

## Appendix A



### **STRATEGIC MONITORING STATEMENT**

#### **FOR PERIOD**

**1<sup>st</sup> APRIL - 30<sup>th</sup> SEPTEMBER 2021**

## **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. Strategic performance monitoring is reported on a quarterly basis.

## **2. Impact of the COVID-19 pandemic**

- 2.1. The Council's COVID-19 response effort comprises work on the following matters:-
  - providing business grants to eligible business under the various business grant programmes funded by the Government – to date, over £35m of business grant support payments have been made;
  - processing Track and Trace payments to those who are required to self-isolate;
  - localised tracking and tracing of positive cases and their contacts;
  - ensuring business compliance through a business inspection programme. More recently, this has focused on essential retail outlets;
  - working with partners and LRF colleagues to identify and prepare secure sites for storing and administering the COVID-19 vaccines as they become available;
  - working with the Army and Ministry of Defence to identify and set-up additional localised community testing sites and lateral flow testing alongside the Pendle Leisure Trust;
  - Pendle Leisure Trust colleagues being awarded over £180k funding from the £100m National Leisure Recovery Fund;
  - the Business Recovery Plan continues to be regularly reviewed with updates being reported to Management Team and Policy & Resources Committee and amendments being made in response to the ever evolving situation;
  - working with our partner, Liberata, to recommence face-to-face services, with the Contact Centre reception area in Number One Market Street re-opening on 2<sup>nd</sup> August 2021. The Council's arrangements at the Town Hall remain under review.
- 2.2. Throughout the continuing emergency the delivery of some services has been impacted (e.g. Council Tax and NNDR collection rates, food safety inspections, site visits / visits to properties, debt recovery, planning enforcement, etc.) and so will have had some negative impact on performance levels and income generation. These areas will be addressed in the relevant sections of this report.
- 2.3. Due to the uncertainties the pandemic brought it was not possible to agree some of the targets for the Liberata PIs for 2020/21. Discussions throughout

the year resulted in agreement being reached between both parties that the existing performance mechanism be suspended, so adopting a neutral position for 2020/21. The Liberata Performance Framework was to be resumed from 1<sup>st</sup> August 2021, with some targets having already been agreed. Delays have been experienced in this process due to key staff members not being available. However, negotiations have resumed to agree the remaining targets.

### **3. Strategic Objective 1 – STRONG SERVICES - Working with partners, the community and volunteers to sustain services of good value.**

3.1. In relation to our performance against the actions shown in the Strategic Plan under this objective, the key highlights up to 30<sup>th</sup> September 2021 include:-

- A bid was submitted in June to the £6.5bn Levelling Up Fund. The funding was announced at the Spending Review and will provide investment in infrastructure that improves everyday life across the UK by supporting town centre and high street regeneration, local transport projects and cultural and heritage assets. The outcome of the bid is expected in Autumn.
- The end of May 2021 saw the closure of the Nelson Indoor Market and the Council and Liberata continue to work with traders in moving stock, etc and providing support as required.
- The sale of Council land at Carr Road, Nelson is underway with planning permission having been granted.
- A Development Management Validation Policy / procedure has been formally adopted by the Council.
- The transfer of Council land, buildings and other assets to town and parish councils continues with the next phase of transfers currently under review and is being picked up as part of the budget setting process.
- A further strategic review of the Council's indoor leisure provision is currently underway, with the project group for the review including five Pendle councillors.
- In response to the COVID-19 Pandemic, the Council's Finance and Revenues Teams have delivered:-
  - various Business Grants Schemes funded by the Government to support businesses through the Pandemic. In total, over £35m in grants have been paid out to over 2,000 local businesses during the national lockdown.

- the Council continues to operate schemes providing business rates relief to qualifying businesses, including nurseries and businesses in the retail, hospitality and leisure sectors; and
- the Council provides payments to eligible residents through the Self-Isolation Payments Scheme, which provides financial support to individuals who are having to isolate in line with the national Track and Trace Support Scheme.

3.2. Key financial highlights to date under this strategic objective include:-

- As indicated above, the Council has submitted various returns to Government outlining the estimated net financial impact of COVID-19 on the Council's activities. The Government has made a total of £4.6bn available to help local government respond to the COVID-19 pandemic. The Council's share of this funding is shown below:

<b>Funding Allocations</b>	<b>Amount of Government Funding (£bn)</b>	<b>Pendle's Share (£'000)</b>
<b>1st tranche 2020/21</b>	<b>1.6</b>	<b>72</b>
<b>2nd tranche 2020/21</b>	<b>1.6</b>	<b>909</b>
<b>3rd tranche 2020/21</b>	<b>0.5</b>	<b>202</b>
<b>4th tranche 2020/21</b>	<b>0.9</b>	<b>674</b>
<b>Total to-date</b>	<b>4.6</b>	<b>1,857</b>

- Despite the challenges presented by the pandemic the Council published its draft accounts on 31<sup>st</sup> July 2021 in line with the required timetable.

