

## Appendix A



### **STRATEGIC MONITORING STATEMENT**

**FOR PERIOD ENDED**

**30th June 2018**

## 1. Introduction

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

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

- 2.1. In relation to our performance against the actions shown in the Strategic Plan under this objective, the key highlights in 2018/19 up to 30th June 2018 include:-

- 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 2018/19 is the review of options for the provision of Parks with the transfer of sites to Town and Parish Councils where possible;
- 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 – will continue to meet to consider ways in which partners can work better together to help those affected by changes in the welfare system. The Chief Financial Officer has met with DWP and will do so on a regular basis in the lead up to full roll out of Universal Credit in November 2018.
- Councillors have resolved to pursue the disposal of both Number One Market Street and Elliott House in Nelson. This is progressing in conjunction with the Council's Advisors on this matter, Lambert Smith Hampton;
- the new 4-weekly waste collection arrangements for dry recycling materials commenced 2<sup>nd</sup> April 2018. Early indications are that, bar some teething problems in implementation, the new system is working well and, in the context of the Council's financial plans, looks likely to deliver savings in excess of those planned;
- The Policy and Resources Committee agree to delegate authority to the Corporate Director to negotiate the transfer of part of Holt House, Colne to the Colne Football Club. It also resolved to hold a public meeting on the proposed transfer. The Committee also agreed to lease 20 Scotland Road to Building Bridges;

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

- the Council's draft Statement of Accounts for 2017/18 was authorised for issue on 31<sup>st</sup> May, the earliest this has been achieved by the Council. The external audit of the Accounts has since been concluded and the Council has received unqualified opinion both for the Statement of Accounts and arrangements for ensuring value for money.
- in the light of the completion of the Council's Statement of Accounts for 2017/18, a review of the Council's Reserves and Balances has been undertaken. This resulted in a transfer of £0.5m from Specific Reserves to the Budget Support Reserve;
- an update on the Council's Financial Strategy and Medium Term Financial Plan was presented to the Policy and Resources Committee in May. This indicated that estimated savings of c£4m over the plan period 2018/19 to 2021/22 and set out a strategy to consider dealing with this budget shortfall;
- as at 30th June the subscription scheme for Garden Waste collection had yielded income of £221,610 equating to 7,387 bins (7,506 at 30th June in previous year). On the current trajectory, it is anticipated that the budgeted income for the year will be achieved;
- The Council's Capital Programme assumes additional borrowing of £9m in 2018/19 to support the delivery of capital expenditure plans. In the first quarter of 2018/19, it has not been necessary to incur any additional borrowing.

### **3. Strategic Objective 2 – STRONG ECONOMY - 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 in 2018/19 up to 30th June 2018 include:-

- the Lomeshaye Industrial Estate Phase 1 CPO Public Inquiry concluded on the 28<sup>th</sup> June 2018, with the decision of the Inspector expected in the Autumn. A Development Brief for Lomeshaye was approved for consultation by the Policy and Resources Committee;
- the Colne Business Improvement District (BID) ballot concluded on 28th June 2018 with businesses voting in favour of starting a BID in Colne. A further report on that is included elsewhere on the Agenda for this meeting;

- an update to the Gearing up for Growth Programme was given to the Policy and Resources in June 2018. A budget was also approved for the Programme in 2018/19. Two businesses have received a 'Grant for Growth' during this first quarter. There have also been three businesses that have received a Start-Up Grant and Business Support Staff have engaged with 66 Pendle businesses;
- the development of Further Clough Head for housing is progressing. The site has been marketed and the Council is seeking expressions of interest from Developers who has an interest in developing the site in conjunction with the Council. Expressions of Interest are expected by the end of September 2018;
- the redevelopment of Northlight continues. The Lancashire Adult Learning site is complete and operating. Enabling works for 36 apartments has now commenced; the internal fit-out of the Burnley FC in the Community Leisure Facility is due to complete in September 2018; the refurbishment of the InSitu Arts Centre is underway and due for completion in August 2018; and the Council and Barnfield are working together to produce a mini business case to secure funding from the Lancashire Enterprise Partnership (LEP) for residual workspace.
- the last property on the Quaker Heights development by PEARL2 was sold in the first quarter bringing to a conclusion the development of that site and the site on Holden Road. PEARL2 is now focussed on the delivery of new housing on Clitheroe Road, Brierfield (38 properties), Langroyd in Colne (32 properties) and Carry Lane in Colne, (22 properties).
- a new Joint Venture Company has now been established between the Council, Barnfield Investment Properties and Together Housing to deliver a pipeline of housing sites, both in public and private ownership.
- the Council agreed to the disposal of a surplus site at Bright Street in Colne to Homelife who are developing a Supported Housing Scheme on Argyle Street, Colne. Homelife are proposing to developed a further Supported Housing Scheme on Bright Street;
- work is underway in establishing a Small Sites Developer Register to encourage small housing site developments in the Borough. A report has been considered by Policy and Resources Committee on this matter seeking approval to make available surplus land to those Developers on the Register. At the same time, consideration has been given to sites being made available for custom/self-build following on from the pilot project on Bamford Street;
- The Pendle Business Awards was delivered successfully in May 2018. The event was attended by c250 people and 10 awards were made. The

Awards received significant coverage in the local and regional press and various business publications highlighting the success of a number of Pendle's businesses;

- Pendle Connects, the business to business networking group supported by the Pendle Vision Board held another successful event on Skills and Employment in Pendle at Nelson and College in June 2018.

