

Appendix A



STRATEGIC MONITORING STATEMENT FOR PERIOD ENDED 30th June 2020

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. Impact of the COVID-19 pandemic

- 2.1. In March 2020 the Council invoked its Emergency Planning and Business Continuity arrangements in response to the COVID-19 outbreak and the Government lockdown measures.
- 2.2. The Council's initial response was mainly focussed on ensuring the continued delivery of critical services on behalf of the local community. These included Refuse Collection, Bereavement Services, Benefits and Payments (including hardship payments and the provision of business grants), Homelessness, Communications and Environmental Health.
- 2.3. In support of this the Chief Executive established the Strategic Crisis Management Team (SCMT), which met regularly throughout the crisis to co-ordinate the Council's response activities, and also represented Pendle on the relevant response and recovery groups of the Lancashire Resilience Forum
- 2.4. The Contact Centre and Town Hall reception areas were closed with effect from 23rd March 2020 to maintain social distancing requirements. The Call Centre remained open, albeit on a somewhat reduced service, whilst staff home working arrangements were put into place. The service returned to full strength within a week and service levels are now being maintained.
- 2.5. Significant changes to working arrangements were put into place with the majority of staff swiftly mobilised to work from home where possible and appropriate. With face-to-face meetings and visits being discouraged, the Council implemented Microsoft Teams to enable meetings to take place both internally and externally, along with the use of WhatsApp and the Team Pendle Facebook page to widen and enhance communication channels.
- 2.6. Staff had to quickly adapt to the new ways of working and did so admirably, particularly those in front-line services in ensuring observance of social distancing requirements and restrictions, with critical service delivery being maintained. The Council continued to work to its Business Continuity Plan adapting this as required in response to the evolving situation.
- 2.7. The Pendle Community Hub was set-up and launched on 26th March 2020 with Pendle Leisure Trust redeploying staff and leading on the delivery of the support and sign-posting for the shielding and vulnerable residents in Pendle. A vast array of communications were issued to promote the Hub (ranging from changes to fleet livery, advertisement on prescription bags, leafleting all

households, radio advertisements, social media posts, etc.) and out-bound calls to over 4,200 shielding and vulnerable residents were made to assess their needs and ensure sign-posting to services had been effective.

- 2.8. The incoming calls to the Hub have now been merged into the Council's Contact Centre where careful monitoring and review of contact continues.
- 2.9. The Council's governance arrangements were also affected with the cancellation of all Committee and Council meetings and the Elections for May 2020 cancelled (which would have seen the number of Councillors reduce from 49 to 33). In response to this the Council invoked and updated its Exercise of Urgent Powers Protocol and has since introduced virtual Committee and Council meetings.
- 2.10. As previously mentioned, the Council responded to the Government's introduction of financial assistance to residents and businesses via delivery of increased housing benefit and council tax support payments (e.g. the Hardship Fund) and Business Grants Scheme, etc.
- 2.11. Regular reports are issued to the relevant Government departments and agencies in line with specified requirements enabling the assessment of the impact of the pandemic at a local, regional and national level.
- 2.12. The Council is now moving into the business recovery stage with the development and delivery of the Business Recovery Plan for Pendle. The plan is regularly reviewed with updates being reported to Management Team and Policy & Resources Committee and amendments being made in response to the ever evolving situation.
- 2.13. Throughout the emergency a number of services could not be delivered or were delivered at a much reduced rate than 'business as usual' (e.g. Council Tax and NNDR collection rates, food safety inspections, site visits / visits to properties, debt recovery, planning enforcement, etc.) and so will have had some negative impact on performance levels and income generation. These areas will be addressed in the relevant sections of this report.

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

- 3.1. In relation to our performance against the actions shown in the Strategic Plan under this objective, the key highlights up to 30th June 2020 include:-
 - The Financial Strategy and Medium Term Financial Plan were updated and considered by the Policy & Resources Committee at their meeting on 25th June 2020. The Committee agreed to use the Budget Working Group to consider and develop options as part of the strategy to achieve a balanced budget in 2021/22;

- Along with other Councils in Lancashire, the Council has written to the Secretary of State for the Ministry of Housing, Communities and Local Government seeking confirmation that the Government will fund the full net financial impact of Covid in the current and future years;
- In response to the Covid-19 Pandemic, the Council's Finance and Revenues Teams have delivered:-
 - various Business Grants Schemes funded by the Government to support businesses through the Pandemic. In total, £23.3m is expected to be paid out in grants to around 2,200 local businesses;
 - a scheme providing business rates relief to qualifying children's nurseries and businesses in the retail, hospitality and leisure sectors;
 - a Council Tax Hardship scheme for working age residents in receipt of Council Tax Support, reducing their council tax liability by up to £150 in 2020/21.