**4. Strategic Objective 2 – STRONG ECONOMY - Helping to create strong, sustainable economic and housing growth.**

4.1. In relation to our performance against the actions shown in the Strategic Plan under this objective, the key highlights up to 30<sup>th</sup> September 2021 include:-

- The delivery of Phase 1 of the extension to the Lomeshaye Industrial Estate is progressing with works well underway on the construction of the access road. There have been delays experienced with the construction of the road due to ground conditions and a need to revise the design. The Leases and Agreements for Lease are currently being negotiated for land disposal and work on the riverbank stabilisation works has been completed;
- The Town Deal Investment Plan was approved by the Nelson Town Deal Board and Policy & Resources Committee on 11<sup>th</sup> February 2021 and subsequently submitted to the Ministry of Housing, Communities and Local Government. In July, Nelson received a Heads of Terms offer for a Town

Deal worth £25m. The next key step is to develop full HM Treasury compliant business cases for each of the Town Deal projects in order to release delivery funding.

- The delivery of the mixed use development by PEARL of the former Colne Health Centre is almost completed. This site comprises 12 residential units for the Peter Birtwistle Trust which are all now occupied. There are 4 retail units, one of which has been let and is being fitted out;
- PEARL2 is continuing with the delivery of new housing. The former Oak Mill site, now known as Langroyd Place, in Colne is nearing completion with 32 properties of which there have been 24 sales completed and there are reservations on the remaining 8. Work is progressing well on Carry Lane, otherwise known as Greenfields View in Colne, where 21 properties are being built, with 11 sales being completed and a further 4 reservations in place;
- The redevelopment of Northlight continues. The 40 apartments in the Phase 1 residential have been completed (of which 23 have been sold and 10 are reserved) and Phase 2 has been launched with a further 45 properties. Work has completed on a new business centre in the main mill and this is substantially occupied. This complements work on the infrastructure around the site including canal side moorings;
- PEARLTogether, the joint venture Company between the Council, Barnfield Investment Properties and Together Housing has obtained planning consent for 79 properties at Harrison Drive, Colne and 89 properties at Further Clough Head and work is progressing on the delivery of both of these sites. Work started on site at Harrison Drive during December 2020 and is well underway. Pendle Council are putting the road infrastructure in at Further Clough Head which is substantially complete and housing development will begin in 2022;
- The Council is currently awaiting the outcome of a funding bid to Restoring Your Railways Fund to produce a strategic business case for a passing loop on the Colne / Burnley line;
- The Government has sought views on changes to the planning system in the form of two consultations. These are 'Changes to the Current Planning System' and the 'Planning White Paper';
- The Council has submitted comments on the Colne Neighbourhood Plan to Colne Town Council and comments on the Kelbrook and Sough Neighbourhood Plan to Kelbrook and Sough parish council;

- Work is currently underway to take the Part 2 Local Plan to Publication Stage;
- The Nelson Town Centre Masterplan public consultation has now been completed, with the aim of presenting the completed Masterplan to a future meeting of this Committee;
- Funding has been secured to undertake Masterplans in Colne, Barnoldswick and Earby. It has not been possible to progress this work further at this stage due to resources being directed to the work on the Nelson Town Deal. Therefore, additional staff are being recruited to support this work;
- The Council's Economic Development Strategy has been revised to incorporate measures to help Pendle recover from the severe impacts of the COVID-19 pandemic. The Economic Growth and Recovery Strategy was developed involving a wide range of stakeholders and has been endorsed and adopted. A further report is to be presented to this Committee regarding the staffing levels required to deliver the programme and included a delivery plan;
- A public consultation has now been undertaken seeking suggestions for what the Community Governance Review for town and parish councils may cover. The specific matters to be dealt with in the review have now been decided and we are consulting with residents and the parish and town councils concerned on them.

#### 4.2. Key financial highlights to date under this strategic objective include:-

- The Council has been allocated an initial £750k of funding under the Nelson Town Deal for strategic investments and Council has acquired Trafalgar House in Nelson, the adjoining former public toilets on Market Street, Nelson and the former Connexions Building on Scotland Road. We have subsequently been awarded a further £25m of Towns Fund. The next key step is to develop full HM Treasury compliant business cases for each of the Town Deal projects in order to release delivery funding.

### 5. **Strategic Objective 3 – STRONG COMMUNITIES - Helping to create and sustain resilient communities.**

#### 5.1. In relation to our performance against the actions shown in the Strategic Plan under this objective, the key highlights up to 30<sup>th</sup> September 2021 include:-

- Successful delivery of the Pendle Holiday Activities and Food Programme that targeted families accessing benefits-related free school meals and provided enriching activities for school aged children to help keep them

occupied and inspired through the summer holidays. The programme supported over 500 eligible children and young people and their families over the 6 week summer holiday period, with positive feedback being received by both parents and providers. Monitoring and evaluation of the programme have been undertaken and reported to LCC;

- A research project ('Reaching the Right People') has also been commissioned via PS Research and is currently underway. This piece of work aims to reflect on and tackle the lack of representation of specific groups within our community in our research and consultation projects;
- In response to the Climate Change Emergency, One Carbon World have been appointed to develop and validate the Council's Carbon Footprint, whilst the 2020/21 tree planting programme was successfully completed and the annual target exceeded;
- The outcome of a bid to the UK Community Renewal Fund is currently awaited. If successful this will enable the establishment and delivery of a Growth and Innovation Fund in Pendle, Burnley and Rossendale. A decision is expected by the end of October;
- The Empty Homes Strategy 2021-24 has now been approved and delivery is underway;
- The new Climate Action Grants for schools and community groups was launched during the Green Big Green Week and Recycle Week (mid-September). This scheme encourages schools and community groups to apply for grants for up to £1,500 and £1,000 respectively for local climate initiatives.

