

REPORT OF: DIRECTOR OF RESOURCES

TO: EXECUTIVE

DATE: 19th SEPTEMBER 2024

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**PERFORMANCE UPDATE REPORT:
1ST APRIL – 30TH JUNE 2024**

PURPOSE OF REPORT

The purpose of this report is to provide the Executive with performance monitoring information for the period 1st April – 30th June 2024

RECOMMENDATION

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

REASON FOR RECOMMENDATION

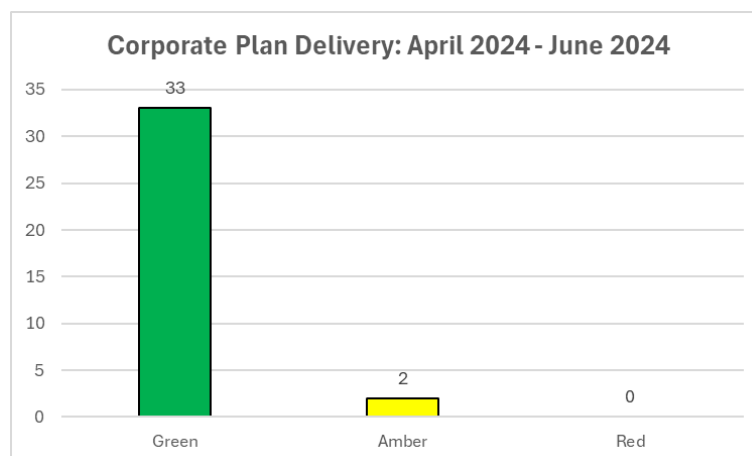
To inform the Executive of performance monitoring information relating to the Council's services.

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 KPIs and risk management arrangements as of 30th June 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 27 key performance indicators (KPIs). Full details are shown in Appendix A.

Corporate Priorities

3. As detailed below, at the end of June 2024, 33 of the 35 Corporate Priorities are green and progressing as planned, with 2 of these Corporate Priorities already being completed. The remaining 2 are slightly overdue and details of these can be found in Appendix A to this report.



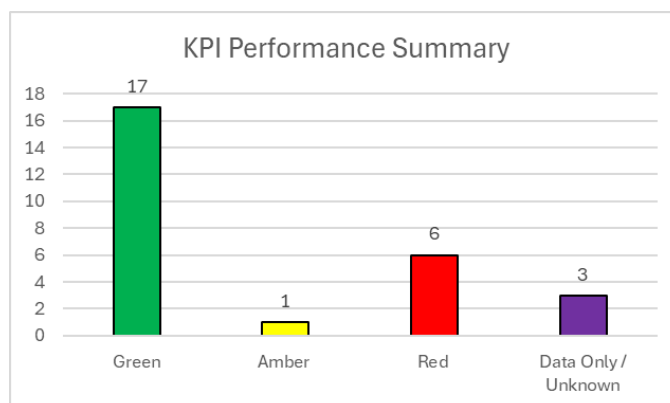
4. A summary of the impacts on the delivery of the corporate actions is provided below but it is important note that where priorities may not have been fully completed, significant progress in delivery has been made in all cases.
5. **CP24 3.04 – An ambitious Local Plan (90% complete)**
Progress has been delayed as both milestones under this priority are now overdue, but very near completion. Specifically:
 - The Council's Local Plan has been written and submitted to the Executive; however, it is now awaiting the production of final evidence before it can proceed to examination. It is expected that this milestone will complete in early Q2.
 - The incorporation of identified local green spaces into the Local Plan has mostly been completed. Sites have been out to examination by a member run steering group and an agreement has been reached on the majority of sites. The final sites will need to be agreed by the Executive in September 2024.
6. **CP24 4.07 – Taxi Licensing (95% complete)**
This priority is mostly completed with the taxi app being completed. The third-party website used for hosting is being amended and the app will be rolled out in July 2024 fully completing this corporate priority.

