

# Appendix A

## STRATEGIC MONITORING STATEMENT

FOR PERIOD ENDED

30<sup>th</sup> September 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 30<sup>th</sup> September 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. Individual meetings and/or further correspondence have taken place with Barrowford, Colne, Trawden and Nelson on the transfer of parks; with Barnoldswick, Earby, Nelson and Brierfield on CCTV; with Earby, Brierfield, Barnoldswick and Colne on car parks; and with Roughlee on the Village Centre.
- We have seen continued growth of the Council's Commercial waste service with an additional 46 customers now signed up to our service since April 2019.
- The Leisure Services Working Group was 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 has taken place in October 2019 where Max Associates presented the findings, conclusions and recommendations to the Council. These will be reported in due course to the Policy and Resources Committee.

- 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 Property Investment Fund was approved in the sum of £10.0m, a Supplementary Capital Estimate of £5.0m was approved, to be funded by borrowing to be used in accordance with the Property Investment Strategy and in compliance with the Treasury Management Strategy.
- Approval has been given to explore options for the ongoing sustainability of the Marsden Park Golf Course amenity which will seek to protect this leisure service provision into the future.

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 31<sup>st</sup> 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.
- As the end of September the subscription scheme for Garden Waste collection had increased, yielding income of £250,800 and equating to 8,360 bins being an increase of 508 bins since the end of the first quarter. In comparison, as at 30/09/2018 the total number of bins had reached 8,433. The target for 2019/20 is 8,680 bins yielding income totalling £260,400.
- 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.

- In September the Policy and Resources Committee received an update on the Council's Financial Strategy and Medium Term Financial Plan. This indicated that estimated savings of c£4.0m over the plan period (2020/21 to 2022/23) are required to deal with the medium term budget shortfall, with savings of c£0.900m required in 2020/21. The Committee agreed to submit budget savings and new fees and charges to Council for consideration. On 26<sup>th</sup> September 2019, Council approved budget savings and increases to charging policies totalling c£0.320m.
- 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. A further update in October reported that the anticipated budget shortfall had reduced to c£0.560m as a result of budget savings approved by Council and the announcement that New Homes Bonus would be awarded for 2020/21 only.
- The Council's Borrowing Strategy for 2019 is set out in the Treasury Management Strategy agreed by Council in March 2019 and updated in August) identified a PWLB borrowing requirement of £10m for 2019/20 (net £5.0m for non-commercial investments and £5.0 to finance the Commercial Strategy) 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. In the second quarter a further loan was taken out to take advantage of the historically low interest rates. The loan was for £1.5m and reduced the average borrowing rate from 3.02% to 2.94%. After this loan had been taken out, the Government increased interest rates by 100bps (1%).

### **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 September 2019 include:-

- The Inspector confirmed the Lomeshaye Industrial Estate Phase 1 CPO on 20<sup>th</sup> February 2019 and the land vested with Pendle Council in August 2019. Since then, the Council has received planning consent for the road infrastructure and the development of up to 10 units on the site. Preparatory work is underway to develop the site and this is being done in conjunction with Lancashire County Council, who will adopt the roads once they are constructed, and in advance of it being transferred to PEARL2 for development.

- 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. A further report on this will be submitted to Policy and Resources Committee in January 2020.
- 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. The first Show Apartment for Northlight has recently been opened and of the 36 units available, reservation fees have been paid for 15.
- 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. All but one of the properties at Foxhills has been sold and the Show Home on Langroyd has recently been opened (with 3 reservations at the time of writing).
- 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). Planning applications for the development of all these sites have been submitted.
- Following a successful bid to the One Public Estate and with additional funding of £20k from the Brownfield Fund, the Council has appointed Cushman and Wakefield to develop a masterplan for Nelson Town Centre. A number of consultations have since taken place and the development of the masterplan is progressing well.
- Following the submission of a bid, Nelson has been chosen by the Government to be receive funding of between £5m and £10m from the Future High Street Fund. In conjunction with the development of the Nelson Town Centre Masterplan, work is currently underway to develop bids for submission to the FHSF Team at MHCLG with a view to securing the necessary funding to deliver transformational change to the Town Centre.

