

**STRATEGIC MONITORING STATEMENT  
FOR PERIOD ENDED 30<sup>th</sup> SEPTEMBER 2015**

## **1. Introduction**

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

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

- 2.1 In relation to our performance against the actions shown in the Strategic Plan under this objective, the key highlights up to 30th September 2015 include:-

- holding a further meeting with Town and Parish Councils to consider the transfer of services and facilities. In 2015/16, this will focus on the transfer of Passenger Shelters and Play Areas/MUGAs. Discussions have also taken place on the transfer of responsibility for C.C.T.V.;
- the Executive has given approval to establishing a Community Projects Reserve of £100k to be used, amongst other matters, in support of the work to transfer services/facilities to Town and Parish Councils;
- the renewal of the Garden Waste subscription scheme (including an enhancement to the payment options with the inclusion of both Allpay and Automated Telephone Payments);
- the Council leading a consortium of other Councils in the delivery of a Counter Fraud process for both Local Council Tax Support and Housing Benefit. Working with Liberata, this focuses on an innovative approach to the prevention and detection of fraud which should reduce overpayments and ensure Benefit only goes to those who are entitled;
- The Executive has approved the Customer Access Management Strategy and work is now under way on the implementation.

- 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:-

- the Garden Waste subscription has yielded income of £219,450 to date with c8,778 bins being emptied from c7,878 households;

- The Council's draft Statement of Accounts for 2014/15 was completed by the statutory deadline of 30th September 2015. The accounts have been subject to audit by Grant Thornton with the final audited Statement of Accounts signed off by the Accounts and Audit Committee on 28<sup>th</sup> September;
- A report on the Council's Financial Strategy and Medium Term Financial Plan was submitted to the Executive in June 2015. In the context of expected continuing reductions in government funding, this highlighted a shortfall of funding over the next 3 years of c£4m.
- A Budget Working Group has been set up to consider the development of proposals to deal with the budget gap, which were reported to the Executive meeting in September. The first tranches of savings for 2016/17 were considered by Council on 15<sup>th</sup> October.

### **3. Strategic Objective 2 – Helping to Create and Sustain 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 September 2015 include:-

- completion of the public inquiry on the Council's Core Strategy. The Planning Inspector has since issued a summary of proposed main modifications to the Strategy which are currently the subject of a further consultation. All responses to the consultation are returned to the Planning Inspector who will consider them when determining the soundness of the Strategy. The report from the Planning Inspector is expected to be issued in October 2015 and subject to that, the Core Strategy will be presented to Council in December for adoption;
- continuing to work with other Councils in Lancashire on the development of a Combined Authority for Lancashire. To date, the work undertaken has been in support of a Governance Review which is a pre-requisite of any decision to establish a Combined Authority. The Governance Review will be concluded by October 2015 and a draft Scheme of Governance for a Combined Authority is expected to be considered by Council in December 2015. A briefing for all Councillors is planned for October 2015;
- the Stage 2 of the Tour of Britain has taken place with the route through Pendle/Ribble Valley. The event was a huge success, with widespread good publicity for the Pendle Area;
- a review of the Gearing up for Growth Scheme has been undertaken, with the outcome to be reported to the Gearing up for Growth Panel in mid-July.

The panel agreed to continue with the existing start-up programme, buying in support from Enterprise Lancashire and that the existing grants for growth programme continues;

