

**DATE: 19<sup>TH</sup> DECEMBER 2023**

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**PERFORMANCE UPDATE REPORT:  
1<sup>ST</sup> APRIL – 30<sup>TH</sup> SEPTEMBER 2023**

**PURPOSE OF REPORT**

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

**RECOMMENDATION**

It is recommended that members of the committee comment as appropriate on the performance monitoring information provided.

**REASON FOR RECOMMENDATION**

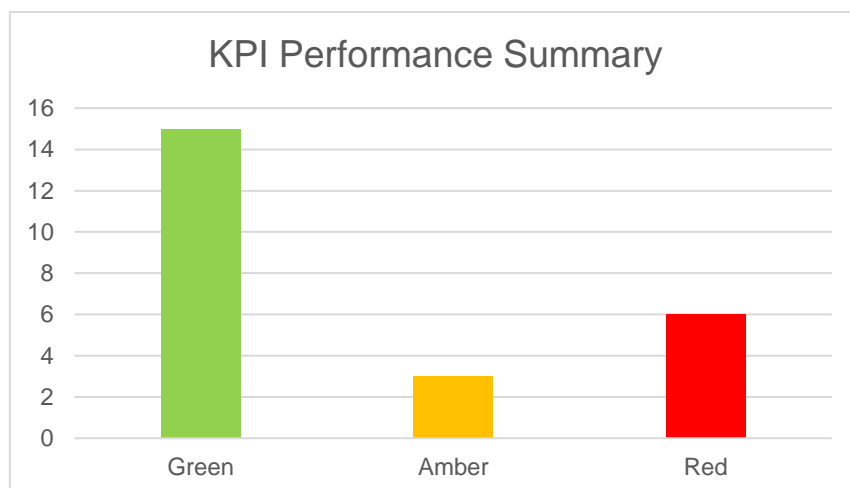
To inform the Executive of performance monitoring information relating to the Council's services.

**ISSUE**

1. The purpose of this report is to provide the Executive with information on the Council's KPI's and risk management arrangements as at 30<sup>th</sup> September.
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 28<sup>th</sup> September 2023, Council was unable to agree a Corporate Plan and asked for the plan to be reconsidered by Executive.
3. 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). Of the 24 KPI's 15 are 'Green' (i.e., performing at or above the expected service level / target). A selection of the best performing KPI's for this quarter are detailed below:
5. **'Major' planning applications determined on time (PBC 5a)** – In previous quarters planning has struggled to consistently meet the statutory requirement to determine planning applications within 13 weeks, so much so that intervention from central Government was imminent. Following a review of the service performance has now been totally reversed with this KPI now performing above target (100%) for the last 4 quarters. This consistent turn around is evidence that the service review has been effective in its aims and we can now be confident in its performance moving forward.
6. **Cases of homelessness prevented or relieved (HN 1(ii))** – The Homelessness Team has been exceeding their targets for the past 6 consecutive quarters, despite having the target increased by approximately 50% at the start of the 2023/24 year. This is clear evidence of the effort the team are making to drive the service forward and tackle one of the biggest issues facing some residents of Pendle.



7. As detailed above, we currently have 6 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:

### Directly Delivered Services

8. **Sickness** – Sickness absence (BV 12) continues to be above the desired target position with performance worsening from Q1 and when compared to previous years. HR and managers have undertaken a large amount of work to attempt to reduce the number of sick days taken with; a significant amount of casework being undertaken by HR; wellbeing work, such as having the Employee Assistance Programme, Mental Health First Aiders and an annual Health & Wellbeing Programme; monthly newsletters and a workshop undertaken by Extended Management Team. It is likely that the benefits of these events will take some time to be reflected in the KPI and in order for this to be realised the above measures will need to be sustained and added to.

9. **Complaints** – the formal complaints received being within 15 working days (DIR 1) has performed well for quite some time due to a new process using JADU having been trialled by Operational Services. During this time the previous manual system was still in use by all other services. The new JADU system / process has now been rolled out to all services and all complaints are now logged using this system / process. Therefore, there has been a drop in performance in Qtr 2 figures but this was expected whilst we work through a baselining period to ensure that there can be meaningful comparisons made with past performance.
10. **Food Inspections** – There has been a significant drop in the number of food premises inspected in accordance with the food law enforcement service plan (HHED 3) from Q1 and this KPI is now significantly underperforming with a backlog of 23 cases. This rapid drop in performance is due to the short-term loss of personnel. One officer is presently on maternity leave with a second officer presently undertaking an essential, statutory qualification in Animal Control. A consultant has been brought in to help fill the gap left by staff vacancies and has helped to reduce the number of backlogged cases. With this support and the anticipated return of both officers later this year it is expected that this KPI will be back on track in Q4.
11. **Waste Collection** – There has been a marked improvement in all waste collections PI's & KPI's with the exception being WM 8d which is now the only KPI that is slightly underperforming. This KPI relates specifically to composting rates and is difficult to improve due to its seasonal nature. There are no green waste collections scheduled in Q3 so it should be anticipated that this KPI will depreciate further due to the reduced amount of gardening done over winter. This therefore means that it is unlikely that we will be able to meet the target set for the year.
12. **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 (e.g. if there are 3 appeals and one goes against the officer recommendation then we will not achieve the target). In this quarter 6 appeals were received with 4 being determined in line with officer's recommendations. All appeals are subject to a review process to identify best practice, but no discernible pattern has been identified making it difficult to improve the service further.