- In September 2019, the Council was informed by BEIS (Cities and Local Growth Unit) that Nelson is to be one of the 100 Towns in England to have access to the £3.6bn Town Deal Fund. In particular, the Council will have the opportunity to bid for up to £25m of Town Deal funding. The Prospectus for this Fund has recently been received and more details on this are included in a report elsewhere on the Agenda for this meeting.
- 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. These bids were not, however, successful.
- The procurement process to recruit a consultant that will support the development of the Barnoldswick BID has been undertaken (with details provided in the Tenders Report elsewhere on the Agenda for this meeting) and Chris Kolek has been retained.
- 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 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 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.
- Following agreement from Policy and Resources Committee to hold the Pendle Business Awards in 2020, Pennine Events have been appointed to organise the Awards.
- The Housing Action Plan was approved which forms a key part of the monitoring process for the Council's approach to the Housing Delivery Test.

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 30<sup>th</sup> September 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. Loughborough University have been invited to meet with members.
- During the period, the Government released the Index of Multiple Deprivation Statistics for 2019 (they were last released in 2015). This indicated that the Pendle area is now 36<sup>th</sup> out of 317 local authority areas (the area was 42<sup>nd</sup> in 2015). Analysis of the results indicate that both 'living environment' (quality of housing and environment) and education are the two areas where the Council is 'falling back' in comparison to the 2015 results.

- 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' and Education in the East Steering Group has been established. This comprises 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 1<sup>st</sup> 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 mid-November 2019.
- The Pendle Homelessness and Rough Sleeping Strategy to 2020/24 was approved in September to ensure that the Council continues to meet its statutory responsibility and guidance issued by the Supreme Court in ensuring an effective policy for procuring sufficient units of temporary accommodation to meet the anticipated demand during the coming year.
- The Barrowford Neighbourhood Development Plan was finalised in order that it could proceed to the referendum stage giving the local community ownership of planning matter in their area and influence where development should go and what it might look like (and, following a ballot of local residents, has now been adopted).

#### 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. Pendle's Together Up and Active approach was approved in August.



**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 September 2019 include:-

- 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 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.
- A new Landlords Portal was launched in September 2019 which will allow Landlords online access to see, amongst other things, payment schedules for housing benefit, check entitlement to benefit and the status of tenants' claims. This will allow the Council to reduce the amount of paper notifications to Landlords and is another step in the 'Digital by Default' Programme.
- 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. The Democratic Services Team are currently trialling it in order to support the transitional roll-out period.

**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 1<sup>st</sup> April to 30<sup>th</sup> September 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.

### ***Planning Appeals***

- 6.4. In the second quarter there have been two appeals which were both determined in accordance with the officer's recommendation. The actual to date is 3 out of 4 and therefore the actual is 75% compared to 80%.

### ***Environmental Services***

- 6.5. The number of missed collections not dealt with within one working day in Quarter 2 is 41. In total over the quarter Environmental Services received 1,310 reports of missed collections from 529,092 domestic waste collections completed through the quarter. The figure reported in Quarter 1 was 20 (out of 686) reports of missed collections remained uncompleted after 24 hours and in Quarter 2 of 2018/19 we reported that 53 collections out of 1,325 reports had not been dealt with within 24 hours of receipt. Compared to the same period in 2018/19 this is an improved performance.
- 6.6. The Improved Street Cleanliness target was recently reduced from 2% to 1%, however, performance has remained in line with the previous target which required an improvement rate of 50%. With hindsight, it is considered that the adjustment to the target is not realistic.

### ***Complaints***

- 6.7. Consistently fulfilling the response times for complaints received has proved to be an issue for some time.
- 6.8. This quarter represents a dip in performance when compared to performance in the last quarter of 2018/19 and Q1 of 2019/20.
- 6.9. Most complaints (164) were received by Environmental Services. The initiative to reduce contamination, remove unauthorised bins and the charging for the delivery of containers created a large increase in calls. This resulted in 43 complaints left unresolved within the 15 day target. Investigations by the service reveals that the delays in dealing with complaints were due in part to workload, annual leave and time taken to resolve some complaints that needed either a home visit or reissuing of the annual leaflet or issuing of an application form for additional bins. The service area leads are now meeting on a frequent basis to review complaints, progress on completion and devise solutions to improve response. A total of 20 compliments were received during the Quarter.

