

REPORT OF: DIRECTOR OF RESOURCES

TO: EXECUTIVE

DATE: 28th NOVEMBER 2024

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

PURPOSE OF REPORT

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

RECOMMENDATION

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

REASON FOR RECOMMENDATION

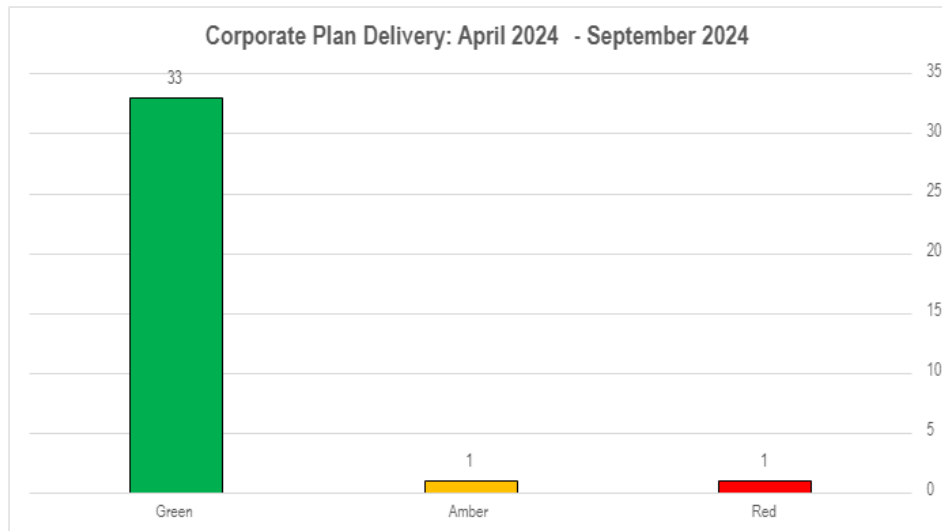
To inform the Executive of performance monitoring information relating to the Council's services.

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 September 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 26 key performance indicators (KPIs). Full details are shown in Appendix A.

Corporate Priorities

3. As detailed below, at the end of September 2024, 31 of the 35 Corporate Priorities are green and progressing as planned, with 9 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 these 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 3.01 – An ambitious Local Plan (97% complete)**
Progress was delayed earlier in the year but the plan has now been agreed at Council and will be out for publication at Regulation 19 shortly. A pre-submission meeting with PINS is scheduled for 1st November 2024.
6. **CP24 3.10 – PEARL / PEARL Together (83% complete)**
Progress has been delayed in relation to starting on site for Phase 1 at Further Clough Head development. This has been due to ongoing technical challenges surrounding the requirements for additional investigations into mine works and the relocation of a Badger Sett. PBC continues to work closely with PEARL and it is expected these issues will be resolved by January 2025.

With regards the Bankhouse Road, Nelson site, a viable scheme has been developed. Further progress has been delayed due to further market testing being undertaken to identify the market value of the site and test the financial viability of the scheme.

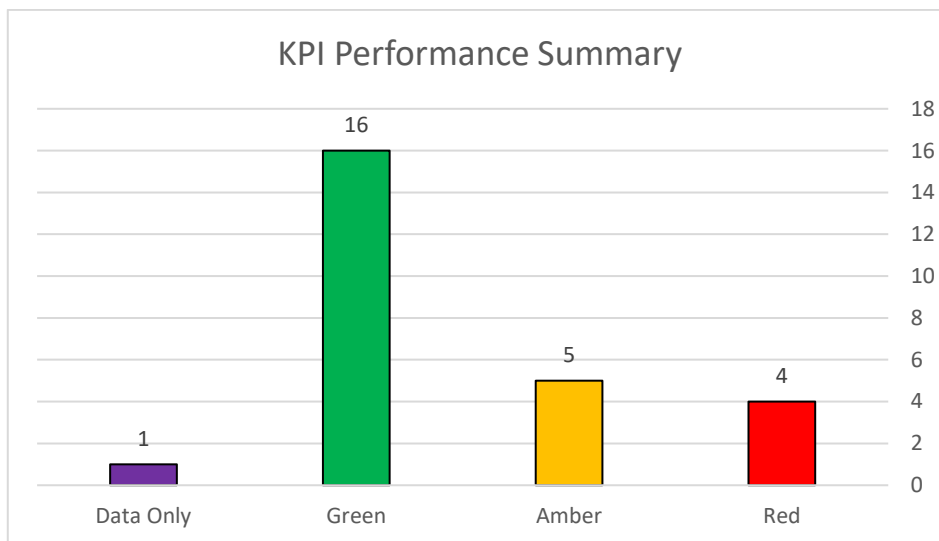
Key Performance Indicators (KPIs)

