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| **Subject:**   | Quarter 2 Performance Management Report (July, August & September) 2022/23 | **Status:**   | For Publication |
| **Report to:**  | Overview & Scrutiny  | **Date:**   | 27th October 2022 |
| **Report of:** | Head of People & Policy  | **Portfolio Holder:** | Resources  |
| **Key Decision:**  |  [ ]  | Forward Plan [x]  | General Exception [ ]  | Special Urgency [ ]  |
| **Equality Impact Assessment:** | Required: | No | Attached: | No |
| **Biodiversity Impact Assessment:** | Required: | No | Attached: | No |
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| **1. RECOMMENDATIONS*** 1. **That the Overview & Scrutiny Committee consider the performance of the council detailed in this report.**
	2. **That the Overview & Scrutiny Committee identify any actions they may wish to escalate to the Cabinet for further action.**
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| **2.** | **EXECUTIVE SUMMARY**  |
|  | * The Quarter 2 (Q2) Performance Management Report is reporting for months July, August and September 2022/23.
* The report includes updates for the council’s outlined 58 Service Actions, 10 Corporate Projects, 43 Key Performance Indicators (KPI) and 11 Corporate Risks.
* Overall, the council’s performance is strong but the growing financial pressures are creating cost pressures which the council must monitor closely as the year progresses.
* The report concludes:

 - 3 Service Actions rated ‘red’ on the RAG status.  - 2 Corporate Projects rated ‘red’ on the RAG status. - 5 KPI’s rated ‘red’ on the RAG status. - 3 Corporate Risks rated ‘red’ on the RAG status.* The report highlights that during Q2 the council received 28 compliments, 34 complaints and 3 Local Government Ombudsman Enquiries.
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| **3.** | **BACKGROUND** |
| 3.1 | The purpose of this report is to provide the Overview and Scrutiny Committee with a summary of the council’s performance within Q2. The committee can play a strong role in scrutinising the council’s performance and identifying issues where members may wish further action to be taken. |
| 3.2 | The report enables the council to track its performance, especially in respect of the delivery of service actions and corporate projects which contribute towards the council’s priorities outlined within the Corporate Plan. The format and objectives of the Performance Management Report were revised at the start of this year to reflect the council’s priorities and corporate projects for 2022/23. The Q2 Performance Management Report is attached as Appendix 1. |
| **4.**  | **OVERALL SUMMARY OF PERFORMANCE** |
|  | **A Thriving Local Economy** |
| 4.1 | The Bacup 2040 project is progressing well with 7 more buildings included within the project. However, the costs of materials continuing to rise may impact the scope of the overall project resulting in a reduced scope. Inflation also remains a potential barrier for Haslingden 2040. The outcome of the Levelling Up Fund and UK Shared Prosperity Fund was expected within Q2 however, due to the considerable Government changes the outcomes are still awaited. If successful the Levelling Up Fund Bid and UK Shared Prosperity Fund would introduce significant improvements for the Local Economy, including exploring feasibility for improvements in Waterfoot.  |
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| 4.2 | The strategic outline business case for the railway link was submitted to Department of Transport at the end of September 2022. However, the recent Government announcements have indicated that the funding for the railway projects may be cut. This resulting in a delay despite the significant hard work and progression made within the business case.  |
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| 4.3 | A Housing Strategy is being drafted following extensive public consultation and is on track for adoption in early 2023.  |
| 4.4 | The Planning Service has drafted its Annual Monitoring Report which demonstrates an improvement by over 20% to the number of housing completions. The council is on track to meet its housing delivery test. Despite significant challenges, such as recruitment, the Planning Service is still meeting its statutory performance targets and continuing to provide council services.  |
|  | **A High Quality Environment**  |
| 4.5 | The operations continual improvement plan was agreed by full council in July 2022 and its implementation continues with positive results. Fly-tipping is continuing to be collected on average in less than 5 days and the Street Cleansing routes are well established. The Operations Team are continuing their hard work, this is reflected within the percentage of missed domestic bins remaining below target. The missed domestic bins for this quarter are 702 out of a total of 698,694 collected which equates to 0.1% being missed. There will be a focus on commercial bins during Q3 as collections feel below target in Q2.  |
| 4.6 | The Waste and Recycling communications campaign and pilot has been delayed this year due to the Heavy Goods Vehicle driver shortages. However, within Q2 the campaign and pilot study were successfully designed in full, this is due to be launched within Q3.  |
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| 4.7 | Operation Trident continues to prosecute those that are fly-tipping with 13 successful prosecutions within Q2, many receiving fines of £2,500. These are being extensively publicised to prevent others fly-tipping. We have received confirmation that in January 2023 stricter guidelines regarding the disposal of foam filled furniture will come into force. This is likely to increase fly-tipping and will need to be monitored closely. A new contract for issuing Fixed Penalty Notice’s for littering and dog fouling has been agreed and will run for three years in conjunction with an extension of the Public Space Protection Order which was also agreed by Full Council in August 2022.  |
| 4.8 | Within Q2 the local Pride Groups entered the Britain in Bloom and all operational services were involved in supporting the groups in some way. This involved additional grass cutting, cleansing, painting subways and fencing replacements. It is a credit to our Pride Groups that our towns looked fantastic for the judges.  |
| 4.9 | Rossendale Forest will expand again in size as we enter the autumn planting season. Discussions are taking place with Ribble Rivers Trust, to provide trees, and with a variety of landowners to provide land. We have a number of volunteers lined up to help us plant the trees.  |
|  | **Healthy and Proud Communities**  |
| 4.10 | Q2 saw the first meeting of the Rossendale Population Health Board which focused on mental health. This brought together local providers with Lancashire wide deliverers. A key action is to work together on implementing local mental health hubs. We also established a local Mental Health Action Group who are establishing key actions to take forward together. The cost of living crisis will continue to challenge our residents and a separate financial vulnerability group has produced guidance for partners and residents to help.  |
|  | **Effective and Efficient Council**  |
| 4.11 | Performance for Revenues and Benefits was very strong in Q2 achieving all targets which is expected in Q2 as demand on services is traditionally lower than Q1 and Q4.  |
| 4.12 | The council still has increasing financial pressures. Although the council is managing the financial pressures to the best of its ability, the post Covid-19 impact on collection rates, inflationary pressures associated with energy prices and the anticipated higher than projected annual pay settlement continues to place the council’s revenue budget under pressure. |
|  | **Overview of Service Actions, Projects and KPI’s**  |
| 4.14 | This report sets out the performance against the Corporate Plan and service delivery measures. Performance is assessed based on the delivery of service actions and key corporate projects against the measures set out in the Corporate Plan 2021-25 along with performance indicators for services. The service actions and corporate projects are referred to in more detail in the Q2 Performance Management Report, pages 2-25.  |
|  | Overall performance is as follows:

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|  | **Green** | **Amber** | **Red** | **Unknown** |
| Corporate projects | 6 | 2 | 2 | - |
| Service actions | 46 | 9 | 3 | - |
| Performance indicators | 29 | 5 | 5 | 4\* |
| Risks | 3 | 5 | 3 | - |
| \*Annually Reported  |

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| 4.15 | Summary of performance indicators is as follows:

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|  | **Green** | **Amber** | **Red** | **Unknown** |
| A Thriving Local Economy  | 5 | 1 | - | 4 |
| A High Quality Environment  | 5 | 1 | 3 | - |
| Healthy and Proud Communities  | 5 | - | 1 | - |
| Effective and Efficient Council | 14 | 3 | 1 | - |

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| 4.16 | 67.4% (29) of performance indicators are performing on or above target, green RAG status, at the end of Q2. Those indicators performing below target have action plans outlined with measures that will be put into place to improve performance. 11.6% (5) of the performance indicators have finished in the red RAG status at the end of Q2. |
| 4.17 | The performance indicators in ‘red’ status and improvement measures are as follows: |
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| **Priority B** | **Performance Indicator** | **Target** | **Q1 2022/23** | **Q2 2022/23** | **Status** |
| 5 | Percentage of the total tonnage of household waste which has been recycled and composted.  | 38% | 35.35% | 32.8% | **RED** |

The data above needs verifying by Lancashire County Council. We are aware of issues at the material recovery facility in fining companies to take recycled waste which has led to a higher than expected amount going to landfill. |
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| **Priority B** | **Performance Indicator** | **Target** | **Q1 2022/23** | **Q2 2022/23** | **Status** |
| 7 | Number of collections missed per 1,000 collections of commercial waste. | 5 | 5 | 9.73 | **RED** |