- preparations are under way for Pendle Business Month which is being organised with Pendle Vision Board;
- Pendle Walking Festival 2015 took place in September and saw an increase of over 200 walker days compared to last year's festival.
- following the review of Strategic Assets, work is progressing on the development of Further Clough Head for residential development. Towards the end of June 2015, a consultation was held with Ward Members. A further meeting with Members was held in August and a consultation exercise with residents is now being planned in October;
- continued development work with PEARL2, our joint venture partnership with Barnfield Investment Properties, on a range of projects. The key projects at the moment are:-
  - having secured funding from the Lancashire LEP and Lancashire County Council for the redevelopment of Brierfield Mill, work is underway on a package of remediation/demolition works on the site to make it ready for development. This work is expected to start later in the year. At the same time, discussions are ongoing to acquire land adjacent to the site which will form part of the overall development;
  - completing the refurbishment of properties in Whitefield. In the main, the property refurbishments and the public realm improvements have been completed. Work is now underway to open up Every Street to traffic (with appropriate traffic calming measures). The Executive received a report on the sales of properties in Whitefield at its meeting in June 2015. A review of prices in order to improve sales was carried out and a marketing event was held in September;
  - the development of c46 properties on Clitheroe Road. The Executive agreed to dispose of the site to PEARL2 earlier this year and work is currently underway on the development of a planning application. Current timescales indicate that this will be considered by the Area Committee in December and, subject to that, work may commence on site early in the new year;
  - further to the completion of Phase 1 of the Bunkers Hill Project which comprises 8 affordable homes built for Housing Pendle, work is currently underway to assess the feasibility of Phase 2 on Bunkers Hill which is intended to be a speculative development of 14 houses;

- following successful funding bids by Together Housing and Great Places to the Affordable Homes Programme, various affordable housing schemes are currently being progressed or have recently completed. These include c30 Units on the Whitefield Presbytery, c45 Units at Valley Road, Barnoldswick, c30 units at the former Hope Mill Site, Barnoldswick and c25 units on the former Simpsons Site at Knotts Lane, Colne.
- work with Nelson & Colne College to continue delivering a package of training/skills improvement to the unemployed at the Apprenticeship and Training Centre on Scotland Road;

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:-

- A further bid for funding under the Builders Finance Fund to assist with for the development the Clitheroe Road and Bunkers Hill Phase 2 Residential Developments has been submitted to HACA. The outcome of this bid is still not yet known, though revised cash flows for the scheme have been sent. Similarly, the Council is awaiting the outcome of a bid to the Lancashire LEP for Growing Places funding for the same project;
- Work to tackle housing problems in disadvantaged neighbourhoods across Pendle has begun. A report on Selective Licensing of Landlords for Waterside is on the agenda for consideration by the Executive at this meeting and a further report will be submitted in February 2016, once the preparatory work has been completed.

#### **4. Strategic Objective 3 – Ensuring a clean, healthier, safer and cohesive Pendle**

4.1 In relation to our performance against the actions shown in the Strategic Plan under this objective, the key highlights up to 30th September 2015 include:-

- updating the Family Support and Safeguarding Children Policy and Procedure which was approved by the Executive in June 2015. The Policy was approved by the Council in July 2015 (a well-attended Member Development session on this matter was held prior to the meeting of the Council).
- following a recommendation from the Dogs Working Group, the Executive gave approval to the appointment of two additional Enforcement Officers to tackle dog fouling and undertake other dog control work such as the enforcement of Public Space Protection Orders;

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

5.1 In relation to our performance against the actions shown in the Strategic Plan under this objective, the key highlights up to 30th September 2015 include:-

- Implementation of new management structure with effect from April with services re-aligned (e.g. formation of Neighbourhood Services);
- Completed the Investors in People assessment in September 2015 with Gold Standard retained and an improved assessment score;
- Workforce Development Strategy completed;
- Leadership Development programme has commenced including 360° Feedback for Management staff at various levels.
- Commenced the implementation of the IDOX project. Both the Hardware and Software have been acquired and installed and training on the set up, data mapping and data extraction is under way.

## **6. Performance Indicators**

6.1 Previously the Council's performance information has been reported to the Performance Monitoring Panel (PMP). The panel consisted of four Scrutiny Management Team members and three Executive members and was established to provide greater scrutiny to performance related matters.

6.2 As agreed by the Executive at their meeting on 28<sup>th</sup> May 2015, the Leader and Chairman of Scrutiny Management Team met to discuss the future of the PMP. At this meeting it was agreed that the PMP be disbanded and future performance statistics be reported to the Executive.

6.3 A basket of 25 corporate key performance indicators (KPIs) has been devised to provide Members with a gauge of performance representing a range of services delivered by and on behalf of the Council.

6.4 Please find attached the performance information for these KPIs, for the period 1<sup>st</sup> April – 30<sup>th</sup> September 2015, as Appendix A.

