

Appendix A

**STRATEGIC MONITORING STATEMENT
FOR PERIOD ENDED 30th JUNE 2016**

1. Introduction

1.1. This Statement brings together performance information on our service and financial plans and performance. The structure of the Statement generally follows the format of the Council's current Strategic Plan, reporting progress in relation to the Council's strategic objectives. This Statement will generally be updated on a quarterly basis.

2. Strategic Objective 1 – Working with Partners and the Community to sustain services of good value

2.1. In relation to our performance against the actions shown in the Strategic Plan under this objective, the key highlights up to 30th June 2016 include:-

- the Executive agreeing to reconvene the all-party Budget Working Group to consider ways in which the financial challenges faced by the Council can be dealt with. The first meeting of the Group took place in June 2016 at which an update on the Council's Financial Strategy and Medium Term Financial Plan was provided. A further meeting will take place on 30th August 2016;
- Discussions with local Town and Parish Councils to consider the transfer of services and facilities. The programme for 2016/17 was considered by the Transfer of Services Working Group in early April. This includes ongoing work re the transfer of Play Areas/MUGAs, review of options for the provision of Parks. Progress has also been made on the transfer of responsibility for C.C.T.V with an expectation that the new arrangements will be operational from November for those local councils taking the service on;
- the renewal of the Garden Waste subscription scheme (including an enhancement to the payment options with the inclusion of both Allpay and Automated Telephone Payments);
- the Contact Centre is continuing to work with DWP in the delivery of Universal Credit and Personal Budgeting Support to enable the most vulnerable citizens to understand the welfare reform changes. At the same time, the Welfare Reforms Group – comprising partner organisations such as the DWP, Citizens Advice Bureau, Liberata, Housing Pendle – has met to consider ways in which partners can work better together to help those affected by changes in the welfare system;

2.2. Details of the Council's overall financial performance to date are shown in the appendices below. However, some of the key financial highlights to date under this strategic objective include:-

- As at 30th June the subscription scheme for Garden Waste collection had yielded income of £225,180 equating to 7,506 bins;
- The Council's draft Statement of Accounts for 2015/16 was completed and published on-line by 15th June. Notice was given of the period for public inspection running from 16th June to 27th July. The aim had been to prepare the draft accounts earlier than in previous years so that the audit by Grant Thornton could be completed and reported to Accounts and Audit Committee in late July. This was achieved.
- A report on the Council's Financial Strategy and Medium Term Financial Plan was submitted to the Executive in May. In the context of expected continuing reductions in government funding, this highlighted a shortfall of funding over the next 3 years of £4.8m.

3. Strategic Objective 2 – Helping to Create and Sustain jobs with strong economic and housing growth

3.1. In relation to our performance against the actions shown in the Strategic Plan under this objective, the key highlights up to 30th June 2016 include:-

- continuing to work with other Councils in Lancashire on the development of a Combined Authority for Lancashire. The One Public Estate Expression of Interest was submitted in May and was successful in securing £50K. Work is now progressing on the full bid. A housing group is being set up for the Devolution Deal;
- the start of enabling works at Brierfield Mill so that it is possible to commence the redevelopment of the site. Significant progress has been made to secure the funding from the Lancashire Enterprise Partnership (LEP) and Lancashire County Council which will mean that work to provide accommodation for with Burnley FC In the Community, Lancashire Adult Learning College and Training 2000 should start in September 2016.

Alongside this, the plans to compulsory purchase sites to the north/south of the main development site are progressing. In the meantime, the Council has acquired the Railway Tavern on Glen Way, further details of which are included in a report elsewhere on the Agenda for this meeting.

- The Council has been allocated £1.5m from Lancashire County Council towards the development of the extension to the Lomeshaye Industrial Estate. Discussions are ongoing with the County Council on the proposals in order to secure the funding;

- The Executive has agreed an allocation of £500k for a Brownfield Sites Grant Fund. This is intended to help those owners of small brownfield sites which have received planning consent bring them forward for development. An update was also provided on the work to bring forward both the Oak Mill, Colne and Brook Shed, Earby sites using the Brownfield Development Fund;
 - Following the review of Strategic Assets, work is progressing on the development of Further Clough Head for residential development. All documents for the Planning Application are now prepared and waiting to be submitted;
 - The development of a scheme of selective licensing for parts of Colne is progressing with a public consultation planned for August 2016;
 - The bi-annual Pendle Business Awards supported by the Pendle Vision Board were held in June at the Fence Gate, which was very successful and has attracted good public relations and many compliments post the event;
 - Three grants for growth business have been supported under the Gearing up for Growth Scheme. Four new business start-ups have been achieved in the first quarter of the year and 69 businesses have been engaged with. A report elsewhere on the Agenda for this meeting seeks approval to a programme of investment under the Gearing up for Growth project for the next three years;
 - continued development work with PEARL2, our joint venture partnership with Barnfield Investment Properties, on a range of projects. An update on the programme for 2016/17 was reported to the Executive in June and can be read [here](#) (item 4 refers);
- 3.2. Details of the Council's financial performance to date are shown below. However, some of the key financial highlights under this strategic objective include:-

- Loan funding of £1.51m has been secured under the Builders Finance Fund to assist with the development of housing at the Clitheroe Road site in Brierfield;
- A proposal to sell council land at Red Lane, Colne for housing development is presented elsewhere on this agenda with a potential capital receipt of £1.26m;
- A bid has been submitted to the Homes and Community Agency's Starter Homes Programme for a range of both Council and privately owned sites. The outcome of the bid is not yet known.

