



STRATEGIC MONITORING STATEMENT
FOR PERIOD ENDED 30th June 2017

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 is generally updated on a quarterly basis.

2. Strategic Objective 1 – Working with partners, the community and volunteers 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 2017 include:-

- the acquisition by the Council of Number 1 Market Street, Nelson from Barnfield Investment Properties Ltd was completed in early May. Arrangements have been ongoing to set up new contracts for the facilities management of the building and the relocation of Pendle Leisure Trust to the site. A long-leasehold interest in the ground and first floors of the ACE Centre, Nelson was purchased by the Council in April from PEARL.
- engagement continues with local Town and Parish Councils regarding possible transfers of services, facilities and ad hoc parcels of land. The main focus of the programme for 2017/18 is the review of options for the provision of Parks.
- as part of the 'Grow' element in the Financial Strategy, an officer has been seconded within Environmental Services to lead on marketing and promoting the Council's commercial waste service to boost income generation. Similar work has been undertaken to increase the take-up for the Garden Waste Scheme.
- the Contact Centre continues 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 – continues to meet to consider ways in which partners can work better together to help those affected by changes in the welfare system;
- a strategic review undertaken of all public car parks in the Borough with the outcomes reported to the Executive in May leading to various recommendations.

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 £221,610 equating to 7,387 bins (7,506 at 30th June in previous year).
- the Council's draft Statement of Accounts for 2016/17 was authorised for issue on 2nd June, the earliest this has been achieved by the Council.
- an update on the Council's medium-term financial plan was presented to the Executive in May setting out a requirement to save c£4m over the plan period 2018/19 to 2020/21.
- the sum of £3m was borrowed from the Public Works Loan Board in early May to fund the acquisition of Number 1 Market Street, Nelson.
- a strategy for the use of capital receipts over the medium-term plan period, including the flexible use of capital receipts, has been agreed with the latter endorsed by Council in July.

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 2017 include:-

- site allocations and development policies in support of the Council's Local Plan (Part 2) presented to the Executive for consideration in June.
- a funding package of over c£8m has been secured for the redevelopment of Northlight to include infrastructure works, Phase 1 of Burnley FC in the Community Leisure Facility and the relocation of Lancashire Adult Learning. We are progressing the Compulsory Purchase Orders of some adjoining pieces of land which are needed to deliver the redevelopment of the mill complex.
- initial meeting held to seek expressions of interest in membership of the steering group to progress the next stages of the Colne Business Improvement District following consideration of the initial feasibility study.
- the first funding awards using the Brownfield Development Fund have been committed including the Oak Mill site in Colne which will be developed by PEARL 2 (more detail reported separately on this agenda). Awards have also been agreed for the Brownfield Grant Fund Scheme.

- two bids have been submitted to the European Structural Investment Fund (ESIF) - for environmental aspects of the proposed extension of the Lomeshaye Industrial Estate and for flood alleviation works in Earby. These bids have progressed to full applications which will be considered in the coming months.
- work is progressing on the development of Further Clough Head for residential development. A planning application has now been submitted.
- continued development work with PEARL2, our joint venture partnership with Barnfield Investment Properties, on a range of projects including Carry Lane, Colne, Oak Mill, Colne and Clitheroe Road, Brierfield. Progress has also been made on the redevelopment of the former Colne Health Centre in Colne with a new planning application due in the coming weeks.
- the Careers Enterprise Network has now been rolled out to all 6 Pendle Secondary Schools with Careers Enterprise Advisors now linked to each School. This is complementary to work being undertaken by the Pendle Business Class Hub. Both projects aim to enhance the careers information being made available to school children;
- agreement obtained from the Executive in June to proceed with the Pendle Business Awards in 2018 with funding identified.
- the Council's Visitor Economy Plan was approved by the Executive in May. And, as reported elsewhere on the Agenda, a film has been produced as part of the Promotion of Pendle activity. The film is being shown at Visit Pendle in Boundary Mill with a shorter version promoted via Social Media.
- Pendle Connects, the business to business networking group supported by the Pendle Vision Board held a successful event on Skills and Employment in Pendle at Nelson and College in June.

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:-

- the bulk sale to Calico of the remaining residential properties in the Whitefield area of Nelson was completed during May for consideration of £1.2m.
- the sum of £1.9m funded from capital receipts has been allocated by the Council including £1.5m of match funding towards the proposed extension of the Lomeshaye Industrial Estate (Phase 1). This is to match funding provided by Lancashire County Council (£1.5m) and the Lancashire Enterprise Partnership (£4m).