3.2. 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:-

- As with other Councils, the Council has submitted various returns to Government outlining the estimated net financial impact of Covid-19 on the Council's activities. The Government has made a total of £3.7bn available to help local government respond to the COVID19 pandemic. The Council's share of this funding is shown below:

Funding Allocations	Amount of Government Funding (£bn)	Pendle's Share (£'000)
19.03.20 1 st tranche	1.6	72
18.04.20 2 nd tranche	1.6	909
02.07.20 3 rd tranche	0.5	202
Total to-date	3.7	1,183

- The Council has also received hardship funding of £1.03m to provide an additional council tax discount of up to £150 to working age residents in receipt of council tax support in 2020/21. A total of £805k had been spent as at the end of June.
- When announcing the 3rd tranche of funding in early July the Government also announced the following measures:
 - An Income Loss scheme; a new scheme to reimburse councils for lost income from sales, fees, and charges as a result of the pandemic. The new income loss scheme will involve a 5% deductible rate, whereby councils will absorb losses up to 5% of their planned sales, fees and charges income, with

the government compensating councils for 75p in every pound of relevant loss thereafter. By introducing a 5% deductible the government states it is accounting for an acceptable level of volatility, whilst shielding authorities from the worst losses. The detailed operation of the scheme and the arrangements for reimbursement have yet to be confirmed.

- An intention to amend the accounting requirements for recovery of collection fund deficits arising in 2020/21. Under current rules any deficit arising in 2020/21 would have to be recovered in 2021/22 and form part of the budget for that year. However, the government is proposing that repayments to meet collection fund deficits accrued in 2020-21 will instead be phased over a three-year period (2021-22 to 2023-24) to ease immediate pressures on budgets. This will require secondary legislation and will apply to all local authorities.
- The draft Statement of Accounts for 2019/20 was produced by 31st July 2020 with a view to it being authorised for issue during August. Grant Thornton LLP will commence their audit work in August and details of their findings and report to those charged with Governance (i.e. the Accounts and Audit Committee) is expected by the revised statutory deadline of 30th November (extended from 31st July due to the pandemic).

4. Strategic Objective 2 – STRONG ECONOMY - Helping to create strong, sustainable economic and housing growth.

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 2020 include:-

- The delivery of Phase 1 of the extension to the Lomeshaye Industrial Estate is progressing with works undertaken at the entrance to the site to facilitate the construction of the main road into the site. The tender process for the delivery of the road is expected imminently;
- The Nelson Town Deal Board has met on two occasions during the first quarter of the financial year 2020/21. As part of their work, the Board has agreed the Council's submission for the Future High Street Fund and the revised boundary of the Town Deal Area. Work has started on the development of the Town Deal Investment Plan which is due to be submitted to the Government at the end of October 2020;
- The delivery of the mixed use development by PEARL of the former Colne Health Centre is well underway. This site will comprise 12 residential units for the Peter Birtwistle Trust and up to 4 retail units;
- PEARL2 is continuing with the delivery of new housing. All of the new units at Clitheroe Road, Brierfield - Foxhills (35 properties) have now been sold. The former Oak Mill site, now known as Langroyd Place in Colne is nearing completion with 32 properties of which sales are currently underway on 6

and work is progressing well on Carry Lane, otherwise known as Greenfields View in Colne where 21 properties are being built;

- The redevelopment of Northlight continues. In addition to the completed works for Lancashire Adult Learning, Burnley FC in the Community Leisure Facility and the InSitu Arts Centre, work is underway to complete 36 apartments and a new business centre in the main mill. This complements work on the infrastructure around the site including canal side moorings. A new scheme for a call centre facility has been submitted for planning consent and funding for this has been secured from the Lancashire Enterprise Partnership;
- PEARLTogether, the joint venture Company between the Council, Barnfield Investment Properties and Together Housing has obtained planning consent for 79 properties at Harrison Drive, Colne and 90 properties at Further Clough Head and work is progressing on the delivery of both of these sites;
- The project to reinstate the Skipton to Colne Railway Line has moved from the 'determine' stage of the Rail Network Enhancement Pipeline to the 'develop' stage. This focus allows the Government to concentrate on ensuring it takes forward things that make a real difference to rail users rather than on the specific infrastructure, rolling stock or technology interventions to achieve this.

