



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

## **1. Introduction**

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

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

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

- the Budget Working Group continues to meet to develop options for the development of the 2017/18 budget given the financial challenge faced by the Council; initial saving proposals have been identified and submitted to Council in October;
- Engagement continues with local Town and Parish Councils regarding possible transfers of services, facilities and ad hoc parcels of land. The main focus of the programme for 2016/17 is a review of options for the provision of Parks. Progress has also been made on the transfer of responsibility for C.C.T.V with an expectation that the new arrangements will be operational from the end of November for those local councils taking the service on. A report on all outstanding issues went to the Town and Parish Councils meeting on 15<sup>th</sup> September;
- Advisory pages on the Council's website linked to flooding, bad weather etc are being updated in readiness for the autumn/winter period;;
- the Contact Centre continues to work with DWP in the delivery of Universal Credit and Personal Budgeting Support to enable the most vulnerable citizens to understand the welfare reform changes. At the same time, the Welfare Reforms Group – comprising partner organisations such as the DWP, Citizens Advice Bureau, Liberata, Housing Pendle – continues to meet to consider ways in which partners can work better together to help those affected by changes in the welfare system;
- following on from the implementation of online Council Tax services for citizens, work is on-going to implement on-line Benefits, which will allow citizens to make claims for Housing Benefit and Council Tax Support via the Council's website. It is intended to go live with this system by the end of November;

- In August the Executive approved the adoption of a local code of practice for Enforcement Agents;
- In October, Council agreed to use its prudential borrowing powers to acquire the ACE Centre with a view to reducing its annual financing liability by c£100,000 per annum.

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

- As at 30<sup>th</sup> September the subscription scheme for Garden Waste collection had yielded income of £257,820 equating to 8,594 bins;
- The audit of the Council's Statement of Accounts for 2015/16 was completed and reported to the Accounts and Audit Committee in July – the Annual Audit Letter from Grant Thornton is presented elsewhere on this agenda;
- The public consultation on possible changes to the Council's local scheme of council tax support was launched in early September and is also reported on the agenda for this meeting;
- The Council accepted the Government's offer of a 4 year funding settlement and published an Efficiency Plan as required by the October deadline ;
- An initial package of savings amounting to £550k was endorsed by the Executive in support of the 2017/18 budget and subsequently approved by Council in October.

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

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

- continuing to work with other Councils in Lancashire on the development of a Combined Authority for Lancashire. A bid to create the Combined Authority has been submitted to DCLG with a view to it being established in April 2017. In the meantime, a One Public Estate Expression of Interest was submitted in May and was successful in securing £50k. This has subsequently been followed up with a further successful bid for £260k for various property-based projects across Lancashire. Various Groups have been established to develop Lancashire's devolution 'asks' and work on this is progressing.

- a funding package of over c£8m has been secured for the infrastructure works, Phase 1 of Burnley FC in the Community Leisure Facility and the relocation of Lancashire Adult Learning. We are progressing the Compulsory Purchase Orders of some adjoining pieces of land which will be needed to deliver the proposed redevelopment of the mill complex.
- a feasibility study has been commissioned to assess the potential for a Business Improvement District (BID) for Colne;
- the Council submitted the first stage of a £1.5m bid to the Heritage Lottery Fund to bring empty shops and other buildings in Brierfield back in to use. The bid is part of a five year Brierfield Townscape Revival Plan which has been developed in consultation with local residents, businesses and Brierfield Town Council in a bid to improve the historic town centre at the same time as developments at Brierfield Mill's Northlight.
- applications for the Brownfield Sites Grant Fund are being received with the first two being considered by the Grants Panel during November. A planning application has been submitted for the Oak Mill Site in Colne; it is envisaged that the delivery of this Scheme will require funding from the Brownfield Developments Fund.
- work is progressing on the development of Further Clough Head for residential development. A planning application has now been submitted;
- as agreed at a previous meeting of the Executive, a consultation on a selective licensing scheme commenced in August 2016 (and was due to finish in November 2016).
- in August the Executive approved the planned activity and respective budget allocations for the 'Gearing up for Growth' programme over the next three years totalling £0.74m;
- continued development work with PEARL2, our joint venture partnership with Barnfield Investment Properties, on a range of projects including Carry Lane, Colne and Clitheroe Road, Brierfield.
- as part of the Annual Pendle Business Week, Pendle hosted a Lancashire Business View 'Hotspots' event to highlight Pendle as a place to do business. Around 50 business people from across Pennine Lancashire attended the event. Pendle Business Week held in w/c 17<sup>th</sup> October comprised a series of events including the Tourism Conference, Flood Resilience Workshop, Trade Masterclasses and Exploring Enterprise Courses.

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

- Loan funding of £1.51m secured under the Builders Finance Fund to assist with the development of housing at the Clitheroe Road site in Brierfield;
- A proposal to sell council land at Red Lane, Colne for housing development has been approved with heads of terms agreed; subject to site investigation works and Section 106 costs the sale could generate a gross capital receipt of up to £1.26m;
- A bid has been submitted to the Homes and Community Agency's Starter Homes Programme for a range of both Council and privately owned sites. The outcome of the bid is not yet known.
- A range of economic development and housing proposals were put forward as the Council's contribution to the bid for Growth Deal 3 funding by the Lancashire Enterprise Partnership. These bids include the potential extension of Lomeshaye Industrial Estate, extension of West Craven Business Park, employment sites at Reedyford Mill/Riverside Mill, Nelson Town Centre Regeneration and housing sites at Halifax Road, Brierfield and Further Clough Head, Nelson.