6.5 Please note that of the 13 KPIs that are not performing on target, performance has improved on 9 when compared with Quarter 1, 2015/16. The table below provides details:

PI	Good Performance is....	Quarter 1, 2015/16	Quarter 2, 2015/16
TS 1b - % of telephone customers greeted within 40 seconds (cumulative)	Aim to Maximise	63.79%	67.72%
TS 2b - % of call abandonment (cumulative)	Aim to Minimise	8.76%	7.69%
TS 3b - % of drop-in customers and cash transactions to be seen / handled within 15mins (cumulative)	Aim to Maximise	91.13%	92.51%
DL 2 – Standard land charge searches completed in less than 5 days	Aim to Maximise	79.06%	88.72%
PBC 5 - % of 'Major' planning applications determined within 13 weeks	Aim to Maximise	66.67%	75%
PBC 6 - % of 'Minor' planning applications determined within 8 weeks	Aim to Maximise	76%	77.67%
PBC 7 - % of 'Other' planning applications determined within 8 weeks	Aim to Maximise	83.08%	85.94%
WM 8d - % of total household waste sent for composting or treatment by anaerobic digestion (Rolling Year %)	Aim to Maximise	8.06%	9.01%
DIR 1 - % of complaints handled within timescales	Aim to Maximise	78.5%	79.9%

## 7. Financial Performance

### General Fund Revenue Budget

- As at 30<sup>th</sup> September 2015, the forecast outturn position on the General Fund Revenue Budget is an underspend of £301,390 when compared to the approved budget for the year. This consists of the following:

	£
<b>Underspend on Net Cost of Services</b>	<b>(222,410)</b>
<b>Net Movement on Corporate Income/Expenditure</b>	<b>(78,980)</b>
<b>Change in Use of Reserves</b>	<b>0</b>
<b>Net Underspend</b>	<b>(301,390)</b>

- Assuming this position is maintained until the year end, it will result in a net contribution from the Budget Strategy Reserve of £1,304,030 rather than the approved budget contribution from the reserve of £1,605,420. The Approved Budget for 2015/16 represents the original budget as approved by Council in

February adjusted for slippage of £221k and the supplementary revenue estimate of £50k for the Tour of Britain (both agreed at the June Executive meeting), and other known virements as at the reporting date.

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

#### Net Cost of Services

Employee Costs (salaries) – net saving of £134k projected at this stage comprised mainly of Housing, Health and Economic Development (-£47k); Directorate (-£2k); Planning, Building Control and Licensing (-£14k), Financial Services (-£6k), Neighbourhood Services (-£43k) and Environmental Services (-£22k).

Outcomes of annual reviews (Base Budget and Income Review) – net reduction identified across services of approximately £141k against the Approved Budget for 2015/16 as part of the annual Base Budget Review.

The Income Review identified volume changes with a net negative impact on projected income levels for 2015/16 of c£59k, principally associated with economic market conditions affecting market rents income (£43k).

#### Corporate Income and Expenditure

The charge to the General Fund for the Minimum Revenue Provision (MRP) is provisionally estimated to be £52k under budget. The MRP represents an amount set-aside for the repayment of debt (principal rather than interest). The saving arises from delays in capital spending resulting in a lower level of prudential borrowing in 2014/15. The saving projected at this stage remains provisional and may be subject to change. Any variation will be reflected in subsequent monitoring reports.

Investment income is projected to be £10k above budget. This reflects the net effect of higher than forecast cash balances (again mainly linked to delays in capital spending) offset partly by lower than budgeted rates of return given the current low interest rate environment.

External interest payable for sums due on borrowings from the PWLB, assuming no further borrowing in year, has been recalculated. The effect is an anticipated reduction of c£17k against the Approved Budget.

#### Contribution from Reserves

No variances are projected at this stage. The budget adjustments shown primarily reflect the additional use of reserves to fund the approved revenue



contribution to capital (re Brierfield Mill and Customer Access Management Strategy), approved budget slippage and recently updated spending plans.

