

Appendix A



STRATEGIC MONITORING STATEMENT

FOR PERIOD ENDED

30th June 2019

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 2019/20 up to 30th June 2019 include:-

- Engagement continues with local Town and Parish Councils regarding possible transfers of services, such as CCTV, facilities and ad hoc parcels of land. A meeting was held with representatives of Town and Parish Councils in June 2019 where it was agreed that further meetings with individual Town and Parish Councils would take place to determine what other services/facilities can be transferred. The main focus of the programme remains the review of options for the provision of Parks with the transfer of sites to Town and Parish Councils where possible and areas such as Town Centre Sweeping, Local Car Parks, Colne Market, Sports Pitches and Playing Fields.
- We have seen continued growth of the Council's Commercial waste service with an additional 34 customers now signed up to our service since April 2019. In the previous year at this stage of we had 10 new customers.
- The Leisure Services Working Group has been established to develop and evaluate options for the future delivery of leisure service so that as many services as possible will continue to make a positive contribution to the health and well-being of the Pendle population whilst at the same time achieving improved value for money and overall reductions in net costs. The Group met in June 2019 and received a presentation from Max Associates – appointed to facilitate the review – on options considering the future sustainability of the Trust. A further meeting of the Group is planned for September/October 2019.
- The Countryside Access Strategy was updated to 2023 contributing to the Council's Strategic Plan that sees Pendle as a place where quality of life continues to improve and where people respect one another, their neighbourhoods, where everyone aspires to reach their full potential and which recognised as a great area to live, learn, work, play and visit. The three main objectives of the strategy being the maintenance of public rights of way, organisation of the Walking Festival and the management of public path orders.

- A Land and Property Asset Management and Investment Strategy has been approved by the Policy and Resources Committee. This identifies by class of asset the land and property assets that the Council will keep for the delivery of services, and the management and maintenance required to keep them in good order, and those which have been declared surplus for disposal.
- As part of the Council's Commercial Strategy, a draft Property Investment Strategy was considered by the Policy and Resources Committee in June 2019. A further report on this matter seeking the creation of a Property Investment Fund is provided elsewhere on the Agenda for this meeting.

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 2018/19 was authorised for issue on 31st May as per the deadline. 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. The Audit Findings Reports (AFR) has been published on the Council's website and can be accessed [Here](#).
- In the light of the completion of the Council's Statement of Accounts and financial out-turn for 2018/19, Policy and Resources Committee approved that a New Homes Bonus (NHB) Resilience Reserve should be set up to provide financial support to the budget should NHB be withdrawn in the next Budget Round for 2020/21 or in the Spending Review now due to be published in 2020.
- As the end of July the subscription scheme for Garden Waste collection had yielded income of £235,320 equating to 7,852 bins, compared to 8,152 bins in 2018/19. On the current forecast, however, it is anticipated that the budgeted income for the year will be achieved.
- The Policy and Resources Committee took a decision to reverse the increase in Cemetery fees agreed as part of the Council's budget for 2019/20 agreeing also to review the costs of the service by way of compensation for the loss of income.
- 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 2020/21 to 2022/23 and set out a strategy to consider dealing with this budget shortfall.

- The Budget Working Group had its first meeting in June 2019. In July, the Group received an updated MTFP that forecasted the budget savings target for 2020/21 to be c.£1.0m which was a reduction of £0.250m from the position report to the Policy and Resources Committee in May 2019 due to an anticipated improved position on both the Council Tax and Business Rates Collection Funds and reduced external debt costs.
- The Council's Borrowing Strategy for 2019 (as set out in the Treasury Management Strategy agreed by Council in March 2019) identified a PWLB borrowing requirement of £5m for 2019/20 to support the delivery of capital expenditure plans. In the first quarter of 2019/20, given the prevailing interest rates, two loans were taken from Public Works Loan Board totalling £2.5m.

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 2019/20 up to 30th June 2019 include:-

- The inspector confirmed the Lomeshaye Industrial Estate Phase 1 CPO on 20th February 2019 and the land will vest with Pendle Council in August 2019. Discussions continue with the Landowner of Phase 2 of the Lomeshaye Industrial Estate with a view to bringing the site forward for development and using the funding made available by the Lancashire Enterprise Partnership.
- Policy & Resources Committee agreed in May 2019 that the Further Clough Head site would be sold to PEARL Together Ltd for the Joint Venture to develop up to 200 houses.
- The redevelopment of Northlight continues. The internal fit-out of the Burnley FC in the Community Leisure Facility and the refurbishment of the InSitu Arts Centre has been completed. Work is underway to develop 36 apartments in the main mill and work continues on the infrastructure works including canal side moorings.
- PEARL2 is continuing with the delivery of new housing on Clitheroe Road, Brierfield - Foxhills (35 properties), Oak Mill – Langroyd Place in Colne (32 properties) and Carry Lane – Greenfields View in Colne, (21 properties). Properties on Clitheroe Road are selling well.
- The new Joint Venture Company between the Council, Barnfield Investment Properties and Together Housing is now working up schemes for Bailey Street, Earby and Harrison Drive, Colne (as well as Further Clough Head mentioned above).

