

REPORT OF: DIRECTOR OF RESOURCES (INTERIM)

TO: SPECIAL BUDGET EXECUTIVE

DATE: 15TH FEBRUARY 2024

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**PERFORMANCE UPDATE REPORT:
1ST APRIL – 31ST DECEMBER 2023**

PURPOSE OF REPORT

The purpose of this report is to provide the Executive with performance monitoring information for the period 1st April – 31st December 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 progress made with the delivery of the corporate actions in the current Corporate Plan and the Council's KPI's and risk management arrangements as at 31st December 2023.
2. The performance information relating to the delivery of the Corporate Plan is structured around the Council's four corporate objectives. A summary of progress with actions in each of the corporate objectives is provided together with performance information relating to the 24 key performance indicators (KPIs). Full details are shown in Appendix A.

Corporate Priorities

3. At the end of December 2023, all the corporate priorities were rated as 'Green' with 11 having been fully delivered. Details of these can be found in Appendix A to this report.

4. Of the remaining 33 corporate priorities two had milestones that were overdue at the end of December 2023 and these are as follows:
- Priority 2 – Proud and Connected Communities and Places: Bereavement Services
Progress on some of the milestones for this priority have been delayed due to:
 - amendments being required on the design and layout of the site following informal public consultation which has increased burial numbers to beyond 4,700 and created space for additional internment areas and locations for planting memorial trees; and
 - the Environment Agency requiring additional monitoring of drainage across the site and the progression of the planning process for the Halifax Road site in Nelson.

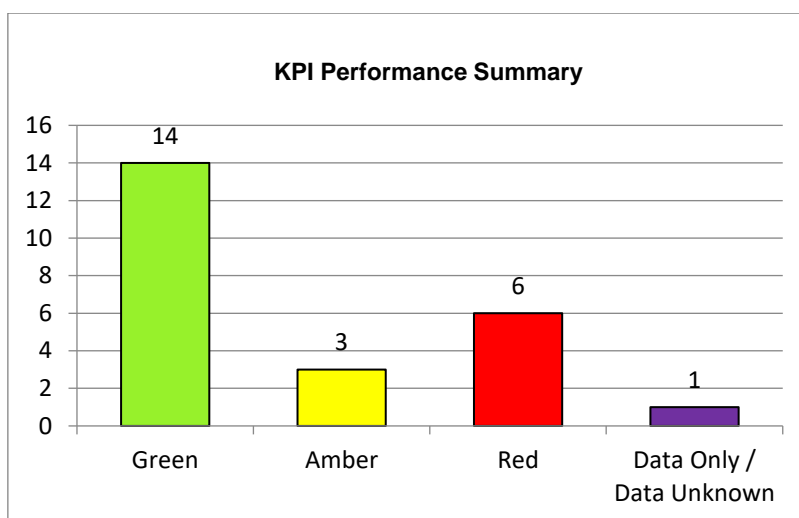
Due to these delays it is likely that the planning application will now be delayed until April 2024. As a result this priority and related milestones will be carried forward into the Corporate Plan 2024/25

- Priority 4 – Healthy Communities: Cultural Activities
Progress on submitting the required monitoring returns for the UK Shared Prosperity Fund (UKSPF) outputs and outcomes for arts and culture has been delayed due to a changed reporting deadline (from December 2023 to January 2024). Therefore, it is expected that this will be achieved during Quarter 4. Monthly meetings are held with the Council's Arts and Culture Programme Manager and the project leads for LCEP and Arts and Culture to review the current outputs and outcomes and to discuss any risk to achieving the current targets.
5. As part of the corporate planning process for 2024/25 there is an exercise underway to review the remaining current milestones to understand where it may be necessary to carry forward some of these into 2024/25. These will be confirmed in the Quarter 4 Performance Update report to this Committee.

Key Performance Indicators (KPIs)

6. 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 14 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:
7. **'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 five 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.
8. **Percentage of reported missed collections dealt with within 24hrs (WM 15)** – performance has averaged at 99.6% so far this financial year. The improvement in reporting and responding to these reports has been aided significantly by the introduction of the JADU and onboard vision technique systems now in use.