#### 5.2. Key financial highlights to date under this strategic objective include:-

- Funding secured of £60,000 for 'Back on Track' initiatives to enhance capacity for community mental health support to aid COVID-19 recovery. Four community organisations have been commissioned to deliver Back on Track interventions, commencing 1st July- 31 March 2022;
- The Council has been awarded £99,000 to set up and establish the Pendle yes Hub (Youth Employment Support) for 16-24 year olds. A joint initiative with JobCentre Plus, Lancashire Adult Learning, Nelson & Colne College Group and Active Lancashire, the Hub will be based at the former Training & Apprenticeship Centre on Scotland Road, Nelson and will be a one-stop shop for learning, training and placement;
- The Council has been awarded c£81,000 under the Re-Opening High Streets Safely Fund, and a corresponding amount through the Welcome

Back Fund, which include a key focus on communicating safety messages to the public and businesses, which will support resilient communities as restrictions are eased.

**6. Strategic Objective 4 – STRONG ORGANISATION - Maintaining a sustainable, resilient and efficient organisation which is Digital by Default.**

6.1. In relation to our performance against the actions shown in the Strategic Plan under this objective, the key highlights up to 30<sup>th</sup> September 2021 include:-

- The Jadu Customer Relationship Management System (CRM) continues to be developed across services to streamline processes. This work has seen a number of services moved online to the Council's website and includes a seamless process for citizens between ordering and payment for Council services and links to back office processes. Discussions continue with services to assess how the use of the CRM can be optimised to further develop mobile and back office working arrangements;
- Work continues with Jadu and the Councils Web Development Team to improve the website so that it meets the requirements of the Public Sector Bodies Accessibility Regulations 2018. The Council's Accessibility Statement was published on [www.pendle.gov.uk](http://www.pendle.gov.uk) as required by the 23<sup>rd</sup> September 2020. Work progresses in earnest to meet the requirements of the regulations with a Site Improvement Audit and Accessibility Roadmap being reviewed weekly;
- The roll-out of Office365 for staff has been completed. Only the Teams function has been enabled at this stage to enable better communication channels whilst emergency home working arrangements remain in place. A roll-out plan to enable the other applications within Office365 is underway and has been shared with Management Team;
- To enable progress to be made in meeting the Councils strategic aim to move to a more mobile and agile way of working, the following is underway:
  - The introduction of the Agile Working Policy which will enable a more agile way of working for staff and how we deliver our services. The implementation of agile working arrangements is currently underway.
  - A PC Replacement Programme which takes into account the significant changes in the way which the Council now operates due to the COVID-19 pandemic, enhance the Council's business continuity arrangements and provide greater flexibility and enhanced remote working arrangements for staff.



- Replacement of the current Mitel telephony system has been approved by this Committee. The main reasons for this are that this system is now end of life, due for replacement, and is limited in its ability to facilitate remote and mobile working. The Telephony Upgrade project will move the Council to a Microsoft Teams telephony solution. The rollout of Teams was fast-tracked in response to emergency home working arrangements and has greatly enhanced the ability for staff, partners and Members to communicate with each other.
- The Council's Corporate Governance Framework and Strategic Risk Register have been regularly reviewed and updated throughout this year, particularly during the continuing pandemic to ensure the Council remains responsive, resilient and robust in its approach to safeguarding its employees, assets and the public. The Risk Management Strategy and Policy Statement have also been reviewed and updated and included as a separate item on this agenda.

**7. Strategic Objective 5 – STRONG RESPONSE AND RECOVERY – Delivering our COVID-19 response and recovery whilst working towards rebuilding, restoring and rehabilitating our communities**

7.1. In relation to our performance against the actions shown in the Strategic Plan under this objective, the key highlights up to 30<sup>th</sup> September 2021 include:-

- Critical services such as refuse and recycling collections continue to be maintained throughout the emergency;
- Home working arrangements for staff are being maintained to ensure continued delivery of most of our services;
- The Council continue to work with local businesses in support of keeping our high streets in Pendle's 6 town centres open as Government restrictions allow;
- The Council continues to work to its Business Continuity Plan adapting this as required in response to the evolving situation with regard to the COVID-19 pandemic, whilst also monitoring other potential emergency situations facing the borough such as flooding, etc;
- The Council continues to work with partners across Lancashire along with the Army and Ministry of Defence to support COVID-19 testing arrangements and identify and deliver secure vaccine sites and facilities.

7.2. Some of the key financial highlights to date linked to this strategic objective mirror those outlined in paragraph 3.2 above under the first strategic objective.

## **8. Performance Indicators**

- 8.1. A basket of 29 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 (i.e. these include some Liberata PIs). Please find attached the performance information for these KPIs, for the period 1<sup>st</sup> April to 30<sup>th</sup> September 2021, at [Appendix A1](#).
- 8.2. The COVID-19 Pandemic impacted on performance throughout 2020/21, especially face-to-face services, and continues to do so in the first half of 2021/22. Some headline examples of this are provided below (Paras 19-27).
- 8.3. However, with the easing of restrictions, the expectation is that performance will continue to improve. That said, it is envisaged that there will still be some impact on performance as services continue to pick-up work which had been missed / delayed last year. In mitigation, for example, some services have brought in temporary staff to allow existing staff members to revert back to their usual duties and reduce any backlogs in work areas.
- 8.4. Given the unprecedented situation performance on the whole is considered to be fairly good and improving; however, it is difficult to fully compare / analyse as some targets for Liberata PIs have not yet been formally agreed.
- 8.5. Therefore for the purposes of this report we have used the targets originally proposed by the Council for those KPIs that are yet to be agreed to enable some insight into performance for this period. Where this is the case the details are contained within Appendix 1 against each relevant KPI.
- 8.6. Taking the above into account the Policy and Resources Committee is requested to review the performance information and comment as appropriate on any matters of concern and that may need further action to be taken, whilst also keeping in mind that Coronavirus continues to cause much of the disruption to performance.