- The Council supported bids by both Barnoldswick Town Council (including the renewal of the Barnoldswick's Town Square) and the Colne Business Improvement District to the High Street Heritage Action Zone Programme which were subsequently submitted towards the end of July 2019.
- A Small Sites Developer Register has been established to encourage small housing site developments in the Borough. An offer has been accepted for a site at End Street, Colne that was offered to the Register. At the same time, consideration has been given to further sites being made available for custom/self-build following on from the pilot project on Bamford Street. Sites at Mansfield Crescent, Brierfield and Wickworth Street, Nelson will be offered shortly.
- The Compulsory Purchase Order to acquire ownership of a section of dwelling houses in Nelson was approved in order to clear the site and improve the neighbourhood.
- The Pendle Vision Board continues promoting the economic wellbeing of the borough and supporting the focus on the skills agenda has also remained high. The Vision Board supports a number of initiatives including the Pendle Challenge, the national Enterprise Advisor Network, and the recently launched Careers Hub (Blackpool, Burnley and Pendle). The programmes seek to improve careers and enterprise advice and activities within schools by engaging employers to work with schools and colleges to develop careers.
- Pendle Vision Board continues to be complemented by Pendle Connects. These events are free to attend and open to any Pendle business. They involve a guest panel of experts debating a particular topic or sharing knowledge, with an opportunity for business networking before and after.

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

- Homes England approved a grant of £1.1m for infrastructure works at Further Clough Head under the Accelerated Construction programme.
- The Council has been successful in progressing to Phase 2 of the Future High Streets Fund with the focus on Nelson Town Centre. This should lead to additional funding of up to £150,000 and will match the funding obtained by the Council from the One Public Estate Project.

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 2019 include:-

- Support continues to be given to the provided to the Community, Voluntary and Faith sector via the Service Level Agreements with Building Bridges to deliver the Good Neighbourhood Project and also with Burnley, Pendle and Rossendale Councils for the Voluntary Service (CVS). Funding is primarily used to sustain community-led forums focused on maintaining cohesion as a priority local agenda and the promotion and support of volunteering.
- Universal Credit Support services are now delivered by the Citizen's Advice Bureau, however, the Welfare Reform 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. Now that Universal Credit Full Service has been rolled out in the Pendle area, the Group will review the Terms of Reference to ensure that they remain fit for purpose.
- Following a report by Loughborough University that identified Pendle within the top 20 local authority areas where child poverty is most prevalent, it was agreed by the Policy and Resources Committee to establish a Cross-Party Scrutiny Group to consider this matter further.
- The Council continues to support and facilitate work with partners on the delivery of the Pendle Challenge and its Action Plan. The following projects are ongoing:
 - Pendle Reading Challenge and the Imagination Library
 - Developing Future Leaders
 - English as Additional Language Sharing
 - Voice Pendle (oracy project)
 - Arts in Early Years Project (with Curious Minds)
 - Children's University
 - Enterprise Advisor Network
- In the context of attempting to address educational under-performance in Pendle (and other parts of East Lancashire), the Council is working with Lancashire County Council, Burnley and Hyndburn Councils. An Education Summit was held in June 2019 exploring the issues of 'leadership' and 'teaching and learning'. It has been agreed to establish a Steering Group of representatives from each Council, education institutions from all phases and 'best practice' providers to start to identify and address factors leading to poor educational outcomes.

- The flood alleviation schemes at Earby and Barnoldswick commenced in 2018/19 and have been progressed during the 1st quarter of this year. In relation to the flooding defence improvements proposed at New Cut, Earby discussions continue with both MHCLG and the Environment Agency to secure the funding necessary to match the ESIF funding allocated to the Scheme. A public meeting on this and the broader flood defence projects for Earby is scheduled for September 2019.

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

- The Council has been informed that the first tranche of Pathfinder Funding under the Sport England 'Together an Active Future' Programme is to be released. Pendle will receive c£361k with a further £13k allocated for capacity funding to deliver the project. Proposals on the use of this funding are considered a report elsewhere on the Agenda for this meeting.

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 2019 include:-

- The new Customer Relationship Management System continues to be developed across services to streamline processes. 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 Council refreshed its Strategic Plan 2018/19 to 2019/20. It retained the Council's Vision and supporting values, providing strong and clear interpretation of the priorities that have been identified for the Borough and setting out the targets that are being reported upon here.
- The Employee Assistance Programme implemented during 2017 continues with positive feedback being received from those who have accessed the service.
- The roll-out of Office365 for Councillors has begun. To date 10 Councillors are now using the system.