- In response to a request for bids from the Lancashire Enterprise Partnership for Growth Deal Round 3, the Council has put forward a range of both economic development and housing proposals. These include bids for the extension of Lomeshaye Industrial Estate, extension of West Craven Business Park, employment sites at Reedyford Mill/Riverside Mill, Nelson Town Centre Regeneration and housing sites at Halifax Road, Brierfield and Further Clough Head, Nelson.

4. Strategic Objective 3 – Helping to create and sustain resilient communities

4.1. In relation to our performance against the actions shown in the Strategic Plan under this objective, the key highlights up to 30th June 2016 include:-

- Work on the implementation of the Public Space Protection Orders for Park, Sports Pitches, Local Nature Reserves, Town Centres and back streets with alleygates is continuing. A period of informal consultation is currently underway with a view to a formal consultation in November 2016 (as set out in the timetable reported previously to the Executive).
- The construction of a new wall and bund (with an increased height) on Skipton Road at Ghyll Meadows, Barnoldswick, is nearing completion. Encouraged by the Environment Agency (Lancashire and Cumbria), we have submitted a bid to DEFRA for a scheme (to be delivered by Pendle) to divert and upsize the existing culvert through the Ghyll Meadows estate. We continue to work with all flood risk management authorities in Earby to alleviate flooding problems. The Environment Agency (Yorkshire) is in the final stages of preparing a scheme to repair the Victoria Clough culvert. Working with councillors, town councillors and flood wardens, the Environment Agency is leading on the preparation of a comprehensive Earby Community Flood Plan.
- Ongoing support has been provided to residents and businesses affected by flooding as a result of Storm Eva in December 2015; financial support has been provided in line with Government criteria as part of its funding package to aid recovery;
- Development of a public health ‘offer’ based on the work of the Kings Fund which articulates how services delivered by Councils such as Pendle might be used in conjunction with County Council and Local Health Services to prevent admissions to hospital. This is considered further in a report elsewhere on the Agenda for this meeting.

5. Strategic Objective 4 – Maintaining a sustainable, resilient and efficient organisation

5.1. In relation to our performance against the actions shown in the Strategic Plan under this objective, the key highlights up to 30th June 2016 include:-

- Achieving the first major milestone with the IDOX Project with the Planning and Building Control modules going live (following significant effort to map and extract data). The system is also being used by Localities and for recording Contaminated Land. Work has since commenced on the configuration of the system for Housing, Environmental Health and Waste Management (to replace the Flare System) which are all expected to go live in early September;
- A project to digitise the Council's asset base
- Phase 1 of the Customer Access Management Strategy has been implemented (Council Tax access) and work is underway on Phase 2 (Housing Benefit access).
- The Contact Centre successfully retained the National C.C.A. Accreditation with no areas recommended for improvement. The National Awards take place in October;
- Monthly reviews are being undertaken of the Corporate Peer Challenge Action Plan, with reports due to go to the Executive on 15th September and Council on 20th September, with a view to the Peer Review Team returning to assess progress in October.

6. Performance Indicators

- 6.1. A basket of 25 corporate key performance indicators (KPIs) has been devised to provide Members with a gauge of performance representing a range of services delivered by and on behalf of the Council. The performance information for these KPIs, for the period 1st April 2016 – 30th June 2016, is provided at [Appendix 1](#).
- 6.2. Please note that of the 11 KPIs that are not performing on target, performance has deteriorated on six when compared with the year-to-date performance reported at Quarter 1 2015/16. The table below provides details:

PI	Good Performance is....	Apr 15 – June 15	Apr 16 - June 16
BV10 Percentage of Non-Domestic Rates Collected	Aim to Maximise	30.33%	28.81%
BV12 Working Days Lost Due to Sickness Absence	Aim to Minimise	1.052days	1.271days
HN 1 Recording cases where positive action is taken to prevent or relieve homelessness (per 1,000 households)	Aim to Maximise	0.92	0.76
PBC 6 - % of 'Minor' planning applications determined within 8 weeks	Aim to Maximise	76%	72.34%
PBC 7 – Percentage of 'Other' planning applications determined within 8wks	Aim to Maximise	83.08%	68%
WM 8c – Percentage of total tonnage of household waste which has been recycled – Rolling Year %	Aim to Maximise	24.27%	23.70% (includes estimated figures)

- 6.3. The table below provides details of the remaining 5 KPIs that are not performing on target which demonstrates how performance has improved when compared with the year-to-date performance reported at Quarter 1 2015/16:

PI	Good Performance is....	Apr 15 – June 15	Apr 16 - June 16
DIR 1 – Percentage of complaints handled within timescales	Aim to Maximise	78.5%	87.1%
TS 1b – Percentage of telephone customers greeted within 40 seconds: cumulative	Aim to Maximise	63.76%	69.17%
TS 2b – Percentage of call abandonment	Aim to Minimise	8.76%	7.95%
WM 8d - % of total household waste sent for composting or treatment by anaerobic digestion (Rolling Year %)	Aim to Maximise	8.73%	11.76% (includes estimated figures)

- 6.4. The Executive is requested to review the performance information provided in Appendix A and comment as appropriate on any matters of concern and that may need further action to be taken.
- 6.5. Once again the key issues with performance relate to planning applications and appeals, homelessness, recycling and complaints. These are issues which have been brought to the attention of Members throughout the year and a brief synopsis for each area is provided below for reference.