4.2. 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 allocated £750k of funding under the Nelson Town Deal for strategic investments. This funding has to be used by 31st March 2021.

5. Strategic Objective 3 – STRONG COMMUNITIES - Helping to create and sustain resilient communities.

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 2020 include:-

- In response to the Covid-19 Pandemic, the Council established the Pendle Community Support Hub in March 2020 with the support of the Pendle Leisure Trust. The Hub acts as signpost to support from various Community, Voluntary and Faith based organisations;
- Separately, the Pendle Community Support Hub has contacted over 4,200 people who have been considered clinically and socially vulnerable to

determine what, if any, support they need whilst they have remained shielded. This has resulted in the provision of support to c200 people;

- 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;
- 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 following the appointment of a new Director of Education at Lancashire County Council, this has evolved into a review of the School Improvement Service which will focus on a local school-led improvement offer to schools.

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

- The Council has successfully secured £360k of Pathfinder Funding under the Sport England 'Together an Active Future' Programme. A Programme Manager and Project Officer were appointed to the Pendle programme, Together an Active Pendle (TaAP), during the early months of 2020 and work is currently in the research and insight phase.

6. Strategic Objective 4 – STRONG ORGANISATION - Maintaining a sustainable, resilient and efficient organisation which is Digital by Default.

6.1. In relation to our performance against the actions shown in the Strategic Plan under this objective, the key highlights up to 30th June 2020 include:-

- The new Customer Relationship Management System (CRM) continues to be developed across services to streamline processes. This work has seen a number of services moved online to the Council's website and includes a seamless process for citizens between ordering and payment for Council services and links to back office processes. As of June 2020, 25 forms / processes were available on the website with a further 13 in development and another 11 planned for development. Discussions are also underway with services to assess how the use of the CRM can be optimised to further develop mobile and back office working arrangements.
- A full review of the content on the Staff Intranet is being undertaken to ensure it is meaningful and relevant for the current climate. This is with the aim of developing the new intranet, making it a central information sharing platform for all staff.

- The Council developed its Strategic Plan for 2020/2023. 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. A new Strategic Objective was also added (STRONG RESPONSE AND RECOVERY) to address the impact of the Coronavirus pandemic.
- The roll-out of Office365 for Councillors has been completed with the Teams function being enabled and to facilitate virtual council meetings. A roll-out plan to enable the other applications within Office365 is underway.
- The roll-out of Office365 for staff is underway with the majority of staff members now having an Office365 licence. Only the Teams function has been enabled at this stage to enable better communication channels whilst emergency home working arrangements remain in place.
- The Council's Corporate Governance Framework and Strategic Risk Register have been regularly reviewed and updated during the first part of this year, particularly during the pandemic to ensure the Council remains responsive, resilient and robust in its approach to safeguarding its employees, assets and the public.

7. Strategic Objective 5 – STRONG RESPONSE AND RECOVERY – Delivering our COVID-19 response and recovery whilst working towards rebuilding, restoring and rehabilitating our communities

7.1. In relation to our performance against the actions shown in the Strategic Plan under this objective, the key highlights up to 30th June 2020 include:-

- Critical services such as refuse and recycling collections were maintained throughout the emergency.
- Home working arrangements for staff were enabled to ensure continued delivery of most of our services.
- The Council established a Community Support Hub in partnership with Pendle Leisure Trust to coordinate and provide help to the vulnerable members of our community.
- A system of remote committee meetings with the facility for democratic public engagement was developed and launched.
- The Council have worked with local businesses in support of the re-opening of the high street in Pendle's 6 town centres.
- The Council have worked with the Pendle Leisure Trust to ensure the re-opening of its sports and leisure facilities.

- 7.2. Some of the key financial highlights to date linked to this strategic objective mirror those outlined in paragraph 3.2 above under the first strategic objective.