## **Sickness Absence**

- 6.10. There has been an improvement when comparing April and September 2018 (5.694 days) with April and September 2019 (4.923 days). The year started high with a significant number of staff on long term sick but this has gradually improved. To complement support for mental health issues (see below), the implementation of physiotherapy sessions appears to be making a positive impact on attendance so far.
- 6.11. As previously advised, an Employee Assistance Programme has been implemented to support employees with mental health 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.
- 6.12. Some examples of other measures introduced to reduce sickness absence are:
- a. The introduction of Mental Health First Aiders across the Council to provide guidance and signposting of services to staff who may need assistance;
  - b. The Health and Wellbeing Group have developed the annual programme of activities focussing on staff wellbeing;
  - c. Reasonable preventative adjustments to working hours, duties, equipment, etc. to aid working environment.
- 6.13. 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 30th September 2019, the forecast outturn position to the end of the year on the General Fund Revenue Budget is an underspend of £189,920 when compared to the approved budget for the year. This consists of the following:-

	£
Underspend on Net Cost of Services	(4,430)
Net movement on Corporate Income/Expenditure	(185,490)
Change in use of Reserves	Nil
<b>Net Overspend/(Underspend)</b>	<b>(189,920)</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 £891,730 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 September include:

- Contribution to the Positive Footprints/Pendle Challenge programme as approved by Policy and Resources Committee in March 19 (£20k), being part of the wider contribution (£112k) from the Business Growth Incentive (BGI) Reserve reported to Policy and Resources Committee in June;
- Release of funding held in reserve for specific expenditure – Cyber Security Training, Welfare Data Analysis (Council Tax Support 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;
- Consolidation of Reserves as approved by the Policy and Resources Committee in August 2019 to create the New Homes Bonus Resilience Reserve;

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 - (£153k).

Other Projected Variations	£k	Summary
Directorate	(12)	External funding for Electoral Integrity Pilot towards budgeted staff time
Financial Services	10	Additional External Audit Costs and Actuarial Valuation due to the McCloud pensions Issue.
	17	Anticipated residual costs of Elliot House
Legal and Democratic Services	10	Additional costs incurred due to Elections
Environmental Services	38	Forecasted under-achievement of Cemetery Income. Variation to the end of the year may vary dependent on demand.
	(10)	Environmental Action Group (EAG) Underspend on Beneficiaries due to retirement of employee and resulting restriction in vehicle capacity.
	54	Revised assumption on income to be received from Town and Parish Councils for landscape maintenance
	17	Vacant posts have been backfilled with Agency Staff
Housing, Health and Engineering	60	Anticipated net cost to the Council following transfer of the Womens' Refuge e.g. impact on Housing Benefit Income
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 )	10	
Variance of Employee Costs (above)	(153)	Various variations including vacant posts and staff on spinal points lower than originally budgeted for.
<b>TOTAL VARIATION</b>	<b>(4)</b>	

### Corporate Income and Expenditure

7.4 The variations from Approved Budget to Projected Out-turn can be summarised as follows:-

- Reduced minimum revenue provision based on closing Capital Out-turn for 2018/19 and the level of borrowing as at 31/03/2019;
- Reduced external interest payable on PWLB borrowing due to delay in taking out actual loans and at interest rates below those originally assumed;
- Increased investment income on surplus monies held in year from a combination of improved interest rates available in the market and additional cash balances available due to delayed expenditure e.g. reduced spending on the Capital programme.
- Depreciation out-turn has been amended to reflect updated asset valuations.

### 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 30<sup>th</sup> September 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 £11.4m, 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. re-classification of One Public Estate funding to revenue,
  - iv. conversion of a loan to Pearl into a grant as previously agreed.
- expenditure as at the end of September was £1.014m representing 9% 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 It was announced that the 75% Pilot Pool arrangement would cease at the end of the year and therefore an application has been submitted to MHCLG for the previous 2018/19 50% Pooling Agreement to be re-instated for 2020/21. It is expected that the result of this application will be published with the Provisional Local Government Settlement in December 2019.
- 7.10 One of the main variables in business rates income is the position on outstanding appeals. As at the 30<sup>th</sup> September 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.
- 7.11 For 2019/20 the approved revenue budget includes net income relating to business rates of c£6.0m (which includes s31 grant income).





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

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

8.4 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.






## **9. Human Resources Information**



9.1 At the 30<sup>th</sup> September 2019, the Council's staffing establishment comprised 202.62 Full time equivalent staff (FTEs).