3.2. Details of the Council's financial performance to date are shown below. The following key financial highlights are relevant to this strategic objective and therefore set out below:

- the Council completed the sale of land at Red Lane in Colne, achieving a capital receipt of £973k (after taking into account various agreed abnormal costs);

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

4.1. In relation to our performance against the actions shown in the Strategic Plan under this objective, the key highlights up to 30th June 2018 include:-

- work continues with partners to improve the skills, education and training of Pendle's workforce with the Enterprise Advisor Network continuing across all Pendle schools / colleges. The Policy and Resources Committee also gave approval to funding to support the promotion of Apprenticeships in conjunction with Workplace Training Providers;
- the Council continues to support and facilitate work with partners on the delivery of the Pendle Challenge. A range of activity is currently underway including the Pendle Reading Challenge, working with Curious Minds from Preston on mental health issues in Schools, supporting a Teacher Training Programme to , undertaking a pilot project to improve speech and oracy and the use of the Children's University to improve the aspirations of children in Pendle's Schools;
- Along with Blackpool and Burnley, Pendle has been chosen as a pilot area for one of the Government's proposed Careers Hubs;
- Following consideration by the Policy and Resources Committee, it was resolved to transfer the Waterside Community Centre to Positive Action in the Community (PAC);
- the Sport and Leisure public consultation / survey was launched on Monday 11<sup>th</sup> June 2018 and is due to close on Sunday 5<sup>th</sup> August 2018. A report on this matter will be considered at the September 2018 meeting of the Policy and Resources Committee;

- the Government produced an Integration Strategy Green Paper and opened a consultation on this matter. The Council submitted its response to the consultation reflecting the comments of the Policy and Resources Committee;
- the Grant in Aid (GIA) funding required to match the European Structural Investment Fund (ESIF) funding for the required flood alleviation schemes in Earby has been signed; however, some of the conditions applied are still under negotiation.

4.2. Details of the Council's financial performance to date are shown below. The following key financial highlights are relevant to this strategic objective and therefore set out below:

- The Council has received confirmation from both MHCLG and the Environment Agency that the residual unclaimed Property Resilience funding allocated following the aftermath of Storm Eva on Boxing Day 2015 can be used by the Council. This funding will be used to provide flood resilience measures for Earby as planned;

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

5.1. In relation to our performance against the actions shown in the Strategic Plan under this objective, the key highlights up to 30th June 2018 include:-

- work on the implementation of the new Customer Relationship Management System continues. This work has seen a number of services moved online to the Council's website (e.g. bulky household waste collection requests and payment) and includes a seamless process for citizens between ordering and payment for Council services and links to back office processes;
- the project to implement IDOX has been completed in the first quarter of 2017/18. IDOX is an integrated property-based system now used by various Departments (Planning, Building Control, Housing, Environmental Health and Environmental Services) across the Council and has replaced a number of disparate and unconnected systems. The next stage of development will consider how the functionality of IDOX can be exploited to support better service delivery and integration of IDOX with other systems;
- The Council has resolved to look at the number of Councillors and the frequency of Council Elections. Work on this matter has commenced and further reports will be considered by the Council in due course;

- Employee Assistance Programme implemented during 2017 continues with positive feedback being received from those who have accessed the service
- reviewing the best use of the Apprenticeship Support Levy due to there being more choices available this year as learning providers have developed more programmes.
- the Contact Centre successfully retained the National Contact Centre Accreditation (CCA) where the assessment highlighted excellent standards across staff engagement. Customer Services have also been shortlisted for the IRRV Award 'Excellence in Social Inclusion' which focuses on delivering services to vulnerable customers.

## **6. Performance Indicators**

- 6.1. A basket of 29 corporate key performance indicators (KPIs) has been devised to provide Members with a gauge of performance representing a range of services delivered by and on behalf of the Council.
- 6.2. The performance information for these KPIs, for the period 1<sup>st</sup> April 2018 – 30th June 2018 is provided at **Appendix A1**.
- 6.3. The Policy and Resources Committee is requested to review the performance information and comment as appropriate on any matters of concern and that may need further action to be taken.
- 6.4. In the main, performance is broadly in line with targets set and previous performance. Where this is not the case there are reasons for this which are provided below.

### Customer Services

- 6.5. There has been an impact on performance in Customer Services during this quarter due to a significant increase in demand for telephone services and higher than anticipated staff sickness levels within the Contact Centre.
- 6.6. The increase in calls has mainly been due to the following:-
  - a. the introduction of the new recycling scheme. The initial launch of the scheme and the push to get residents to order their blue bin online was a success; however, as reported to the Policy and Resources Committee, delays in the delivery of the blue bins and problems experienced with the Company sub-contracted to deliver them created high call volumes beyond expectations. There were then issues with demand for blue bins almost doubling supply, which indicates the scheme has been a success despite the issues experienced.