8. Performance Indicators

- 8.1. 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 (i.e. these include some Liberata PIs). Please find attached the performance information for these KPIs, for the period 1st April to 30th June 2020, at [Appendix A1](#).
- 8.2. The key issue affecting performance across the delivery of all services delivered by and on behalf of the Council, has been the Coronavirus emergency. The impact has been varied, with some services being unable to be delivered, such as those where home visits / business premises inspections are required, and some services have seen performance increase due to their role in the COVID-19 response, such as Communications.
- 8.3. The response to the outbreak has also seen business critical services maintained via the re-deployment of staff where necessary and appropriate and some services taking on additional work to fulfil new regulations issued by Government, such as Business Grants, etc.
- 8.4. Given the unprecedented situation experienced during the first part of this year performance on the whole is considered to be fairly good despite a large number of targets not having been met. As such, and with the uncertainty which lays ahead, this KPI update is intended to provide a baseline for performance for the remainder of the year and how we can / will operate going forward.
- 8.5. Further to this, the Council is also taking the opportunity to reassess the targets which have already been agreed to reflect the impact of the COVID-19 pandemic.
- 8.6. Taking the above into account 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, whilst also keeping in mind that Coronavirus has caused much of the disruption to performance.

9. Financial Performance

General Fund Revenue Budget

- 9.1 As at 30th June 2020, the forecast out-turn position to the end of the year on the General Fund Revenue Budget as presented in [Appendix A3](#) is an overspend of £1,016,630 when compared to the approved budget for the year. Whilst this

position is potentially under-reported for reasons explained further below the projected overspend of £1,016,630 consists of the following elements:-

	£
Overspend on Net Cost of Services	1,010,350
Net movement on Corporate Income/Expenditure	6,280
Change in use of Reserves	Nil
Net Overspend / (Underspend)	1,016,630

- 9.2 Should this position be maintained to the year end, it would result in a net contribution from the Budget Strategy Reserve of £1,731,070 rather than the approved budget contribution from the reserve of £714,440. The Approved Budget for 2020/21 as at the end of June represents the budget as originally approved by Council in February (i.e. it excludes the budget slippage carried forward from 2019/20 of £140k which was subsequently agreed by P&R Committee in July).
- 9.3 The projected outturn summarised above also **excludes** a **potential** increase in the council's funding contribution to Pendle Leisure Trust in the current year of £1.24m on current estimates. Members will be aware that the Trust has only recently been allowed to re-open its facilities as a result of the COVID19 lockdown restrictions. As a result the Trust has lost significant income in the first quarter of the year whilst retaining much of its operating costs. The Trust is operating those facilities it can open at reduced capacity due to social distancing requirements and is currently predicting an operational deficit of £1.24m in this financial year. The council's budgeted contribution to the Trust in 2020/21 is £1.442m as agreed by Council in February.
- 9.4 The main variances contributing to the projected overspend of £1,016,630 are as follows:-

Net Cost of Services – overspend of £1.010m

The main variations relate to a number of income and expenditure streams which are impacted by the current pandemic as shown below. In addition to these items, employee costs across services are expected to result in a saving of £100k due to staff turnover and vacancy management. Variations by Service of +/- £10k excluding staffing are shown in the following table:

Service Variations	£k	Summary
Directorate	(12)	Net reduction relating to an anticipated delay in the delivery of Climate Change actions as a result of COVID-19
Financial Services	49	Forecast increase to bad debt provision as a consequence of COVID-19 and potential increase for invoiced amounts for services being unpaid
	(15)	Pension Strain forecast lower than previously anticipated
	22	Reduced rechargeable income receivable from Pendle Leisure Trust for support services (IT/HR/Insurance) being absorbed by the Council and excluded from additional funding pressures separately reported
	(12)	Savings arising from Business Continuity re-assessment and software replacement
Legal and Democratic Services	42	Forecast overspend in relation to Members Allowances as no reduction to members following the recent outbreak
	(48)	Estimated savings due to no elections in 2020/21 following COVID19
	31	Reduced fee income for Local Land Charges and provision of temporary staffing
Environmental Services	62	Increased cost of Agency staffing support
	(40)	Anticipated reduction to overhead costs for first quarter for Landscape Maintenance operation
	275	Estimated net impact of lost income from fees and charges as result of COVID19.
Housing, Health and Engineering	46	Unfunded accommodation costs for homeless people as a result of Government legislation during the pandemic
	20	Reduction in Pest Control income following the recent outbreak
	16	Impact on car parking income as a result of COVID19, plus termination of NHS enforcement contract at Colne Health Centre
Planning, Economic Development & Regulatory Services	33	Reduced Building Control fee income as a result of COVID19
	84	Reduced planning application fee income as a result of COVID19
	27	Other Licensing income lower than anticipated as a result of COVID19 restrictions
Liberata Services	66	Reduced rechargeable income receivable from Pendle Leisure Trust for support services (IT/HR/Insurance) being absorbed by the Council and excluded from additional funding pressures separately reported
	42	Admin Buildings costs largely relating to Elliott House
	46	Miscellaneous property and land rental income lower than budgeted as a consequence of COVID19
	53	Assumes only 60% of rental income will be received in relation to Markets
	22	Shortfall in Industrial Estates rental income due to vacant units/COVID impact on re-letting
	(10)	Savings on All Pay costs for payment transactions
	111	Reduced income relative to budget assumptions for non-recovery of Court Costs (Courts not sitting as a consequence of COVID19)
	(14)	Council Tax support subsidy higher than previously budgeted
	221	Forecast net impact of COVID19 on welfare support (Hsg Bens) and subsidy recovery
Net other small variations (+/- £10k)	(7)	
Variance of Employee Costs (above)	(100)	Various variations including vacant posts and staff on spinal points lower than originally budgeted for.
TOTAL VARIATION	1,010	

Corporate Income and Expenditure – overspend of £6k

The projected variations from approved budget can be summarised as follows:-

- savings on the minimum revenue provision due to delayed capital expenditure leading to a reduced prudential borrowing requirement, and
- reduced investment income on surplus funds held in year from a combination of lower interest rates and increased holding of cash to maintain liquidity rather than placing investments in the first quarter.

Contribution from Reserves

Variations relate to approved budget adjustments referred to above.

A summary view of the above is presented in [Appendix A3](#).

Summary of COVID19 Financial Impacts

- 9.5 The position reported above reflects a projected overspend of £1.016m on the approved budget. The bulk of this stems from assumptions made to various income and expenditure budgets as a result of COVID19 impacts. Members will recall that a summary of these impacts was reported to the June meeting of P&R Committee drawing on information submitted to Government as at the end of May.
- 9.6 The Council continues to submit monthly returns to Government with the most recent submission made at the end of July. This return focuses solely on the financial impacts of COVID19 whereas the Council's budget monitoring framework considers not only the effects of the pandemic but also other budget variations that routinely occur for a variety of reasons, not necessarily linked to the pandemic.
- 9.7 In recognition of the financial impact on the Council of the pandemic the Committee in June were asked to note the following:

*the creation of a Covid-19 Support Reserve to provide resource cover for the estimated net financial impact of Covid-19 on the Council and the potential impact of this on the Council's medium term financial position **should the Council receive no further financial support from the Government;***

The creation and use of this reserve has not yet been factored in to the budget summarised in Appendix A3. Nor does the appendix reflect the £1.183m of funding received to-date from the Government. There remains uncertainty at the ongoing costs to the Council of the pandemic as well as any further funding from Government. The reserve initially proposed was £1.5m and if this is required the intention is to divert resources from the following sources to create it:

- | | |
|--|---------|
| ○ Budget Strategy Reserve | £1.150m |
| ○ Earmarked Reserves (Community Projects & Pensions) | £0.100m |
| ○ Minimum Working Balance | £0.250m |

- 9.8 Taking account of the above and combining this with the position reported at the end of June per Appendix A3, the overall financial position can be summarised as follows:

	£
Projected outturn per Appendix A3	1,016,630
Potential increased funding contribution to Pendle Leisure Trust	1,238,000
Estimated gross additional cost	2,254,630
Less COVID19 response support funding	(1,182,920)
Estimate net additional cost (COVID19 Reserve contribution required)	1,071,710

- 9.9 If the position outlined above was confirmed it would require a contribution from the COVID19 reserve of £1.071m rather than the £1.5m reported in June. In part this stems from the additional government funding of £202k announced in early July combined with a slightly more favourable view of certain pandemic impacts, mainly on income streams.
- 9.10 It should be acknowledged that the forecast position remains under continual review and that this work continues to be undertaken against a very challenging backdrop given the ongoing risks and uncertainty associated with the pandemic. A second wave of the virus and/or a further lockdown for example could have a significantly adverse impact on the position shown above.