## Strategic Monitoring Report – Key Performance Indicators Quarter 2, 2019/20

Generated on: 14 October 2019

### Key:




Status: Performance Against Target / Expected Outcome	
	This PI is significantly below target.
	This PI is slightly below target.
	This PI is on target.
	Performance for this PI can not be measured.
	Information only PI.

STRATEGIC OBJECTIVE 1: STRONG SERVICES - Working With Partners and the Community to Sustain Service of Good Value					
PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
BV9 Percentage of Council Tax collected	Aim to Maximise	55.72%	55.92%		Council tax collection at the end of Quarter 2 stands at 55.92% which is 0.28% above this period last year and is currently performing above target by 0.20%.
BV10 Percentage of Non-Domestic Rates Collected	Aim to Maximise	57.74%	56.89%		NNDR collection for Q2 stands at 56.89% this is below by 0.85%. The main factor contributing is due to a property merger for Libra Textiles (Boundary Mill) meaning that for the month of August no instalment was collected and a readjustment of the instalments going forward means that we will still collect the full balance but due to the large amount of NNDR on this property the profile now needs re-calculating for the remainder of the year.







<p>TS 1b Percentage of telephone customers greeted within 40 seconds: cumulative</p>	<p>Aim to Maximise</p>	<p>74.60%</p>	<p>75.83%</p>	<p></p>	<p>During the beginning of Quarter 2 Liberata experienced unprecedented levels of staff turnover within a single month, recruitment was carried out immediately and new staff along with back office support resulted in a much improved end to the quarter with KPI's now back on track towards our target.</p> <p>Overall call volumes have decreased by 33% with Revenues and Benefits calls reducing by 31% and the other collective services reducing by 34%. The reason for the vast reduction in call volumes is due to the implementation of the new IVR which is now, where appropriate, signposting customers online.</p> <p>The call average handling times continue to increase, this being due to the fact advisors are trying to further promote online services over the phone and our quicker simple calls as explained above have vastly reduced. The average handling time per call for Quarter 2 in 2018 was 3 minutes 23 seconds and for 2019 this is now on average 4 minutes 15 seconds.</p> <p>The JADU CRM project continues to be a key focus for Customer Services, the Pest Control process is now available online through JADU and is a full self-service solution which further assists with our Digital Strategy.</p> <p>Customer Services have been shortlisted and are finalists for the Call North West Contact Centre of the Year award and results should be known by late October.</p>
<p>TS 2b Percentage of call abandonment: cumulative</p>	<p>Aim to Minimise</p>	<p>7.71%</p>	<p>4.99%</p>	<p></p>	<p>During the beginning of Quarter 2 Liberata experienced unprecedented levels of staff turnover within a single month, recruitment was carried out immediately and new staff along with back office support resulted in a much improved end to the quarter with KPI's now back on track towards our target.</p>