7. A basket of 26 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 26 KPIs, all were due to be reported on during the period April – September 2024.
9. We currently have 16 KPIs which are ‘Green’ (i.e., performing at or above the expected service level / target). A couple of the best performing KPI’s for this quarter are detailed below:
10. **Cases where homelessness was prevented / relieved (HN 1(ii)), and nights provided in B&B’s to homeless applicants (HN 3)**
The number of cases where homelessness was prevented or relived (HN 1(ii)) has now been performing consistently above target for 12 months. Despite the high number of housing enquiries and homelessness applications it has been possible to source social

housing and private rented vacancies to relieve homelessness. This is in large part due to the proactive approach of the Housing Team.

In addition to the strong performance above the Housing Team has also managed to significantly reduce the number of nights that homeless applicants spend in B&B's (HN 3). Over the past two quarters there has been a sustained reduction in the number of nights provided and this PI is now performing on target. This reduction in reliance on B&B accommodation brings with it significant savings.

11. As detailed below, we currently have 4 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). 1 KPI does not have a RAG status as it is a Data Only KPI. The reasons for this are summarised below:



12. **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 Quarter 2 there were 4 appeals received with 2 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.

13. **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. 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.
14. **Sickness (Red)** – Sickness absence (BV 12) continues to be above the desired target for the year-to-date; however, there has been a marked improvement in performance with the last three months having exceeded the monthly profiled targets. Since the start of the year there has been a gradual reduction in the number of sick days taken with sickness rates in August 2024 performing well above target. This improvement in performance can be directly attributed to the work undertaken by HR and managers.

This was also further evidenced by a recent Sickness Absence Audit Review which returned a rating of Substantial Assurance.

15. **IT Helpdesk Calls Resolved (Amber)** – September was the first month this year where the performance target was not met, with 8 calls not being resolved within the target time. There have been more calls raised this quarter (583) when compared to last quarter (454), a number of which related to Idox issues which needed to be passed to Idox for a solution. The Council and Liberata IT Services are working together to resolve the issues being experienced with Idox.
16. **Council Tax Collections (Amber)** – The collection of Council Tax (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.
17. **Customer Services** – Contact Centre performance for calls answered within 40secs (TS 1b – Amber) and calls abandoned (TS 2b - Red) is still below Council expectations. There have been some general improvements in performance for both KPIs, but this can be sporadic and they are still consistently performing below target. It is reported that peaks in demand, particularly during recovery periods, are affecting overall performance levels.
18. 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/ Pls required to assess performance and the success of the customer journey improvements.
19. 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

20. 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.
21. 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.
22. 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.
23. As you will recall, we reported at the last update that a Risk Management Training session had been delivered to Corporate Management Team (CMT) by Zurich (the Council's insurers) on 29th July 2024. As a follow-up to this training, Zurich also undertook a review of our Strategic Risk Register. The report contains several recommendations for improvements.

24. A Risk Management Training / Horizon Scan session was also held for Members on 12th September 2024. Whilst this session did take place, the attendance was very disappointing. However, the feedback received was valuable.
25. The Corporate Client & Governance Team are now continuing to work on all the feedback from the training sessions and on the recommendations from the review of the SRR. The team have developed proposals for the next steps in enhancing our risk management arrangements within the Council. This proposal is due to be presented to CLT in November with the proposed changes and improvements.
26. In the meantime, we continue to monitor the SRR and a summary of the risks and their respective risk scores (as at the end of September 2024) 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 September 2024

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

LIST OF BACKGROUND PAPERS