- b. the new waste collection timetable which prompted increased calls regarding missed bins;
  - c. more people calling with revenues and benefits queries following the impact of the removal of face-to-face services and despite the availability of services online. Work continues to encourage citizens to use digital services (campaigns such as 'Get Connected' and 'Save time, do it online') which should reduce call volumes going forward. In doing this we continue to ensure that vulnerable customers are assisted appropriately at all times and not impacted unnecessarily by the introduction of digital services.
- 6.7. The Council and Liberata worked together during this time to put in place additional resources to mitigate the shortfall and resourcing levels of the Contact Centre are now almost back to full strength (with all but one staff member now having returned from long term sick leave). At the time of writing, Contact Centre performance is current above agreed levels. That said, the Council and Liberata are continually working together to address issues affecting the customer experience to both ensure suitable arrangements are in place to avoid any future service delivery impacts and to further improve performance.

### Waste & Recycling

- 6.8. There are a number of factors which affect performance in this area which are not within the Council's control. For example, Lancashire County Council (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 alone; LCC's recycling facilities; etc.
- 6.9. Also, Recycling Sites were removed in March 2017 and therefore recycling tonnages are lower. We have also seen an increase in the amount of contaminated recycling in the brown bin over the last few quarters, going from 16% at the end of 2016 to 24% in quarter 4 of 17/18. As a result we have asked LCC to examine their sorting system to establish why the contamination rate is now at such a high level. In response, LCC are conducting monthly testing and expect the outcome in the near future.
- 6.10. This affects our recycling performance and we hope that the introduction of the new wheeled bins for paper/card recycling will help reduce the level of contamination of the brown bin (plastic bottles, glass bottles, foil, etc.), as some householders use them wrongly for paper/card recycling.
- 6.11. Also, the introduction of charges for garden waste collection has seen an expected decrease in composting tonnages. However, up to the end of March 2018, the scheme has also generated the council over £260,000 net income per year from subscriptions for over 8,600 bins under the new payment



scheme. Also, the additional benefit we were seeing from the composting of street cleansing waste (introduced in 2015/16) has now declined.

- 6.12. With regard to missed bin collections, in total there were 1,511 missed bins reported during the quarter out of an estimated 580,000 bins due for collection (0.26%). The underperformance reported relates to just 33 missed bins not being dealt with within 24hrs.
- 6.13. It is also important to note that Performance throughout this year is estimated whilst we await confirmed figures from WasteDataFlow.

### Complaints

- 6.14. A total of 170 complaint were received in the first quarter of which 145 were resolved within 15 days of being received. This quarter represents a continuation of the dip in performance seen in the last quarter of 2017/18 following three quarters of improving performance.
- 6.15. The majority of complaints were received by Environmental Services. As to be expected the introduction of the blue bin service has had a notable impact with complaints about missed bins and delivery issues. It is apparent that some members of the public are still adapting to the new collection schedules despite all the publicity and distribution of calendars.
- 6.16. A further analysis of the complaints is to be undertaken to determine what lessons the Council can learn and, if necessary, what changes can be made to improve services.

### Sickness Absence

- 6.17. There has been a significant improvement when comparing April and May 2017 (2.235 days) with April and May 2018 (1.649 days).
- 6.18. As previously advised, an Employee Assistance Programme has been implemented to support employees with mental health issues, which has been positively received. Consideration is currently being given to extending this Programme to physical health matters. Identified procedural issues will also be addressed through the review of the Absence Procedures and working practices which will include refresher training for managers.
- 6.19. Some examples of other measures introduced to reduce sickness absence are:
- a. mental health training to aid signposting for help;
  - b. the support of a Health and Wellbeing Group and an annual programme of related activities;
  - c. reasonable preventative adjustments to working hours, duties, equipment, etc. to aid working environment.

6.20. An annual report on sickness absence is compiled and presented to Management Team which reviews and analyses staff absence to aid better understanding of the underlying issues and agree actions on what can be done to address those issues identified.

## 7. Financial Performance

### General Fund Revenue Budget

7.1. As at 30<sup>th</sup> June 2018, the forecast out-turn position on the General Fund Revenue Budget is an overspend of £2,180 when compared to the approved budget for the year. This consists of the following:-

	£
Overspend on Net Cost of Services	71,790
Net movement on Corporate Income/Expenditure	(69,610)
Change in use of Reserves	0
<b>Net Overspend/(Underspend)</b>	<b>2,180</b>

7.2 Assuming this position is maintained until the year end, it will result in a net contribution from the Budget Strategy Reserve of £636,000 rather than the approved budget contribution from the reserve of £633,820. The Approved Budget for 2018/19 represents the original budget as approved by Council in February plus approved slippage of £114k carried over from 2017/18. Other significant budget adjustments approved by Policy and Resources Committee/Council to the end of June include:

- Supplementary revenue estimate of £100k to setup a Community Infrastructure Fund;
- Transfers between reserves in the sum of £466k from identified earmarked reserves into the Budget Support Reserve;
- Funding allocation of £10k to support the Council for Voluntary Services (CVS).
- Re-profile of anticipated spend in the final year of the Gearing up for Growth (Business Growth) programme. Net additional funding allocation from reserve of £61k.

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

#### Net Cost of Services

The main variances relate to employee costs across services and represent staff turnover - (£65k).