9. **Cases of homelessness prevented or relieved (HN 1(ii))** – The Homelessness Team has been exceeding their targets for the past seven 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.



10. 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). One KPI does not have a RAG status for this quarter. The reasons for this are summarised below:
11. **Sickness (Red)** – Sickness absence (BV 12) continues to be above the desired target position with performance worsening 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, most notably; 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.
12. **Food Inspections (Red)** – Performance has improved considerably on the number of food premises inspected in accordance with the food law enforcement service plan (HHED 3); however, underperformance in Qtr 2 has impacted on the cumulative figure for the year-to-date. Performance has been impacted 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. Resources have also been reassigned to remove a backlog of non-compliant food visits which were overdue from 2022/23 as agreed with the FSA. With the anticipated return of both officers later this year it is expected that this KPI will be back on track in Q4.
13. **Waste Collection (Amber)** – 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 December, January and February so it should be anticipated that this KPI will depreciate further due to the reduced amount of gardening done over winter months. This therefore means that it is unlikely that we will be able to meet the target set for the year.

14. **Planning – appeals (Red)** - 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 10 appeals were received with 8 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.

15. **Domestic Rates Collections (Red)** – The collection of domestic rates (BV 10) is down when compared to the same period in the previous year with a reduction of 3.9%. However, in Quarter 2 the collection rate was down by 5.85% when compared to the same period last year so this has improved. The variance is due to CARF (Covid-19 Additional Relief Fund) being removed and the financial burden falling back on to businesses. Performance is currently better than pre Covid-19 levels (82.3%). This will continue to be closely monitored throughout the remainder of the year in order to assess the impact on the Collection Fund.
16. **Customer Services** – Contact Centre performance for calls answered within 40secs (TS 1b - Amber) and calls abandoned (TS 2b - Red) has again fallen short of Council expectations in Quarter 3 and is part of a persisting trend of underperformance carried over from the previous reporting year. Both PI's have however improved from their Quarter 1 and 2 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 Liberata still to feedback on the Council's proposals. 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.
17. **Pendle Leisure Trust** - Whilst the total number of live members (PLT 01 – Red) is below the aspirational targets set this reflects the national trend which indicates that most leisure organisations are struggling to retain their members. That said, the number of memberships for December 2023 are an increase of over 3,000 on December 2022.
18. The number of wet side facility attendances (PLT 07a(ii) - Amber) is slightly below the aspirational targets set. Attendances have improved in Quarter 3 (92,328) when compared to the same period last year (91,082). However, the overall attendances for April – December 2023 is down by c4,000 visits when compared to the same period in 2022. This can likely be attributed to the closure of the pools at both Pendle Leisure Centre and Wavelengths due to essential maintenance earlier in the year.
19. The performance monitoring of one KPI - **formal complaints received being handled within 15 working days (DIR 1)** - is currently on hold and as such does not have a RAG status for this quarter. This is because the Complaints process is currently undergoing a review and this may indicate that a different KPI is required.

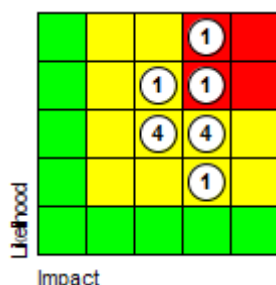
Risk Management Arrangements

20. 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.

21. To confirm, the Risk Model Matrix adopted by the Council is shown below for reference:

Likelihood	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
			Impact				

22. As reported to Members in the last Performance Update report the SRR identified 12 areas of significant strategic risk and the Council's Strategic Risk Heat Map was provided – please see below. This provided an overview of the cumulative position of Current Risk Scores:



23. A review of the SRR with each of the Risk Owners was undertaken as part of the Quarter 3 performance reporting process. Work is still underway in refining and further developing some elements of the SRR following this review. This work will also enable us to enhance the reporting process further.
24. A full update will be reported to the next meeting of the Accounts & Audit Committee in March 2023 and then to a future meeting of this Committee.
25. A Risk Management Training Programme for staff has now been developed and is currently being delivered by our insurers, Zurich, and this will continue 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 31st December 2023
2023.

LIST OF BACKGROUND PAPERS