				<p>Overall call volumes have decreased by 33% with Revenues and Benefits calls reducing by 31% and the other collective services reducing by 34%. The reason for the vast reduction in call volumes is due to the implementation of the new IVR which is now, where appropriate, signposting customers online.</p> <p>The call average handling times continue to increase, this being due to the fact advisors are trying to further promote online services over the phone and our quicker simple calls as explained above have vastly reduced. The average handling time per call for Quarter 2 in 2018 was 3 minutes 23 seconds and for 2019 this is now on average 4 minutes 15 seconds.</p> <p>The JADU CRM project continues to be a key focus for Customer Services, the Pest Control process is now available online through JADU and is a full self-service solution which further assists with our Digital Strategy.</p> <p>Customer Services have been shortlisted and are finalists for the Call North West Contact Centre of the Year award and results should be known by late October.</p>
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**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%	99.43%		Performance has been sustained above target for the second quarter and during a period which is typically popular for annual leave requests, making performance extremely pleasing.
BV78a(i) Speed of processing new HB/CTB claims: cumulative	Aim to Minimise	19.24 days	15.17 days		<p>In Quarter 2 we received 3,357 documents from DWP relating to Universal Credit, of these we removed 89 cases from Housing Benefit. The volumes of documents received have significantly increased however those who are coming off Housing Benefit onto UC has slowed down in the last quarter.</p> <p>E-Benefits continues well and we now receive 90% of our new application forms via Citizen's Access. Changes in circumstances reported on line are still very low and this is the next area that we will be concentrating on to increase take up. In Quarter 2 we received 577 New Claims via Citizen's Access and 40 Changes in circumstances.</p> <p>The landlord portal went live on 23rd September 2019 and we currently have 71.9% of our landlords signed up.</p>
BV78b(i) Speed of processing change of circumstances for HB/CTB claims: cumulative	Aim to Minimise	5.70 days	4.63 days		<p>In Quarter 2 we received 3,357 documents from DWP relating to Universal Credit of these we removed 89 cases from Housing Benefit. The volumes of documents received have significantly increased however those who are coming off Housing Benefit onto UC has slowed down in the last quarter.</p> <p>E-Benefits continues well and we now receive 90% of our new application forms via Citizen's Access. Changes in circumstances reported on line are still very low and this is the next area that we will be concentrating on to increase</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
					<p>take up. In Quarter 2 we received 577 New Claims via Citizen's Access and 40 changes in circumstances.</p> <p>The landlord portal went live on 23rd September 2019 and we currently have 71.9% of our landlords signed up.</p>
TS 9b Claims paid within 14 days: cumulative	Aim to Maximise	99.21%	99.73%		Performance is good and target achieved. The outturn of 99.73% for this period relates to 371 claims being processed within 14 days of 372 claims received in total.
HS 5 Number of private sector dwellings (empty properties) that are returned into occupation	Aim to Maximise	250	371		<p>We have again been successful in this quarter in getting long-term empty properties re-occupied.</p> <p>We are confident we will achieve the target for the year.</p>
HS 6a Number of private sector dwellings where Category 1 and Category 2 hazards are removed through our intervention	Aim to Maximise	40	41		<p>We are on track to meet the target through formal and informal action.</p> <p>We are hopeful that we will meet the target but we have reduced staffing due to maternity leave.</p>
PBC 1a Percentage of all appeals determined in accordance with officer recommendation	Aim to Maximise	80.00%	75.00%		In the second quarter two appeals were determined both in accordance with the officer recommendation. The outturn for the year to date is 75% (3 out of 4). Still slightly below target of 80%.
PBC 5 Percentage of 'Major' planning applications determined within 13 weeks	Aim to Maximise	86%	85.71%		Three major applications were determined in the second quarter, all of which had extension of time agreements. The outturn for the year to date 85.71% (6 out of 7) is only marginally below the target of 86% and within tolerance levels.
PBC 6 Percentage of 'Minor' planning applications determined within 8 weeks	Aim to Maximise	87%	85.58%		58 out of 68 (85.29%) applications were determined in the second quarter in the time limit. Officer performance in this category is 93% (42 out of 45). Cumulative performance is

<b>STRATEGIC OBJECTIVE 2: STRONG ECONOMY - Helping to Create and Sustain Jobs with Strong Economic and Housing Growth</b>					
<b>PI</b>	<b>Good Performance is...</b>	<b>Current Target</b>	<b>Current Value</b>	<b>Performance Status</b>	<b>Comments</b>
					85.58% which is 1.5% below target of 87%.
PBC 7 Percentage of 'Other' planning applications determined within 8 weeks	Aim to Maximise	92%	91.52%		In the second quarter 63 out of 69 applications were determined in the time limit. Performance at 91.52% is only marginally below the target of 92% and is within tolerance levels. Officer performance in this category is 96.5% (55 out of 57).


<b>STRATEGIC OBJECTIVE 3: STRONG COMMUNITIES - Help to Create and Sustain Resilient Communities</b>					
<b>PI</b>	<b>Good Performance is...</b>	<b>Current Target</b>	<b>Current Value</b>	<b>Performance Status</b>	<b>Comments</b>
HN 1(ii) Number of cases where homelessness has been prevented or relieved	Aim to Maximise	158	156		<p>The out-turn for Quarter 2 was 102, which represents a very good quarterly performance. Housing Needs contributed to 43 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. PDVI also contributed 43 cases although this encompassed Quarter 1 statistics which were not available earlier in the year.</p> <p>The actual to date is 156, which is almost halfway towards the final target. Thus performance is on target.</p>