## **9. Financial Performance**

### ***General Fund Revenue Budget***

- 9.1. As at 30<sup>th</sup> September 2021, the forecast outturn position to the end of the year on the General Fund Revenue Budget as presented in Appendix A3 is an underspend of £139,272 when compared to the approved budget for the year.
- 9.2. The current anticipated underspend is as a result of the anticipated projection of expenditure levels across the service directorates as reported in the Net Cost of Services (as outlined in [Appendix A3](#)). Should this position be maintained to the year end, it would result in a contribution from the Budget

Strategy Reserve of £540,028 rather than the approved budget contribution from the reserve of £679,300. The Approved Budget for 2021/22 as at the end of September 2021 represents the budget as approved by Council in February 2021 and variations approved to date.

### ***Summary of COVID-19 Financial Impacts***

- 9.3. The position reported above reflects a projected underspend against the approved budget. The bulk of this stems from assumptions made to various income and expenditure budgets which includes the ongoing impacts on service volume and activity resulting from the COVID-19 pandemic.
- 9.4. The Council continues to submit all necessary returns to Government relating to specific activity relating to COVID. However, the Council's budget monitoring framework considers not only the effects of the pandemic but also other budget variations that routinely occur for a variety of reasons not necessarily related of linked to the pandemic.

### ***General Fund Capital Programme***

- 9.5. The Capital Programme 2021/22 Summary Position Statement at 30<sup>th</sup> September 2021 is shown at [Appendix A4](#). Whilst at this early there are no significant issues arising which we need to report, it is worth highlighting the following main points:
- the Capital Programme for the year is valued at £2.355m; and
  - there is slippage brought forward from prior years currently valued at £13.030m.
- 9.6. In light of the impact of the pandemic, as well as other operational factors and anticipated future needs, officers are currently undertaking a review of the capital programme in order to assist in the development of the 2022/23 budget as well as revisions to the Medium Term Financial Plan. This is being undertaken between both finance and operational departments.
- 9.7. The future capital programme will also take into consideration the impact of recent successful funding bids such as the Nelson Town Deal and the Colne Levelling Up award.

## **10. Risk Management Issues**

- 10.1 It is good management practice to keep under review the key risks we face to the delivery of our Strategic Objectives as set out in the Strategic Plan. As the Council operates within a dynamic environment the risks facing the Council, and indeed their threat level, do change over time and never more so than recently.

10.2 The Strategic Risk Register has been subject to frequent review and update particularly in response to the COVID-19 pandemic. The most recent updates have been reviewed by the Corporate Governance Working Group in June and have been reported to Management Team and the Accounts and Audit Committee in July.

10.3 The most recent review of the risk register identified that all previous risks remain relevant with the exception of the following detailed below which will now be removed from the SRR:

- **Brexit** – this is now considered to be now subsumed into business as usual; an approach which is mirrored by the Lancashire Resilience Forum, whose Brexit sub-group has now been stood down;
- **Commercial Strategy – adopting a commercial approach within services** – this is no longer a strategic focus, particularly given the Government's stance on commercial investments. However, some commercial activity will be pursued / considered as part of the Council's approach to balancing the budget and so this will be picked up in the risk around the MTFP;
- **Changes to Borough Electoral arrangements** – this is now completed following the all-out Election in May 2021.

10.4 One further to change to the SRR is that the risk score for **Lomeshaye Phase 2 (Strong Economy)** has been increased from D2 to B2 to reflect the fact that the funding to buy the site is no longer available.

10.5 No new risks have been identified for inclusion in the SRR at this stage.

10.6 The main contributing factor having a bearing on the key risks facing the Council is the Coronavirus pandemic and the Governments guidance and regulations which we have needed to adopt / adhere to in relation to this.

10.7 A summary of the risks and their respective residual risk scores identified in the Strategic Risk Register are provided in the table provided in [Appendix A2](#).

10.8 The Risk Score Model adopted by the Council is based on a 5 x 5 matrix, with risk scores ranging from E5 (being the lowest risk) to A1 (being the highest risk). The Model is also detailed in Appendix A2 for reference.






## **11. Human Resources Information**




11.1 At the 30<sup>th</sup> September 2021, the Council's staffing establishment comprised 186 full time equivalent staff (FTEs).