Other Projected Variations	£k	Summary
Democratic and Legal Services	(12)	Receipt of Individual Electoral Registration (IER) Grant income.
Environmental Services	(12)	Forecast net expenditure associated with running costs of vehicles for Domestic Waste and Landscape Maintenance.
Neighbourhood Services	(28)	Net cost of Buildings (club house) related expenditure associated with the Playing Fields budget (Edge End, Holt House and Swinden). The projected overspend relates principally to rates costs incurred in excess of budget provision, late receipt of previous year's bills received in 2018/19, and reduced rental income following transfer of assets to Town and Parish Councils.
	(18)	Projected repair and maintenance costs related to Town Centres, particularly Nelson (+£14k) for e.g. jet washing and maintenance of street furniture.
Liberata Services	(37)	Reduced income from miscellaneous property following changes following such events as asset disposal, change of ownership and occupancy.
	(15)	Maintenance of shared areas at No1 Market Street following first (part) year as landlord.
	(12)	Reduced National Insurance (NI) rebate receivable on Employee NI, following introduction of standard NI rate and adjustment to approved budget assumption in 2018/19.
Net other small variations (+/- £10k )	27	

### Corporate Income and Expenditure

The projected outturn for external interest payable reflects the deferred borrowing position at the reporting date. The approved budget assumed net borrowing of £9.9m with effect from 1 April 2018, with external debt repayments as appropriate. However, no borrowing has been undertaken in the year to date but it remains the assumption that borrowing will take place later in the year depend on cash flow and how that impacts on internal borrowing during the year. The projected variance as at 30<sup>th</sup> June is (£70k).

It is expected that there will be savings on the Minimum Revenue Provision (i.e. debt repayment) but confirmation of this will follow during the year as the Capital Programme progresses.

The budget adjustment for Area Committees forms part of the £114k slippage approved by Policy and Resources Committee to meet (revenue) commitments from prior year.

The Revenue Contribution to Capital adjustment now aligns this funding source with that included in the approved Capital Programme 2018/19.

### Contribution from Reserves

Variations relate to those approved budget adjustments referred to above.

A summary view of the above is presented in **Appendix A2**.

### General Fund Capital Programme

7.4 The Capital Programme 2018/19 Summary Position Statement at 30<sup>th</sup> June is shown at **Appendix A3**. Whilst at this early stage no variances are identified the main points to highlight are as follows:

- the approved capital programme, adjusted for slippage brought forward from 2017/18 (as per June Policy and Resources meeting) was valued at £10.2m but note below additional information in respect of Disabled Facilities Grant (DFG) receivable;
- the level of DFG grant awarded to the Council for 2018/19 has recently been confirmed at £902k, some £152k higher than the grant assumed when the programme was approved by Council in February and Policy and Resources Committee in May; the DFG budget has been increased for this and is reflected in Appendix C.

- the approved programme includes a virement from Asset Renewal initiatives to Waste Collection in the sum of £90k to fund the purchase of additional bins to meet demand arising from the implementation of new recycling arrangements.
- spend as at the end of June was £0.5m representing c4% of the approved programme.

### **Core Funding**

#### *Business Rates*

- 7.5 Under the current Business Rates system the Council retains a share of business rates (40%) and has the opportunity to benefit from a share of any growth in the local business rate tax base. Under this system the need for effective collection mechanisms and regular monitoring and reporting has taken on greater significance compared with the former regime under which the Council simply acted as agent collecting on behalf central government.
- 7.6 One of the main variables in business rates income is the position on outstanding appeals. As at the 30<sup>th</sup> June 2018 there were 184 appeals lodged with the VOA. Our external rating advisers estimate that after allowing for expected withdrawals and duplicate appeals that there are currently 100 appeals outstanding with a combined rateable value currently of £15.8m. This represents a significant sum set in the context of a total rateable value of £52.5m. A provision for appeals of £3.13m was made when closing the accounts for 2017/18; this provision is shared with the Government, County and Fire Authority in prescribed proportions. Pendle's share at 40% is (£1.252m).
- 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. Similarly, changes to the appeals process for items included in the 2017 Rating List has resulted in little or no intelligence on which to calculate a provision. Included within the £3.13m appeals provision as at 31<sup>st</sup> March 2018 is a sum of £0.9m, being based on the percentage uplift included in the 2017/18 multiplier and as included in the Council's NNDR 1 return i.e. 4.7% of net rates payable.
- 7.8 The outturn on the Collection Fund for Business Rates for 2017/18 resulted in a surplus of £1.89m (compared with an estimated surplus of £0.632m when reviewed in December 2017). The Council's share of this improved position of (£1.26m) is £503k and this will help support the budget over the medium term.

7.9 The collection of business rates is slightly behind profile at the end of the first quarter at 29.19% against a target of 29.89%.

### *Council Tax*

7.10 Overall performance on the collection of council tax as at 30<sup>th</sup> June is slightly behind profile at 28.86% compared to a target of 29.16%.