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



PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
NS 2a Number of Environmental Crime FPN's issued for littering	Aim to Maximise	2,500	2,454		Members will be aware that District Enforcement are currently engaged on a 12 month pilot agreement concentrating on routine enforcement of dog fouling and littering offences. In quarter 2 they 1,196 Fixed penalties for littering and the Council's in house team issued fixed penalties 2 notices through internal resources. In total 1,198 notices have been issued in Quarter 2.
NS 2b Number of Environmental Crime FPN's issued for dog fouling	Aim to Maximise	25	55		Members will be aware that District Enforcement are currently engaged on a 12 month pilot agreement concentrating on routine enforcement of dog fouling and littering offences. In Quarter 2 they 32 Fixed penalty notices for dog fouling and the Council's in house team issued 1 fixed penalty notice. In total 33 notices have been issued in Quarter 2.
WM 2 Reported number of missed collections not dealt with within 24hrs (excluding non-working days)	Aim to Minimise	48	61		The number of missed collections not dealt with within one working day in Quarter 2 is 41. In total over the quarter Environmental Services received 1310 reports of missed collections from 529,092 domestic waste collections completed through the quarter.  The figure reported in Quarter 1 was 20 (out of 686) reports of missed collections remained uncompleted after 24 hours and in Quarter 2 of 2018/19 we reported that 53 collections out of 1325 reports had not been dealt with within 24 hours of receipt.  The figure shows an increase when referenced against




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

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					<p>Quarter 1 but a decrease when referenced directly against the matching quarter of 2018/19.</p> <p>Over the last quarter the service has commenced monitoring contamination within recycling bins at the kerbside. This affected the number of missed collection reports received. In July and August we received 498 and 543 reports respectively. In September the number of reports reduced as residents became more aware of what can be recycled through the brown and blue bins.</p> <p>The exercise led to an almost 100% increase in calls on the previous quarter resulting in some requests not being addressed until after one working day.</p> <p>Over the last quarter staff have become more familiar with the system used to record and respond to missed collection reports and we expect that as the number of cases reported is now reducing we will see an improvement in response times through Quarter 3.</p>
WM 8c Percentage of the total tonnage of household waste which has been recycled - Rolling Year %	Aim to Maximise	19.00%	19.62%		<p>These figures represent the data submitted to WasteDataFlow in Sept 2019 for the rolling year July 2018 to June 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 19.62% is above the annual target of 19%, and slightly higher than Quarter 1's reported figure of 19.17%. The target has been revised to reflect one</p>





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

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					<p>which is achievable considering local circumstances which include the removal of recycling sites, increases in contamination and the introduction of four-weekly recycling collections. Recycling four-weekly has seen an expected decrease of tonnages with commingling (brown bin) tonnages down by about 30 tonnes per month, and paper/card down by 6 tonnes per month, which is not as low as previously reported and why this quarter's figure is slightly higher. Generally nationally there is a trend for lower recycling rates, especially paper and card recycling.</p>
<p>WM 8d Percentage of the total tonnage of household waste which have been sent for composting or for treatment by anaerobic digestion - Rolling Year %</p>	<p>Aim to Maximise</p>	<p>12.00%</p>	<p>11.52%</p>	<p></p>	<p>These figures represent the data submitted to WasteDataFlow in Sept 2019 for the rolling year July 2018 to June 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 11.52% is slightly below the annual target of 12% and similar to the Quarter 1 reported figure of 11.51%. 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>
<p>WM 11a Improved street and environmental cleanliness: Litter</p>	<p>Aim to Minimise</p>	<p>1%</p>	<p>2%</p>	<p></p>	<p>The first surveys for 2019/2020 were carried out between June and July.</p>



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

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					<p>The target was made tighter by reducing it from 2% to 1% in May this year. It will be reviewed after a full 12 months to check that it is realistic.</p> <p>The surveys were completed at a time independent of the waste collection and street cleansing schedules as required by Keep Britain Tidy. The areas surveyed included a mix of recreational land, high and low density housing as well as commercial and retail areas. The results again reflect positively on the work undertaken by the Service Area staff to monitor and adjust street cleansing schedules to make the best use of the resources we now have available to deliver the frontline service.</p>
WM 11d Improved street and environmental cleanliness: Dog fouling	Aim to Minimise	1%	0.67%		<p>The first surveys for 2019/2020 were carried out between June and July.</p> <p>The surveys were completed at a time independent of the waste collection and street cleansing schedules as required by Keep Britain Tidy. The areas surveyed included a mix of recreational land, high and low density housing as well as commercial and retail areas. The results again reflect positively on the work undertaken by the Service Area staff to monitor and adjust street cleansing schedules to make the best use of the resources we now have available to deliver the frontline service.</p>