# Strategic Monitoring Report – Key Performance Indicators Quarter 2, 2021/22

## Appendix A2


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 can not 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	54.67% (TBC)	55.08%		Council Tax collection for Q2 was 55.08% - This is above this time last year by 1.14%. Annual targets and profile from 2021/22 not yet been agreed between the Council and Liberata. The outturn at end of Q2 in 2019 pre pandemic was 55.92% so this month down 0.84% on that previous level.
BV10 Percentage of Non-Domestic Rates Collected	Aim to Maximise	54.61% (TBC)	54.60%		NNDR collection for Q2 stands at 54.60% this is below this time last year by -0.92%. Q2 2019 pre pandemic collection was 56.89% so currently tracking 2.29% behind pre pandemic level.
TS 1b Percentage of telephone customers greeted within 40 seconds: cumulative	Aim to Maximise	78.53% (TBC)	62.26%		Very slightly improved service this month at 54.4%. Whilst targets for this PI have not yet been agreed, the service level still failing way below acceptable limits. A remediation

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					<p>plan is being discussed between Liberata and the Council how to ensure improvements in performance.</p> <p>Call volumes showing a 21% drop on 2020 but 17% increase to calls from Feb. There has been maximum leave &amp; 169 hours of sickness which has impacted. Support from the contact centre is now needed for front facing. Upskilling is ongoing and there is a new advisor in training. A remediation plan is in place.</p>
TS 2b Percentage of call abandonment: cumulative	Aim to Minimise	3.72% (TBC)	4.68%		<p>Whilst targets for this PI have not yet been agreed, the service level still failing way below acceptable limits. A remediation plan is being discussed between Liberata and the Council how to ensure improvements in performance.</p> <p>Call volumes showing a 21% drop on 2020 but 17% increase to calls from Feb. There has been maximum leave &amp; 169 hours of sickness which has impacted. Support from the contact centre is now needed for front facing. Upskilling is ongoing and there is a new advisor in training. A remediation plan is in place.</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	99.5%	98.28%		<p>There was a period where we stopped paying creditors on a weekly basis due to resource issues, resulting in a move to making fortnightly payments. However, weekly payments have now been resumed and normal performance levels will return. There were a number of invoices in specific areas</p>



PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					and the Creditor's Team and Finance are investigating why they seem to relate to these departments, which has impacted on the numbers paid in 30 days. That said, 97.57% shows great performance for the quarter.
BV78a(i) Speed of processing new HB/CTB claims: cumulative	Aim to Minimise	19.19 days	10.42 days		<p>Benefits Performance for Q2 has remained excellent with New Claims currently being paid at 10.42 days (cumulative) and Changes in Circumstances 3.16 days. We await the impact of furlough ending on our volumes of new claims and changes going forward.</p> <p>In Q2 we received 4274 documents from DWP relating to Universal Credit; of these we removed 39 cases from Housing Benefit.</p>
BV78b(i) Speed of processing change of circumstances for HB/CTB claims: cumulative	Aim to Minimise	6.30 days	3.16 days		<p>E-Benefits continues well and we now receive over 90% of our new application forms via Citizen's Access. In Q2 we received 699 New Claims via Citizen's Access and 93 Changes in circumstances.</p> <p>Benefits Team continue to work on the Track and Trace Support payments which have now been extended to end of March 2022. So far we have received 2764 applications, processed 2759 of which we have paid 1280 eligible applications (45 parent and guardian cases) and rejected 1416 standard applications (18 parent and guardian).</p>
TS 9b Claims paid within 14 days: cumulative	Aim to Maximise	99.50%	100.00%		The volume of claims continues to reduce year on year, with all the 286 received within the first half of the year being processed within 14 days. Previous years volumes were 308 in 20/21, 273 in 19/20, and 372 in 18/19.
HS 5 Number of private sector	Aim to	100	9		We lost the dedicated officer for this work and despite our



PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
dwelling (empty properties) that are returned into occupation	Maximise				repeated warnings about the section's ability to deliver this work whilst officers are engaged in COVID-19 work, we are expected to deliver this PI. Unfortunately, we do not have sufficient staff resources to carry out this work.  We expect to perform significantly below target – within the red threshold.
HS 6a Number of private sector dwellings where Category 1 and Category 2 hazards are removed through our intervention	Aim to Maximise	15	16		We have additional resources dedicated to this area of work and are catching up the backlog of inspections.  We expect to perform on or above the target.
PBC 1a Percentage of all appeals determined in accordance with officer recommendation	Aim to Maximise	80.00%	58.33%		There were 4 appeal decisions in the 2nd quarter of which 2 were determined in line with the officer's recommendation. The outturn for the year to date is improving and we currently have 6 appeals in progress and 2 more lodged.
PBC 5 Percentage of 'Major' planning applications determined within 13 weeks	Aim to Maximise	86%	91.67%		All 11 major applications determined in the 2nd quarter were within the agreed time limit. 4 applications had extension of time agreements. The last year has seen application numbers increase by 32.5%.
PBC 6 Percentage of 'Minor' planning applications determined within 8 weeks	Aim to Maximise	87%	72.29%		25 out of 40 applications were determined within the time limit. 11 applications determined at committee were all over the time limit. There were 17 with extension of time agreements but 3 of these still went over the agreed time limit.
PBC 7 Percentage of 'Other' planning applications determined within 8 weeks	Aim to Maximise	92%	69.27%		52 out of 83 applications were determined within the time limit. 12 applications determined at committee were all over the time limit. There were 35 extension of time agreements of which 2 went over the agreed time limit.