Key Performance Indicators (KPIs)

7. A basket of 27 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).
8. Of these 27 KPIs, 25 were due to be reported on during the period April – June 2024. The two excluded PIs are street cleanliness PIs that are not reported on during this period. This is due to the required site surveys taking place throughout June and July.
9. We currently have 17 KPIs which 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:
10. **Percentage of the total tonnage of household waste which have been sent for composting or for treatment by anaerobic digestion - Rolling Year % (WM 8d) –** In Q1 2024 this KPI has seen a significant overperformance. This is above both what was targeted and projected trends. The total percentage of waste sent for composting in Q1 is 10.81% this is the strongest performance of this KPI in just under 3 years. There is a strong

possibility that this trend will continue into Q2 before reducing in Q3 & 4 in line with seasonal trends.

11. **Percentage of payments made online by the customer (CA 10a)** – This KPI has continued its trend of upward performance in line with expectations. The total percentage of payments now made online by the customer is now just below 40% (39.77%). This is a significant milestone for the Council as it continues its digital transformation.
12. As detailed below, we currently have 6 KPIs which are 'Red' (i.e., falling below the expected service levels / targets) and 1 KPI which is 'Amber' (i.e., falling slightly below the expected service levels / targets). 1 KPI does not have a RAG status as it is a Data Only KPI. The reasons for this are summarised below:



13. **Sickness (Red)** – Sickness absence (BV 12) continues to be above the desired target however, there has been a marked improvement in performance when compared with Q4 2023/24. Since the start of Q1 there has been a gradual reduction in the number of sick days taken with sickness rates in June 2024 performing well above target. This improvement in performance can be directly attributed to the work undertaken by HR and managers, this includes; 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.
14. **Non-domestic Rates Collections (Red)** – The collection of non-domestic rates (BV 10) is performing below target indicating that the collection of non-domestic rates is behind schedule. This KPI is performing worse when compared with the same time period in 2023/24. This reduction in performance has been attributed to a large credit for a local business and changes to the Transitional Relief Scheme which has created a £1.2 million net collectable debt. These unexpected changes were not included in the initial target profile which is currently under review with the Council and Liberata.
15. **Council Tax Collections (Red)** – The collection of domestic rates (BV 9) has been performing just below target in Q1 with the figures reported in June 2024 standing at 28.42% against a target of 28.91%. Performance is just below target and should be treated as within tolerance. Historically this KPI has performed well being green in most quarters.
16. **Customer Services** – Contact Centre performance for calls answered within 40secs (TS 1b - Red) and calls abandoned (TS 2b - Red) is still below Council expectations. There have been some general improvements in performance for both KPIs, but they are still consistently performing below target. It is reported that peaks in demand, particularly during recovery periods, are affecting overall performance levels.

17. It is important to note that Council officers are 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 the customer journey improvements.
18. **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 Q1 10 appeals were received with 5 being determined in line with officer 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.

19. **Waste Services – Recycling (Amber)** – Performance relating to the percentage of the total tonnage of household waste which has been recycled (WM 8c) is only marginally below target. Current data provided by LCC shows that Pendle is generally recycling more than our nearest neighbours but is also collecting more waste through our none recycling schemes such as bulky household collections and grey bin.
20. The performance monitoring of one KPI - **formal complaints received being handled within 15 working days (DIR 1)** – has temporarily been classed as a Data Only KPI (i.e. does not have a target) because the Complaints process is currently undergoing a review which may lead to a new or redefined KPI.

Risk Management Issues

21. It is good management practice to keep under review the key risks we face to the delivery of our Corporate Priorities 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.
22. 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.
23. A review of the SRR with each of the Risk Owners is undertaken as part of the quarterly performance reporting process and reported to the Corporate Governance Steering Group and the Accounts and Audit Committee.
24. A Risk Management Training session for CMT was delivered by the Council's insurers, Zurich, on 29th July 2024. This training will lead to better and more meaningful reporting in the future.
25. A training session for Members has also been arranged and is scheduled for 12th September 2024.

26. A current summary of the risks and their respective risk scores identified in the SRR are provided in Appendix B. There are no significant issues of note to highlight at this stage.
27. 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				

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 30th June 2024

Appendix B – Strategic Risk Register Update Summary for the period ending 30th June 2024

LIST OF BACKGROUND PAPERS