**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	3.400 days	4.923 days		In August there were nine members of staff on long term sick. Each case has been closely managed and five have now returned to work and two have left the Council.
CA 10a Percentage of payments made online by the customer	Aim to Maximise	N/A	30.46%		<p>During Quarter 2 2019/20 a total of 10,673 online payments have been made independently by the customer. The total number of payments made this quarter has decreased when compared to last quarter but increased when compared to the same period in 2018/19.</p> <p>The figures from Quarter 1 have changed as some payments for Pest Control weren't counted. The total for Q1 has now gone from 13,793 to 14,109 which shows a further improvements in online payments.</p>
CA 10b Number of online payments made independently by the customer	Aim to Maximise	N/A	24,782		<p>During Quarter 2 2019/20 a total of 10,673 online payments have been made independently by the customer. The total number of payments made this quarter has decreased when compared to last quarter but increased when compared to the same period in 2018/19.</p> <p>The figures from Quarter 1 have changed as some payments for Pest Control weren't counted. The total for Q1 has now gone from 13,793 to 14,109 which shows further improvements in online payments.</p>
CA 11a Total Revenues & Benefits Call Volumes	Aim to Minimise	N/A	25,631		Overall call volumes have decreased by 33% with Revenues and Benefits calls reducing by 31% and the other collective services reducing by 34%. These call volume comparisons should now be relative as the new recycling scheme impacts from 2018 are no longer relevant.

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

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					The reason for the vast reduction in call volumes is due to the implementation of the new IVR which is now, where appropriate, signposting customers online. Along with this the Switchboard call duplication issue prior to the consolidation of the five service lines is no longer required.
CA 11b Volume of Revenues & Benefits face-to-face visits	Aim to Minimise	N/A	239		<p>The total number of drop in customers in Quarter 2 has increased by 4% when comparing to the same period in 2018.</p> <p>The total footfall profile has consisted of - Revenues 1084, Benefits 898, Licensing 507, Self-serve 415 and the remaining footfall has been spread amongst other services. We continue to look at the profiles in an attempt to look at reducing footfall further, however volumes are fluctuating each month for no apparent reason.</p> <p>The Revenues and Benefits customers who were unable to self-serve and required an advisor have decreased by 48% when comparing to Quarter 2 of 2018.</p>
CA 11c Volume of emails into Revenues & Benefits service	Aim to Minimise	N/A	9,643		<p>During the period April - September 2019 the volume of Revenues &amp; Benefits emails (9,643) continues to reduce when compared to the same period last year (10,667). 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</p>

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

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					numbers of emails into Revenues & Benefits reducing further.
DIR 1 Percentage of complaints handled within timescales	Aim to Maximise	95.0%	76.4%		<p>Based on the raw data submitted 171 complaints were received in Quarter 2. 127 were resolved within the target of 15 working days, a completion rate of 74.3%, leaving 44 complaints taking over 15 working days to respond to. This represents a dip in performance when compared to last quarter (78.6%) and Q4 2018/19 where perfect performance was achieved.</p> <p>164 of the complaints received are for Environmental Services. The initiative to reduce contamination, remove unauthorised bins and the charging for the delivery of containers created a large increase in calls. This resulted in 43 complaints left unresolved within the 15 day target. Investigations by the service reveals that the delays in dealing with complaints were due in part to workload, annual leave and time taken to resolve some complaints that needed either a home visit or reissuing of the annual leaflet or issuing of an application form for additional bins.</p> <p>The service area leads are now meeting on a frequent basis to review complaints, progress on completion and devise solutions to improve response.</p> <p>A total of 20 compliments were received during the Quarter.</p>

## Appendix A2

**Pendle Borough Council**  
**General Fund Revenue Budget 2019/20**  
**Budget Monitoring - Forecast Outturn as at 30th September**