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

#### General Fund Capital Programme

4. The Capital Programme 2015/16 Summary Position Statement at 30<sup>th</sup> September is shown at [Appendix B](#). Whilst at this date no variances were identified the main points to highlight are as follows:
  - the approved capital programme, adjusted for slippage brought forward from 2014/15 (as per June Executive meeting) is valued at £9.7m;
  - spend as at the end of September was £1.02m representing c11% of the approved programme;
  - the original programme as approved by Council in February was over-programmed by £20k and this currently remains the position;
  - the Better Care Fund allocation for Disabled Facilities Grants was confirmed at £455k, some £35k higher than the original budget assumption; whilst proposed spending is unchanged this enables an equivalent reduction in planned borrowing.

#### Collection Fund

##### *Business Rates*

5. The current year represents the third year of the business rates retention system. Under this system the Council now retains a share of business rates (40%) and has the opportunity to benefit from a share of any growth in the local business rate tax base. Under this new 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.
6. One of the main variables in business rates income is the position on outstanding appeals. As at the 30<sup>th</sup> September the Council had outstanding rating appeals with a combined rateable value of £17.4m. This represents a significant sum set in the context of a total rateable value of c£52m. The Council set aside a provision for appeals of £2.57m in closing the accounts for 2014/15; this provision is shared with the Government, County and Fire Authority in prescribed proportions. Pendle's share is 40% (£1.028m).

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. As at the 30<sup>th</sup> September there were a total of 328 outstanding appeals. Of these 132 are considered cases that will ultimately be withdrawn leaving a 196 cases yet to be resolved by the Valuation Office Agency.
8. For 2015/16 the approved revenue budget includes net income relating to business rates of c£4.4m. The outturn for 2014/15 resulted in a deficit of £0.43m (against an estimated 'break-even' position). The Council's share of this deficit is £0.17m which has to be recovered in subsequent years.
9. The collection of business rates is ahead of profile at the end of September at 57.89% against a target of 57.62%.
10. Overall performance on the collection of council tax as at 30<sup>th</sup> September is ahead of profile at 55.93% compared to an estimate of 55.65%.

#### Base Budget Review 2015/16

11. Following completion of the accounts for 2014/15 a review of the base budget for 2015/16 was undertaken. This exercise was undertaken in 2014 and yielded savings of c£0.2m which contributed towards the overall savings target. Despite the on-going financial constraints the evidence of underspends year on year suggests that there remains scope to remove further costs from the base budget. The review was undertaken during August and a report on the outcome was presented to Management Team in September. Reductions of c£0.14m were identified and these have been accounted for in the outturn projection.

#### Treasury Management and Prudential Indicators

- 7.2 In accordance with the Prudential Code for Capital Expenditure within Local Authorities, the Council is required to monitor a range of prudential indicators. The key items include:-
  - borrowing: external debt at 30th September 2015 was £15.4m and is within the Operational and Authorised limits for debt approved by Council (£22m and £23m respectively) in March 2015 when considering the 2015/16 Treasury Management Strategy;
  - interest rate exposure: 100% of the Council's borrowing is at fixed rates and none is subject to variation (this is within the Council's approved limits, which are 100% and 25% respectively);

- investments: investments at 30th September 2015 stood at £21.70m (excluding the current account balance held at Lloyds Bank). All investments have been made in compliance with the Council's Investment Strategy and approved Counterparty List;

7.3 There have been no operational breaches of the lending limit set for Lloyds Bank (£5m comprised of investment and current account balances) during the first quarter. There has been no breach of the Council's overdraft facility of £0.5m within this reporting period. Details of treasury management activities continue to be reported to the Accounts and Audit Committee on a regular basis.

## **8. Risk Management Issues**

8.2 It is good management practice for us to maintain under review the key risks we face to the delivery of our Strategic Objectives as set out in the Strategic Plan. Following an assessment by the Corporate Governance Group, the table below shows our top strategic risks (based on residual risk scores and in no particular order). Details were reported to the Accounts and Audit Committee on 28<sup>th</sup> September.

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

U/C – Unchanged

### Table 1: Top Strategic Risks

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

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

## 9. Human Resources Information

- 9.2 On 30<sup>th</sup> September 2015, the Council's staffing establishment comprised 235 full time equivalent staff (FTEs).