Planning applications and appeals

- 6.6. Performance is often primarily affected by deferrals and late call ins to Committee. However, performance relating to determining major applications and appeals this quarter has been excellent.
- 6.7. As reported in previous quarters, one key area requiring Members' attention relates to delegation levels for planning application determinations and appeals needs to be brought to the attention of Executive Members.
- 6.8. Section 62A of the Town & Country Planning Act 1990 allows certain applications to be made directly to the Secretary of State where a local Planning Authority has been designated. This relates to the performance in dealing with major planning applications within the statutory 13 week period as well as the percentage of major applications that are overturned at appeal.
- 6.9. Recent changes have been made in respect of the standards that Councils need to achieve in dealing with major planning applications. Published national criteria for the designation of standards authorities for planning performance are now that 50% of major applications should be determined in the statutory period and that the threshold for major applications being overturned at appeal is to be lowered from 20% to 10%.
- 6.10. Performance on both determining applications and appeals is heading towards those thresholds despite 100% of major applications being taken to Committee in time. However, no further deterioration has occurred during this quarter. The calculation for all of the statistics is based on a two year rolling assessment.
- 6.11. The Housing and Planning Bill also proposes to allow the Secretary of State to designate Authorities in relation to non-major applications.
- 6.12. The Executive is requested to note this issue at this stage. A further report will be brought before Members should performance deteriorate further.

Homelessness

- 6.13. It is becoming increasingly difficult to prevent or relieve homelessness and this is due to all the reasons detailed in Appendix A. A watching brief will be kept on this with a view to considering what action can be taken should the position remain unchanged.
- 6.14. One of the key barriers to preventing or relieving homelessness, and one which is expected to escalate, is the language barrier. This is due to the increasing number of European residents settling in Pendle. Access to the necessary translation services is limited and costly.
- 6.15. Other factors leading to greater difficulty in preventing homelessness include less Registered Provider accommodation becoming available; clients presenting with more complex needs which can create higher risks for prospective landlords; the private rented sector requiring cash payment towards bonds, rent in advance and administrative fees; etc.

Complaints

- 6.16. Consistently fulfilling the response times for the complaints received continues to be an issue. However, performance has improved this quarter and further improvements should be evident as the wholesale review of the complaints procedure and the embedding of the Complaints Working Group progresses.

Waste & Recycling

- 6.17. There are a number of factors which affect performance in this area which are out of our control; for example, LCC stopped paying third party recycling credits to the voluntary sector in 2014/15 which resulted in a loss of approx. 90 tonnes of recycling during the first year; LCC's recycling facilities; etc.
- 6.18. Also, the introduction of charges for garden waste collection has seen an expected decrease in composting tonnages. However, the scheme has also earned the council over £160,000 net income per year from 7,900 households subscribing to the new payment scheme.
- 6.19. The targets set are aligned with those of the Lancashire Waste Strategy which are challenging. Also, current performance is estimated whilst we await confirmed figures from WasteDataFlow (data from Quarters 2, 3 and 4 2015/16 are still unconfirmed as yet).
- 6.20. We are constantly reviewing our services to see if we can increase our recycling rates within the constraints of LCC's cost sharing agreement, and within budget limits.

Sickness Absence

- 6.21. Another issue for Member's attention is sickness absence. There has been an increase in short term absence in the first 2 months of this year, with Environmental Services, Waste seeing the biggest increase, followed by Housing & Economic Development and Environmental Health when compared with the same period as last year. Long term sickness is slightly lower than last year.
- 6.22. The reasons for short term absence include shingles, chest infections and vomiting absences. For long term sickness, absences include surgery and post-operative recovery and MS relapse.

7. Financial Performance

General Fund Revenue Budget

- 7.1. As at 30th June 2016, the forecast outturn position on the General Fund Revenue Budget is an underspend of £6,990 when compared to the approved budget for the year. This consists of the following:

	£
Overspend on Net Cost of Services	2,010
Net Movement on Corporate Income/Expenditure	(9,000)
Change in Use of Reserves	0
Net Overspend	(6,990)

- 7.2 Assuming this position is maintained until the year end, it will result in a net contribution from the Budget Strategy Reserve of £1,521,500 rather than the approved budget contribution from the reserve of £1,528,490. The Approved Budget for 2016/17 represents the original budget as approved by Council in February adjusted for slippage of £185k as agreed by the Executive at its meeting in June.
- 7.3 The main variances contributing to this position are as follows:-

Net Cost of Services

Donations – contribution to CVS (+£10k); Neighbourhood Services projected net spend on CCTV (+£27k); Liberata re Council Tax Support Admin Subsidy (-£24k); Planning, Building Control and Licensing consultancy (-£4k); Environmental Services net additional income (-£7k). Net other small variances (£2k).