	2019/20 Approved Budget £	Budget Adjustments £	2019/20 Approved Budget £	2019/20 Projected Outturn £	Projected Variance from Budget £
<b><u>Departmental Net Cost Of Services</u></b>					
Directorate	50,130	89,180	139,310	97,030	(42,280)
Financial Services	4,270,290	65,550	4,335,840	4,318,520	(17,320)
Democratic and Legal Services	1,176,000	4,500	1,180,500	1,190,050	9,550
Planning, Ec. Dev & Regulatory Services	971,120	325,330	1,296,450	1,258,920	(37,530)
Environmental Services	4,968,760	32,720	5,001,480	5,008,340	6,860
Housing, Health & Engineering	2,022,260	17,040	2,039,300	2,028,500	(10,800)
Liberata Services					-
- Estates and Property Services	52,900	28,850	81,750	114,130	32,380
- Information Services	20	(7,560)	(7,540)	(7,180)	360
- Revenue Services	1,724,820	(25,950)	1,698,870	1,746,320	47,450
- Human Resources	131,030	11,510	142,540	149,440	6,900
<b>Total Net Cost of Services</b>	<b>15,367,330</b>	<b>541,170</b>	<b>15,908,500</b>	<b>15,904,070</b>	<b>(4,430)</b>
<b><u>Corporate Income and Expenditure</u></b>					
Revenue Contribution to Capital	-	13,150	13,150	13,150	-
Minimum Revenue Provision	537,210	-	537,210	476,040	(61,170)
External Interest Payable	796,960	-	796,960	702,310	(94,650)
Amortised Premium and Discounts	16,220	-	16,220	16,220	-
Depreciation	(1,559,800)	-	(1,559,800)	(1,504,470)	55,330
Interest and Investment Income	(65,000)	-	(65,000)	(150,000)	(85,000)
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	-	-	-
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	-
<b>NET REVENUE EXPENDITURE</b>	<b>12,919,910</b>	<b>575,590</b>	<b>13,495,500</b>	<b>13,305,580</b>	<b>(189,920)</b>
<b><u>Contribution to/(from) Reserves</u></b>					
Revenue Expenditure Reserve	(18,000)	(408,010)	(426,010)	(426,010)	-
Local Development Framework	-	(83,820)	(83,820)	(83,820)	-
Risk Management	-	(30,000)	(30,000)	(30,000)	-
External Funding Receipts	(7,500)	-	(7,500)	(7,500)	-
Performance Reserve	(37,460)	-	(37,460)	(37,460)	-
Bond Reserve	-	(250,000)	(250,000)	(250,000)	-
Change Management Reserve	(62,350)	(20,000)	(82,350)	(82,350)	-
Pensions Reserve	-	-	-	-	-
Business Growth Incentive Reserve	-	(194,080)	(194,080)	(194,080)	-
Staff Development.MODAP Reserve	(48,470)	(7,000)	(55,470)	(55,470)	-
New Homes Bonus Resilience Reserve	-	502,000	502,000	502,000	-
Community Infrastructure Fund	-	(84,680)	(84,680)	(84,680)	-
<b>NET EXPENDITURE</b>	<b>12,746,130</b>	<b>-</b>	<b>12,746,130</b>	<b>12,556,210</b>	<b>(189,920)</b>
Contribution to/(from) Budget Support Reserve	(1,081,650)	-	(1,081,650)	(891,730)	189,920
<b>BUDGET REQUIREMENT</b>	<b>11,664,480</b>	<b>-</b>	<b>11,664,480</b>	<b>11,664,480</b>	<b>0</b>

## Appendix A3

### Capital Programme 2019/20 - Summary Position as at 30th September 2019

	Approved Programme £	Slippage £	Adjustments £	Revised Programme £	Position as at 30th September £	Predicted Out-turn £
Housing	970,000	2,859,040	153,703	<b>3,982,743</b>	284,094	3,982,743
Environmental, Roads, Street Lighting & Road Safety	-	374,860		<b>374,860</b>	202,565	374,860
Waste Collection	70,000	-		<b>70,000</b>	21,400	70,000
Community Safety	-	79,190		<b>79,190</b>	11,678	79,190
Asset Renewal	200,000	445,130	-50,000	<b>595,130</b>	165,228	595,130
Resource Procurement & Other Externally Funded Schemes	900,000	3,586,650	200,000	<b>4,686,650</b>	42,279	4,686,650
Area Committees	170,000	253,900	92,271	<b>516,171</b>	141,889	516,171
Parks and Recreational Services	127,800	184,990	60,240	<b>373,030</b>	83,995	373,030
Other General Capital Schemes	295,000	446,660		<b>741,660</b>	60,671	741,660
<b>TOTAL</b>	<b>2,732,800</b>	<b>8,230,420</b>	<b>456,214</b>	<b>11,419,434</b>	<b>1,013,816</b>	<b>11,419,434</b>