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 2017 include:-

- work is ongoing to secure a package of funding from DCLG to implement local community schemes of flood resilience in Earby using funding made available in the aftermath of Storm Eva on Boxing Day 2015.
- a new directory created on Council website signposting people to community organisations who can help vulnerable residents and invite people to add supporting events to it.
- £30,000 funding has been secured from the Lancashire Environmental Fund towards the development of the new Pump Track near to the Steven Burke Cycle Hub. We have also secured funding from Newground of £5,000 capital towards the works plus £5,000 worth of involvement from their youth and community staff to support the community engagement aspects of the development.
- the Council prepared to welcome the arrival of the second cohort of refugee families to the area as part of the Syrian Resettlement Programme.
- an outline scheme has been designed and a funding bid made to the European Structural Investment Fund for flood alleviation in Earby.

5. Strategic Objective 4 – Maintaining a sustainable, resilient and efficient organisation which is digital by default

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 2017 include:-

- as part of the Digital Transformation Plans (and the move to 'Digital by Default') for Council Services:-
 - the implementation of the Citizen Access Management Strategy has been completed with the introduction of online Benefit Claims. This complements the online Revenues processes (which will be upgraded in coming weeks).
 - IDOX has been implemented in a range of Council Services (Planning and Building Control, Housing, Environmental Health) and the next phase to include Local Land Charges is underway.

- work to replace the Customer Relationship Management System is underway. This will see a number of services moved online to the Council's website and will include a seamless process between ordering and payment for Council services and links to back office processes.
- Employee Assistance Programme implemented and awareness raising with staff completed to promote the service.
- arrangements completed during the quarter for the implementation of the new Apprenticeship Levy with on-line submissions now made direct to HMRC.
- the Contact Centre successfully retained the National C.C.A. Accreditation with no areas recommended for improvement. The National Awards took place in October and Pendle/Liberata won the prestigious Best Outsourced Contact Centre of the Year Award.
- Customer Services were also successful in becoming finalists at the UK National Contact Centre Awards in May, for Contact Centre Manager of the Year, Customer Champion of Year and Most Positive Impact on a Community of the Year. Liberata, based on the work in Pendle won an award for Most Positive Impact on a Community of the Year which focused on the liaison work with other organisations and charities, when completing budgeting and digital support for customers.
- Service Plans completed for 2017/18 for all service areas; these will inform individual performance reviews for all staff.
- an updated Risk Management Policy and Strategy has been developed (reported elsewhere on this agenda).

6. Performance Indicators

- 6.1. A basket of 30 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 2017 – 30th June 2017 is provided at [Appendix 1](#).
- 6.2. Please note that of the 7 KPIs that did not perform on target, performance deteriorated on four when compared with the performance reported for Quarter 1, 2016/17. The table below provides details:

PI	Good Performance is....	Qtr 1 2016/17	Qtr 1 2017/18	Notes
BV 9 – % Council Tax collected	Aim to Maximise	29.26%	29.17%	Underperformance is marginal.
WM 8c - % of total tonnage of household waste which has been recycled (Rolling Year %)	Aim to Maximise	23.70% (estimated)	22.04% (estimated)	Recycling sites were removed in March '17 and this is the first full quarter with no tonnage for those sites included. Other performance is similar to previous quarters. No other significant changes to report, especially as tonnages are estimated.
WM 8d - % of total household waste sent for composting or treatment by anaerobic digestion (Rolling Year %)	Aim to Maximise	11.76% (estimated)	10.88% (estimated)	Garden waste collections are affected by the weather and the estimated tonnage for June has been kept low due to high rainfall.
BV12 Working Days Lost Due to Sickness Absence	Aim to Minimise	1.271 days	2.235 days	Proactive absence management continues to be high priority and Employee Assistance Programme is now available. A full analysis of sickness absence is underway.

6.3. On a positive note, of the 11 underperforming KPIs, performance improved on the remaining three when compared with the performance for Quarter 1 2016/17. The table below provides details of these:

PI	Good Performance is....	Qtr 1 2016/17	Qtr 1 2017/18	Notes
DIR 1 - % of complaints handled within timescales	Aim to Maximise	87.1%	92.5%	Performance, whilst still under target, is improving. Improvements introduced by Environmental Services in complaints processing are now having a positive impact on this PI.
PBC 7 – Percentage of 'Other' planning applications determined within 8wks	Aim to Maximise	68%	83.74%	Performance affected by deferrals and late call-ins.
HN 1 Recording cases where positive action is taken to prevent or relieve homelessness (per 1,000 households)	Aim to Maximise	0.76 (28 cases)	0.89 (33 cases)	Performance appears low due to the lack of data available from the external agencies / projects whose work contributes to this measure. This will be included in Qtr 2.