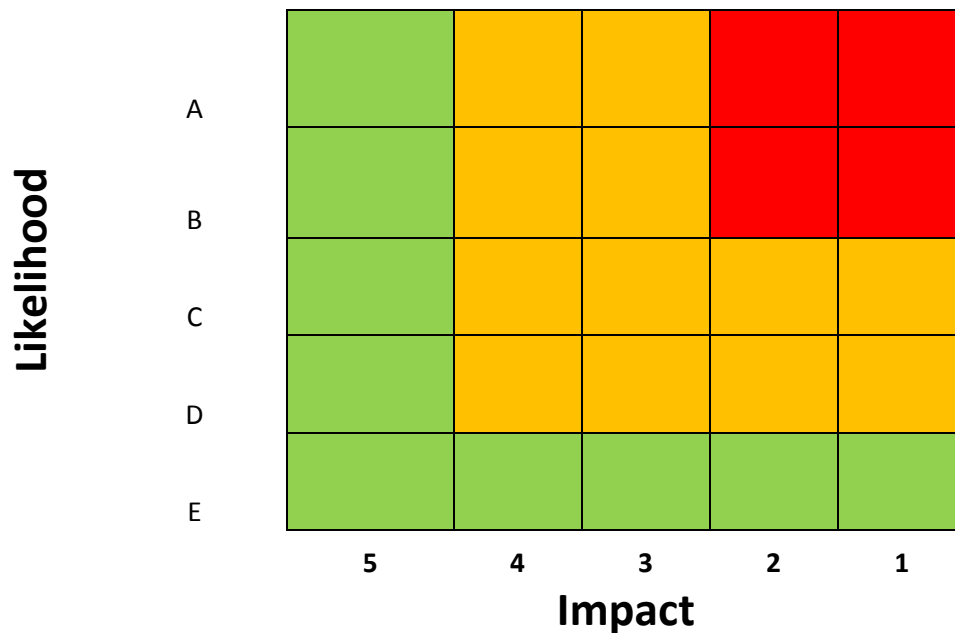
## **8. Risk Management Issues**

8.1 It is good management practice to maintain under review the key risks we face to the delivery of our Strategic Objectives as set out in the Strategic Plan. As the Council operates within a dynamic environment the risks facing the Council, and indeed their threat level, do change over time. Therefore the list below that was in situ during the first quarter of the year is currently being updated via the Corporate Governance Group. Factors such as Brexit, potential data breaches and Local Government re-organisation will be considered, assessed and included within the updated 2018 to 2019 Risk Register where appropriate.

8.2 The table below shows the current top strategic risks (based on residual risk scores and in no particular order):

No.	Risk Identified	Residual Risk Score	
1	Failure to optimise Pendle's economic growth / development within the region	B1	
2	Failure to bring development forward in line with the adopted Core Strategy leading to missed opportunities for growth in employment and housing	B1	
3	Failure to deliver a balanced housing market with reference to need and demand	B1	
4	The Medium Term Financial Plan is not sustainable	A1	
5	Financial Position of Leisure Trust leading to inability to provide existing level of service	B1	
6	Impact on the Council's capacity / viability of organisational change linked to on-going reductions in funding for local government	B2	
7	Lack of cohesion between communities	B2	
8	Increased health inequalities – failure to deliver an improvement to the general health of Pendle's residents	A3	
9	Failure to make an impact on young people not in education, employment or training	A3	
10	Inability to continue to deliver current levels of waste collection and recycling	A3	

8.3 The scores are based on the current 5 x 5 matrix as below ranging from B5 being the lowest risk to A1 which is the highest level of risk.



8.4 The updated Risk Register referred to in paragraph 8.1 will be reported to Accounts and Audit Committee on 27<sup>th</sup> September 2018 and will be a key document within our on-going Governance Arrangements as documented within the Annual Governance Statement that is inspected each year by our External Auditors Grant Thornton.






## 9. Human Resources Information

9.1 At the 30th June 2017, the Council's staffing establishment comprised 220.8 Full time equivalent staff (FTEs).




# Strategic Monitoring Report – Key Performance Indicators Quarter 1, 2018/19

Generated on: 16 July 2018


## 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 can not be measured.
	Information only PI.



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





PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
BV9 Percentage of Council Tax collected	Aim to Maximise	29.16%	28.86%		For Quarter 1 2018/19 Council Tax collection stands at 28.86% this is slightly below profile by 0.30%. Collection rates can be volatile at this early part of the year; however, it usually stabilises following reminders being issued in June and so an improvement should be seen next month.
BV10 Percentage of Non-Domestic Rates Collected	Aim to Maximise	29.89%	29.19%		For Quarter 1 2018/19 NNDR collection stands at 29.19% this is slightly below profile by 0.70%. Collection rates can be volatile at this early part of the year; however, it usually stabilises following reminders being issued in June and so an improvement should be seen next month.
TS 1b Percentage of telephone customers greeted within 40 seconds: cumulative	Aim to Maximise	80.00%	61.92%		The first quarter of 2018 has been highly pressurised with overall call volumes increasing by 41.4% in comparison to quarter 1 in 2017.







PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					Quarter 1 in 2017 saw a total of 38,230 calls received into the Telephony Centre and for the same quarter in 2018 the Centre received 54,053 calls. This largely relates to the introduction of changes in Waste collection, and also an increase in the number of Revenues and Benefits calls. Temporary additional resource was agreed to assist with call volumes.
TS 2b Percentage of call abandonment: cumulative	Aim to Minimise	5.00%	17.07%		See TS 1b above.


### 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%	99.11%		Payment of invoices within 30 days for non-disputed invoices is above target at 99.11% for the period. The purpose of this KPI is to support SME's with cash flow and so this represents excellent performance across Council services, especially at a time when much focus is on servicing other projects such as closure of accounts, roll out of Blue Bins and administering garden waste subscriptions, to name but three. Invoices paid within 10 days for the period is a high performing result at 84.54%.
BV78a(i) Speed of processing new HB/CTB claims: cumulative	Aim to Minimise	18.5 days	18.9 days		For Universal Credit (UC) we received 2216 documents during Q1 from the Department for Work and Pensions (DWP) and removed 6 cases from Housing Benefit. The volume of cases removed from Housing Benefit will be low from now until go live of Full Service in November 2018.



PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					We now enter the pre go live stage and there will be a series of meetings and communications from the DWP to start the on boarding process. E- Benefits continues well and so far since go live we have had 3214 new claims and 438 changes in circumstances (CICs). We continue to promote the take up of this service.
BV78b(i) Speed of processing change of circumstances for HB/CTB claims: cumulative	Aim to Minimise	4.8 days	4.6 days		Changes in circumstances (CICs) are slightly below the monthly profile figure but this can happen at the start of the year and levels out towards the end of the financial year. Universal Credit (UC) we received 2216 documents during Q1 from the Department of Work and Pensions (DWP) and removed 6 cases from Housing Benefit. The volume of cases removed from Housing Benefit will be low from now until go live of Full Service in November 2018. We now enter the pre go live stage and there will be a series of meetings and communications from the DWP to start the on boarding process. E- Benefits continues well and so far since go live we have had 3214 new claims and 438 CICs we continue to promote the take up of this service.
TS 9b Claims paid within 14 days: cumulative	Aim to Maximise	99.10%	99.77%		Performance is good and target achieved. The outturn of 99.77% for this period relates to 439 claims being processed within 14 days of the 440 claims received in total.
HS 5 Number of private sector dwellings (empty properties) that are returned into occupation	Aim to Maximise	150	230		Again our strategy of encouraging empty property owners to reoccupy their properties continues to be working successfully. We expect to meet the annual target.
HS 6a Number of private sector dwellings where Category 1 and Category 2 hazards are removed through our intervention	Aim to Maximise	35	15		The Residential Team lost a member of staff during the quarter and this has impacted upon performance and, potentially, the ability to meet the annual target set by the end of the year.




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%	50.00%		Performance is below target but the numbers for this indicator are low with only 4 in the first quarter. Currently there are 3 ongoing appeals.
PBC 5 Percentage of 'Major' planning applications determined within 13 weeks	Aim to Maximise	86%	100%		100% A good start to the year. At the end of the quarter there were 10 Major applications awaiting determination.
PBC 6 Percentage of 'Minor' planning applications determined within 8 weeks	Aim to Maximise	87%	91.89%		Current performance at almost 92% is above the target of 87%. Officer performance is 100% with 4 extensions of time agreements within time. The remaining 3 applications over the time limit were all determined by Committee.
PBC 7 Percentage of 'Other' planning applications determined within 8 weeks	Aim to Maximise	92%	90.63%		Current performance at 90.63% is slightly below target of 92%. Officer performance within this category is 100% with 2 extensions of time agreements within time limit. The 6 applications over the time limit were all determined by Committee.

### 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(ii) Number of cases where homelessness has been prevented or relieved	Aim to Maximise	54	42		<p>The outturn for Q1 was 42 cases which is slightly below the target but statistical returns from PDVI were unavailable by the deadline. Thus, the target remains achievable.</p> <p>Statistical returns from Housing Needs come in two parts for this quarter. This is due to the commencement of the Homelessness Reduction Act 2017 (HRA17) on 02/04/18.</p>





PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					Broadly, any case received prior to 2nd April 2018 'a legacy case' which wasn't resolved by commencement of HRA17, was administered under previous legislation. Any cases received after this date was dealt with under HRA17. As all 'legacy' cases have now been resolved, future returns will be dealt with solely under HRA17.
NS 1 Volunteer time contributed (in hours) to enhancing our neighbourhoods	Aim to Maximise	2250.0hrs	1818.0hrs		1,818 volunteer hours recorded this period. Parks Friends Groups and Colne In Bloom worked from their own initiative carrying out conservation tasks and litter picking. The Philip Wright Bowling Green Academy continued to work on the bowling greens and surrounding area at Alkincoats Park. Pick Up for Pendle carried out work, helping to keep the borough clean and tidy. 1,818 volunteer hours equates to £14,235 (based on national minimum wage of £7.83 for people aged 25 and over).
NS 2 Number of Environmental Crime Notices issued	Aim to Maximise	44	48		The team are on target with a total of 48 Environmental Crime Notices were issued in quarter one. These relate to : Breach of CPN - 0 Duty of Care - Business - 3 Flytipping - 4 Littering - 17 Littering from vehicle - 1 PSPO - dog fouling - 2 PSPO - dog not on lead - 4 PSPO - no. of dogs - 0 PSPO - smoking - 0 Duty of Care - Householder - 4 Microchipping of dogs – 12 Dog collar and tag – 1

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
WM 2 Reported number of missed collections not dealt with within 24hrs (excluding non-working days)	Aim to Minimise	24	33		<p>We found that the introduction of changes to collection frequencies for dry recycling materials brought an increased number of missed collection calls, additionally the service has been impacted by the demands for additional waste containers which has led to crew members being diverted to delivery duties and their roles being covered by temporary personnel.</p> <p>In total there were 1,511 missed bins reported during the quarter out of an estimated 580,000 bins due for collection (0.26%). This underperformance relates to just 33 missed bins not being dealt with within 24hrs.</p>
WM 8c Percentage of the total tonnage of household waste which has been recycled - Rolling Year %	Aim to Maximise	24.00%	20.66%		<p>These figures represent the data submitted to WasteDataFlow in June 2018 for the rolling year April 2017 to March 2018. WDF deadlines are set at national level and data for 17/18 will not be confirmed until around November 2018.</p> <p>The reported performance of 20.66% is below the target of 24%. The target was set at a high level in order to try and reflect the challenging targets in the Lancashire Waste Strategy. Recycling sites were removed in March 2017 and therefore recycling site tonnages reduced (148 tonnes less). There was also a lower amount collected paper/card (136 tonnes less) in 17/18 compared to 16/17.</p> <p>We have also seen an increase in the amount of contaminated recycling in the brown bin over the last few quarters, going from 16% at the end of 2016 to 24% in quarter 4 of 17/18. We have also asked LCC to examine their sorting system to establish why the contamination rate is now at such a high level.</p>

