

**REPORT OF: DIRECTOR OF RESOURCES (INTERIM)**

**TO: EXECUTIVE**

**DATE: 30<sup>TH</sup> MAY 2024**

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**PERFORMANCE UPDATE REPORT:  
1<sup>ST</sup> APRIL – 31<sup>ST</sup> MARCH 2024**

**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 – 31<sup>st</sup> March 2024

**RECOMMENDATION**

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

**REASON FOR RECOMMENDATION**

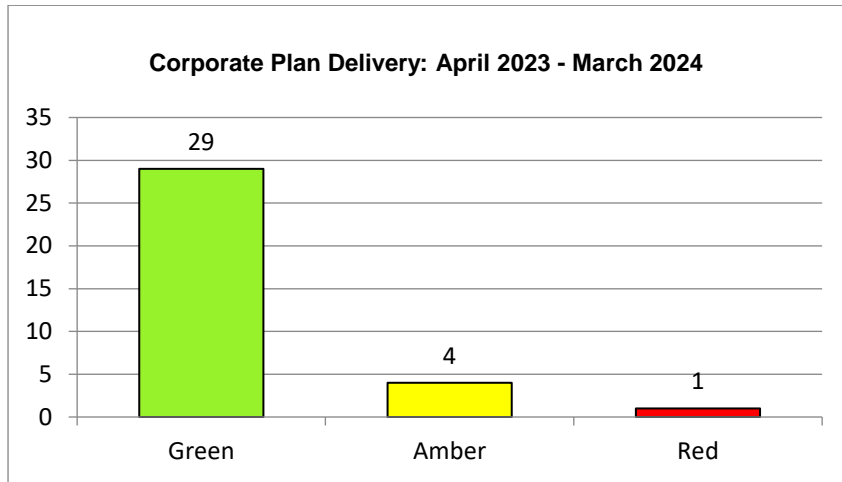
To inform the Executive of performance monitoring information relating to the Council's services.

**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 31<sup>st</sup> March 2024.
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. As detailed below, at the end of March 2024, 29 of the 34 Corporate Priorities had been completed as planned. The remaining 5 are overdue and details of these can be found in Appendix A to this report.



4. A summary of the impacts on the delivery of the corporate actions is provided below but it is important note that where priorities may not have been fully completed, significant progress in delivery has been made in all cases.
5. It is important to note that as part of the corporate planning process for 2024/25 an exercise has been undertaken to agree what remaining current milestones will be carried forward into 2024/25. These have been captured in the Corporate Plan Refresh 2024/25.
6. **CP23 1.07 – Transfer of Assets and Shared Services (73% complete)**  
 Progress has been delayed on two of the milestones under this priority, namely:
  - agreeing the principle of park transfers – Councillors requested a summit to include all Town and Parish Councils to brief and discuss the scope of transfers and potential financial impacts. This was held in January 2024 and further progress to bring this to completion is expected in early 2024/25.
  - exploring the potential for shared service arrangements on the delivery of key priorities and senior management roles where this would boost capacity – Informal discussions have taken place with neighbouring councils, but there was little appetite to explore further.
  - further work is required in exploring options regarding shared services with Pendle Leisure Trust with detailed plans and intentions still to be developed. It is expected that this work will resume following the Elections in May 2024.
7. **CP23 1.08 – Financial Resilience (80% complete)**  
 A balanced budget for 2024/25 has been set; however, there are significant use of reserve levels for 2025/26 onwards. Therefore, urgent plans now need to be developed to balance the Medium Term Financial Plan.
8. **CP23 3.08 – PEARL / PEARL Together (96% complete)**  
 Whilst this priority has not been fully completed by the end of March 2024 it is almost complete due to the considerable work that has been undertaken and good progress made. The delays have been due to unforeseen technical issues outside of our control, for which mitigations are being put into place to allow completion (e.g. appointing an environmental specialist to rehouse badgers). The final legal documents are presently being processed and are expected to be completed by June 2024.
9. **CP23 4.02 – Green Spaces (80% complete)**  
 Significant progress has been made in all areas on this priority; however, some works will continue into 2024/25 for completion, such as:

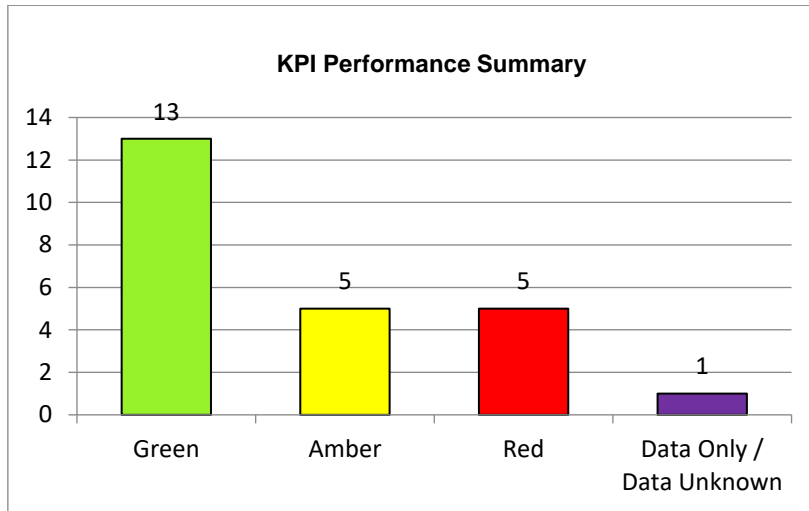
- Delivery of the Parks Levelling Up Scheme in Netherfield Road has been delayed due to poor weather conditions during Quarter 2 and 3 which were not conducive to heavy plant and ground disturbance. However, this project is 90% complete as at the end of March 2024. Completion is expected in Quarter 1, 2024/25.
- The first draft of the Playing Pitch Strategy report was received by the Council in February 2024. It is expected that this will be finalised following the next meeting with RVBC, PBC and consultants scheduled for 22<sup>nd</sup> April 2024.