- 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. The key issues with performance relate to planning applications and appeals, homelessness, complaints and waste and recycling. These are issues which have been brought to the attention of Members previously 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. As reported in previous quarters, one key area for monitoring relates to standards levels for major planning application determinations and appeals.

- 6.7. However, performance has not deteriorated further; indeed it has improved and so no further action is required at this time. Close monitoring of these PIs will continue.

Homelessness

- 6.8. Whilst it is becoming increasingly difficult to prevent or relieve homelessness, the underperformance this quarter appears to be due to the lack of data available from the external agencies / projects whose work also contributes to this measure. Close monitoring of this PI will continue.

Complaints

- 6.9. Consistently fulfilling the response times for complaints received had previously been an issue for Environmental Services. However, improved processes within the service have led to performance over recent months improving with performance reaching 92.5% for April - June 2017. Close monitoring of this PI will continue.

Waste & Recycling

- 6.10. There are a number of factors which affect performance in this area which are out of our control; for example, the County Council 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.
- 6.11. Also, the introduction of charges for garden waste collection has seen an expected decrease in composting tonnages. However, the scheme has also generated the council over £200,000 net income per year from 7,900 households subscribing to the new payment scheme.
- 6.12. Performance reported this year (and last year) is estimated whilst we await confirmed figures from WasteDataFlow.
- 6.13. 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.

7. Financial Performance

General Fund Revenue Budget

- 7.1. As at 30th June 2017, the forecast outturn position on the General Fund Revenue Budget is an underspend of £94,130 when compared to the approved budget for the year. This consists of the following:

	£
Underspend on Net Cost of Services	(60,840)
Net Movement on Corporate Income/Expenditure	0
Change in Use of Reserves	(33,290)
Net Underspend	(94,130)

- 7.2 Assuming this position is maintained until the year end, it will result in a net contribution from the Budget Strategy Reserve of £952,140 rather than the approved budget contribution from the reserve of £1,046,270. The Approved Budget for 2017/18 represents the original budget as approved by Council in February adjusted for slippage of £62k and supplementary revenue estimate of £30k to support the external delivery of the Pendle Business Awards, as agreed by the Executive in June. In addition, the budget recognises a contribution to the Revenue Expenditure Reserve for Homelessness Grant income received (£50k), plus other approved budget adjustments (e.g. Colne BID).

- 7.3 The main variances contributing to this position are as follows:-

Net Cost of Services

The main variances relate to staffing across services (-£102k); management of vacant posts (-£67k), plus the impact of purchase of additional leave and other reductions e.g. maternity leave (-£35k).

It is anticipated that delays associated with the transfer of CCTV to local town councils will result in a net cost of +£8k and this is included in the projected outturn.

Additional forecast expenditure is assumed on projects funded by reserves, namely Portas schemes (+£7k) and the High Street Innovation Reserve (+£26k). This additional expenditure is matched by the necessary contributions from the respective reserves (see below).

Corporate Income and Expenditure

No variances identified at this time. It is anticipated that there will be savings on the Minimum Revenue Provision (i.e. debt repayment) of c£60k in the current year but confirmation of this will follow in subsequent reports following completion of the audit of the accounts for last year by Grant Thornton.

Contribution from Reserves

Variations relate to contributions to match the revised expenditure profile for Portas and High Street schemes as referred to above.

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

General Fund Capital Programme

7.4 The Capital Programme 2017/18 Summary Position Statement at 30th June is shown at [Appendix 3](#). 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 2016/17 (as per June Executive meeting) is currently valued at £14.5m;
- spend as at the end of June was £6.3m representing 43% of the approved programme, principally due to the purchase of Number 1 Market Street and the ACE Centre (part – leasehold);
- the level of DFG grant awarded to the Council for 2017/18 has recently been confirmed at £836k, some £136k higher than the grant assumed when the programme was approved by Council in February; it is intended to increase the DFG budget for this and this will be reflected in subsequent monitoring reports;

Collection Fund

Business Rates

- 7.5 Under the current Business Rates system the Council 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.
- 7.6 One of the main variables in business rates income is the position on outstanding appeals. As at the 30th June 2017 there were 407 appeals lodged with the VOA. Our external rating advisers estimate that after allowing for expected withdrawals and duplicate appeals that there are currently 169 appeals outstanding with a combined rateable value currently of £15.6m. This represents a significant sum set in the context of a total rateable value of £52m. A provision for appeals of £3.2m was made when closing the accounts for 2016/17; this provision is shared with the Government, County and Fire Authority in prescribed proportions. Pendle's share at 40% is (£1.28m).
- 7.7 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. No confirmed appeals have yet been notified by the VOA against the 2017 rating list.