9.3 As at the end of August 2015, the number of working days lost was an average of 2.428 days per person which was 0.282 below the projected level of 2.71 days. This is a positive start to the year, with the implementation of the revised Short-term and Long- term Sickness Policies.

**APPENDIX A**

**Pendle Borough Council  
General Fund Revenue Budget 2015/16  
Budget Monitoring - Forecast Outturn as at 30th September**

Departmental Net Cost Of Services	2015/16 Original Budget	Budget Adjustments	2015/16 Approved Budget	2015/16 Projected Outturn	Projected Variance from Budget
Directorate	-	(10,150)	(10,150)	(36,900)	(26,750)
Financial Services	5,382,540	117,300	5,499,840	5,493,260	(6,580)
Democratic and Legal Services	1,152,770	(510)	1,152,260	1,142,280	(9,980)
Planning, Building Control & Licensing	695,970	-	695,970	669,180	(26,790)
Environmental Services	3,856,320	59,130	3,915,450	3,831,170	(84,280)
Housing, Health & Economic Dev	2,519,610	496,820	3,016,430	2,981,180	(35,250)
Neighbourhood Services	2,009,110	61,540	2,070,650	1,980,440	(90,210)
Liberata Services					
- Estates and Property Services	160,420	-	160,420	216,620	56,200
- Information Services	-	-	-	(1,180)	(1,180)
- Revenue Services	1,618,560	-	1,618,560	1,608,310	(10,250)
- Human Resources	207,940	78,000	285,940	298,600	12,660
<b>Total Net Cost of Services</b>	<b>17,603,240</b>	<b>802,130</b>	<b>18,405,370</b>	<b>18,182,960</b>	<b>(222,410)</b>
<b>Corporate Income and Expenditure</b>					
Area Committees	70,000	-	70,000	70,000	-
Revenue Contribution to Capital	100,000	592,000	692,000	692,000	-
Minimum Revenue Provision	501,720	-	501,720	450,000	(51,720)
External Interest Payable	521,310	-	521,310	504,050	(17,260)
Amortised Premium and Discounts	9,970	-	9,970	9,970	-
Depreciation	(1,751,360)	-	(1,751,360)	(1,751,360)	-
Interest and Investment Income	(70,000)	-	(70,000)	(80,000)	(10,000)
Repayments of Principal	6,190	-	6,190	6,190	-
New Homes Bonus	(952,210)	-	(952,210)	(952,210)	-
Efficiency Support Grant	(40,850)	-	(40,850)	(40,850)	-
Council Tax Freeze Grant	(64,760)	-	(64,760)	(64,760)	-
Business Rates - Section 31 Grant	(705,420)	-	(705,420)	(705,420)	-
Business Rates - Payment of Levy	331,430	-	331,430	331,430	-
<b>NET REVENUE EXPENDITURE</b>	<b>15,559,260</b>	<b>1,394,130</b>	<b>16,953,390</b>	<b>16,652,000</b>	<b>(301,390)</b>
<b>Contribution to/(from) Reserves</b>					
Revenue Expenditure Reserve	(21,640)	(201,980)	(223,620)	(223,620)	-
Renewal and Repair Reserve	(100,000)	-	(100,000)	(100,000)	-
Local Development Framework	(100,000)	-	(100,000)	(100,000)	-
Risk Management	-	-	-	-	-
External Funding Receipts	-	-	-	-	-
Empty Property Reserve	(44,740)	-	(44,740)	(44,740)	-
Change Management Reserve	(75,000)	(100,000)	(175,000)	(175,000)	-
Pensions Reserve	(112,700)	-	(112,700)	(112,700)	-
Business Growth Incentive Reserve	(279,740)	(355,950)	(635,690)	(635,690)	-
Council Tax Support Reserve	28,330	-	28,330	28,330	-
LAMS Mortgage Scheme Reserve	-	(500,000)	(500,000)	(500,000)	-
Portas Pilot Reserve	(17,940)	(5,500)	(23,440)	(23,440)	-
High Street Innovation Reserve	(40,170)	11,050	(29,120)	(29,120)	-
ICT Strategy Reserve	-	(92,000)	(92,000)	(92,000)	-
Developers Contribution Reserve	-	(6,750)	(6,750)	(6,750)	-
Community Projects Reserve	-	(100,000)	(100,000)	(100,000)	-
Staff Development.MODAP Reserve	-	22,000	22,000	22,000	-
Inward Investment Reserve	-	(65,000)	(65,000)	(65,000)	-
<b>NET EXPENDITURE</b>	<b>14,795,660</b>	<b>-</b>	<b>14,795,660</b>	<b>14,494,270</b>	<b>(301,390)</b>
Contribution to/(from) Budget Support Reserve	(1,605,420)	-	(1,605,420)	(1,304,030)	301,390
<b>BUDGET REQUIREMENT</b>	<b>13,190,240</b>	<b>-</b>	<b>13,190,240</b>	<b>13,190,240</b>	<b>0</b>