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

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

- Work on the implementation of the Public Space Protection Orders for Park, Sports Pitches, Local Nature Reserves, Town Centres and back streets with alleygates is continuing. A period of informal consultation is currently underway with a view to a formal consultation in November 2016 (as set out in the timetable reported previously to the Executive).
- Ongoing support has been provided to residents and businesses affected by flooding as a result of Storm Eva in December 2015; financial support has been provided in line with Government criteria as part of their funding package to aid recovery. A public consultation meeting on all flooding in Pendle took place on September 29th;
- A funding package is being put together to support residents in Earby affected by flooding in September; the aim is to implement a scheme to improve flood resilience; the residents are not eligible for financial support as provided following Storm Eva.

- The Executive approved Pendle's Public Health Offer being the contribution that Pendle can make from existing service provision to the improvement in public health in the Borough.
- Pendle welcomed 8 Refugee families to the area as part of the Syrian Resettlement Programme during August with a further 2 families expected before the end of the year.

## **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 2016 include:-

- Achieving the first major milestone with the IDOX Project with the Planning and Building Control modules going live (following significant effort to map and extract data). The system is also being used by Localities and for recording Contaminated Land. Work has since commenced on the configuration of the system for Housing, Environmental Health and Waste Management (to replace the Flare System) which are all expected to go live in November;
- A project to digitise the Council's asset base is now complete and, as well as providing resilience to the Council's property records, provides a more efficient method of complying with the Council's transparency obligations for property related data;;
- Phase 1 of the Customer Access Management Strategy has been implemented (Council Tax access) and work is underway on Phase 2 (Housing Benefit access).
- The Contact Centre successfully retained the National C.C.A. Accreditation with no areas recommended for improvement. The National Awards took place in October and Pendle/Liberata won the prestigious Best Outsourced Contact Centre of the Year Award;
- Monthly reviews are being undertaken of the Corporate Peer Challenge Action Plan, with a view to the Peer Review Team returning to assess progress at the end of November.

## 6. Performance Indicators

6.1. A basket of 25 corporate key performance indicators (KPIs) has been devised to provide Members with a gauge of performance representing a range of services delivered by and on behalf of the Council. The performance information for these KPIs, for the period 1<sup>st</sup> April 2016 – 30<sup>th</sup> September 2016, is provided at [Appendix 1](#).

6.2. This basket of KPIs has now been extended to include some new PIs created to measure our progress against our channel shift agenda. These PIs are detailed below and increase the basket to 30:

CA 10a - % of payments made online by the customer

CA 10b – Number of online payments made by independently by the customer

CA 11a – Total Revenues & Benefits call volumes

CA 11b – Volume of Revenues & Benefits face-to-face visits

CA 11c – Volume of emails into Revenues & benefits service

6.3. Please find attached the performance information for these KPIs, for the period 1<sup>st</sup> April 2016 – 30<sup>th</sup> September 2016, as Appendix A.

6.4. Please note that of the 12 KPIs that are not performing on target, performance has deteriorated on five when compared with the year-to-date performance reported at Quarter 2, 2015/16. The table below provides details:

PI	Good Performance is....	Apr 15 – Sept 15	Apr 16 - Sept 16	To Note
BV79b(i) % of Recoverable Overpayments Recovered (HB) that are recovered during period	Aim to Maximise	94.31%	82.89%	Only marginally off the 84% target. Large lump sum payments increase performance rate of this PI, as seen in 2015/16 data.
PBC 6 - % of 'Minor' planning applications determined within 8 weeks	Aim to Maximise	77.67%	75.24%	Performance affected by deferrals and late call-ins.
PBC 7 – Percentage of 'Other' planning applications determined within 8wks	Aim to Maximise	85.94%	83.19%	

HN 1 Recording cases where positive action is taken to prevent or relieve homelessness (per 1,000 households)	Aim to Maximise	2.38	2.22	Target is still achievable. This measure is, to a large extent, dependent on clients presenting to the Council or other agencies and then acting upon the advice given.
BV12 Working Days Lost Due to Sickness Absence	Aim to Minimise	2.428 days	3.217 days	During Quarter 2 there has been a decrease in short term sickness; however, long term sickness has seen a significant increase due to hospital admissions. Proactive absence management continues to be high priority.