Corporate Income and Expenditure

Additional income of £9k has been received being the Council's share of 'retained' New Homes Bonus which has now been released by DCLG.

Contribution from Reserves

No variances are projected at this stage. The budget adjustments shown primarily reflect approved adjustments in respect of 2015/16 slippage requests and the return of £40k to the Area Committees as agreed at the June Executive.

A summary view of the above is presented in [Appendix 2](#).

Implementation status of agreed budget savings 2016/17

- 7.4 A number of budget savings were agreed by Council in February for implementation in the current year. Details are listed in [Appendix 3](#) together with an update on the implementation status of each. The only material variance identified at this stage is in relation to CCTV provision with the new arrangements involving Town Councils being delayed.
- 7.5 Budgeted savings resulting from changes in the delivery of Waste Management Services are on track despite a separate procurement exercise failing to identify a suitable alternative contractor. Additional fee income is forecast in lieu of the budget saving agreed.
- 7.6 These projections have been factored in to the summary shown in Appendix 2.

General Fund Capital Programme

- 7.7 The Capital Programme 2016/17 Summary Position Statement at 30th June is shown at [Appendix 4](#). Whilst at this early stage no variances are identified the main points to highlight are as follows:
 - the approved capital programme, adjusted for slippage brought forward from 2015/16 (as per June Executive meeting) is valued at £8.8m;
 - spend as at the end of June was £0.5m representing c6% of the approved programme;
 - the 2016/17 Better Care Fund allocation for Disabled Facilities Grants has been confirmed at £769k, more than double the amount included in the draft capital programme when set in February (£370k).

Collection Fund

Business Rates

- 7.7 The current year represents the fourth year of the business rates retention system. Under this system the Council now retains a share of business rates (40%) and has the opportunity to benefit from a share of any growth in the local business rate tax base. Under this system the need for effective collection mechanisms and regular monitoring and reporting has taken on greater significance compared with the former regime under which the Council simply acted as agent collecting on behalf central government.
- 7.8 One of the main variables in business rates income is the position on outstanding appeals. As at the 30th June 2016 there were 379 appeals lodged with the VOA. Our external rating advisers estimate that after allowing for expected withdrawals that there are currently 214 appeals outstanding with a combined rateable value currently of £19.2m. This represents a significant sum set in the context of a total rateable value of £53m. A provision for appeals of £3.66m was made when closing the accounts for 2015/16; this provision is shared with the Government, County and Fire Authority in prescribed proportions. Pendle's share at 40% is (£1.466m).
- 7.9 The extent to which this provision is adequate or not could have a potential impact on our share of rate income in this and subsequent years. Progress on appeals is slow and it may be some time before any real clarity or certainty emerges regarding the financial implications of outstanding appeals.
- 7.10 For 2016/17 the approved revenue budget includes net income relating to business rates of £4.2m. The outturn for 2015/16 resulted in a deficit of £2.822m (against a projected deficit of £1.293m).
- 7.11 The Council's share of this additional deficit is £0.6m which will be recovered in 2017/18. Provision has been made for this in closing the accounts for 2015/16 and subsequently approved by the Executive when it agreed an additional contribution to reserves for business rates volatility of £600,000 in June.
- 7.12 The collection of business rates is behind profile at the end of the first quarter at 28.81% against a target of 30.32%.

Council Tax

- 7.13 Overall performance on the collection of council tax as at 30th June is slightly ahead of profile at 29.26% compared to an estimate of 29.24%.

8. Risk Management Issues

- 8.1 It is good management practice for us to maintain under review the key risks we face to the delivery of our Strategic Objectives as set out in the Strategic Plan. Following an assessment by the Corporate Governance Group, the table below shows our top strategic risks (based on residual risk scores and in no particular order):

No.	Risk Identified	Residual Risk Score	Change from last report
1	Failure to optimise Pendle's economic growth / development within the region	9	U/C
2	Failure to bring development forward in line with the adopted Core Strategy leading to missed opportunities for growth in employment and housing	9	U/C
3	Failure to deliver a balanced housing market with reference to need and demand	9	U/C
4	The Medium Term Financial Plan is not sustainable	9	U/C
5	Financial Position of Leisure Trust leading to inability to sustain existing service	9	U/C
6	Impact on the Council's capacity / viability of organisational change linked to on-going reductions in local government funding	8	U/C
7	Lack of cohesion between communities	8	U/C
8	Arrangements for Public Health in Lancashire fail to deliver health improvements in Pendle	7	U/C
9	Failure to make an impact on young people not in education, employment or training	7	U/C
10	Failure to limit the amount of household waste to landfill sites	7	U/C
11	Introduction of the Universal Credit (and impact on Liberata contract)	7	U/C

*Scores based on a risk matrix ranging from 1 (lowest level of risk) to 9 (highest level of risk)

- 8.2 Where it is necessary, pro-active risk management measures are being implemented to ensure that the Council is able to manage effectively the risks to the delivery of services.
- 8.3 The Corporate Governance Group will continue to meet on a quarterly basis to review and update the Council's Strategic Risk Register. Thereafter, details of the Strategic Risk Register will be presented to Management Team and a summary of changes to the Strategic Risk Register will be reported to the Accounts and Audit Committee.