- 7.8 For 2017/18 the approved revenue budget includes net income relating to business rates of £3.8m. The outturn for 2016/17 resulted in a deficit of £57k (compared with an estimated deficit of £1.048m when reviewed in December 2016). The Council's share of this improved position of (£991k) is £396k and this will help support the budget position for 2018/19, subject to the outturn in this financial year remaining favourable.
- 7.9 The collection of business rates is ahead of profile at the end of the first quarter at 29.77% against a target of 28.63%.

Council Tax

- 7.10 Overall performance on the collection of council tax as at 30th June is slightly behind profile at 29.17% compared to a target of 29.21%.

8. Risk Management Issues

- 8.1 It is good management practice 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):

	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 provide existing level of service	9	U/C
6	Impact on the Council's capacity / viability of organisational change linked to on-going reductions in funding for local government	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 / increased health inequalities	7	U/C
9	Failure to make an impact on young people not in education, employment or training	7	U/C
10	Inability to continue to deliver current levels of waste collection and recycling	7	U/C
11	Introduction of the Universal Credit (and impact on Liberata contract)	7	U/C

*Scores based on current risk matrix ranging from 1 (lowest level of risk) to 9 (highest level of risk)
U/C Unchanged

- 8.2 Elsewhere on the agenda for this meeting is an updated version of the Council's Risk Management Policy and Strategy. Subject to this being agreed and formally adopted the intention is to review each of the risks above against the revised scoring framework. The outputs from this will feature in subsequent updates to the Executive.
- 8.3 The full strategic risk register was presented to the July meeting of the Accounts and audit Committee. The Committee was advised that in addition to the key risks shown in the table above it was intended to add the risk of cyber-attacks to the register in the wake of recent external events and also to maintain the implications of Brexit under review for potential inclusion in the risk register.
- 8.4 The Accounts and Audit Committee also agreed to look in more detail at the "Major Disaster affecting delivery of Council Services" risk at their next meeting in September, and how the actions taken or planned to mitigate the risk had been agreed.

9. Human Resources Information






- 9.1 At the 30th June 2017, the Council's staffing establishment comprised 217 full time equivalent staff (FTEs).

Strategic Monitoring Report – Key Performance Indicators Quarter 1, 2017/18




Generated on: 11 July 2017

Appendix 1

Key:




Status: Performance Against Target / Expected Outcome	
	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
BV9 Percentage of Council Tax collected	Aim to Maximise	29.21%	29.17%		For Quarter 1 2017/18 Council Tax collection stands at 29.17% this is slightly below profile but only by 0.04%.
BV10 Percentage of Non-Domestic Rates Collected	Aim to Maximise	28.63%	29.77%		NNDR collection in the first quarter has been unpredictable with the first few months being below profile, which we feel may be down to the uncertainty of the revaluation process and the additional measures in the Autumn statement meaning NDR payers are awaiting to find out what the changes mean for them. We are currently in the process of looking into and awarding the measures with Public Houses and are looking at devising the local discretionary NNDR relief scheme. However, collection rates improved in June 17 with the outturn being reported at 29.77%, which is 1.14% above profile. This increase is due to the recovery of a large debt from a successful pursuit of a Rates Avoidance case.
TS 1b Percentage of telephone customers greeted within 40	Aim to Maximise	80.00%	81.43%		Good Operational Performance in Quarter 1. Much of this is due to staff willing to be flexible and minimal annual leave,




PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
seconds: cumulative					especially during April and May, which is traditionally where most performance is lost in year. However, performance did dip in June due to a large proportion of staff taking 26th June off for Eid celebrations.
TS 2b Percentage of call abandonment: cumulative	Aim to Minimise	4.50%	2.77%	✓	Good Operational Performance in Quarter 1. Much of this is due to staff willing to be flexible and minimal annual leave, especially during April and May, which is traditionally where most performance is lost in year.
TS 3b Percentage of drop-in customers and cash transactions to be seen / handled within 15 minutes: cumulative	Aim to Maximise	93.75%	100.00%	✓	<p>Quarter 1 has continued to be transformational, with self-serve in face to face offices being highly encouraged. Number one has continued to provide customers with floorwalkers, when required to assist customer use PCs in Number One and 2 further PCs are imminently available with Scanners so customers can upload evidence.</p> <p>A lot of emphasis has been placed on how we work with partner organisations to assist our floorwalkers and our most difficult and vulnerable customers, during this transformational time. This has been highly successful, and has included customer service team leaders working with the PBC Communications Team to provide workshops and training to partner organisations.</p> <p>Customer services are currently working with Marie Mason, looking at introducing a new qualitative measure across the service, as the number of face to face sit down visits has reduced due to self-serve. This should be agreed shortly.</p>



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	99.1%	98.28%		<p>Performance in the first quarter is below target at 98.28%. In isolation June was an excellent month at 99.2% whereas April and May were below target at 98.6% and 97.1% respectively. The position in May was largely due to 3 service areas, namely Revenue Services (11 out of 16 paid within target); Property Services (48 out of 51) and Parks & Recreation Services (71 out of 76).</p> <p>For the quarter overall a total of 1,624 invoices were received of which 1,596 were paid within the target period of 30 days.</p> <p>Approx. 87% of all invoices were actually paid within 10 days, with the average number of days taken to pay invoices during the quarter being 8 days.</p>
BV78a(i) Speed of processing new HB/CTB claims: cumulative	Aim to Minimise	19.0 days	18.6 days		<p>We have started the year well and at the end of Quarter 1 all benefit performance was either on or above target. We received 1050 documents from DWP relating to Universal Credit throughout quarter 1; of these we only removed <u>20</u> cases from Housing Benefit.</p> <p>Burnley Job Centre went live with Full Service in May 17.</p>
BV78b(i) Speed of processing change of circumstances for HB/CTB claims: cumulative	Aim to Minimise	5.3 days	5.0 days		<p>Whilst some of their postcodes overlap into our area and we have around 40 cases in Pendle that would now come under full service - these are predominantly in the Reedley area - we have not seen any impact of this as yet but continue to monitor it. Citizen Access E-Benefits is still seeing positive results and feedback. So far we have received 889 new claims and 233 reported changes in circumstances through the self service system.</p>

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
TS 9b Claims paid within 14 days: cumulative	Aim to Maximise	98.90%	99.13%	✅	Performance is good and target achieved.
HS 5 Number of private sector dwellings (empty properties) that are returned into occupation	Aim to Maximise	200	235	✅	Again our strategy of encouraging empty property owners to re-occupy their properties continues to be working successfully. We are confident that we will meet this target over the year.
HS 6 Number of private sector dwellings where Category 1 hazards are removed	Aim to Maximise	20	21	✅	Due to the re-organisation of staff in the residential team, we have managed to get properties inspected and remedial works carried out. This figure does not reflect the total as we have been unable to get up-to-date figures due to the difficulties with Idox and we will make adjustments in the next quarter. We expect to meet the targets for the year.
PBC 1a Percentage of all appeals determined in accordance with officer recommendation	Aim to Maximise	80.00%	85.71%	✅	A good start to quarter 1.
PBC 5 Percentage of 'Major' planning applications determined within 13 weeks	Aim to Maximise	86%	85.71%	✅	A total of 8 determined but one is an extension of time so 6 out of 7 were within the time limit.
PBC 6 Percentage of 'Minor' planning applications determined within 8 weeks	Aim to Maximise	87%	88.37%	✅	An improvement from the overall performance last year in the first quarter.
PBC 7 Percentage of 'Other' planning applications determined within 8 weeks	Aim to Maximise	92%	88.89%	⚠️	

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	1.37	0.89		<p>The outturn for Q1 was 0.89 (33 cases). Whilst this out-turn is lower than would be expected to achieve the overall yearly target, no figures have been received in time from PDVI, HAPI, Open Door and PLMHHP projects which contribute towards this out-turn. It is therefore expected that following submission by end of Q2 from all other contributors that the overall target will remain on track</p> <p>The 33 prevention cases completed by Housing Needs, however, does represent a good out-turn.</p> <p>As above, once Q1 statistics are provided from PDVI, HAPI, Open Door and PLMHHP projects, it is expected that the overall out-turn will remain achievable.</p>
NS 1 Volunteer time contributed (in hours) to enhancing our neighbourhoods	Aim to Maximise	2250.0hrs	2247.0hrs		<p>2,247 volunteer hours recorded this Q1 and this equates to £16,178 (based on national minimum wage of £7.20 for people aged 25 and over).</p> <p>PBC's Greenspaces Team ran various working days with Parks Friends Groups and also worked with the Good Life Project volunteers. Parks Friends Groups also worked from their own initiative carrying out conservation tasks and litter picking the parks. The Philip Wright Bowling Green Academy undertook work on the bowling greens at Alkincoats Park and Pick Up for Pendle carried out work, helping to keep the borough clean and tidy.</p>
NS 2 Number of fixed penalty	Aim to	65	107		A total of 107 Fixed Penalty Notices were issued in quarter




PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
notices (FPNs) issued	Maximise				1. These relate to : Breach of CPN - 0 Duty of Care - Business - 13 Flytipping - 27 Littering - 32 Littering from vehicle - 11 PSPO - dog fouling - 8 PSPO - dog not on lead - 2 PSPO - no. of dogs - 0 PSPO - smoking - 0 Duty of Care - Householder - 2 Microchipping of dogs - 9 Abandoned Vehicle - 3 Section 46 - 0
WM 2 Reported number of missed collections not dealt with within 24hrs (excluding non-working days)	Aim to Minimise	24	10		<p>The number of missed collections not dealt with within one working day for quarter 1 is 10; the figure matches the reported number of outstanding collections provided in quarter 4 and continues to reflect an improvement in the Service Areas approach to missed collections since quarter 3 of 2016/2017.</p> <p>The reported figure reflects positively on the actions taken by Supervisors and collections teams who have a direct impact on this performance indicator.</p>
WM 8c Percentage of the total tonnage of household waste which has been recycled - Rolling Year %	Aim to Maximise	24.00%	22.04%		<p>These figures include estimated tonnages for disposal and recycling for June 2017 as Lancashire County Council (LCC) cannot provide final figures yet. Also data for Quarters 2, 3 and 4 of 2016/17 has not yet been confirmed by WasteDataFlow (WDF). WDF deadlines are set at national level and this data will not be confirmed until around November 2017.</p>


PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					The estimated performance of 22.04% is slightly below the annual target of 24%. Recycling Sites were removed in March 2017 and this is the first full quarter we have no tonnage for those sites. Other performance is very similar to previous quarters and there are no significant changes to report, especially as tonnages are estimated.
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	12.20%	10.88%		<p>These figures include estimated tonnages for disposal and recycling for June 2017 as Lancashire County Council (LCC) cannot provide final figures yet. Also data for Quarters 2, 3 and 4 of 2016/17 has not yet been confirmed by WasteDataFlow (WDF). WDF deadlines are set at national level and this data will not be confirmed until around November 2017.</p> <p>The estimated performance of 10.88% is slightly below the annual target of 12.2%. Garden waste collections are affected by the weather, and the estimated tonnage for June has been kept low due to the high amount of rainfall that month.</p> <p>We are still seeing an additional benefit from a new scheme introduced in 2015/16 that recycles/composts street cleansing waste. It is estimated that this will compost around an additional 800t per year, which we can include in this indicator, hence our estimated performance around 11% instead of the 8 or 9% which we saw when garden waste charging was first introduced in 2014.</p>
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	Aim to	1%	N/A		


PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
environmental cleanliness: Dog fouling	Minimise				

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	1.042 days	2.235 days		<p>10 long term sick, 1 has been terminated, 3 have since returned to work, 1 seeking ill health retirement.</p> <p>4 people have been absent with work related stress but one of these has now left.</p> <p>For absence management, an Employee Assistance Programme has been made available whereby staff can access various counselling support services 24/7. Also, discussions are in progress with a local physio to assist front line staff to return to work sooner following speedy treatment for any musculoskeletal complaints.</p>
CA 10a Percentage of payments made online by the customer	Aim to Maximise	N/A	19.99%		<p>During Qtr 1 2017/18 a total of 46,300 payments have been made. The total number of payments made this quarter has reduced when compared to the same period in the last two years (2015/16 - 47,210; 2016/17 - 46,886). Despite this, the number of independent online payments has increased by over 29.5% when compared with the same period in 2015/16 (7,141).</p> <p>The potential implementation of a replacement CRM would improve this functionality and we should see an increase in</p>