- 6.5. The remaining seven KPIs that are not performing on target are detailed in the table below. From this information it can be seen that, despite the targets not being met, performance has actually improved when compared with the year-to-date performance reported at Quarter 2, 2015/16:

PI	Good Performance is....	Apr 15 – Sept 15	Apr 16 - Sept 16	To Note
TS 1b – Percentage of telephone customers greeted within 40 seconds: cumulative	Aim to Maximise	67.72%	75.26%	Whilst poor performance in May and June has impacted on overall performance to date, these PIs were on target in September and have seen month on month improvements.
TS 2b – Percentage of call abandonment: cumulative	Aim to Minimise	7.69%	5.95%	



DL 2 – Standard land charge searches completed in less than 5 days	Aim to Maximise	88.72%	89.19%	Ongoing IT issues impacted on performance during Quarter 2. Most of the issues have now been resolved with work ongoing to resolve final issue.
PBC 1a - % of all appeals determined in accordance with officer recommendation	Aim to Maximise	42.86%	61.54%	8 out of 13 decisions were in accordance with the officers' recommendations.
WM 8c - % of total household waste sent for recycling (Rolling Year %)	Aim to Maximise	23.21% (includes estimated figures)	23.27% (includes estimated figures)	Performance remains very similar to previous quarters. Challenging target set from the Lancs Waste Strategy.
WM 8d - % of total household waste sent for composting or treatment by anaerobic digestion (Rolling Year %)	Aim to Maximise	9.01% (includes estimated figures)	11.32% (includes estimated figures)	New scheme to recycle/compost street cleansing waste having positive impact on composting rates.
DIR 1 - % of complaints handled within timescales	Aim to Maximise	79.9%	80.7%	The Corporate Director and Environmental Services Manager are working to improve response times.

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

### Planning applications and appeals

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

### Homelessness

- 6.15. Homelessness is often a 'symptom' of other issues affecting a person, e.g. loss of job, relationship breakdown, debt, substance mis-use, etc. which may directly or indirectly lead to potential homelessness. As such, wider factors such as the economy and national policy / legislative changes within housing / welfare could indirectly have an impact locally. However, the Council is able to make interventions which may help to prevent homelessness before it occurs.

- 6.16. The PI is to some extent, demand-led. If customers do not approach the Council or other agencies being funded to provide this service, homelessness is more likely to occur and outturns for this measure will be lower.
- 6.17. Also, some customers may decide not to take the advice given or the parent / family member / landlord may decide not to allow the customer to stay within their property. Therefore, homelessness could result regardless of the work undertaken to prevent it.
- 6.18. Other factors leading to greater difficulty in preventing homelessness include less Registered Provider accommodation becoming available; clients presenting with more complex needs which can create higher risks for prospective landlords; the private rented sector requiring cash payment towards bonds (in preference to 'paper guarantees'), rent in advance and administrative fees; etc.
- 6.19. Whilst the outturn may have lessened in 2015-16 and may do so in 2016-17, there may not be any one specific factor why this is so. The issues which could affect this measure are in some instances, uncontrollable. This is not to say that Housing Needs officers and agency staff do not do all they can to prevent homelessness where reasonably able to do so.
- 6.20. In 2017, the Council must, by law, produce a new Homelessness Strategy informed by a review of homelessness within the borough every 5 years. Undertaking a full review of all services may lead to improvement / changes which may raise levels of homelessness prevention.

### Complaints

- 6.21. Consistently fulfilling the response times for the complaints received continues to be an issue for Environmental Services. Whilst cumulative performance for April – September 2016 (80.7%) has slightly improved when compared to the same period last year (79.9%), the performance for this quarter has deteriorated disappointingly (74.2%), particularly when considering we are receiving significantly less complaints overall.

### Waste & Recycling

- 6.22. There are a number of factors which affect performance in this area which are out of our control; for example, LCC stopped paying third party recycling credits to the voluntary sector in 2014/15 which resulted in a loss of approx. 90 tonnes of recycling during the first year; LCC's recycling facilities; etc.
- 6.23. Also, the introduction of charges for garden waste collection has seen an expected decrease in composting tonnages. However, the scheme has also

earned the council over £200,000 net income per year from 7,900 households subscribing to the new payment scheme.

- 6.24. The targets set are aligned with those of the Lancashire Waste Strategy which are challenging. Also, current performance is estimated whilst we await confirmed figures from WasteDataFlow (data from Quarters 2, 3 and 4 2015/16 and Quarter 1 2016/17 are still unconfirmed as yet).
- 6.25. We are constantly reviewing our services to see if we can increase our recycling rates within the constraints of LCC's cost sharing agreement, and within budget limits.
- 6.26. Another issue for Member's attention is sickness absence. There was an increase reported in short term absence in the first 2 months of this year when compared with the same period as last year. However, long term sickness saw a sharp increase during August 2016 due to hospital admissions. Proactive absence management continues to be high priority and 5 long term sickness review meetings have now taken place.

## 7. Financial Performance

### General Fund Revenue Budget

- 7.1. As at 30th September 2016, the forecast outturn position on the General Fund Revenue Budget is an underspend of £115,910 when compared to the approved budget for the year. This consists of the following:

	£
<b>Underspend on Net Cost of Services</b>	<b>(24,480)</b>
<b>Net Movement on Corporate Income/Expenditure</b>	<b>(91,430)</b>
<b>Change in Use of Reserves</b>	<b>-</b>
<b>Net Underspend</b>	<b>(115,910)</b>

- 7.2 Assuming this position is maintained until the year end, it will result in a net contribution to the Budget Support Reserve of £338,090 rather than the approved budget contribution to the reserve of £222,180. The approved budget for 2016/17 represents the original budget as agreed by Council in February, combined with the slippage of £185k agreed by the Executive in June and other known budget adjustments arising in the period to 30<sup>th</sup> September.
- 7.3 The approved contribution to the Budget Support Reserve reflects the decision taken by Council in July 2016 to transfer £1.75m to this reserve from other specific reserves to help support budget development over the medium-term financial plan period (2017-2020).