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. Please find attached the performance information for these KPIs, for the period 1st April to 30th June 2019, at [Appendix A1](#).
- 6.2. 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.
- 6.3. Performance is broadly in line with targets set and previous performance. However, where this is not the case there are reasons for this which are provided below for reference via a brief synopsis for each service.

Environmental Health

- 6.4. Performance in previous quarters has been impacted on by resourcing issues. However, recruitment into vacant posts should now see performance improve in future quarters.

Complaints

- 6.5. Consistently fulfilling the response times for complaints received has proved to be an issue for some time.
- 6.6. This quarter represents a large dip in performance when compared to perfect performance in the last quarter of 2018/19 which followed three quarters of varied performance.
- 6.7. As usual the vast majority of complaints were received by Environmental Services. This is the first report, however, to be compiled since Environmental Services started using the computer system Jadu to log complaints and there have been some initial issues in the way the complaints have been assigned to officers, monitored and then closed in a timely manner.
- 6.8. Further analysis of complaints is to be undertaken and a meeting has been scheduled to look at finding solutions to problems and find a way of making more efficient use of the system.

Sickness Absence

- 6.9. There has been a significant improvement when comparing April and May 2017 (2.235 days) with April and May 2019 (1.652 days). However, there has been no improvement since April and May 2018 (1.649). This is partly due to a significant number of people on long term sick. We are hoping, however, this will start to reduce in June as a number of staff have now returned to work.

6.10. As previously advised, an Employee Assistance Programme has been implemented to support employees with stress issues which has been positively received. Identified procedural issues will also be addressed through the review of Absence Procedures and Working Practices which will include refresher training for managers.

6.11. Some examples of other measures introduced to reduce sickness absence are:

- a. Mental health training to aid signposting for help;
- b. The Health and Wellbeing Group and annual programme;
- c. Reasonable preventative adjustments to working hours, duties, equipment, etc. to aid working environment.

6.12. 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

As at 30th June 2019, the forecast out-turn position to the end of the year on the General Fund Revenue Budget is an underspend of £71,860 when compared to the approved budget for the year. This consists of the following:-

	£
Overspend on Net Cost of Services	71,860
Net movement on Corporate Income/Expenditure	Nil
Change in use of Reserves	Nil
Net Overspend/(Underspend)	71,860

7.2 Assuming this position is maintained until the year end, it will result in a net contribution from the Budget Strategy Reserve of £1,009,790 rather than the approved budget contribution from the reserve of £1,081,650. The Approved Budget for 2019/20 represents the original budget as approved by Council in February plus approved slippage of £178k carried over from 2018/19. Other significant budget adjustments approved by Policy and Resources Committee/Council to the end of June include:

- Contribution to the Positive Footprints/Pendle Challenge programme as approved by Policy and Resources Committee in March 2019 (£20k), being part of the wider contribution (£194k) from the Business Growth Incentive (BGI) Reserve reported to Policy and Resources Committee in June.
- Receipt of second instalment of Brexit funding (£17k).
- Release of funding held in reserve for specific expenditure – Cyber Security Training, Welfare Data Analysis (Council Tax modelling) and increased security for on-line payments (3D Secure).
- Release of funding for projects approved in 2018/19 but carried over into 2019/20 – Strategic Review of PLT, Strategic Housing Market Assessment and Neighbourhood Plans, and Community Infrastructure Fund allocations.
- Release of balance relating to the Community Infrastructure Fund to finance allocations approved by Councillors towards specific expenditure.
- Release of sums held in reserve to fund the under payment of in year pension costs in years 1 and 2 of the current 3 year agreement, repayable to the Local Government Pension Scheme (LGPS).
- Contribution from the Risk Management reserve to attend to emergency tree works in the borough.

7.3 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 - (£118k).

Other Projected Variations	£k	Summary
Financial Services	(10)	Small underspend on Pension Strain Contributions
	38	Forecasted under-achievement of Cemetery Income. Variation to the end of the year may vary dependent on demand.
Environmental Services	(14)	Estimated additional income from Environmental Enforcement.
	(10)	Environmental Action Group (EAG) Underspend on Beneficiaries due to retirement of employee and resulting restriction in vehicle capacity.
	18	Reduction in Pest Control Income.
Housing, Health & Engineering Services	12	Under-achievement of income budget for Women's Refuge as more complex cases are referred to other specialist service providers.
	8	Cost of works in Nelson Town Centre.
	(3)	Additional Income from Lloyds Bank for parking Mobile Bank.
Planning, Economic Development & Regulatory Services	12	Pre-application advice fee income lower than anticipated due to lack of major schemes coming forward.
	3	Sponsorship of Walking Festival – sponsorship no longer taking place for the 2019 festival.
Net other small variations (+/- £10k)	(8)	
Variance of Employee Costs (above)	(118)	Vacant posts and staff on spinal points lower than originally budgeted for.
TOTAL VARIATION	(72)	

Corporate Income and Expenditure

7.4 There is no variation to the budget forecasted at this time

Contribution from Reserves

7.5 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

7.6 The Capital Programme 2019/20 Summary Position Statement at 30th June is shown at [Appendix A3](#). Whilst at this early stage no variances are identified the main points to highlight are as follows:-

- the Capital Programme is £11.2m, adjusted for:
 - i. slippage brought forward from 2018/19
 - ii. additional Disabled Facilities Grant (DFG) received - the level of DFG grant awarded to the Council for 2019/20 has recently been confirmed at £974k, some £154k higher than the grant assumed when the programme was approved by Council in February
 - iii. One Public Estate Funding to support Nelson Town Centre Masterplan.
- spend as at the end of June was £0.473m representing 4.2% of the approved programme.