# Strategic Monitoring Report – Key Performance Indicators Quarter 2, 2015/16






## Appendix C

Generated on: 12 October 2015


### Key:

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


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





PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
BV79b(i) Percentage of Recoverable Overpayments Recovered (HB) that are recovered during period	Aim to Maximise	83.00%	94.31%		For the period April – September 2015, this represents overpayments created of £818,268.35 against overpayments recovered of £771,674.05.
BV9 Percentage of Council Tax collected	Aim to Maximise	55.65%	55.93%		Collection of Council Tax remains good and is currently 0.29% above this time last year and is also above profile.
BV10 Percentage of Non-Domestic Rates Collected	Aim to Maximise	57.62%	57.89%		NNDR collection has taken a slight dip against this time last year but is above profile by 0.27%.
TS 1b Percentage of telephone customers greeted within 40 seconds: cumulative	Aim to Maximise	80.00%	67.72%		Quarter two has again been a very busy time for Customer Services. We have seen large call volumes due to the tail end of the Annual Garden Waste Subscription Service, in July we experienced an increase on average monthly call volumes of 11% with average monthly call handling times remaining the same.  Turnover has been experienced in August with two multi-
TS 2b Percentage of call abandonment: cumulative	Aim to Minimise	4.00%	7.69%		









PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					<p>skilled experienced members of the team leaving the department. The recruitment exercise to replace these staff has now been successfully completed with both replacements now in place from late September. Despite staff turnover issues performance has improved when compared with Quarter 1 performance.</p> <p>All staff within Customer Services have undertaken Child Safeguarding Training with this being either level 1 or level 2. With essential attendance from Customer Services required again this has hindered the ability to achieve SLA, although the sessions had been carried out as three separate half days the reduced staff resulted in an ability to reach KPI's.</p>
TS 3b Percentage of drop-in customers and cash transactions to be seen / handled within 15 minutes: cumulative	Aim to Maximise	93.50%	92.51%		<p>Quarter two has again been a busy period for the Face to Face channel of Customer Services. We have seen the latter stages of the Annual Garden Waste Subscription Service which resulted in large payment transactions flowing through our Cash section. We have also seen the continued rise in handling times and volumes as a result of Welfare Reform.</p> <p>Year to date Service Levels are still realistically achievable and should be achieved by year end.</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	Aim to	99.2%	99.13%		Overall performance in the second quarter has been



PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
invoices paid within 30 days	Maximise				<p>excellent at 99.37%. Performance has also improved if compared to Quarter 2 2014/15 (98.9%) despite the fact we have received over 200 more invoices for payment this year so far. For the quarter overall a total of 1,755 invoices were received of which 1,744 were paid within the target period of 30 days.</p> <p>93.05% of all invoices were actually paid within 10 days, with the average number of days for paying these invoices being 8.</p>
BV78a(i) Speed of processing new HB/CTB claims: cumulative	Aim to Minimise	21.0 days	20.0 days		<p>During Q2 the benefits performance has remained static and on track. We are currently working on cases that are around 2 weeks old. UC has been live in our area for 1 year on the 6th October and in that year; we have received 606 pieces of correspondence from the DWP resulting in a total of <b>118</b> cases being taken off housing benefit. This is a lot slower than anticipated and a lot of the documentation received still relates to single customers who are either non dependants or not on our books, however all these documents still require attention.</p>
BV78b(i) Speed of processing change of circumstances for HB/CTB claims: cumulative	Aim to Minimise	6.5 days	6.1 days		
TS 9b Claims paid within 14 days: cumulative	Aim to Maximise	98.00%	98.63%		
DL 2 Standard land charge searches completed in less than 5 days	Aim to Maximise	95%	88.72%		<p>The figure for the % of standard searches replied to within 5 days in the second quarter shows much improved performance at 97.6% compared to that in Quarter 1 (79.06%). However, this has impacted on the overall performance for the year-to-date meaning we are still underperforming against the annual target.</p> <p>The level of staff at the County Council who deal with search replies has begun to cause significant issues. However, things have been going much more smoothly during the reporting period July-Sept, despite impacts of</p>



PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					staff leave and recurring problems with old registrations which can take some time to resolve thus the searches being delayed. Another increasing problem in getting replies out is the accuracy / late replies in relation to debts that should go onto the register.
HS 5 Number of private sector dwellings (empty properties) that are returned into occupation	Aim to Maximise	263	600		Again the numbers of properties being returned into occupation is high. It seems that owners are keen to return properties to occupation to avoid the council tax premium. We are confident we will achieve the revised target.
HS 6 Number of private sector dwellings where Category 1 hazards are removed	Aim to Maximise	50	45		Again we have dealt with the complaints coming in in a timely manner and the targeted approach to enforcement we have adopted has resulted in landlords carrying out the work.
PBC 1a Percentage of all appeals determined in accordance with officer recommendation	Aim to Maximise	80.00%	42.86%		The cumulative 3 out of 7 appeals determined in accordance with officer recommendation during the period April – September 2015. Two of the 4 appeals that have been dismissed contrary to officer advice have been dismissed on highway grounds despite the NPPF indicating that only serious cumulative highway issues should lead to a refusal. One appeal related to a wind turbine and was dismissed on landscape grounds with the fourth decision being dismissed based on the merits of the retention of a tree.
PBC 5 Percentage of 'Major' planning applications determined within 13 weeks	Aim to Maximise	86%	75%		This is an important target as if we dip to 50% applicants will have the ability to apply directly to the Planning Inspectorate for planning applications. All major applications were reported to Committee within the statutory timeframe.
PBC 6 Percentage of 'Minor' planning applications determined	Aim to Maximise	87%	77.67%		Only 35% of minor applications that went to Committee were determined in the 8 week period. In order for the

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
within 8 weeks					overall percentage to improve Committee performance needs to improve.
PBC 7 Percentage of 'Other' planning applications determined within 8 weeks	Aim to Maximise	92%	85.94%		Quarter 2 performance has improved to bring performance nearer to the target.



### STRATEGIC OBJECTIVE 3: STRONG COMMUNITIES - Ensuring a Clean, Healthier, Safer and Cohesive Pendle

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	3.15	2.38		The outturn for Q2 is 1.46 (54 cases of homelessness prevented). This represents an improved quarterly out-turn. This includes Housing Needs preventions which amount to 26 cases and also two quarters of data from Open Door (20 cases), PDVI (6 cases) and Pennine Lancashire Mental Health & Housing Project (2 cases). The figures for Housing Needs are slightly below target as take up of the bond scheme has been lower than expected. Whilst, improving the bond scheme incentives, e.g. by offering higher 'guarantee's' or offering a 'cash' option would likely raise preventions, it would also raise the costs to the Borough. Housing Needs are therefore prioritising prevention work which has less of an impact on costs including helping resolve benefits issues which ensured that clients were not evicted, liaison with housing providers to help secure accommodation and rehousing through B-with-us choice-based lettings scheme.
WM 2 Reported number of missed collections not dealt with within 1 working day	Aim to Minimise	50	34		The number of missed collections not dealt with within one working day for quarter 2 is 11; the figure shows an improvement over the previous quarter in which we reported