STRATEGIC OBJECTIVE 3: STRONG COMMUNITIES - Help to Create and Sustain Resilient Communities					
PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
ES 2a Number of Environmental Crime FPN's issued for littering	Aim to Maximise	900	901		Throughout Quarter 2 due to the continued impact of COVID-19 we had a reduced number of officers proactively patrolling for littering offences. As per previous quarters internal resources have been deployed to assist in the delivery of critical services whilst also dealing with increased reports of fly tipping.
ES 2b Number of Environmental Crime FPN's issued for failure to clear fouling	Aim to Maximise	20	6		Officers during this period issued in total 361 Fixed Penalties in response to witnessing offences taking place. Officers issued 2 FPN's for failing to clear dog fouling. Through the quarter there have been 6 cautions issued for littering.
HN 1(ii) Number of cases where homelessness has been prevented or relieved	Aim to Maximise	94	49		<p>The quarterly out-turn is 23, which is a lower than anticipated out-turn. However, the COVID-19 pandemic continues to result in a number of factors which indirectly affect this measure. This includes:</p> <ul style="list-style-type: none"> <li>• Government action including a requirement for longer notice periods in seeking to evict tenants and likely heavy delays in court action commencing/proceeding has helped prevent homelessness without the need for Housing Needs intervention.</li> <li>• A general slow-down in properties becoming available for rehousing, thus it has proved more difficult to prevent homelessness through rehousing.</li> </ul> <p>The overall out-turn after two quarters is 49 cases. It is difficult to advise whether the out-turn is a good performance or not in light of the unprecedented factors as a result of the pandemic. For those that have become homeless, it has proven much more difficult to rehouse as few options for rehousing are available. The likelihood of reaching the overall target for the year is slim at present.</p>

					We expect to perform significantly below target – within the red threshold.
WM 2 Reported number of missed collections not dealt with within 24hrs (excluding non-working days)	Aim to Minimise	48	17		<p>In total over the quarter Environmental Services were scheduled to complete 484,926 domestic waste collections from these we received 1021 reports of missed collections resulting in 6 not being dealt with within 24 hours.</p> <p>Quarter 2 of 2021/22 has continued to be a particularly hard period for those that deal with kerbside collections and in particular missed collection reports.</p> <p>Officers have not only had to deal with seasonal increases in missed collection calls following public bank holidays but they have also dealt with an increase in calls linked to COVID-19 related problems such as increased amounts of waste and recycling being presented, contamination of materials, increased assistance requests, increased second bin reports and blocked access due to parked cars.</p> <p>Over the quarter staff have made good use of the JADU system used to record and respond to missed collection reports, and with the benefit of the CCTV system fitted to refuse collection vehicles, Officers have been able to investigate missed collection reports quicker and more thoroughly than they had been able to previously.</p> <p>Throughout Quarter 2 we have found that we continue to see an increase in weights and participation levels for both residual and kerbside recycling schemes. The average increase in tonnage over the period remains in the region of 50 tonnes per week for residual waste and an estimated average increase of 42 tonnes on the recycling schemes. The increase in weights mixed with the enforced absences of some frontline staff, who either shielded or had to isolate over the reporting period, has resulted in staff being re-deployed or newly recruited in order to deliver critical</p>

					services. We found that due to the increase in workload, staffs unfamiliarity of the routes and the reduced level of frontline supervision through the last weeks of the quarter there has been an impact on our ability to resolve reported missed collections within the designated timescale.
WM 8c Percentage of the total tonnage of household waste which has been recycled - Rolling Year %	Aim to Maximise	20.00%	20.77%		<p>These figures represent the data submitted to WasteDataFlow in September 2021 for the rolling year July 2020 to June 2021. WDF deadlines are set at national level and data for 20/21 will not be confirmed until around November 2021.</p> <p>The reported performance of 20.77% is slightly above the annual target of 20%, and an improvement on the same quarter last year, 20.53%.</p> <p>As predicted, now that lockdown has eased we are starting to see recycling tonnages dropping slightly, although still not as low as pre-pandemic levels.</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	11.00%	10.69%		<p>These figures represent the data submitted to WasteDataFlow in September 2021 for the rolling year July 2020 to June 2021. WDF deadlines are set at national level and data for 20/21 will not be confirmed until around November 2021.</p> <p>The reported performance of 10.69% is slightly below the annual target of 11% and lower than the same quarter last year which was 11.79%. As with dry recycling, garden waste tonnages increased during the lockdown period, but now are dropping, therefore this PI percentage is also reducing.</p> <p>Garden waste collections are affected by the weather, so unfortunately we have no control over how much people compost. From April to August this year, we have collected 200t less than the same period in 2020 probably due to a combination of weather and post-lockdown conditions.</p>

WM 11a Improved street and environmental cleanliness: Litter	Aim to Minimise	1%	1%		<p>The first surveys for 2020/2021 were carried out between June and July and in this quarter included 240 sample locations.</p> <p>The surveys were completed at a time independent to the waste collection and street cleansing schedules as required by Keep Britain Tidy. The areas surveyed included a mix of recreational land, high and low density housing as well as commercial and retail areas. The delivery of the street cleansing service has been affected during the pandemic as staff have been redeployed at times to assist in the delivery of critical services. Redeployment has been required in order to assist in the completion of scheduled work and deal with the increases in levels of participation and collected weights. Based on the challenges faced we feel the results still reflect positively on the work undertaken by the Service Areas staff to monitor and adjust street cleansing schedules to make the best use of the resources we have had available to deliver the frontline service.</p>
WM 11d Improved street and environmental cleanliness: Dog fouling	Aim to Minimise	1%	0%		