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					payments if this happens.
CA 10b Number of online payments made independently by the customer	Aim to Maximise	8,666	9,257		<p>During Qtr 1 2017/18 a total of 46,300 payments have been made. The total number of payments made this quarter has reduced when compared to the same period in the last two years (2015/16 - 47,210; 2016/17 - 46,886). Despite this, the number of independent online payments has increased by over 29.5% when compared with the same period in 2015/16 (7,141).</p> <p>The potential implementation of a replacement CRM would improve this functionality and we should see an increase in payments if this happens.</p>
CA 11a Total Revenues & Benefits Call Volumes	Aim to Minimise	N/A	16,089		<p>During the period April - June 2017 the volume of calls (16,089) has reduced by over 7.5% when compared to the same period last year (17,416).</p> <p>Quarter 1 2017/18 has continued to be transformational with self-serve being highly encouraged.</p>
CA 11b Volume of Revenues & Benefits face-to-face visits	Aim to Minimise	N/A	1,570		<p>During the period April - June 2017 the volume of face-to-face visits relating to revenues and benefits enquiries (1,570) has reduced significantly (by over 80%) when compared to the same period last year (8,020).</p> <p>Quarter 1 has continued to be transformational, with self-serve in face-to-face offices being highly encouraged. Number One has continued to provide customers with floorwalkers, when required to assist customer use PCs in Number One and 2 further PCs are imminently available with Scanners so customers can upload evidence.</p>

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					<p>A lot of emphasis has been placed on how we work with partner organisations to assist our floorwalkers and our most difficult and vulnerable customers, during this transformational time. This has been highly successful, and has included Customer Service Team Leaders working with the PBC Communications Team to provide workshops and training to partner organisations.</p> <p>Customer Services are currently working with Marie Mason, looking at introducing a new qualitative measure across the service, as the number of face-to-face sit down visits has reduced due to self-serve. This should be agreed shortly.</p>
CA 11c Volume of emails into Revenues & Benefits service	Aim to Minimise	N/A	3,386		<p>Reducing the availability of email addresses as contacts on the website, together with the ability to transact and pay online should reduce the requirement to email the R&B service. Customers will also be able to check information and their account online which should further reduce the need to email in.</p> <p>Citizens Access (CT) and e-Benefits are now live. The ability to provide documents as evidence online should also have a favourable impact on this measure.</p> <p>However, the number of emails into the service has increased considerably during Apr - Jun 2017 (3,386) when compared to the same period last year (2,621). A separate Self-Serve customer area within Number One Market Street has now been installed which consists of PCs and a floor walker is available to promote self-serve and to provide assistance and support to those customers who need it. Scanners are also due to be installed imminently.</p>

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					A new and improved Citizens Access (CT) interface is due to be installed soon (August 2017 hopefully). This will be much more user-friendly and have more features making it a more attractive option for customers.
DIR 1 Percentage of complaints handled within timescales	Aim to Maximise	100.0%	92.5%		<p>Whilst performance is under target, it is improving.</p> <p>A total of 123 out of 133 complaints resolved in the quarter were resolved within the target of 15 working days. A completion rate of 92.5%.</p> <p>Based on the data submitted a total of 155 complaints were received in the quarter. Of these, a total of 123 (79%) were resolved. However 22 complaints were still in progress at the end of the quarter (none of which had exceeded the 15 day target and hence should be excluded from Q1 reporting and carried forward to Q2.</p> <p>Of the 133 that were resolved a total of 123 were resolved within 15 days. This represents 92.5% of all complaints actually resolved in the quarter.</p> <p>Overall, for this quarter we are in effect accounting for 155 complaints received of which 123 were resolved within the target of 15 days, 10 were not and 22 were still in progress (within 15 days) and will be carried forward to account for in Q2 2017.</p> <p>The incidence by service of the 10 complaints not resolved within 15 days is as follows: Environmental Services 6</p>

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					Neighbourhood Services 1 Property Services 2 Revs and Bens 1 A total of 11 compliments were received during the Quarter.