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					This affects our recycling performance and we hope that the introduction of the new wheeled bins for paper/card recycling will help reduce this level of contamination of the brown bin, as some householders use them wrongly for paper/card recycling.
WM 8d Percentage of the total tonnage of household waste which have been sent for composting or for treatment by anaerobic digestion - Rolling Year %	Aim to Maximise	12.20%	10.58%		<p>These figures represent the data submitted to WasteDataFlow in June 2018 for the rolling year April 2017 to March 2018. WDF deadlines are set at national level and data for 17/18 will not be confirmed until around November 2018.</p> <p>The reported performance of 10.58% is below the annual target of 12.2% but similar to last year's rate of 10.7%. Garden waste collections are affected by the weather, so unfortunately we have no control over how much people compost.</p> <p>The additional benefit we were seeing from the composting of street cleansing waste (introduced in 2015/16) has now declined. Therefore the level of composting has reverted to the performance we were seeing when garden waste charges were first introduced in 2014.</p>
WM 11a Improved street and environmental cleanliness: Litter	Aim to Minimise	2%	N/A		The first surveys are currently being undertaken in the wards. The results shall be confirmed at the end of August and reported in Quarter 2.
WM 11d Improved street and environmental cleanliness: Dog fouling	Aim to Minimise	1%	N/A		

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

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
BV12 Working Days Lost Due to Sickness Absence	Aim to Minimise	1.500 days	1.649 days		There has been a significant improvement when comparing April and May 2017 (2.235 days) with April and May 2018 (1.649 days).
CA 10a Percentage of payments made online by the customer	Aim to Maximise	N/A	20.83%		<p>This PI measures the % of online payments made independently by the customer.</p> <p>In Qtr One 2018/19 a total of 43,966 payments have been made, of which 9,160 (20.83%) were made online independently by the customer. The total number of payments this quarter has reduced again when compared to the same period in previous years (2015/16 - 47,210; 2016/17 - 46,886; 2017/18 - 46,300). Despite this, the number of independent online payments has increased by over 28.2% when compared with the same period in 2015/16 (7,141). The number has reduced slightly, however, when compared to the same period last year (9,257).</p> <p>The implementation of the replacement CRM should improve this functionality and we should see an increase in payments if this happens.</p>
CA 10b Number of online payments made independently by the customer	Aim to Maximise	N/A	9,160		<p>In Qtr One 2018/19 a total of 43,966 payments have been made. The total no. of payments made this quarter has reduced when compared to the same period in the last three years (2015/16 - 47,210; 2016/17 - 46,886; 2017/18 - 46,300). Despite this, the number of independent online payments has increased by over 28.2% when compared with the same period in 2015/16 (7,141). That said the number has reduced slightly when compared to the same period last year (9,257).</p>

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					The potential implementation of a replacement 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	19,878		During the period April - June 2018 the volume of Revenues & Benefits calls (19,878) has increased by almost 23.6% when compared to 2016/17 (16,089). However, when comparing the last three years, overall customer contact for Revenues & Benefits has reduced from 105,751 (2015/16) to 86,674 (2017/18).
CA 11b Volume of Revenues & Benefits face-to-face visits	Aim to Minimise	N/A	150		During the period April - June 2018 the volume of face-to-face visits (150) has reduced significantly when compared to the same period last year (1,570) and the previous year (8,020). When comparing the last three years, overall customer contact for Revenues & Benefits has reduced from 105,751 (2015/16) to 86,674 (2017/18).
CA 11c Volume of emails into Revenues & Benefits service	Aim to Minimise	N/A	6,056		During the period April - June 2018 the volume of Revenues & Benefits emails (6,056) has increased by almost 79% when compared to 2016/17 (3,386). However, when comparing the last three years, overall customer contact for Revenues & Benefits has reduced from 105,751 (2015/16) to 86,674 (2017/18).
DIR 1 Percentage of complaints handled within timescales	Aim to Maximise	100.0%	85.3%		<p>Based on the raw data submitted 170 complaints were received in the quarter. 145 were resolved within the target of 15 working days, a completion rate of 85.3%.</p> <p>This represents a continuation of the dip in performance seen in the last quarter of 2017/18 following three quarters of improving performance and is back to the level of 2016/17.</p>



PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					<p>As usual the vast majority of complaints were received by Environmental Services. As to be expected the introduction of the blue bin service has had a notable impact with complaints about missed bins and delivery issues. It is apparent that some members of the public are still adapting to the new collection schedules despite all the publicity and distribution of calendars. All of the complaints not resolved within 15 working days were in Environmental Services.</p> <p>Further analysis of the complaints is to be undertaken.</p> <p>A total of 13 compliments were received during the Quarter.</p>