Core Funding

Business Rates

7.7 Under the 2018/19 Business Rates system the Council retained a share of business rates (40%) and had 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 took on greater significance compared with the former regime under which the Council simply acted as agent collecting on behalf central government.

7.8 In 2019/20 Pendle Borough Council is a member of the Lancashire 75% Business Rates Retention Pilot Pool with a wider membership including all district councils (with the exception of Lancaster), LCC, Blackburn with Darwen Council, Blackpool Council and Lancashire Fire and Rescue Service (Police and Crime Commissioners are excluded from the Business Rates Retention Scheme). This means that the share of Business Rates retained by the pool has increased from 50% to 75% so only 25% is paid over to Central

Government. The split of that local share means that District Councils' (and therefore Pendle) retained income increasing from 40% to 56%.

- 7.9 One of the main variables in business rates income is the position on outstanding appeals. As at the 30th June 2019 there were 77 appeals lodged with the VOA against the 2010 rating list. Our external ratings advisors estimate that, after allowing for expected withdrawals and duplicate appeals, there are currently 32 appeals outstanding with a combined rateable value currently of £10.09m. This represents a significant sum set in the context of a total rateable value of £52.5m. On top of this, there is uncertainty over the volume and value of appeals claims that will be lodged against the 2017 ratings list. Though currently appeals have been minimal, any appeals lodged in future can be backdated to 2017/18 when the new rating list was brought into use. A provision for appeals of £4.266m was made when closing the accounts for 2018/19 which will provide cover for the back dated element of those appeals received to date and in the future.
- 7.10 For 2019/20 the approved revenue budget includes net income relating to business rates of c£6.0m (which includes s31 grant income).
- 7.11 The out-turn on the Collection Fund for Business Rates for 2018/19 resulted in a surplus of £1.006m (compared with an estimated surplus of £1.000m when reviewed in December 2018). If the Collection Fund is in surplus the Council's share helps support the budget within the Medium Term Financial Plan.
- 7.12 The collection of Business Rates is slightly behind profile at the end of the first quarter at 28.49% against a target of 29.29%.

Council Tax

- 7.13 Overall performance on the collection of Council Tax as at 30th June is virtually on target at 28.89% compared to a target of 28.90%.

8. Risk Management Issues

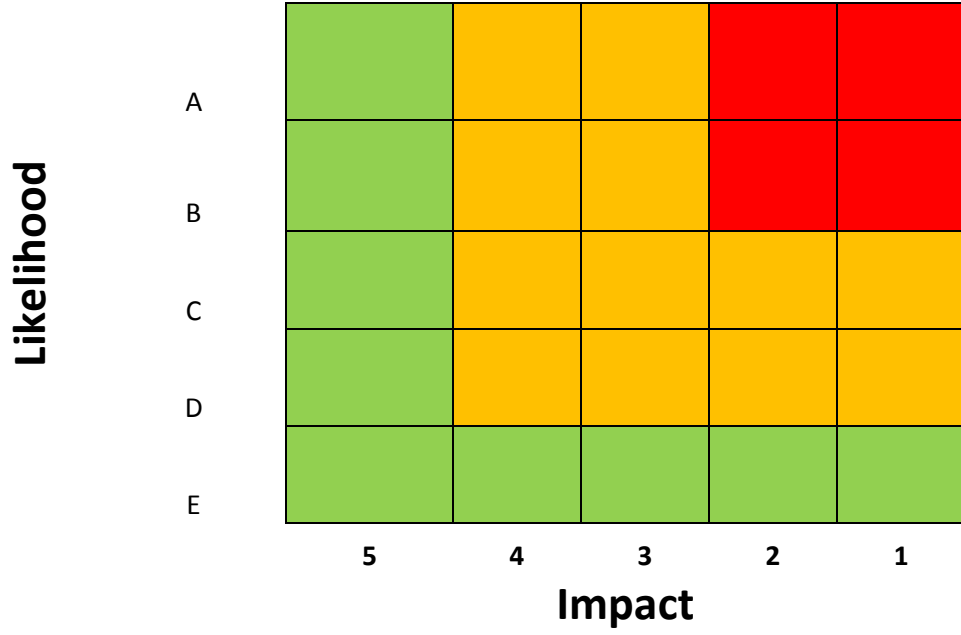
- 8.1 It is good management practice to keep under review the key risks we face to the delivery of our Strategic Objectives as set out in the Strategic Plan. As the Council operates within a dynamic environment the risks facing the Council, and indeed their threat level, do change over time. The Strategic Risk Register in situ for 2018/19 has been updated and reported to Management Team, the Corporate Governance Group and the Accounts and Audit Committee in June 2019. No risks have been removed from the register but three new risks have been identified, assessed and included, these being:

- Failure to Deliver Lomeshaye Phase One
- Climate Change, in particular the need to reduce our use of Single Plastics
- Commercial Strategy – adopting a commercial approach to services

8.2 The table below shows the current top 10 strategic risks:

	Risk	Residual Risk Score
1	The Medium Term Financial Plan is not sustainable.	A1
2	Financial position of Leisure Trust resulting in inability to provide existing level of Service.	A1
3	Failure to bring development forward in line with the adopted Core Strategy leading to missed opportunities for growth in employment and housing.	A1
4	Failure to deliver a balanced housing market with reference to need and demand.	A2
5	Failure to optimise Pendle's economic growth / development within the region.	B1
6	Climate Change, in particular the need to reduce our use of Single Use Plastics.	B2
7	Inability to continue to deliver current levels of service of waste collection and recycling.	A3
8	Risk of data breach and failure to comply with General Data Protection Regulation (GDPR).	A3
9	Major Disaster affecting delivery of Council services.	A3
10	Failure to make an impact on young people where it is necessary to improve poor educational attainment.	A3

8.3 The scores are based on the a 5 x 5 matrix as below. The top 10 risks above, ranging from A3 being the lowest risk to A1 which is the highest level of risk.














9. Human Resources Information


9.1 At the 30th June 2019, the Council's staffing establishment comprised 204.0 Full time equivalent staff (FTEs).


Strategic Monitoring Report – Key Performance Indicators Quarter 1, 2019/20

Key:



Status: Performance Against Target / Expected Outcome		Long Trend: Are we consistently improving?	
	This PI is significantly below target.		The value of this PI has improved when compared to an average of previous reporting periods
	This PI is slightly below target.		The value of this PI has not changed when compared to an average of previous reporting periods
	This PI is on target.		The value of this PI has worsened when compared to an average of previous reporting periods
	Performance for this PI can not be measured.		No comparable performance data is available.
	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	28.90%	28.89%		Council tax collection at the end of Quarter 1 stands at 28.89% which is 0.03% above this period last year. It is early in the year and collection can be volatile at this time of year, usually stabilising following reminders being issued in June.
BV10 Percentage of Non-Domestic Rates Collected	Aim to Maximise	29.29%	28.49%		NNDR collection stands at 28.49% which is 0.70% below this period last year. It is early in the year and collection can be volatile at this time of year, usually stabilising following reminders being issued in June.







PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
TS 1b Percentage of telephone customers greeted within 40 seconds: cumulative	Aim to Maximise	64.77%	84.40%		<p>There's been a good start to the year with good operational performance in Quarter 1.</p> <p>The new telephony IVR for Customer Services is now in place along with the consolidation of the five separate service lines now being one single line. The new IVR has contributed to a reduction in call volumes, which is now signposting our digital customers to complete online transactions whilst still ensuring our non-digital and vulnerable customers are receiving the appropriate service.</p> <p>Initial feedback regarding the IVR has been very positive and we can now gain a much better understanding of our telephony call profiles due to the options available and customers are now hearing relevant messages when selecting their required option rather than hearing a blanket standard message across all the IVR.</p>

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
TS 2b Percentage of call abandonment: cumulative	Aim to Minimise	12.16%	2.38%		<p>There's been a good start to the year with good operational performance in Quarter 1.</p> <p>The new telephony IVR for Customer Services is now in place along with the consolidation of the five separate service lines now being one single line. The new IVR has contributed to a reduction in call volumes, which is now signposting our digital customers to complete online transactions whilst still ensuring our non digital and vulnerable customers are receiving the appropriate service.</p> <p>Initial feedback regarding the IVR has been very positive and we can now gain a much better understanding of our telephony call profiles due to the options available and customers are now hearing relevant messages when selecting their required option rather than hearing a blanket standard message across all the IVR.</p>



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


PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
AC 2 Percentage of undisputed invoices paid within 30 days	Aim to Maximise	99%	99.25%		Performance has been sustained above the target level each month and cumulatively for the first quarter.
BV78a(i) Speed of processing new HB/CTB claims: cumulative	Aim to Minimise	19.29 days	16.52 days		In Quarter 1 - We received 2,429 documents from DWP relating to Universal Credit, of these 120 cases were removed from Housing Benefit so volumes have increased since full service go live however we are not seeing




PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					<p>significant reductions as yet.</p> <p>E-Benefits continues well and we now receive 80% of our new application forms via Citizen's Access. In Quarter 1 we received 619 New Claims via Citizen's Access and 30 Changes in circumstances, we are working with the Communications Team on how we encourage those reporting changes to us to do so on-line.</p> <p>We are currently in the process of going live with our Landlord Portal and demonstrations and training will commence shortly.</p>
BV78b(i) Speed of processing change of circumstances for HB/CTB claims: cumulative	Aim to Minimise	5.30 days	4.97 days		<p>In Quarter 1 - We received 2429 documents from DWP relating to Universal Credit of these we removed 120 cases from Housing Benefit so volumes have increased since full service go live however we are not seeing significant reductions as yet.</p> <p>E-Benefits continues well and we now receive 80% of our new application forms via Citizen's Access. In Quarter 1 we received 619 New Claims via Citizen's Access and 30 Changes in circumstances, we are working with the Communications Team on how we encourage those reporting changes to us to do so on-line.</p> <p>We are currently in the process of going live with our Landlord Portal and demonstrations and training will commence shortly.</p>
TS 9b Claims paid within 14 days: cumulative	Aim to Maximise	99.34%	99.49%		<p>Performance is good and target achieved. The outturn of 99.49% for this period relates to 195 claims being processed within 14 days of 196 claims received in total.</p>

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
HS 5 Number of private sector dwellings (empty properties) that are returned into occupation	Aim to Maximise	125	220		We have again seen a large number of long-term vacant properties being re-occupied and the overall number of long-term vacant properties is continuing to fall, with the Borough average being below the average for the North West. I am confident that we will 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	20	19		We are seeing an increase in compliance and have nearly met a quarter of the annual target. I expect us to meet the annual target.
PBC 1a Percentage of all appeals determined in accordance with officer recommendation	Aim to Maximise	80.00%	50.00%		Only 2 appeals were determined within the first quarter and 1 was determined against the officer recommendation. Low numbers make the targets difficult to meet.
PBC 5 Percentage of 'Major' planning applications determined within 13 weeks	Aim to Maximise	86%	75%		4 Major applications were determined within the quarter. 1 committee decision was over the 13 week time limit. 2 decisions had extension of time agreements. Although this is below the target of 86% it is only the 1st quarter and this will change as the numbers increase.
PBC 6 Percentage of 'Minor' planning applications determined within 8 weeks	Aim to Maximise	87%	86.11%		In this category 36 applications were determined of which 31 were within the time limit which give a performance of 86.1% which is less than 1% below the target of 87%. This was achieved with use of Extension of time agreements. Officer performance here is 96% (24 out of 25).
PBC 7 Percentage of 'Other' planning applications determined within 8 weeks	Aim to Maximise	92%	91.67%		88 out of 96 applications determined in this category were within the time limit. Performance at 91.67% is only marginally below the target of 92%. Officer performance in this category is 96% (85 out of 87).





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	79	54		<p>The out-turn for Quarter 1 was 54, which is slightly under the target although it represents a good start in achieving the overall target, particularly as no figures from PDVI were available by the deadline set. Housing Needs contributed 45 cases in preventing and relieving homelessness which included helping people to stay in accommodation they may have been at risk of losing or helping secure alternative accommodation, for at least an expected six-month period.</p> <p>The out-turn of 54 is slightly under the target but there are no known "seasonal" factors which could affect out-turn.</p>
WM 2 Reported number of missed collections not dealt with within 24hrs (excluding non-working days)	Aim to Minimise	24	20		<p>The number of missed collections not dealt with within one working day for Quarter 1 is 20. In total over the quarter Environmental Services received 686 reports of missed collections from 529,092 domestic waste collections completed through the quarter.</p> <p>The figure reported in Quarter 4 was 16 (out of 995) reports of missed collections remained uncompleted after 24 hours and in Quarter 1 of the previous year we reported that 33 collections out of 1511 reports had not been dealt with within 24 hours of receipt.</p> <p>The figure shows an increase when referenced against Quarter 4 but a decrease when referenced directly against the matching quarter of the previous year. This figure positively reflects on the steps taken by supervisors, frontline colleagues and the admin support team to improve frontline service delivery.</p>



PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					<p>Over the last quarter staff have become more familiar with the system used to record and respond to missed collection reports and we hope that the number of cases uncompleted within 24 hours will reduce over the next quarters.</p> <p>On a positive note the overall number of missed collections has reduced by 825 reports when compared against Quarter 1 of the previous year. Quarter 1 2019/20, 686. Quarter 1 2018/19, 1511.</p>
WM 8c Percentage of the total tonnage of household waste which has been recycled - Rolling Year %	Aim to Maximise	19.00%	19.17%		<p>These figures represent the data submitted to WasteDataFlow in June 2019 for the rolling year April 2018 to March 2019. WDF deadlines are set at national level and data for 18/19 will not be confirmed until around November 2019.</p> <p>The reported performance of 19.17% is above the annual target of 19%, but lower than last year's rate of 20.66%. The target has been revised to reflect one which is achievable considering local circumstances. Along with removal of recycling sites, and increase in contamination as previously reported, Pendle Council introduced four-weekly recycling collections in April 2018 in order to make the savings needed due the withdrawal of cost sharing money by LCC. Going 4 weekly has seen an expected decrease of recycling tonnages. Co-mingling (brown bin) tonnages are down by about 26 tonnes per month, and paper/card down by 9 tonnes per month. Generally nationally there is a trend for lower recycling rates, especially paper and card recycling.</p>