9 Human Resources Information

- 9.1 On 30th June 2016, the Council's staffing establishment comprised 234 full time equivalent staff (FTEs).
- 9.2 As at the end of May 2016, the number of working days lost was an average of 1.271 days per person which was 0.238 above the projected level of 1.033 days. This is a disappointing start to the new financial year and measures are being taken to improve on this area.

Strategic Monitoring Report – Key Performance Indicators Quarter 1, 2016/17

Generated on: 12 July 2016

Appendix 1

Key:

Status: Performance Against Target	
	This PI is significantly below target.
	This PI is slightly below target.
	This PI is on target.
	Performance for this PI cannot be measured.
	Information only PI.

STRATEGIC OBJECTIVE 1: STRONG SERVICES - Working With Partners and the Community to Sustain Service of Good Value

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
BV79b(i) Percentage of Recoverable Overpayments Recovered (HB) that are recovered during period	Aim to Maximise	84.00%	86.98%		June's overpayment figure is lower than usual due to the overpayments raised being higher than the overpayment paid. This is due to some work concentrating on review claims with real time information from the HMRC. However, cumulative performance is above target.
BV9 Percentage of Council Tax collected	Aim to Maximise	29.16%	29.26%		Council Tax collection was good throughout Q1 and we are currently above profile by 0.10%. Citizen's Access went live fully on the 16th May 2016, initial reaction to the system has been positive with no issues reported however take up is still low, we therefore need to spend the next quarter increasing the publicity of the system and increasing take up.
BV10 Percentage of Non-Domestic Rates Collected	Aim to Maximise	30.06%	28.81%		NNDR commenced well but dipped a little in June 16 and we are currently behind profile by 1.25%.

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
TS 1b Percentage of telephone customers greeted within 40 seconds: cumulative	Aim to Maximise	80.00%	69.17%		<p>Customer Services has been exceptionally busy this Quarter. Although SLA was met in April, this was mainly down to issues with Council Tax Bills and Reminders in April. The knock effect of this has been felt in May and June.</p> <p>In May and June significantly more calls were received, for example over 2,007 more reminders were issued in June 16, than June 15. Of these 1,509 were Final Reminders and Summons – which generate more calls that are the more complicated and lengthy.</p>
TS 2b Percentage of call abandonment: cumulative	Aim to Minimise	4.50%	7.95%		<p>There are a few reasons for this – all to do with recovery:</p> <ol style="list-style-type: none"> 1. It seems there are a high number of cases where a direct debit has been input and a cash instalment has been retained, as well as a DD payment expected within the same month. Customers are now getting Reminders for the cash instalment. 2. Due to issues with Critiqom in April and May, more reminders are being issued, as customers have had less time than normal between payments.
TS 3b Percentage of drop-in customers and cash transactions to be seen / handled within 15 minutes: cumulative	Aim to Maximise	93.75%	94.31%		<p>3. Due to a previous court case, recovery reminders are now sent out earlier in the month, which means there are more reminders, as customers have had less time to pay. The extra reminders hit over a 2 day period each time, and really damage the capability to achieve 50% of the SLA.</p> <p>Customer services in this quarter have been recruiting customer service advisers, following experienced staff applying and moving into Benefits and Revenues processing teams, this loss of staff, recruitment of staff and ongoing training of staff have also impacted SLA in June</p>

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					and July. Due to the pressure on staff during these busy 2 months, with less staff and more calls - short term absence has also become an issue which is currently being tackled.

STRATEGIC OBJECTIVE 2: STRONG ECONOMY - Helping to Create and Sustain Jobs with Strong Economic and Housing Growth

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
AC 2 Percentage of undisputed invoices paid within 30 days	Aim to Maximise	99.3%	99.04%	✓	Performance in the first quarter has been very good at 99.04% albeit slightly below target. For the quarter overall a total of 1,981 invoices were received of which 1,962 were paid within the target period of 30 days. 92.6% of all invoices were actually paid within 10 days, with the average number of days for paying invoices during the quarter being 8 days.
BV78a(i) Speed of processing new HB/CTB claims: cumulative	Aim to Minimise	20.0 days	19.2 days	✓	We have received 199 documents from the Universal Credit (UC) delivery centre resulting in 9 Housing Benefit claims being withdrawn. We have 157 live cases with UC on as income, either for their CTS claim or a non-dependant on a Housing Benefit claim. The latest Benefit Cap scan shows we potentially have around 90 cases in Pendle that will be affected by the cap. We have informed the Housing Associations including Housing Pendle of the number of cases they potentially could have affected. The Cap is due to come into effect in Autumn 16.
TS 9b Claims paid within 14 days: cumulative	Aim to Maximise	98.00%	98.42%	✓	Performance is good and target achieved.