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					a figure of 23. Additionally when directly compared against quarter 2 in 2014/15 we again are able to report an improving figure. Quarter 2, 2014/15 being 45, quarter 2, 2015/16 being 11. Based on the two quarters reported upon so far we are confident that the target of 105 will be achieved this year.
WM 8c Percentage of the total tonnage of household waste which has been recycled - Rolling Year %	Aim to Maximise	25.50%	23.21%		<p>These figures include estimated tonnages for disposal and recycling for September 2015 as Lancashire County Council (LCC) cannot provide final figures yet. Also data for Quarter 1 of 2015/16 has not yet been confirmed by WasteDataFlow (WDF). WDF deadlines are set at national level and Q1 data will not be confirmed until at least 6 months after the end of the quarter. WDF has also recently changed the way they calculate PIs and their figures for all 2014/15 are still classed as "provisional".</p> <p>The estimated performance of 23.21% is slightly below the annual target of 25.5%. The target was set at a high level in order to try and reflect the challenging targets in the Lancashire Waste Strategy. Performance is very similar to previous quarters and there are no significant changes to report.</p>
WM 8d Percentage of the total tonnage of household waste which have been sent for composting or for treatment by anaerobic digestion - Rolling Year %	Aim to Maximise	14.50%	9.01%		<p>These figures include estimated tonnages for disposal and recycling for September 2015 as Lancashire County Council (LCC) cannot provide final figures yet. Also data for Quarter 1 of 2015/16 has not yet been confirmed by WasteDataFlow (WDF). WDF deadlines are set at national level and Q1 data will not be confirmed until at least 6 months after the end of the quarter. WDF has also recently changed the way they calculate PIs and their figures for all 2014/15 are still classed as "provisional".</p>

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					<p>The estimated performance of 9.01% is below the annual target of 14.5%. The target was set at a high level in order to try and reflect the challenging targets in the Lancashire Waste Strategy. We introduced charges for garden waste collection on 30th June 2014 and we have seen an expected decrease in the amount of garden waste collected for composting by approximately 41% in the 12 months from Oct 2014 – Sept 2015 compared to the previous 12 months, a drop of 1516t. The composting rate that we achieve going forward is likely to be around eight or nine per cent, but we have gained over £160,000 net income per year from approximately 7,600 households subscribing to the new payment scheme.</p>
WM 11a Improved street and environmental cleanliness: Litter	Aim to Minimise	7%	1%		The first surveys were undertaken in July and August within the Craven, Bradley, Barrowford Walverden and Higham and Pendleside wards. The results reflect positively upon the activities of the street cleansing service and we note a slight improvement being reported in the removal of detritus when compared against the survey carried out in the Bouldsworth, Marsden, Vivary Bridge and Waterside wards at the same time last year.
WM 11d Improved street and environmental cleanliness: Dog fouling	Aim to Minimise	1%	0%		

**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	2.710 days	2.428 days		<p>The sickness figures continue to remain positive against target and performance compared to previous years. There have been four long term sickness cases reviewed, of which three have now returned to work with the fourth being referred to Occupational Health.</p>
DIR 1 Percentage of complaints handled within timescales	Aim to Maximise	100.0%	79.9%		<p>Performance for the year-to-date (April - Sept 2015) is way below target at 79.9%. This equates to 95 complaints not being handled within 15 working days.</p> <p>In Quarter 2 2015/16 a total of 278 complaints were received. However of these 19 were still in progress at the end of the quarter and have been excluded from the Q2 reported data. Of the 259 complaints actually resolved a total of 210 (81.1%) were resolved within the target of 15 days. The 214 complaints resolved were dealt with at Stage 1 (210) and Stage 2 (4). The volume of complaints received this period is higher than reported in the previous quarter (228).</p> <p>The below target performance is attributable to performance within Environmental Services which accounts for all 49 complaints that were resolved in excess of the 15 day target. Following investigation it was found that though the number of complaints received in August was not high they remained unresolved for a longer period of time. It is felt this linked to the absence of staff through annual leave and the failure of some staff to close records before taking leave. Both issues will be discussed at the officers Performance Management Reviews.</p> <p>A fundamental review of complaints is being undertaken across the Council which includes refresher training in</p>

					<p>the staff handling of complaints. One training session has been delivered to date.</p> <p>Across all services a total of 32 compliments were received in the quarter, with 64 being received for the year-to-date.</p>
--	--	--	--	--	---