APPENDIX 2

Pendle Borough Council General Fund Revenue Budget 2017/18 Budget Monitoring - Forecast Outturn as at 30th June					
	2016/17 Revised Budget	Budget Adjustments	2016/17 Revised Budget	2016/17 Projected Outturn	Projected Variance from Budget
<u>Departmental Net Cost Of Services</u>					
Directorate	10	2,550	2,560	4,050	1,490
Financial Services	4,476,100	-	4,476,100	4,470,370	(5,730)
Democratic and Legal Services	1,010,420	-	1,010,420	1,000,380	(10,040)
Planning, Building Control & Licensing	714,920	-	714,920	696,430	(18,490)
Environmental Services	3,661,410	44,660	3,706,070	3,710,800	4,730
Housing, Health & Economic Dev	2,035,120	40,000	2,075,120	2,068,730	(6,390)
Neighbourhood Services	1,834,530	(2,380)	1,832,150	1,805,740	(26,410)
Liberata Services					-
- Estates and Property Services	(129,140)	-	(129,140)	(129,140)	-
- Information Services	-	-	-	-	-
- Revenue Services	1,574,160	-	1,574,160	1,574,160	-
- Human Resources	112,940	-	112,940	112,940	-
Total Net Cost of Services	15,290,470	84,830	15,375,300	15,314,460	(60,840)
<u>Corporate Income and Expenditure</u>					
Area Committees	70,000	-	70,000	70,000	-
Revenue Contribution to Capital	100,000	-	100,000	100,000	-
Minimum Revenue Provision	493,250	-	493,250	493,250	-
External Interest Payable	783,950	-	783,950	783,950	-
Amortised Premium and Discounts	16,360	-	16,360	16,360	-
Depreciation	(1,542,860)	-	(1,542,860)	(1,542,860)	-
Interest and Investment Income	(60,000)	-	(60,000)	(60,000)	-
Repayments of Principal	6,790	-	6,790	6,790	-
New Homes Bonus	(995,390)	-	(995,390)	(995,390)	-
Business Rates - Section 31 Grant	(728,040)	-	(728,040)	(728,040)	-
Business Rates - Payment of Levy	19,540	-	19,540	19,540	-
NET REVENUE EXPENDITURE	13,454,070	84,830	13,538,900	13,478,060	(60,840)
<u>Contribution to/(from) Reserves</u>					
Revenue Expenditure Reserve	19,650	(78,720)	(59,070)	(59,070)	-
General Fund	-	-	-	-	-
Area Based Grant	-	-	-	-	-
Renewal and Repair Reserve	(100,000)	-	(100,000)	(100,000)	-
Local Development Framework	(90,000)	-	(90,000)	(90,000)	-
Risk Management	-	-	-	-	-
Empty Property Reserve	-	-	-	-	-
VAT Partial Exemption Reserve	-	-	-	-	-
Conservation Reserve	-	-	-	-	-
Bond Reserve	-	-	-	-	-
Ext Funding Receipts Reserve	-	(6,110)	(6,110)	(6,110)	-
Change Management Reserve	-	-	-	-	-
Pensions Reserve	-	-	-	-	-
Business Growth Incentive Reserve	(227,460)	-	(227,460)	(227,460)	-
Council Tax Support Reserve	-	-	-	-	-
Portas Pilot Reserve	-	-	-	(6,640)	(6,640)
High Street Innovation Reserve	-	-	-	(26,650)	(26,650)
ICT Strategy Reserve	-	-	-	-	-
Growth Sites Development Reserve	-	-	-	-	-
Community Projects Reserve	-	-	-	-	-
Business Rates Volatility Reserve	(419,150)	-	(419,150)	(419,150)	-
Staff Development.MODAP Reserve	(41,400)	-	(41,400)	(41,400)	-
Inward Investment Reserve	-	-	-	-	-
NET EXPENDITURE	12,595,710	-	12,595,710	12,501,580	(94,130)
Contribution to/(from) Budget Support Reserve	(1,046,270)	-	(1,046,270)	(952,140)	94,130
BUDGET REQUIREMENT	11,549,440	-	11,549,440	11,549,440	0

APPENDIX 3

Capital Programme 2017-18 Summary Position Statement				as at	30 June 2017	
		Approved Programme £	Slippage £	Adjustments £	Revised Programme £	Position at 30 Jun £
	Housing	800,000	3,132,939	0	3,932,939	219,082
	Environmental, Roads, Street Lighting & Road safety	0	76,700	0	76,700	25,914
	Waste Collection	55,000	15,895	0	70,895	19,200
	Community safety	0	97,592	0	97,592	-422
	Asset Renew al	200,000	555,415	0	755,415	5,575
	Resource Procurement & Other Externally Funded Schemes	120,000	2,521,739	0	2,641,739	29,508
	Area Committees	90,000	302,344	0	392,344	168,305
	Parks and Recreational Services	85,000	31,385	0	116,385	49,924
	Other General Capital Schemes	3,581,000	2,840,520	0	6,421,520	5,755,192
		4,931,000	9,574,529	0	14,505,529	6,272,278
			9574529	0	14505529	6272278.22
			0	0	0	0