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
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	12.00%	11.51%		<p>These figures represent the data submitted to WasteDataFlow in June 2019 for the rolling year April 2018 to March 2019. WDF deadlines are set at national level and data for 18/19 will not be confirmed until around November 2019.</p> <p>The reported performance of 11.51% is slightly below the annual target of 12% but higher than last year's rate of 10.58%. 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	1%	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		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.

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	1.200 days	1.652 days		In the first two months of this financial year there have been a significant number of long term sick (6) therefore the figures are above target YTD for 2019/20. We are hoping this will start to reduce in June as a number have now returned. Changes have been implemented in how the Council's Management Team receive monthly information to give greater visibility.
CA 10a Percentage of payments made online by the customer	Aim to Maximise	N/A	31.18%		The number of online payments is up on the same quarter (Quarter 1) last year by 10.35% and up on Quarter 4 of last year by 2.68%. A new online process for ordering bins has been introduced, for which a charge is payable and this will have contributed to the extra online payments.
CA 10b Number of online payments made independently by the customer	Aim to Maximise	N/A	13,793		The number of online payments is up on the same quarter (Quarter 1) last year by 10.35% and up on Quarter 4 of last year by 2.68%. A new online process for ordering bins has been introduced, for which a charge is payable and this will have contributed to the extra online payments.
CA 11a Total Revenues & Benefits Call Volumes	Aim to Minimise	N/A	14,389		During Quarter 1, 2019/20 overall call volumes have decreased by 39% with Revenues and Benefits calls reducing by 28% and the other collective services reducing by 45%. As has been noted in recent commentary we need to be aware of the impacts experienced following the new recycling scheme introduction in 2018 and the figures detailed above will not provide a true year on year comparison. Although this is the

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					<p>case, if we look at quarter one in 2017 the overall call volumes this year have still reduced by 13% with Revenues and Benefits reducing by 11% and the other collective services reducing by 15%.</p> <p>We should be able to provide a relative comparison to 2018 in the forthcoming quarter as the new recycling scheme impacts appeared to subside around June 2018.</p>
CA 11b Volume of Revenues & Benefits face-to-face visits	Aim to Minimise	N/A	132		<p>Overall drop in customers in Quarter 1, 2019/20 has increased slightly by 10% (469 customers). These volumes should now be a true like for like comparison when looking at respective years as 2018 footfall volumes should no longer be masked due to the impacts of the cash and district outlet closures.</p> <p>When analysing the 2019/20 data it appears the main increase in footfall has been within the Revenues and Benefits areas. There doesn't appear to be any one reason for this and staff are still advising and encouraging customers to transact online. As mentioned in recent commentary we will continue to analyse the footfall in full detail to track any trends and footfall types. We may well have currently reached a limit in attempting to reduce the footfall volumes unless we redesign what services we provide face to face.</p> <p>Just as a note if we look at the overall drop in customers for Quarter 1 in 2017/18 which was 27,034 we have significantly reduced this</p>

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					transaction type by 80%. Revenues and Benefits customers who required a ticket to be seen by an officer for a non-self-serve enquiry are almost identical to 2018/19. In 2018/19 we served 131 customers this way and in 2019/20 this was 132. In 2017/18 this was 831 customers which shows an 84% reduction.
CA 11c Volume of emails into Revenues & Benefits service	Aim to Minimise	N/A	4,608		During the period April - June 2019 the volume of Revenues & Benefits emails (4,608) has reduced considerably when compared to the same period last year (6,056). This figure does not include evidence uploads received via the Citizen's Access application (as was originally thought) but we do still receive an email if the claimant sends evidence via the Pendle BC website page. This then requires some manual intervention in the back office, which is what we are trying to move away from. Work is ongoing currently to look at possible ways of changing the back office systems to ensure we can rectify this issue. This will then result in the numbers of emails into Revenues & Benefits reducing further.
DIR 1 Percentage of complaints handled within timescales	Aim to Maximise	95.0%	76.2%		Based on the raw data submitted 168 complaints were received in Quarter 1. 132 were resolved within the target of 15 working days, a completion rate of 78.6%. This represents a dip in performance when compared to the last quarter of 2018/19 where perfect performance was achieved.