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

##### Net Cost of Services

*Salaries* – a net saving on salaries estimated at £70k comprised mainly of savings within Democratic and Legal (£40k), Housing and Health (£35k);

*Base Budget review* - following the close-down of the accounts for 2015/16 the opportunity has been taken to review all base budgets in the light of updated spending trends and this identified scope to reduce service related budgets by £113k. These reductions are reflected in the position now reported for the end of September.

*CCTV* – no budget provision was included in the current year given the intention to transfer the service to local town councils. This process has been delayed resulting in additional costs falling on the Council estimated currently at £53k. This could increase should the transfer be delayed beyond November 2016.

##### *Liberata Managed Services*

*Rent Allowances* – following receipt of the mid-year estimate for Rent Allowances the net expenditure on housing benefits is projected to increase by £180k in the current year. This is a net position taking account of movements in actual benefit payments, related subsidy and an updated view on overpayments identified for both the current and previous financial years. An increase of £180k equates to an increase of 0.71% on the budgeted level of expenditure on rent allowances.

*Council Tax Support* – receipt of additional Administration Subsidy (£25k).

Other significant, service specific variances as at 30<sup>th</sup> September include:

*Planning, Building Control and Licensing* - increased expenditure associated with planning appeals (£28k); this matter will be reported to the Executive in November requesting approval of additional budget provision for the current year;

*Environmental Services* – reduced expenditure relating to pooled transport costs (£52k) offset by net additional agency costs (£53k), additional Waste Disposal costs (£32k) and increased income from trade waste (£49k). Net additional income from local councils for the maintenance and inspection of play areas (£34k);

*Housing, Health and Economic Development Services* - additional agency fee income resulting from the enhanced budget for Disabled Facilities Grant in the current year (£30k);

##### Corporate Income and Expenditure

The Minimum Revenue Provision (MRP) is £31k less than budget owing to the borrowing requirement in 2015/16 being less than budgeted – the capital programme in last year was financed fully from sources other than prudential borrowing which has reduced the MRP charge in the current year.

The external interest payable on borrowing has been recalculated at £552,050, down from £580,060, a reduction of £28,010 reflecting the impact of lower interest rates and timing differences between actual and planned borrowing.

Investment income is forecast to be down by £6,500 reflecting the on-going low interest rate environment. Some deposits are attracting as little as 0.15% in the current climate.

Additional income of £9k has been received being the Council's share of the 'retained' New Homes Bonus allocation for 2016/17 previously held back by DCLG which has now been released.

The latest monitoring information on business rates and our participation in the Lancashire Business Rates Pool indicates additional income via Section 31 Grant of £29k.

### Contribution from Reserves

The budget adjustments shown primarily reflect approved adjustments in respect of 2015/16 slippage requests, the return of £40k to the Area Committees as agreed at the June Executive and the agreed transfer of £1.75m from specific reserves to the Budget Strategy reserve as approved by Council in July.

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

### General Fund Capital Programme

7.7 The Capital Programme 2016/17 Summary Position Statement at 30<sup>th</sup> June is shown at [Appendix 3](#). Whilst at the mid-year stage no variances are identified the main points to highlight are as follows:

- the approved capital programme, adjusted for slippage brought forward from 2015/16 (as per June Executive meeting) is valued at £9.7m;
- spend as at the end of Sept was £1.51m representing c16% of the approved programme;
- work is underway to develop a more robust forecast of the outturn for the year – this will be reported to the Executive in December.

### Collection Fund

#### *Business Rates*

7.5 The current year represents the fourth year of the business rates retention system. Under this system the Council now retains a share of business rates (40%) and has the opportunity to benefit from a share of any growth in the local business rate tax base. Under this system the need for effective collection mechanisms and regular monitoring and reporting has taken on greater

significance compared with the former regime under which the Council simply acted as agent collecting on behalf central government.

- 7.6 One of the main variables in business rates income is the position on outstanding appeals. As at the 30th September 2016 there were 354 appeals lodged with the VOA. Our external rating advisers estimate that after allowing for expected withdrawals that there are currently 203 appeals outstanding with a combined rateable value currently of £18.1m. This represents a significant sum set in the context of a total rateable value of £53m. A provision for appeals of £3.66m was made when closing the accounts for 2015/16; this provision is shared with the Government, County and Fire Authority in prescribed proportions. Pendle's share at 40% is (£1.466m).
- 7.7 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.
- 7.8 For 2016/17 the approved revenue budget includes net income relating to business rates of £4.2m. The outturn for 2015/16 resulted in a deficit of £2.822m (against a projected deficit of £1.293m). The Council's share of this additional deficit is £0.6m which will be recovered in 2017/18. Provision was made for this when closing the accounts for 2015/16 and subsequently approved by the Executive when it agreed an additional contribution of £600,000 to the business rates volatility reserve in June.
- 7.9 The collection of business rates is behind profile at the end of the first quarter at 58.06% against a target of 57.37%.

#### *Council Tax*

- 7.10 Overall performance on the collection of council tax as at 30<sup>th</sup> September is slightly ahead of profile at 56.06% compared to an estimate of 55.88%.