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
DL 2 Standard land charge searches completed in less than 5 days	Aim to Maximise	95%	97.91%		239 standard searches were received within the first quarter of 2016-17 and of those searches 234 were replied to within 5 working days. The % of standard searches replied to within 5 working days was 97.91%.
HS 5 Number of private sector dwellings (empty properties) that are returned into occupation	Aim to Maximise	200	313		Again the proactive approach towards empty properties is paying dividends. The number of properties being returned to occupation is high and also there is a significant number where work is being carried out.
HS 6 Number of private sector dwellings where Category 1 hazards are removed	Aim to Maximise	23	23		The number of properties where Cat 1 hazards have been removed is not as high as I would have expected given the number of properties that have been inspected. However, there is a significant amount of enforcement activity taking place and I am confident that we will get the improvements made and the hazards removed.
PBC 1a Percentage of all appeals determined in accordance with officer recommendation	Aim to Maximise	80.00%	100.00%		In the first quarter there were 2 appeal decisions received from the Planning Inspectorate. Both were decided in accordance with the officers' recommendations.
PBC 5 Percentage of 'Major' planning applications determined within 13 weeks	Aim to Maximise	86%	100%		9 applications were determined and all were within the time limit. This is a good start to the year and an improvement on last year.
PBC 6 Percentage of 'Minor' planning applications determined within 8 weeks	Aim to Maximise	87%	72.34%		Performance was at 76% in this category at the same stage last year.
PBC 7 Percentage of 'Other' planning applications determined within 8 weeks	Aim to Maximise	92%	68%		This is the lowest performance reported since 2005/06. Performance was 83.08% in this category at the same stage last year.

STRATEGIC OBJECTIVE 3: STRONG COMMUNITIES - Help to Create and Sustain Resilient Communities

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
HN 1 Recording cases where positive action is taken to prevent or relieve homelessness (per 1,000 households)	Aim to Maximise	1.26	0.76		<p>The outturn for Q1 is 0.76 (28 cases of homelessness prevented). This represents a low quarterly out-turn. However, the outturn only includes homelessness prevented by Housing Needs. Statistics were not available by the deadline for Open Door, Pennine Lancashire Mental Health & Housing Project and Pendle Domestic Violence Initiative (PDVI) which would be expected to add a number of additional cases to the outturn.</p> <p>Housing Needs' preventative work included helping resolve benefits issues which ensured that clients were not evicted, liaison with housing providers to help secure accommodation and use of a bond scheme to help secure accommodation in the private rented sector.</p> <p>The target for the year is 5.02 (186 cases). Cases from Open Door, Pennine Lancashire Mental Health & Housing Project and Pendle Domestic Violence Initiative (PDVI), when added, will improve the outturn. However, it is not anticipated that the number of these cases will add on so many that the target will be met.</p>
WM 2 Reported number of missed collections not dealt with within 24hrs (excluding non-working days)	Aim to Minimise	25	20		The number of missed collections not dealt with within one working day for quarter 1 is 20; the figure shows an improvement over quarter 1 of 2015 – 2016 in which we reported 23 cases outstanding after 24 hours. The figure reflects positively on the Service area and in particular the actions of Supervisors and collections teams alike.

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
WM 8c Percentage of the total tonnage of household waste which has been recycled - Rolling Year %	Aim to Maximise	25.50%	23.70%		<p>These figures include estimated tonnages for disposal and recycling for June 2016 as Lancashire County Council (LCC) cannot provide final figures yet. Also data for Quarters 2, 3 and 4 of 2015/16 has not yet been confirmed by WasteDataFlow (WDF). WDF deadlines are set at national level and Q2 data will not be confirmed until at least 6 months after the end of the quarter.</p> <p>The estimated performance of 23.70% is slightly below the annual target of 25.5%. The target was set at a high level in order to try and reflect the challenging targets in the Lancashire Waste Strategy. Performance is very similar to previous quarters and there are no significant changes to report, especially as tonnages are estimated.</p>
WM 8d Percentage of the total tonnage of household waste which have been sent for composting or for treatment by anaerobic digestion - Rolling Year %	Aim to Maximise	14.50%	11.76%		<p>These figures include estimated tonnages for disposal and recycling for June 2016 as Lancashire County Council (LCC) cannot provide final figures yet. Also data for Quarters 2, 3 and 4 of 2015/16 has not yet been confirmed by WasteDataFlow (WDF). WDF deadlines are set at national level and Q2 data will not be confirmed until at least 6 months after the end of the quarter.</p> <p>The estimated performance of 11.76% is below the annual target of 14.5%. The target was set at a high level in order to try and reflect the challenging targets in the Lancashire Waste Strategy. We introduced charges for garden waste collection on 30th June 2014 and we have seen an expected decrease in the amount of garden waste collected for composting of approximately 32% based on full year tonnages, i.e. a drop of around 1,300 tonnes per year. The composting rate that we achieve going forward is likely to be</p>