Further analysis of the data has shown that the majority of the missed bins were related to inconsiderate parking, which is beyond the council’s control.  |
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| **Priority B** | **Performance Indicator** | **Target** | **Q1 2022/23** | **Q2 2022/23** | **Status** |
| 8 | Subscribers to the garden waste service – per annum, reported in Q3. | 7700 | - | 7240 | **RED** |

The number of garden waste subscribers will be finalised within Q3 however, the projections show that the target may not be met. This is expected due to the cost of living crisis, the council has received lower than expected sign ups from May onwards. Furthermore, the two previous year’s figures could have been inflated due to Covid-19 as more people were working from home/not working and had more time to spend in their gardens.  |
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| **Priority C** | **Performance Indicator** | **Target** | **Q1 2022/23**  | **Q2 2022/23** | **Status** |
| 4 | Number of households in Temporary Homeless Accommodation. | 12 | 16 | 17 | **RED** |

There are a number of factors that have impacted the number of households in temporary accommodation. There is a lack of availability in the private rented and social rented sectors, as well properties in the private rented sector being out of the reach of the majority of households that we work with due to the increases in rents. The lack of permanent housing options has resulted in households remaining in temporary accommodation for much longer periods than before Covid-19. There has also been an increase in private rented landlords pursuing possession through the courts. The delays in the Dark Lane development have also had an impact on the number of households in temporary accommodation as there are two households that have been offered properties on this site. Since 1st April 2022 the team have seen an increase of 21.5% or 103 additional approaches for housing assistance compared to the same period last year. |
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| **Priority D** | **Performance Indicator** | **Target** | **Q1 2022/23**  | **Q2 2022/23** | **Status** |
| 14 | Staff turnover is in line with national average – per annum, cumulative figure. | 15% | 3.52% | 8.76% | **RED** |

The cumulative staff turnover at the end of Q2 is 8.76%, which is an increase of 5.24% from the Q1 cumulative figure. Recruitment continues to be challenging particularly within professional and senior officer roles in Planning and Finance. During Q2 the Chief Executive and Director of Economic Development have submitted their resignations and are due to leave the council early January 2023. Recruitment has commenced for both of these roles and it is intended appointments will be approved at Full Council in December. The main reason cited for failure to recruit or retention of staff is the lower salaries compared to the private sector and other local authorities, other reasons include opportunities to work more agile and career progression. Vacant posts have had a detrimental impact on the morale of staff and additional pressures to maintain delivery of services. Work has been completed and is ongoing to promote the council as an employer of choice, including the introduction of an Employee Assistance Programme, review of the flexible working arrangements, review and grading of job roles. HR and managers are to complete an options appraisal exercise throughout the recruitment process to support a successful appointment. |
| 4.18 | **Use of RIPA** – As recommended by the Investigatory Powers Commissioner’s Office, the council is required to monitor and report on the use of authorisations under the Regulation of Investigatory Powers Act (RIPA). There have been no authorisations sought in Q2. |
| 4.19 | Performance indicators are referred to in the Q2 Performance Management Report, pages 26-28. |
|  | **Compliments and Complaints** |
| 4.19 | **Compliments**

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|  | **Q2 2021/22** | **Q1 2022/23** | **Q2 2022/23** |
| Number of compliments | 34 | 27 | 28 |
| Highest nature of compliments | 70% (24)Staff member/Team | 78% (21)Staff member/Team | 79% (22)Staff member/Team |
| Highest Service Area with compliments  | Economic Development - 9Operations - 9 | Operations - 18 | Operations - 18 |

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|  | The number of compliments has increased by one in Q2 when compared with the previous quarter, but is lower when compared to Q2 last year. Q2 continues to see the top nature of compliment as ‘Staff member/Team.’Over Q2 compliments were received across a wide range of service areas including: Corporate Support, Legal & Democratic, Operations and Public Protection Unit. |
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| 4.20 | **Complaints**

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|  | **Q2 2021/22** | **Q1 2022/23** | **Q2 2022/23** |
| **Number of complaints** | 34 | 41 | 34 |
| **Highest nature of complaints** | 29% (10) – Bins/bin collection | 29% (12) – Bins/bin collection | 35% (12) – Bins/bin collection |
| **Highest Service Area of complaints** | Operations – 12 | Operations – 21 | Operations – 15 |