**APPENDIX A2**

<b>Pendle Borough Council General Fund Revenue Budget 2018/19 Budget Monitoring - Forecast Outturn as at 30th June</b>					
	<b>2018/19 Approved Budget</b>	<b>Budget Adjustments</b>	<b>2018/19 Approved Budget</b>	<b>2018/19 Projected Outturn</b>	<b>Projected Variance from Budget</b>
<b>Departmental Net Cost Of Services</b>					
Directorate	-	(2,800)	(2,800)	4,730	7,530
Financial Services	4,153,130	25,000	4,178,130	4,201,820	23,690
Democratic and Legal Services	1,040,980	940	1,041,920	1,035,170	(6,750)
Planning, Building Control & Licensing	641,970	22,420	664,390	666,180	1,790
Environmental Services	3,857,580	10,840	3,868,420	3,883,270	14,850
Housing, Health & Economic Dev	1,939,920	138,820	2,078,740	2,049,120	(29,620)
Neighbourhood Services	1,969,960	7,740	1,977,700	1,960,480	(17,220)
Liberata Services					-
- Estates and Property Services	(170,890)	-	(170,890)	(107,370)	63,520
- Information Services	(20)	-	(20)	1,980	2,000
- Revenue Services	1,377,680	-	1,377,680	1,377,680	-
- Human Resources	120,440	-	120,440	132,440	12,000
<b>Total Net Cost of Services</b>	<b>14,930,750</b>	<b>202,960</b>	<b>15,133,710</b>	<b>15,205,500</b>	<b>71,790</b>
<b>Corporate Income and Expenditure</b>					
Area Committees	-	13,520	13,520	13,520	-
Revenue Contribution to Capital	-	56,000	56,000	56,000	-
Minimum Revenue Provision	586,350	-	586,350	586,350	-
External Interest Payable	855,890	-	855,890	786,280	(69,610)
Amortised Premium and Discounts	16,360	-	16,360	16,360	-
Depreciation	(1,414,360)	-	(1,414,360)	(1,414,360)	-
Interest and Investment Income	(60,000)	-	(60,000)	(60,000)	-
Repayments of Principal	7,160	-	7,160	7,160	-
New Homes Bonus	(487,960)	-	(487,960)	(487,960)	-
Business Rates - Section 31 Grant	(984,880)	-	(984,880)	(984,880)	-
Business Rates - Payment of Levy	39,640	-	39,640	39,640	-
<b>NET REVENUE EXPENDITURE</b>	<b>13,488,950</b>	<b>272,480</b>	<b>13,761,430</b>	<b>13,763,610</b>	<b>2,180</b>
<b>Contribution to/(from) Reserves</b>					
Revenue Expenditure Reserve	(13,620)	(259,260)	(272,880)	(272,880)	-
Local Development Framework	(51,370)	-	(51,370)	(51,370)	-
Risk Management	25,000	(27,500)	(2,500)	(2,500)	-
Ext Funding Receipts Reserve	(7,500)	-	(7,500)	(7,500)	-
Change Management Reserve	(45,000)	-	(45,000)	(45,000)	-
Business Growth Incentive Reserve	(159,500)	(61,150)	(220,650)	(220,650)	-
Portas Pilot Reserve	-	-	-	-	-
Growth Sites Development Reserve	-	(100,000)	(100,000)	(100,000)	-
Community Projects Reserve	-	-	-	-	-
Business Rates Volatility Reserve	-	(280,850)	(280,850)	(280,850)	-
Staff Development.MODAP Reserve	(50,000)	-	(50,000)	(50,000)	-
Community Infrastructure Fund	-	100,000	100,000	100,000	-
<b>NET EXPENDITURE</b>	<b>13,186,960</b>	<b>(356,280)</b>	<b>12,830,680</b>	<b>12,832,860</b>	<b>2,180</b>
Contribution to/(from) Budget Support Reserve	(990,100)	356,280	(633,820)	(636,000)	(2,180)
<b>BUDGET REQUIREMENT</b>	<b>12,196,860</b>	<b>-</b>	<b>12,196,860</b>	<b>12,196,860</b>	<b>0</b>

\*Projected variance from budget for Departmental Net Cost of Services includes allocations of net staffing underspend as appropriate (paragraph 4 refers) in addition to significant variations identified separately.

**APPENDIX A3**

<b>Capital Programme 2018 - 19 Summary Position Statement</b>						
<b>as at 30 June 2018</b>						
	<b>Approved Programme £</b>	<b>Slippage £</b>	<b>Adjustments £</b>	<b>Revised Programme £</b>	<b>Position at 30 Jun £</b>	<b>Predicted Outturn</b>
Housing	810,000	2,643,680	152,362	3,606,042	124,120	3,606,042
Environmental, Roads, Street Lighting & Road safety	100,000	40,200	0	140,200	0	140,200
Waste Collection	55,000	101,550	90,000	246,550	138,669	246,550
Community safety	0	87,010	0	87,010	0	87,010
Asset Renewal	200,000	565,570	-90,000	675,570	15,072	675,570
Resource Procurement & Other Externally Funded Schemes	200,000	4,023,820	0	4,223,820	65,331	4,223,820
Area Committees	170,000	200,550	6,000	376,550	25,545	376,550
Parks and Recreational Services	190,000	32,410	0	222,410	54,088	222,410
Other General Capital Schemes	276,000	451,361	0	727,361	27,317	727,361
	2,001,000	8,146,151	158,362	10,305,513	450,141.22	10,305,513