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					around eight or nine per cent, but we have gained over £160,000 net income per year from approximately 7,900 households subscribing to the new payment scheme. There is an additional benefit from a new scheme introduced in 2015/16 that recycles/composts street cleansing waste. It is estimated that this will compost an additional 1300t per year, which we can include in this indicator; hence our estimated performance nearing 12% instead of the expected 8 or 9%, a similar level to before charging was introduced.
WM 11a Improved street and environmental cleanliness: Litter	Aim to Minimise	5%	N/A	?	The first surveys are currently being undertaken in the wards. The results shall be confirmed at the end of August and reported in Quarter 2.
WM 11d Improved street and environmental cleanliness: Dog fouling	Aim to Minimise	1%	N/A	?	The first surveys are currently being undertaken in the wards. The results shall be confirmed at the end of August and reported in Quarter 2.

STRATEGIC OBJECTIVE 4: STRONG ORGANISATION - Maintaining a Sustainable, Resilient and Efficient Organisation

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
BV12 Working Days Lost Due to Sickness Absence	Aim to Minimise	1.034 days	1.271 days	STOP	The cumulative for the first two months is above the target of 1.034 at 1.271, with the majority of sickness falling into short term absence. This is slightly higher than the same period last year which was 1.052 days. A report on sickness absence will be presented to a future meeting of Management Team.

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
DIR 1 Percentage of complaints handled within timescales	Aim to Maximise	100.0%	87.1%		<p>Performance for the first quarter is significantly below target at 87.1%. This equates to 17 out of 132 complaints not being dealt with in 15 working days.</p> <p>In Quarter 1 a total of 132 complaints were received. Of these, a total of 116 (87.1%) were resolved. Of the 116 that were resolved 115 were dealt with within 15 days. This represents 99.1% of complaints actually resolved in the quarter. However, there were 16 unresolved complaints at the end of the quarter all of which had passed the 15 deadline. Hence, for this quarter we are in effect accounting for 132 complaints of which 115 (87.1%) were dealt within the target of 15 days. These were dealt with mainly at Stage 1 (131) with 1 at Stage 2.</p> <p>What is encouraging is that the number of complaints received overall is well down on the equivalent period in 2015/16 when a total of 214 complaints were received. The figure for 2016/17 represents a 38% reduction in the number of complaints received.</p> <p>A total of 22 compliments were received during the Quarter.</p> <p>Environmental Services provided the following commentary as part of their submission:</p> <p><i>The total number of complaints is down from both quarter 1 and quarter 4 2015/2016 which were 218 and 261 respectively. However, the number of complaints unresolved and the number that have taken more than 15 days to resolve are still comparatively high and compare equally to the final quarter of 2015/2016. Outstanding</i></p>

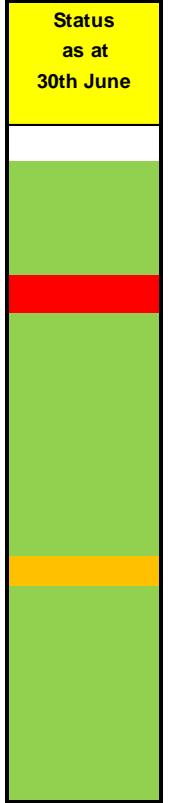
PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					<p><i>complaints are currently linked to one officer and there is concern that work has been completed but not closed on the system. Supervising officers are aware of the report and will ensure that processes are brought into place to reduce the figure for later quarters. On close analysis of the complaints it is noticed that a lot are linked to missed bin collections. It is expected that a recent recruitment drive for crew members should help to lower the number of missed collections</i></p>