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

#### *Liberata Delivered Services*

13. **Domestic Rates Collections** – The collection of domestic rates (BV 10) is down when compared to the same period in the previous year with a reduction of 5.85%. This is due to CARF (Covid-19 Additional Relief Fund) being removed and the financial burden falling back on to businesses. Performance is more in line with pre Covid-19 levels and this will be monitored further throughout the remainder of the year in order to assess the impact on the Collection Fund.
14. **Customer Services** – Contact Centre performance (TS 1b (amber) and TS 2b (red)) has again fallen short of Council expectations in Q2 and is part of a persisting trend of underperformance carried over from the previous reporting year. Both PI's have however improved from their Q1 positions. It is reported that peaks in demand particularly during recovery periods is affecting overall performance levels. 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.

### *Leisure Services (PLT)*

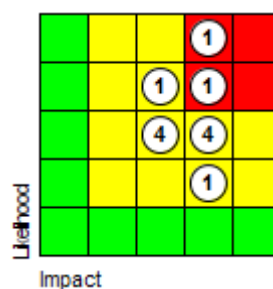
15. The number of wet side facility attendances (PLT 07a(ii)) is slightly below the aspirational targets set. This can likely be attributed to the closure of the pools at both Pendle Leisure Centre and Wavelengths due to essential maintenance. It is expected that attendance will improve for Q3 onwards.

### ***Risk Management Arrangements***

16. The Council's Strategic Risk Management Strategy was agreed by Council in September 2023 and the Strategic Risk Register (SRR) has been approved by Accounts and Audit Committee.
17. To confirm, the Risk Model Matrix adopted by the Council is shown below for reference:

<b>Likelihood</b>	Almost certain	5	5	10	15	20	25
	Likely	4	4	8	12	16	20
	Moderate	3	3	6	9	12	15
	Unlikely	2	2	4	6	8	10
	Remote	1	1	2	3	4	5
			1	2	3	4	5
			Insignificant	Minor	Moderate	Major	Catastrophic
			<b>Impact</b>				

18. The SRR identified 12 areas of significant strategic risk and the Council's current Strategic Risk Heat Map is shown below. This provides an overview of the cumulative position of Current Risk Scores:



19. As can be seen, there are presently 2 risks areas scored at “Red” (falling outside the Council’s Risk appetite). Further details and updates to the SRR are approved and monitored through the Accounts & Audit Committee.

- **SRR-01 Financial Sustainability** – This risk area is presently scored at 16 (or major impact / likely). This means that it is presently likely that the Council will not be able to achieve and maintain financial sustainability and this will have a major impact on the Council.

To mitigate the risk to the council the following key actions have been created:

- Engagement with Members to enable informed and timely decision-making
- Complete the Liberata Contract Review
- Establish the Member Budget Working Group

Other actions such as the completion of the Leisure Review and Asset Transfer Member Working Group also feed into the mitigation strategy.

- **SRR-09 Achievement of carbon neutral targets by 2030** – This risk area is presently scored at 20 (or major / almost certain). This means that it is very likely that the Council’s carbon neutral targets will not be achieved by 2030 and this will have a major impact on the Council.

To mitigate the risk to the council a report was taken to the November 2023 Executive which set out a number of actions:

- provide an assessment of the Council's annual carbon emissions through the Annual Emissions Report (AER) giving the Council a comprehensive baseline which will include PLT emissions and carbon offsetting (not previously included);
- provide a review of the Council's current annual emissions performance indicators (PIs) and propose appropriate new PIs and targets. The existing PIs were not aligned with its AER nor to its Climate Emergency Declaration and did not include Pendle Leisure Trust (PLT) despite them being the largest generator of carbon emissions;
- a request for additional dedicated staff resources is to be included in the budget setting report to Council in February 2024 to secure funding and investment and to drive progress to meet the ambitions of the Council and deliver agreed carbon neutral targets.

The works to assess the energy efficiency of the Council's buildings is underway and on target.

20. Discussions have also commenced with the Council’s insurers, Zurich, with regards the development of a Risk Management Training Programme for staff to be delivered during Quarter 4, 2023/24.

## **IMPLICATIONS**

### **Policy:**

The policy implications are as set out in this report.

### **Financial:**

The financial implications are as set out in this report.

**Legal:**

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

**Risk Management:**

The risk management implications are as set out in this report.

**Health and Safety:**

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

**Climate Change:**

The climate change implications are as set out in 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 30<sup>th</sup> September 2023.

**LIST OF BACKGROUND PAPERS**

[Corporate Governance and Risk Management Update Report to Accounts & Audit Committee in July 2023.](#)