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|  | The number of complaints received in Q2 has decreased by 7 when compared with the previous quarter, and is the same amount when compared to Q2 last year. |
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| 4.21 | **Local Government Ombudsman (LGO) Enquiries** In Q2 three new enquiries were received from the LGO, concerning Benefits and Tax, Environmental Services and Public Protection and Regulation, and Planning and Development. All three were closed after initial enquiries with no further action. One enquiry which was carried over from Q1 will be carried over to Q3 as the Council is waiting for a decision from the Ombudsman. A press enquiry received in Q2 has reported that the council has had a high number of Ombudsman complaints and a high number of complaints upheld. The annual reports from the Ombudsman show that over the last 6 annual reports there has been a total of 21 investigations with a total of 12 upheld complaints. This number remains low, particularly considering it is over a 6-year period.Compliments and complaints are referred to in the Performance Report, pages 29-30**.** |
| **5.** | **RISK**  |
| 5.1 | The council has reviewed and continues to monitor the council’s corporate risks. The corporate risks as categorised at the end of Q2 are as follows:

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|  | **Quarter 2 2022/23** |
| **Low** | 3 |
| **Medium** | 5 |
| **High**  | 3 |

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| 5.2 | The corporate risks rated as ‘red’ are as follows:  |
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| **Corporate Risk 1** | **Likelihood** | **Impact** | **Overall risk** | **Status** |
| Sustainability of the Medium Term Financial Strategy (MTFS) | **A** | **1** | **A1** | **RED** |

The February 2022 MTFS indicates that the MTFS funding gap will continue to increase over the current lifecycle unless further savings/income generation schemes are identified. The impact from the employers pay offer, the current economic crisis as well as the increased uncertainty around future central government funding following the formation of the new Government, is placing significant additional pressure on the MTFS. Officers are seeking to maximise efficiencies and make savings wherever possible, however following the years of austerity the council has already suffered, opportunities for making savings without affecting services delivery are minimal. The council is also striving to maximise income opportunities through its ongoing property reviews and subsequent marketing of sites and rent reviews. It is likely that the legal claims arising from the Empty Homes scheme will also have an adverse impact on the MTFS if settled in the claimants’ favour. Officers are monitoring the scheme closely and managing the claims where possible.

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| **Corporate Risk 6** | **Likelihood** | **Impact** | **Overall risk** | **Status** |
| Sustainable Workforce  | **B** | **2** | **B2** | **RED** |

The cumulative staff turnover at Q2 is 8.76% within the red RAG status. Recruitment continues to be challenging with senior officer and professional roles which is causing workload issues on teams. During Q2 three Head of Service roles have been advertised, Head of Housing and Regeneration role has been appointed, recruitment to Head of Financial Services and Head of Environment is ongoing. Both absences due to Covid-19 and the Heavy Goods Vehicle driver shortage has now reduced, and the number of days lost due to sickness absence per full time equivalent employee at Q2 is 4.37% within the green RAG status.  |
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| **Corporate Risk 11** | **Likelihood** | **Impact** | **Overall risk** | **Status** |
| Financial Sustainability of Council Owned Leisure Assets | **A** | **2** | **A2** | **RED** |

The key risk to the financial sustainability of the Trust is no longer Covid-19 but the cost of living crisis. In particular fuel inflation and the high rise in the Living Wage has impacted on the Trust and they are now projecting a 600k deficit for the current year. A report is to be taken to Full Council in November 2022 to outline how this risk is being mitigated as much as possible, however many of the factors are beyond the Trusts’ and the council’s control. To date no specific help has been announced by Government.  |
| 5.3 | The risks will continue to be monitored by Management Team on a regular basis and are referred to in the Q2 Performance Management Report, pages 31-42.  |
| **6.** | **FINANCE**  |
| 6.1 | Financial implications and risks arising are identified within the report. |
| **7.** | **LEGAL** |
| 7.1 | There are no immediate legal considerations attached to the recommendations in this report. |
| **8.** | **POLICY AND EQUALITIES IMPLICATIONS** |
| 8.1 | Effective performance management is very important to the council, and the council is committed to improving on an on-going basis how it operates and how it can improve the services it offers and delivers. In completing this report, consultation has been undertaken with the Management Team and Portfolio Holder for Resources. |
| **9.** | **REASON FOR DECISION**  |
| 9.1 | Monitoring of the councils performance management will enable the Overview & Scrutiny Committee to identify any actions, projects, performance indicators or risks they may wish to escalate to the Cabinet for further action. |

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| **Background Papers** |
| Q1 Performance Management Report | Appendix 1 |