<b>STRATEGIC OBJECTIVE 4: STRONG ORGANISATION - Maintaining a Sustainable, Resilient and Efficient Organisation</b>					
<b>PI</b>	<b>Good Performance is...</b>	<b>Current Target</b>	<b>Current Value</b>	<b>Performance Status</b>	<b>Comments</b>
BV12 Working Days Lost Due to Sickness Absence	Aim to Minimise	3.0000 days	4.0078 days		The usual attendance management work has taken place including welfare meetings, formal reviews and referrals to occupational health and physiotherapy. Manager training on attendance management has taken place and support given to induction of new employees. Absence management is ongoing with 7 meetings this month.
CA 10a Percentage of payments made online by the customer	Aim to Maximise	N/A	32.71%		Number of payments being made online is increasing slowly. Building Control and Council Tax payments will be coming off e-store shortly and into Jadu making it much easier for customers to pay, so hopefully we will see an effect from that too.

CA 10b Number of online payments made independently by the customer	Aim to Maximise	N/A	22,313		<p>Figures are up on the same period last year for number of online payments made. However, the total number of payments made to the Council has reduced drastically (68,212) when compared to the same period (Apr - Sept) pre-pandemic (e.g. 81,370 in 2019/20 and 79,730 in 2018/19).</p> <p>We have two payments that are going to be transferred off e-store and onto Jadu shortly, for Building Control and Council Tax. This is in the hope that this will see a rise in the number of customers making payments independently as Jadu is much easier to use.</p>
CA 11a Total Revenues & Benefits Call Volumes	Aim to Minimise	N/A	22,731		<p>Call volumes in general showing a 21% drop on 2020 but 17% increase to calls from Feb. There has been maximum leave &amp; 169 hours of sickness which has impacted. Support from the contact centre is now needed for front facing. Upskilling is ongoing and there is a new advisor in training. A remediation plan is in place.</p>
CA 11b Volume of Revenues & Benefits face-to-face visits	Aim to Minimise	N/A	0		<p>The face-to-face service provided at Number One Market Street reception resumed in August. Whilst there were enquiries made in relation to the Revenues &amp; Benefits service (238 in Aug and 279 in Sept) these were all dealt with by the floor walker / self-serve assistant and did not require the intervention of a specialist advisor (which is what this PI measures).</p>
CA 11c Volume of emails into Revenues & Benefits service	Aim to Minimise	N/A	14,699		<p>Email volumes into the service for Apr - Sept 2021 are 14,699 and are currently comparable to those recorded for the same period in 2020/21, which were recorded at 14,656. However, this is a significant increase on 2019/20 (9,643).</p>
DIR 1 Percentage of complaints handled within timescales	Aim to Maximise	95.0%	98.0%		<p>Based on the raw data submitted 75 complaints were received in Quarter 2. 71 complaints were resolved within the target of 15 working days, a completion rate of 94.7%. This represents a slight dip in performance.</p> <p>69 of the complaints received are for Environmental</p>

				<p>Services. Missed collections were once again one of the main types of complaints received, however, given that the services completes 46,000 collections each week, we feel this is the area of activity that will continue to receive the most complaints. Throughout the pandemic, we have recorded an average of 50-70 tonnes of extra none recyclable materials being presented each week as residents have been required to work from home or have been furloughed. In response to increased weights, restricted access to streets and seasonal demands, we are still needing to use temporary staff to assist in the collection of waste and to meet the demand for bulky collections and bin deliveries. The service area was impacted during this period by driver shortages and staff having to isolate due to COVID-19. This has resulted in supervisory and office staff having to drive vehicles or take on the duties of the supervisory staff. As a result, there are 4 cases this quarter that have exceeded 15 working days. These cases link to isolating staff.</p> <p>This Quarter there has been four complaints for the Housing, Health and Engineering Team. The complaints were dealt with by an officer and related to employee attitude and satisfaction with policy/procedure.</p> <p>Two complaints were made to Planning, Economic Development and Regulatory Services this quarter and responses were made by an Officer. These related to satisfaction with policy/procedure and quality of service.</p> <p>A total of 13 compliments were received during the Quarter.</p>
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## Summary of the Risks identified in the Strategic Risk Register

Key Objective	Risk	Residual Risk Score
ALL KEY OBJECTIVES	The Medium Term Financial Plan is not sustainable.	A1
	<del>Brexit</del> —To be removed	C2
1 - STRONG SERVICES	Failure to provide 'good' customer service, access and satisfaction.	E3
	Major Disaster affecting delivery of Council services.	A2
	Increased Health Inequalities – failure to deliver an improvement to the general health of Pendle's residents; Arrangements for Public Health in Lancashire fail to deliver health improvements in Pendle	B2
	Incident resulting in death or serious injury or HSE investigation. (Also see Objective 4)	C3
	Local Government Re-organisation and impact on regions with current two-tier local government structure.	B2
	Financial position of Leisure Trust resulting in inability to provide existing level of Service.	A1
	Climate Change, in particular the need to reduce our use of Single Use Plastics.	B2
	2 - STRONG ECONOMY	Failure to optimise Pendle's economic growth / development within the region.
Failure to deliver a balanced housing market with reference to need and demand.		B2
Failure to deliver our Strategic Employment Site at Lomeshaye – Phase 1		E2
Failure to deliver our Strategic Employment Site at Lomeshaye – Phase 2		D2
Failure to make an impact on young people where it is necessary to improve poor educational attainment.		A2
Failure to bring development forward in line with the adopted Core Strategy leading to missed opportunities for growth in employment and housing.		A2
Failure to deliver the regeneration of Nelson		C2
Poor road, rail and digital connectivity prevents growth		B2
3 - STRONG COMMUNITIES	Lack of Cohesion between Communities.	C4
	Failure to Reduce Crime.	B3
	Increased anti-social behaviour, crime and the perception of levels of crime.	B3
	Universal Credit impacts on the Council's contract with Liberata.	B2
4 - STRONG ORGANISATION	<del>Commercial Strategy – adopting a commercial approach within services</del> . To be removed	D3
	Inability to continue to deliver current levels of service of waste collection and recycling.	B3
	Impact on Council's capacity / viability of organisational change linked to on-going reductions in funding for local government.	B2
	Risk of serious data breach and failure to comply with General Data Protection Regulation (GDPR).	A2
	<del>Changes to Borough Electoral arrangements</del> - To be removed	B3
5 – STRONG RESPONSE & RECOVERY	National crisis affecting delivery of Council services (e.g. viral outbreak / epidemic / pandemic)	A1