General Fund Capital Programme

- 9.11 The Capital Programme 2020/21 Summary Position Statement at 30th June is shown at [Appendix A4](#). Whilst at this early stage no variances are identified the main points to highlight are as follows:-

- the Capital Programme for the year now totals £20.6m, comprised of:
 - the programme as approved by Council in February £6.9m
 - slippage brought forward from 2019/20 of £13.7m
- additional Disabled Facilities Grant (DFG) received – the grant funding awarded to the Council for 2020/21 has recently been confirmed at £974k, some £154k higher than that assumed at the time the programme was approved in February,
- total capital expenditure at the end of June was £494k.

Core Funding

Business Rates

- 9.12 In 2019/20 the Council participated in 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 increased from 50% to 75% so only 25% is paid over to Central Government. The split of the local share meant that the Council's share of retained rates increased from 40% to 56%.
- 9.13 In setting the budget for the current financial year the Council estimated in January that the closing position as at 31st March 2020 on business rates would be a surplus of £1.805m. The actual surplus for last year (subject to audit) was £2.486m. The Council's share of this improved position of £0.681m is £381k which will support the development of the budget for 2021/22.
- 9.14 For 2020/21 the Council remains a member of the Lancashire Business Rates Pool but the respective Central/Local shares have reverted to those which applied prior to 2019/20 (i.e. 50:50). The Council's share drops from 56% to 40% as a result.
- 9.15 During the current year the value of business rate reliefs has increased substantially as a result of government support for businesses affected by COVID19. In particular the scope of the retail relief scheme was expanded to include all qualifying businesses in the leisure, hospitality and retail sectors with no upper rateable value limit. The level of relief increased from 33% initially to 50% and then to 100% at the time of the Budget in March. The scale of this relief is evident when looking at the net rates payable for the year which has dropped from c£19m to c£11m in the current year.
- 9.16 For 2020/21 the approved revenue budget includes net income relating to business rates of £6.45m (which includes s31 grant income of £1.34m and a share of the collection fund surplus on business rates of £1.0m).
- 9.17 The increased level of rate reliefs will have no impact on the council's share of business rates in 2020/21 as once set as part of the budget this is fixed for the year. However, the impact will be felt on the Collection Fund which will experience a significant deficit this year. To mitigate this, the Council will receive a greater level of Section 31 grant income to compensate it for the loss of business rate income due to the reliefs. It will be important to monitor these flows to make sure the positions on the general fund and the collection fund are properly accounted for.

- 9.18 The collection of Business Rates to the end of June was down by 3.23% compared with the same period in the previous year. The impact of the pandemic and resultant business environment has impacted on payments and collection. The council maintained a passive rather than active approach to debt recovery during the first quarter given the circumstances facing many business ratepayers.

Council Tax

- 9.19 Overall performance on the collection of Council Tax as at 30th June was down compared with the same period last year by 1.45%. The same approach was taken on council tax recovery as outlined above. The Council had also spent £805k of its hardship funding of £1.03m by the end of June awarding council tax discounts of up to £150 to working age residents in receipt of council tax support.






10. Risk Management Issues


- 10.1 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 and never more so than recently.
- 10.2 The Strategic Risk Register in situ for 2019/20 has been subject to frequent review and update during the first quarter of 2020/21 in response to the COVID-19 pandemic. The most recent updates were reported to Management Team, the Corporate Governance Working Group and the Accounts and Audit Committee during July 2020. No risks have been removed from the register but one new risk has been identified, assessed and included, this being:
- National crisis affecting delivery of Council services (e.g. viral outbreak / epidemic / pandemic)
- 10.3 A summary of the risks and their respective residual risk scores identified in the Strategic Risk Register are provided in the table provided in [Appendix A2](#).
- 10.4 The Risk Score Model adopted by the Council is based on a 5 x 5 matrix, with risk scores ranging from E5 (being the lowest risk) to A1 (being the highest risk). The Model is also detailed in Appendix A2 for reference.



11. Human Resources Information


- 11.1 At the 30th June 2020, the Council's staffing establishment comprised 191.68 Full time equivalent staff (FTEs).