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					<p>The majority of complaints are received by Environmental Services with two relating to Planning, Economic Development and Regulatory Services. However, this is the first report to be compiled since Environmental Services started using Jadu to log the complaints and there have been some issues in the way the complaints have been assigned to officers, monitored and getting closed on a timely basis. A meeting has been scheduled to look at the problems and find a way of making more efficient use of the system.</p> <p>A total of 15 compliments were received during the Quarter.</p>

Appendix A2

Pendle Borough Council General Fund Revenue Budget 2019/20 Budget Monitoring - Forecast Out-turn as at 30th June					
	2019/20 Approved Budget	Budget Adjustments	2019/20 Approved Budget	2019/20 Projected Out-turn	Projected Variance
<u>Departmental Net Cost Of Services</u>					
Directorate	50,130	89,180	139,310	141,860	2,550
Financial Services	4,270,290	128,570	4,398,860	4,377,740	(21,120)
Democratic and Legal Services	1,176,000	4,500	1,180,500	1,194,970	14,470
Planning, Ec Dev & Regulatory Services	971,120	325,330	1,296,450	1,307,720	11,270
Environmental Services	4,968,760	33,320	5,002,080	4,947,550	(54,530)
Housing, Health & Engineering	2,022,260	63,350	2,085,610	2,061,110	(24,500)
<i>Liberata Services</i>					-
- Estates and Property Services	52,900	-	52,900	52,900	-
- Information Services	20	-	20	20	-
- Revenue Services	1,724,820	14,120	1,738,940	1,738,940	-
- Human Resources	131,030	-	131,030	131,030	-
Total Net Cost of Services	15,367,330	658,370	16,025,700	15,953,840	(71,860)
<u>Corporate Income and Expenditure</u>					
Revenue Contribution to Capital	-	12,550	12,550	12,550	-
Minimum Revenue Provision	537,210	-	537,210	537,210	-
External Interest Payable	796,960	-	796,960	796,960	-
Amortised Premium and Discounts	16,220	-	16,220	16,220	-
Depreciation	(1,559,800)	-	(1,559,800)	(1,559,800)	-
Interest and Investment Income	(65,000)	-	(65,000)	(65,000)	-
Repayments of Principal	7,520	-	7,520	7,520	-
New Homes Bonus	(391,340)	-	(391,340)	(391,340)	-
New Burdens - LA Allocations	(21,270)	-	(21,270)	(21,270)	-
Levy/Surplus Allocation	(61,460)	-	(61,460)	(61,460)	-
Business Rates - Section 31 Grant	(1,786,500)	-	(1,786,500)	(1,786,500)	-
Business Rates - Payment of Levy	80,040	-	80,040	80,040	-
NET REVENUE EXPENDITURE	12,919,910	670,920	13,590,830	13,518,970	(71,860)
<u>Contribution to/(from) Reserves</u>					
Revenue Expenditure Reserve	(18,000)	(224,630)	(242,630)	(242,630)	-
Local Development Framework	-	(83,820)	(83,820)	(83,820)	-
Risk Management	-	(5,000)	(5,000)	(5,000)	-
External Funding Receipts	(7,500)	-	(7,500)	(7,500)	-
Performance Reserve	(37,460)	-	(37,460)	(37,460)	-
Bond Reserve	-	-	-	-	-
Change Management Reserve	(62,350)	(20,000)	(82,350)	(82,350)	-
Pensions Reserve	-	(58,710)	(58,710)	(58,710)	-
Business Growth Incentive Reserve	-	(194,080)	(194,080)	(194,080)	-
Staff Development. MODAP Reserve	(48,470)	-	(48,470)	(48,470)	-
New Homes Bonus Resilience Reserve	-	-	-	-	-
Community Infrastructure Fund	-	(84,680)	(84,680)	(84,680)	-
NET EXPENDITURE	12,746,130	-	12,746,130	12,674,270	(71,860)
Contribution to/(from) Budget Support Reserve	(1,081,650)	-	(1,081,650)	(1,009,790)	71,860
BUDGET REQUIREMENT	11,664,480	-	11,664,480	11,664,480	0

Appendix A3

Capital Programme 2019/20 Summary Position as at 30th June 2019

	Approved Programme £	Slippage £	Adjustments £	Revised Programme £	Position as at 30th June £	Predicted Out-turn £
Housing	970,000	2,859,040	153,703	3,982,743	162,033	3,982,743
Environmental, Roads, Street Lighting & Road Safety	-	374,860		374,860	75,071	374,860
Waste Collection	70,000	-		70,000	21,400	70,000
Community Safety	-	79,190		79,190	-	79,190
Asset Renewal	200,000	445,130		645,130	52,647	645,130
Resource Procurement & Other Externally Funded Schemes	900,000	3,586,650	50,000	4,536,650	18,900	4,536,650
Area Committees	170,000	253,900		423,900	79,120	423,900
Parks and Recreational Services	127,800	184,990		312,790	27,522	312,790
Other General Capital Schemes	295,000	446,660		741,660	36,583	741,660
TOTAL	2,732,800	8,230,420	203,703	11,166,923	473,276	11,166,923