## **8. Risk Management Issues**

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

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

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

- 8.2 Where it is necessary, pro-active risk management measures are being implemented to ensure that the Council is able to manage effectively the risks to the delivery of services.
- 8.3 The Corporate Governance Group will meet shortly 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 in January.

## 9. Human Resources Information

- 9.1 At the 30th September 2016, the Council's staffing establishment comprised 230 full time equivalent staff (FTEs).









# Strategic Monitoring Report – Key Performance Indicators Quarter 2, 2016/17





Generated on: 24 October 2016


Appendix 1

## Key:


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







STRATEGIC OBJECTIVE 1: STRONG SERVICES - Working With Partners and the Community to Sustain Service of Good Value					
PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
BV79b(i) Percentage of Recoverable Overpayments Recovered (HB) that are recovered during period	Aim to Maximise	84.00%	82.89%		The overpayments recovered vs raised year to date figure currently stands at 82.89% which is only marginally off the target of 84%. This represents overpayments created for the year-to-date of approx. £650,000 and overpayments recovered for the year-to-date of approx. £539,000. This is considerably lower than the same period last year of 94.31%, which represents overpayments created for Apr-Sept 2015 of approx. £818,000 and overpayments recovered of approx. £771,500.





PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
BV9 Percentage of Council Tax collected	Aim to Maximise	55.88%	56.06%		Council Tax collection was good throughout Q2 and currently stands at 56.06% which is 0.18% above the profile expected. The Single Person Discount (SPD) review is complete and from the 805 canvassed a 113 SPD's were removed or amended increasing the net collectable debt by around £100,000; however, this may decrease as customers provide information or appeal the decision to remove the discount during Q3. Citizen's Access went live fully during Q1 and we have been monitoring take up throughout Q2 with the emphasis on promoting the self-serve product.
BV10 Percentage of Non-Domestic Rates Collected	Aim to Maximise	57.37%	58.60%		NNDR collection has been a bit of a rollercoaster through Q2; however, in September it has improved and is now above profile by 1.23% and above this time last year by 0.71%.
TS 1b Percentage of telephone customers greeted within 40 seconds: cumulative	Aim to Maximise	80.00%	75.26%		Quarter 2 has been a very busy time for Customer Services, coinciding with school/family holidays.  The Performance in the Quarter has been much improved with the average over the 3 month period meeting targets. New staff taken on to cover Maternity leave are now starting to become more established and settled, which is leading to less pressure on existing staff, meaning sickness is now at an acceptable level and performance has improved.
TS 2b Percentage of call abandonment: cumulative	Aim to Minimise	4.50%	5.95%		Customer services have made some excellent links and bonds with partner agencies and charities, and are fully utilising these partnerships to refer customers with deeper needs to them.

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					Garden Waste ATP continues to be very successful with a high % of calls that have typically been dealt with via telephone/agent now being picked up in the IVR and captured via ATP.
TS 3b Percentage of drop-in customers and cash transactions to be seen / handled within 15 minutes: cumulative	Aim to Maximise	93.75%	93.85%		Customer Services have now made strong links with Lancashire Wellbeing Service and has arranged for them to base themselves in Number One Market Street, when not out visiting customers to help deal with customers with mental health etc problems. We have also made strong links with Inspire, who despite not having a base in Pendle have agreed to have a drop in service twice a month in Number One. Staff now have an identified range of agencies to refer customers to with a range of social and health issues.


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


PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
AC 2 Percentage of undisputed invoices paid within 30 days	Aim to Maximise	99.3%	99.04%		<p>Performance in the second quarter has been good at 98.6% albeit below target and below the level achieved in Q1. For the quarter overall a total of 1,576 invoices were received of which 1,554 were paid within the target period of 30 days.</p> <p>Approx. 90% of all invoices were actually paid within 10 days, with the average number of days for paying invoices during the quarter being 8 days.</p>



PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
BV78a(i) Speed of processing new HB/CTB claims: cumulative	Aim to Minimise	20.0 days	19.4 days		Universal Credit - we have received 158 documents from the DWP during the month of September which resulted in 11 claims being cancelled off Housing Benefits. The Council Tax Support (CTS) draft scheme for 2017/18 has been finalised and the consultation process started in September and is due to finish at the end of October 2016. We have received the latest scan from DWP on benefit cap and the cap will be rolled out from 7th November 2016 - the number affected on the scan is 94 as it stands.
BV78b(i) Speed of processing change of circumstances for HB/CTB claims: cumulative	Aim to Minimise	6.0 days	5.3 days		
TS 9b Claims paid within 14 days: cumulative	Aim to Maximise	98.00%	98.67%		Performance is good and target achieved.
DL 2 Standard land charge searches completed in less than 5 days	Aim to Maximise	95%	89.19%		177 standard searches were received within the 2nd quarter of 2016-17 with 137 searches being replied to within 5 working days. The % of standard searches replied to within 5 working days was 77.4% for the quarter with recurring IT issues once again impacting on performance.
HS 5 Number of private sector dwellings (empty properties) that are returned into occupation	Aim to Maximise	400	666		Once again the proactive approach we are taking to this area of work is resulting in significant numbers of properties being returned into occupation. We expect we will over-achieve the target set.
HS 6 Number of private sector dwellings where Category 1 hazards are removed	Aim to Maximise	45	48		<p>This has been achieved from informal and formal enforcement. However, the figures indicate that landlords are not responding until we take a more formal approach but this may be due to us talking to the poorer landlord as part of the rogue landlord initiative.</p> <p>We expect to achieve the target for the year.</p>



PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
PBC 1a Percentage of all appeals determined in accordance with officer recommendation	Aim to Maximise	80.00%	61.54%		11 appeal decisions were received during the 2nd quarter of which 6 were decided in accordance with the officers' recommendations. Cumulatively 8 out of 13 decisions were in accordance with the officers' recommendations.
PBC 5 Percentage of 'Major' planning applications determined within 13 weeks	Aim to Maximise	86%	100%		5 applications determined in the 2nd quarter all of which were within the 13 week time limit.
PBC 6 Percentage of 'Minor' planning applications determined within 8 weeks	Aim to Maximise	87%	75.24%		The number of applications determined in the 2nd quarter has increased from 47 to 58 in this category. 45 out of 58 applications were determined within the 8 week time limit. In the last year 28 applications that went to Committee were either deferred or sent to DM. Nelson Committee were responsible for the majority of these with 11 deferrals and 2 DM referrals. Colne totalled 3, West Craven 6, Barrowford 6 and Brierfield 1.
PBC 7 Percentage of 'Other' planning applications determined within 8 weeks	Aim to Maximise	92%	83.19%		There is an increase in the number of application determined in the 2nd quarter from 50 to 69. The number of applications within the time limit has gone up to 65 out of 69. Performance here is significantly improved.

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


PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
HN 1 Recording cases where positive action is taken to prevent or relieve homelessness (per 1,000 households)	Aim to Maximise	2.51	2.22		The outturn for Q2 is 1.46 (54 cases of homelessness prevented). Whilst this represents a high quarterly outturn it incorporates prevention statistics for Q1 and Q2 for PDVI (11 cases), Open Door (12 cases) and Pennine Lancs Mental Health & Housing Project (PLMHHP) (2 cases).

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					<p>Housing Needs preventative work (29 cases) included helping resolve benefits issues which ensured that clients were not evicted, liaison with housing providers to help secure accommodation and use of a bond scheme to help secure accommodation in the private rented sector.</p> <p>PDVI cases represent work undertaken to help ensure their clients remain safe in their own home via their sanctuary scheme. Open Door and PLMHHP helped secure rehousing for their clients.</p> <p>The overall outturn for the year is 2.22 (82 cases prevented) which is below target for the year. However, the outturn so far is not so low as to make the overall target unachievable. This measure is, to a large extent, dependent on clients presenting to the Council or other agency above within in a reasonable timeframe to allow work to prevent homelessness to commence and that clients act upon the advice given.</p>
WM 2 Reported number of missed collections not dealt with within 24hrs (excluding non-working days)	Aim to Minimise	105	73		<p>The number of missed collections not dealt with within one working day for quarter 2 is 30; though this identifies an increase in outstanding cases when compared against quarter 2, 2015/16 in which we reported a figure of 11, we are however able to show that the performance when measured against quarter 2 of 2014/15 has continued in principle to improve. In 2014/15 we reported 45 cases as being outstanding after 24 hours during the second quarter. Overall based on the recorded information from the first two quarters of 2016/17 we are on course to achieve the set target.</p>





PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
WM 8c Percentage of the total tonnage of household waste which has been recycled - Rolling Year %	Aim to Maximise	25.50%	23.27%		<p>These figures include estimated tonnages for disposal and recycling for September 2016 as Lancashire County Council (LCC) cannot provide final figures yet. Also data for Quarters 3 and 4 of 2015/16 and Quarter 1 of 2016/17 has not yet been confirmed by WasteDataFlow (WDF). WDF deadlines are set at national level and data will not be confirmed until at least 6 months after the end of the quarter.</p> <p>The estimated performance of 23.27% is slightly below the annual target of 25.5%. The target was set at a high level in order to try and reflect the challenging targets in the Lancashire Waste Strategy. Performance is very similar to previous quarters and there are no significant changes to report, especially as tonnages are estimated.</p>
WM 8d Percentage of the total tonnage of household waste which have been sent for composting or for treatment by anaerobic digestion - Rolling Year %	Aim to Maximise	14.50%	11.32%		<p>These figures include estimated tonnages for disposal and recycling for September 2016 as Lancashire County Council (LCC) cannot provide final figures yet. Also data for Quarters 3 and 4 of 2015/16 and Quarter 1 of 2016/17 has not yet been confirmed by WasteDataFlow (WDF). WDF deadlines are set at national level and data will not be confirmed until at least 6 months after the end of the quarter.</p> <p>The estimated performance of 11.32% is below the annual target of 14.5%. The target was set at a high level in order to try and reflect the challenging targets in the Lancashire Waste Strategy. We introduced charges for garden waste collection on 30th June 2014 and we have seen an expected decrease in the amount of garden waste collected for composting of approximately 32% based on full year</p>



PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					<p>tonnages, i.e. a drop of around 1,300 tonnes per year. The composting rate that we achieve going forward is likely to be around eight or nine per cent, but we have gained over £200,000 net income per year from approximately 7,900 households subscribing to the payment scheme.</p> <p>There is an additional benefit from a new scheme introduced in 2015/16 that recycles/composts street cleansing waste. It is estimated that this will compost an additional 500t per year, which we can include in this indicator, hence our estimated performance is currently above 11% instead of the expected 8 or 9%, a similar level to before charging was introduced.</p>
WM 11a Improved street and environmental cleanliness: Litter	Aim to Minimise	5%	2%		The first surveys were carried out in the Barrowford, Bradley, Craven, Walverden and Higham and Pendleside wards. The results reflect positively on the work that has been undertaken to adjust the street cleansing schedules to make the best use of the reduced level of resources we now use.
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	2.584 days	3.217 days		There has been a sharp increase in long term sickness during August due to hospital admissions. Proactive absence management continues to be a high priority and 5 long term sickness review meetings have taken place.



PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
CA 10a Percentage of payments made online by the customer	Aim to Maximise	N/A	16.07%		<p>This PI measures the % of online payments made independently by the customer. During Qtr 2 2016/17 a total of 39,451 payments have been made, of which 5,624 were made online independently by the customer.</p> <p>For the period April - Sept 2016 a total of 86,337 payments have been made (87,153 for 15/16), of which 13,877 were made online independently by the customer (11,969 for 15/16). As can be seen from the figures, independent online payments have increased despite the total number of payments made reducing.</p>
CA 10b Number of online payments made independently by the customer	Aim to Maximise	10,000	13,877		The potential implementation of a new CRM would improve this functionality and we should see an increase in payments if this happens.
CA 11a Total Revenues & Benefits Call Volumes	Aim to Minimise	N/A	6,202		During the period April - September 2016 the volume of calls (35,284) has increased by almost 1.7% when compared to the same period last year (34,700). This is despite Garden Waste ATP continuing to be very successful with a high % of calls that have typically been dealt with via telephone/agent now being picked up in the IVR and captured via ATP.
CA 11b Volume of Revenues & Benefits face-to-face visits	Aim to Minimise	N/A	2,898		During the period April - September 2016 the volume of face-to-face visits (16,106) has increased by almost 2% when compared to the same period last year (15,797). This is despite Garden Waste ATP continuing to be very successful with a high % of calls that have typically been dealt with via telephone/agent now being picked up in the IVR and captured via ATP.

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
CA 11c Volume of emails into Revenues & Benefits service	Aim to Minimise	N/A	904		<p>Reducing the availability of email addresses as contacts on the website, together with the ability to transact and pay online should reduce the requirement to email the R&amp;B service. Customers will also be able to check information and their account online which should further reduce the need to email in.</p> <p>Citizens Access (Council Tax) is now live whilst e-Benefits is still under development.</p>
DIR 1 Percentage of complaints handled within timescales	Aim to Maximise	100.0%	80.7%		<p>Performance for the second quarter remains significantly below target at 73.4%. A total of 34 out of 132 complaints were not resolved within the target of 15 working days.</p> <p>Based on the data submitted for Quarter 2 a total of 132 complaints were received. Of these, a total of 117 (88.6%) were resolved. Of the 117 that were resolved 98 were dealt with within 15 days. This represents 83.8% of all complaints actually resolved in the quarter. However, there were also 15 unresolved complaints at the end of the quarter all of which had passed the 15 deadline. Hence, for this quarter we are in effect accounting for 132 complaints of which only 98 (74.2%) were dealt with within the target of 15 days. These were dealt with mainly at Stage 1 (131) with 1 at Stage 2.</p> <p>This is a disappointing level of performance with more than 1 in 4 complaints not resolved in the target time. The overall number of complaints continues the downward trend seen in recent quarters with the total of 132 well below that for the equivalent quarter in 2015/16 when 259 complaints were received.</p>

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					<p>This lower volume renders the actual performance in Q2 more disappointing. The incidence by service of the 34 complaints not resolved within 15 days is as follows:  Environmental Health - 1  Environmental Services - 33</p> <p>The Corporate Director is working with the Environmental Services Manager to improve performance.</p> <p>A total of 35 compliments were received during the Quarter.</p>

**APPENDIX 2**

**Pendle Borough Council  
General Fund Revenue Budget 2016/17  
Budget Monitoring - Forecast Outturn as at 30th September**