10. **CP23 4.05 – Housing Standards (76% complete)**

Work to commission a housing stock condition survey has been delayed due to initial estimates / quotes indicating that this could be a cost-prohibitive exercise. However, approval from Corporate Management Team to proceed has been received with progress and completion expected by the end of Quarter 2, 2024/25.

**Key Performance Indicators (KPIs)**

11. 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 13 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:
12. **'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 six 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.
13. **Percentage of reported missed collections dealt with within 24hrs (WM 15)** – performance has averaged at 99.5% during 2024/25. 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.
14. **Cases of homelessness prevented or relieved (HN 1(ii))** – The Homelessness Team has been exceeding their targets for the past two years, 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.
15. As detailed below, we currently have 5 KPIs which are 'Red' (i.e., falling below the expected service levels / targets) and 5 KPIs which are 'Amber' (i.e., falling slightly below the expected service levels / targets). One KPI does not have a RAG status as it is a Data Only KPI. The reasons for this are summarised below:



16. **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.
17. **Food Inspections (Amber)** – 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. Performance has been impacted due to the short-term loss of personnel. One officer has been on maternity leave with a second officer undertaking an essential, statutory qualification in Animal Control. Resources had also been reassigned to remove a backlog of non-compliant food visits which were overdue from 2022/23 as agreed with the FSA. As predicted in Quarter 3, the return of these officers in late 2023/24 saw performance improve significantly, with Quarter 4 seeing performance levels of 90.6%. It is expected that this KPI will continue to perform well in 2024/25.
18. **Waste Collection (Amber)** – 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 (albeit with in-year fluctuations) since the end of lockdown; however, the aim is for these trends to be addressed by the ongoing behaviour change programme aimed at developing people's awareness and willingness to recycle.

19. **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 2023/24 25 appeals were received with 18 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.

20. **Domestic Rates Collections (Red)** – The collection of domestic rates (BV 10) is up when compared to 2022/23 with an increase of 1.49%. However, this was still below the service level expected by the Council of 98%. That said, targets had not been agreed for 2023/24. The Performance Management Framework has been re-instated for 2024/25 and targets agreed by both parties.
21. **Customer Services** – Contact Centre performance for calls answered within 40secs (TS 1b - Red) and calls abandoned (TS 2b - Red) has continued to fall short of Council expectations throughout 2023/24. It is reported that peaks in demand particularly during recovery periods is affecting overall performance levels. The Liberata Performance Framework has now been agreed and re-instated for 2024/25.

It is also important to note that Council officers are also working closely with Liberata Customer Services in the development of a new Customer Contact Strategy and in doing so, assessing and understanding the demand on services via the Contact Centre and addressing areas of failure demand. This will then enable a further review of the future KPIs / PIs required to assess performance and the success of customer journey improvements.

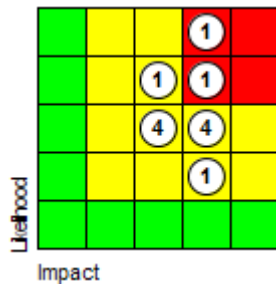
22. **Pendle Leisure Trust** - Whilst the total number of live members (PLT 01 – Amber) is below the aspirational targets set this reflects the national trend which indicates that most leisure organisations are struggling to retain their members. That said, the number of memberships for March 2024 saw an increase of 275 when compared with March 2023.
23. The number of wet side facility attendances (PLT 07a(ii) - Amber) is slightly below the aspirational targets set. Attendances have improved significantly for Quarter 4 (107,972) when compared to Quarter 3 (92,328). However, the overall attendances for 2023/24 is down by over 4,000 visits when compared to the same period in 2022/23. 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.
24. 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***

25. 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.
26. 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>				

27. 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:



- 28. A review of the SRR with each of the Risk Owners was undertaken as part of the Quarter 3 performance reporting process and a further review was undertaken by Corporate Management Team on 23<sup>rd</sup> April 2024. This has identified additional work required to further refine and further develop some elements of the SRR. This work will also enable us to enhance the reporting process further.
- 29. 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.
- 30. A Risk Management Horizon Scan session was delivered by the Council’s insurers, Zurich, to the Council’s Corporate Leadership Team on 9<sup>th</sup> April 2024 and a training programme for staff is being developed. The date for this training is yet to be agreed. A training session has also been planned for Members and is scheduled for 12<sup>th</sup> September 2024.

**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 31<sup>st</sup> March 2024

**LIST OF BACKGROUND PAPERS**