The Risk Score Model

<b>Likelihood</b>	A					
	B					
	C					
	D					
	E					
		5	4	3	2	1
		<b>Impact</b>				

Definitions of Likelihood	
Evaluation	Level
Almost Certain	A
Likely	B
Moderate	C
Unlikely	D
remote	E

Definitions of Impact	
Evaluation	Level
Catastrophic	1
Major	2
Moderate	3
Minor	4
Insignificant	5



## Appendix A3

Pendle Borough Council General Fund Revenue Budget 2021/22 Budget Monitoring - Forecast Outturn as at 30th September 2021				
	2021/22 Original Budget	Budget Adjustments	2021/22 Approved Budget	20 Pro Ou
<b><u>Departmental Net Cost Of Services</u></b>				
Directorate	821,750	0	821,750	
Finacial Services	5,201,030	10,000	5,211,030	
Democratic & Legal Services	1,124,030	(320)	1,123,710	
Planning, Economic Development & Regulatory Services	1,104,950	2,500	1,107,450	
Environmental Services	5,114,870	0	5,114,870	
Housing, Health & Engineering	2,177,750	20,000	2,197,750	
Liberata Services				
- Human Resources	141,060	320	141,380	
- Information Technology	(50,020)	0	(50,020)	
- Property Services	129,530	0	129,530	
- Revenue Services	1,603,470	0	1,603,470	
<b>Total Net Cost of Services</b>	<b>17,368,420</b>	<b>32,500</b>	<b>17,400,920</b>	<b>1</b>
<b><u>Corporate Income and Expenditure</u></b>				
Contingencies	0	0	0	
Area Committees	0	0	0	
Revenue Contribution to Capital	0	0	0	
Partnership Contribution	0	0	0	
Minimum Revenue Provision	549,280	0	549,280	
External Interest Payable	654,810	0	654,810	
Amortised Premiums and Discounts	13,700	0	13,700	
Depreciation	(1,461,070)	0	(1,461,070)	(1)
Interest and Investment Income	(40,000)	0	(40,000)	
Repayments of Principal	8,290	0	8,290	
Council Tax Freeze Grant	0	0	0	
Efficiency Support Grant	0	0	0	
Exceptional item	0	0	0	
New Homes Bonus Grant	(167,840)	0	(167,840)	
Exceptional Item - VAT refund re Trade Waste/Land Charges	0	0	0	
Business Rates S31 Grant (SBRR)	(1,326,310)	0	(1,326,310)	(1)
Business Rates - Levy payment	41,660	0	41,660	
New Burdens LA Allocations	0	0	0	
Levy Surplus Allocation	0	0	0	
Local Council Tax Support Grant	(235,950)	0	(235,950)	
Lower Tier Services Grant	(173,390)	0	(173,390)	
COVID19 Funding Allocations 2122	(633,280)	0	(633,280)	
<b>Net Revenue Expenditure</b>	<b>14,598,320</b>	<b>32,500</b>	<b>14,630,820</b>	<b>1</b>
<b><u>Contribution to/(from) Reserves</u></b>				
Revenue Expenditure Reserve	(1,341,120)	0	(1,341,120)	(1)
Change Mangement Fund	(10,000)	0	(10,000)	
Performance Reserve	(37,460)	0	(37,460)	
External Funding Receipts Reserve	0	(10,000)	(10,000)	

## Appendix A4

<b>Capital Programme 2021/22 - Summary Position Statement</b>					<b>as at</b>	<b>30 September 2021</b>
	<b>Approved Programme</b>	<b>Slippage</b>	<b>Adjustments</b>	<b>Revised Programme</b>	<b>3</b>	
	£	£	£	£		
Housing	850,000	2,633,030	255,000	3,738,030		
Environmental, Roads, Street Lighting & Road safety	0	182,690	1,400,000	1,582,690		
Waste Collection	110,000	21,930	0	131,930		
Community safety	0	0	0	0		
Asset Renewal	347,500	460,820	0	808,320		
Resource Procurement & Other Externally Funded Schemes	200,000	8,324,590	0	8,524,590		
Area Committees	170,000	620,410	0	790,410		
Parks and Recreational Services	145,000	411,560	0	556,560		
Other General Capital Schemes	532,520	375,930	0	908,450		