	2016/17 Original Budget	Budget Adjustments	2016/17 Approved Budget	2016/17 Projected Outturn	Projected Variance from Budget
<b>Departmental Net Cost Of Services</b>					
Directorate	-	(4,200)	(4,200)	(6,090)	(1,890)
Financial Services	5,035,110	40,810	5,075,920	5,093,310	17,390
Democratic and Legal Services	1,045,500	1,710	1,047,210	982,940	(64,270)
Planning, Building Control & Licensing	629,470	3,550	633,020	642,980	9,960
Environmental Services	3,844,440	42,960	3,887,400	3,799,130	(88,270)
Housing, Health & Economic Dev	2,427,510	98,420	2,525,930	2,440,760	(85,170)
Neighbourhood Services	1,845,280	104,450	1,949,730	1,983,400	33,670
Liberata Services					
- Estates and Property Services	261,970	18,610	280,580	287,720	7,140
- Information Services	10	-	10	10	-
- Revenue Services	1,432,270	-	1,432,270	1,584,470	152,200
- Human Resources	133,970	(30,060)	103,910	98,670	(5,240)
<b>Total Net Cost of Services</b>	<b>16,655,530</b>	<b>276,250</b>	<b>16,931,780</b>	<b>16,907,300</b>	<b>(24,480)</b>
<b>Corporate Income and Expenditure</b>					
Area Committees	70,000	40,000	110,000	110,000	-
Revenue Contribution to Capital	100,000	-	100,000	100,000	-
Minimum Revenue Provision	434,850	-	434,850	403,850	(31,000)
External Interest Payable	580,060	-	580,060	552,050	(28,010)
Amortised Premium and Discounts	14,800	-	14,800	14,800	-
Depreciation	(1,628,170)	-	(1,628,170)	(1,628,170)	-
Interest and Investment Income	(91,500)	-	(91,500)	(85,000)	6,500
Repayments of Principal	6,500	-	6,500	6,500	-
New Homes Bonus	(1,089,070)	-	(1,089,070)	(1,098,070)	(9,000)
Business Rates - Section 31 Grant	(626,700)	-	(626,700)	(655,760)	(29,060)
Business Rates - Payment of Levy	24,080	-	24,080	23,220	(860)
<b>NET REVENUE EXPENDITURE</b>	<b>14,450,380</b>	<b>316,250</b>	<b>14,766,630</b>	<b>14,650,720</b>	<b>(115,910)</b>
<b>Contribution to/(from) Reserves</b>					
Revenue Expenditure Reserve	-	(450,750)	(450,750)	(450,750)	-
General Fund	-	(250,250)	(250,250)	(250,250)	-
Area Based Grant	-	(123,000)	(123,000)	(123,000)	-
Renewal and Repair Reserve	(100,000)	-	(100,000)	(100,000)	-
Local Development Framework	(25,000)	-	(25,000)	(25,000)	-
Risk Management	-	(3,000)	(3,000)	(3,000)	-
Empty Property Reserve	-	(7,590)	(7,590)	(7,590)	-
VAT Partial Exemption Reserve	-	(77,500)	(77,500)	(77,500)	-
Conservation Reserve	-	(37,240)	(37,240)	(37,240)	-
Bond Reserve	-	(200,000)	(200,000)	(200,000)	-
Ext Funding Receipts Reserve	-	(132,000)	(132,000)	(132,000)	-
Change Management Reserve	-	(124,170)	(124,170)	(124,170)	-
Pensions Reserve	-	(166,900)	(166,900)	(166,900)	-
Business Growth Incentive Reserve	(409,700)	22,230	(387,470)	(387,470)	-
Council Tax Support Reserve	-	(143,270)	(143,270)	(143,270)	-
Portas Pilot Reserve	(7,010)	-	(7,010)	(7,010)	-
High Street Innovation Reserve	-	(26,930)	(26,930)	(26,930)	-
ICT Strategy Reserve	-	(8,000)	(8,000)	(8,000)	-
Growth Sites Development Reserve	-	(118,610)	(118,610)	(118,610)	-
Community Projects Reserve	-	(8,000)	(8,000)	(8,000)	-
Business Rates Volatility Reserve	(150,000)	-	(150,000)	(150,000)	-
Staff Development.MODAP Reserve	(57,200)	30,060	(27,140)	(27,140)	-
Inward Investment Reserve	-	(235,000)	(235,000)	(235,000)	-
<b>NET EXPENDITURE</b>	<b>13,701,470</b>	<b>(1,743,670)</b>	<b>11,957,800</b>	<b>11,841,890</b>	<b>(115,910)</b>
Contribution to/(from) Budget Support Reserve	(1,521,490)	1,743,670	222,180	338,090	115,910
<b>BUDGET REQUIREMENT</b>	<b>12,179,980</b>	<b>-</b>	<b>12,179,980</b>	<b>12,179,980</b>	<b>0</b>

APPENDIX 3

Capital Programme 2016-17 Summary Position Statement as at 30th September 2016						
	Approved Programme £	Slippage £	Adjustments £	Revised Programme £	Position at 30th Sept £	Predicted Outturn
Housing	610,000	3,283,450	350,980	4,244,430	448,167	4,244,430
Environmental, Roads, Street Lighting & Road safety	0	109,890	0	109,890	0	109,890
Waste Collection	48,000	1,450	0	49,450	9,955	49,450
Community safety	0	129,430	0	129,430	0	129,430
Asset Renewal	200,000	541,950	425,000	1,166,950	370,712	1,166,950
Resource Procurement & Other Externally Funded Schemes	220,000	2,615,270	60,000	2,895,270	493,867	2,895,270
Area Committees	100,000	272,610	0	372,610	161,747	372,610
Parks and Recreational Services	36,000	41,780	0	77,780	34,344	77,780
Other General Capital Schemes	100,000	494,600	17,800	612,400	62,089	612,400
	1,314,000	7,490,430	853,780	9,658,210	1,580,882	9,658,210
		7,490,430	853,780	9,658,210	1,580,882	9,658,210
		0	0	0	0	0