APPENDIX 2

Pendle Borough Council General Fund Revenue Budget 2016/17 Budget Monitoring - Forecast Outturn as at 30th June					
Departmental Net Cost Of Services	2016/17 Revised Budget	Budget Adjustments	2016/17 Approved Budget	2016/17 Projected Outturn	Projected Variance from Budget
Directorate	-	5,800	5,800	3,710	(2,090)
Financial Services	5,035,110	13,000	5,048,110	5,061,590	13,480
Democratic and Legal Services	1,045,500	1,710	1,047,210	1,047,520	310
Planning, Building Control & Licensing	629,470	550	630,020	628,020	(4,000)
Environmental Services	3,844,440	14,770	3,859,210	3,851,910	(7,300)
Housing, Health & Economic Dev	2,427,510	132,840	2,560,150	2,559,850	(500)
Neighbourhood Services	1,845,280	57,070	1,902,350	1,929,320	26,970
Liberata Services					
- Estates and Property Services	281,970	18,610	280,580	279,900	(680)
- Information Services	10	-	10	10	-
- Revenue Services	1,432,270	-	1,432,270	1,408,090	(24,180)
- Human Resources	133,970	-	133,970	133,970	-
Total Net Cost of Services	16,655,530	244,150	16,899,680	16,901,690	2,010
Corporate Income and Expenditure					
Area Committees	70,000	40,000	110,000	110,000	-
Revenue Contribution to Capital	100,000	-	100,000	100,000	-
Minimum Revenue Provision	434,850	-	434,850	434,850	-
External Interest Payable	580,060	-	580,060	580,060	-
Amortised Premium and Discounts	14,800	-	14,800	14,800	-
Depreciation	(1,828,170)	-	(1,828,170)	(1,828,170)	-
Interest and Investment Income	(91,500)	-	(91,500)	(91,500)	-
Rampayments of Principal	6,500	-	6,500	6,500	-
New Homes Bonus	(1,089,070)	-	(1,089,070)	(1,098,070)	(9,000)
Efficiency Support Grant	-	-	-	-	-
Council Tax Freeze Grant	-	-	-	-	-
Business Rates - Section 31 Grant	(826,700)	-	(826,700)	(826,700)	-
Business Rates - Payment of Levy	24,080	-	24,080	24,080	-
NET REVENUE EXPENDITURE	14,450,380	284,150	14,734,530	14,727,540	(6,990)
Contribution to/(from) Reserves					
Revenue Expenditure Reserve	-	(258,540)	(258,540)	(258,540)	-
Renewal and Repair Reserve	(100,000)	-	(100,000)	(100,000)	-
Local Development Framework	(25,000)	-	(25,000)	(25,000)	-
Risk Management	-	-	-	-	-
External Funding Receipts	-	-	-	-	-
Empty Property Reserve	-	-	-	-	-
Change Management Reserve	-	-	-	-	-
Pensions Reserve	-	-	-	-	-
Business Growth Incentive Reserve	(409,700)	-	(409,700)	(409,700)	-
Council Tax Support Reserve	-	-	-	-	-
LAMS Mortgage Scheme Reserve	-	-	-	-	-
Portas Pilot Reserve	(7,010)	-	(7,010)	(7,010)	-
High Street Innovation Reserve	-	-	-	-	-
ICT Strategy Reserve	-	-	-	-	-
Developers Contribution Reserve	-	-	-	-	-
Growth Sites Development Reserve	-	(18,610)	(18,610)	(18,610)	-
Community Projects Reserve	-	-	-	-	-
Business Rates Volatility Reserve	(150,000)	-	(150,000)	(150,000)	-
Staff Development MODAP Reserve	(57,200)	-	(57,200)	(57,200)	-
Inward Investment Reserve	-	-	-	-	-
NET EXPENDITURE	13,701,470	7,000	13,708,470	13,701,490	(6,990)
Contribution to/(from) Budget Support Reserve	(1,521,490)	(7,000)	(1,528,490)	(1,521,500)	6,990
BUDGET REQUIREMENT	12,179,980	-	12,179,980	12,179,980	0

Pendle Borough Council
General Fund Revenue Budget 2016/17

Update on implementation status of agreed budget savings

Line No	Savings Proposal	Budgeted Saving 2016/17 £	Status as at 30th June	Implemented
1	Annual Increase in Fees and Charges	(38,030)		
2	No Town and Parish Council Grants	(43,650)		
3	No LCTS Grants to Town and Parish Councils	(34,730)		
4	Changes to CCTV Provision/Funding Arrangements	(86,780)		
5	Staffing Changes	(100,000)		
6	Business Rates Pooling - Saving on Levy Payment	(200,000)		
7	Change in Subscription Charge for Garden Waste	(37,740)		
8	Increase in Cemetery Fees and Charges	(25,000)		
9	Staffing Changes (vacancy management)	(50,000)		
10	Liberata - Changes in specification	(50,000)		
11	Liberata - Close Earby Council Office	(8,000)		
12	Waste Management Service Delivery Changes	(89,800)		
13	Grounds Maintenance - Change in specification	(25,000)		
14	Pendle Leisure Trust - Reduction in Grant	(304,000)		
15	Reduction in grant funding for Tourism	(3,000)		
16	Delete Economic Development Promotions Budget	(19,350)		
17	Cease funding for Fence Village Hall	(15,240)		
18	Stop funding for Grants to Talented Athletes	(3,000)		
19	Withdrawal of Route Subsidy	(7,770)		
	Sub-total	(1,141,090)		 Net £27k overspend projected June 2016 Additional fee income projected June 2016

APPENDIX 4

Capital Programme 2016-17 Summary Position Statement		as at 30th June 2016					
		Approved Programme £	Slippage £	Adjustments £	Revised Programme £	Position at 30th June £	Predicted Outturn
Housing		610,000	3,283,450	0	3,893,450	228,867	3,893,450
Environmental, Roads, Street Lighting & Road safety		0	109,890	0	109,890	0	109,890
Waste Collection		48,000	1,450	0	49,450	0	49,450
Community safety		0	129,430	0	129,430	0	129,430
Asset Renewal		200,000	541,950	0	741,950	62,855	741,950
Resource Procurement & Other Externally Funded Schemes		220,000	2,615,270	0	2,835,270	24,274	2,835,270
Area Committees		100,000	272,610	0	372,610	103,206	372,610
Parks and Recreational Services		36,000	41,780	0	77,780	23,142	77,780
Other General Capital Schemes		100,000	494,600	0	594,600	51,755	594,600
		1,314,000	7,490,430	0	8,804,430	494,098	8,804,430