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 cannot be measured.
	Information only PI.



STRATEGIC OBJECTIVE 1: STRONG SERVICES - Working With Partners the Community and Volunteers to Sustain Services of Good Value					
PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
BV9 Percentage of Council Tax collected	Aim to Maximise	28.94%	27.44%		Council Tax collection for Q1 stands at 27.44% which is 1.45% below this time last year, this dip in collection was expected due to Covid 19, a freeze on recovery action and offering assistance to customers on moving instalment dates to June 2020 to March 2021. As yet we have not commenced normal recovery action, with only a soft reminder being issued. We also have not yet been informed when the magistrates courts will allow hearings to obtain liability orders. This situation will continue until formal recovery action can be restarted. In May we awarded the CTS exceptional hardship allowance of £150 to all working age CTS cases this affected 4828 council tax accounts and new council tax bills were issued mid-May.







PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
BV10 Percentage of Non-Domestic Rates Collected	Aim to Maximise	28.49%	25.26%		NNDR collection for Quarter 1 has been significantly hit and is currently 25.26% which is 3.23% down on this time last year. All reliefs have been awarded and those with outstanding balances do not qualify for additional assistance but are obviously struggling due to the pandemic - this can also be seen in the significant reduction in businesses now paying by Direct Debit - down from 51.88% last year to 33.02% this year.
TS 1b Percentage of telephone customers greeted within 40 seconds: cumulative	Aim to Maximise	90.54%	77.76%		<p>On the whole Quarter 1 has been a very encouraging and positive period for Customer Services. In the midst of the Covid 19 Pandemic we started the quarter with no home workers and the Pandemic significantly impacted the service both through contact activity into Customer Services and also through staff shielding and self-isolating. The home working solution was quickly mobilised and all Pendle Customer Services employees are now home working and have been since mid-April. As a consequence of this, service delivery considerably improved.</p> <p>Due to the lack of Council Tax and NNDR recovery action comparing year on year quarterly call volumes carries little substance; however, the data shows there has been a 35% reduction upon call volumes, Revenues and Benefits calls have reduced by 26% and the other collective service area calls have reduced by 42%.</p> <p>To assist with KPI delivery two of our staff who predominantly assist via Face To Face have been redeployed onto Telephony whilst Face To Face services have been suspended.</p>


PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
TS 2b Percentage of call abandonment: cumulative	Aim to Minimise	2.13%	3.22%		<p>On the whole Quarter 1 has been a very encouraging and positive period for Customer Services. In the midst of the Covid 19 Pandemic we started the quarter with no home workers and the Pandemic significantly impacted the service both through contact activity into Customer Services and also through staff shielding and self-isolating. The home working solution was quickly mobilised and all Pendle Customer Services employees are now home working and have been since mid-April. As a consequence of this, service delivery considerably improved.</p> <p>Due to the lack of Council Tax and NNDR recovery action comparing year on year quarterly call volumes carries little substance; however, the data shows there has been a 35% reduction upon call volumes, Revenues and Benefits calls have reduced by 26% and the other collective service area calls have reduced by 42%.</p> <p>To assist with KPI delivery two of our staff who predominantly assist via Face To Face have been redeployed onto Telephony whilst Face To Face services have been suspended.</p>

STRATEGIC OBJECTIVE 2: STRONG ECONOMY - Helping to Create Strong, Sustainable 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	99.5%	99.21%		Whilst performance in the quarter is below target (99.5%), departments have adapted positively to changes in processing arrangements during this time in the wake of



PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					COVID-19. Further investigation will be undertaken and support provided to depts to help maximise efficiency and performance during these challenging times.
BV78a(i) Speed of processing new HB/CTB claims: cumulative	Aim to Minimise	17.64days	13.12 days		Benefits Performance for Q1 has remained excellent at 13.12 days. This is despite a significant increase in new claims and changes in circumstances for CTS in April and May due to increased applications for UC, seeing an increase of an additional 2,000 more than we usually see. The majority of that increase was due changes in circumstances which were significantly higher due to changes to earnings due to furlough. We expect to see a significant spike again once the furlough scheme reduces and ultimately finishes. We managed to keep on to of this increase in workload due to some additional automation features we were able to implement to alleviate the pressure.
BV78b(i) Speed of processing change of circumstances for HB/CTB claims: cumulative	Aim to Minimise	5.6 days	3.23 days		<p>Benefits Performance for Q1 has remained excellent at 3.23 days. This is despite a significant increase in new claims and changes in circumstances for CTS in April and May due to increased applications for UC, seeing an increase of an additional 2,000 more than we usually see. The majority of that increase was due changes in circumstances which were significantly higher due to changes to earnings due to furlough. We expect to see a significant spike again once the furlough scheme reduces and ultimately finishes. We managed to keep on to of this increase in workload due to some additional automation features we were able to implement to alleviate the pressure.</p> <p>In May we awarded the CTS exceptional hardship allowance of £150 to all working age CTS cases this</p>


PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					affected 4828 council tax accounts and new council tax bills were issued mid-May.
TS 9b Claims paid within 14 days: cumulative	Aim to Maximise	100%	100.00%		Performance is good with 'best in class' performance achieved throughout the start of the year, with all 153 claims received being processed within 14 days.
HS 5 Number of private sector dwellings (empty properties) that are returned into occupation	Aim to Maximise	100	97		We have continued to liaise with empty property owners and have continued to see empty properties being brought back in to use. We are confident we will achieve 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	13	3		This area of work has been suspended during lockdown and landlords have also been unable to carry out all but essential repairs. We do not think we will achieve the annual target.
PBC 1a Percentage of all appeals determined in accordance with officer recommendation	Aim to Maximise	80.00%	100.00%		4 appeal decisions in the first quarter all determined in accordance with officer recommendation. This includes 2 enforcement appeals. 100% performance good start to the year.
PBC 5 Percentage of 'Major' planning applications determined within 13 weeks	Aim to Maximise	86%	50%		There were 6 applications determined in the first quarter – 3 within the time limit, although 2 of these had Extension of Time agreements. The performance in this category is 50% whereas the target is 86%. This is largely due to cancellation of Committees due to the pandemic.
PBC 6 Percentage of 'Minor' planning applications determined within 8 weeks	Aim to Maximise	87%	76.47%		In this category there were 34 decisions made of which 26 were within the 8 week time limit. Officer performance 24 out of 29 applications determined within the time limit (83%), 8 had Extension of Time Agreements. 2 out of 5 (40%) Committee decisions were within the time limit but had




PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					Extension of Time Agreements. Overall performance for this category is 26 out of 34 – 76.47% and is below the target of 87%.
PBC 7 Percentage of 'Other' planning applications determined within 8 weeks	Aim to Maximise	92%	83.05%		There was a total of 59 decisions in this category for the first quarter of which 49 were within the time limit giving an overall performance of 83% whereas the target is 92%. Officer performance in this category is 47 out of 57 (82.5%) applications determined in the 8 week time limit with 9 of these having Extension of Time Agreements. Only 2 applications were determined at Committee 1 in time and 1 with an extension of time agreement (100%).

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



PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
ES 2a Number of Environmental Crime FPN's issued for littering	Aim to Maximise	600	2		Throughout Quarter 1 we temporarily suspended proactive enforcement activity and concentrated our internal resources in assisting to deliver and maintain essential services and promote the closure of facilities such as play areas and MUGAS. Officers during this period issued 2 Fixed Penalties in response to witnessing offences taking place.
ES 2b Number of Environmental Crime FPN's issued for failure to clear fouling	Aim to Maximise	8	5		Throughout Quarter 1 we temporarily suspended proactive enforcement activity and concentrated our internal resources in assisting to deliver and maintain essential services and promote the closure of facilities such as play areas and MUGAS. Officers in response to information provided by the public were able to issue 5 Fixed Penalty notices following their witnessing an offence taking place.






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	47	28		<p>The quarterly out-turn is 28, which is a lower than anticipated out-turn. However, the Covid-19 pandemic has resulted in a number of factors which indirectly affect this measure. This includes:</p> <ol style="list-style-type: none"> 1. Government action to prevent landlords being able to seek court action to evict tenants – which has helped prevent homelessness. Before, such clients could come to Housing Needs for assistance. 2. A halt/slow-down in properties becoming available for rehousing. Thus it has proved more difficult to prevent homelessness through rehousing. <p>It is difficult to advise whether the out-turn was a good performance or not in light of the unprecedented factors as a result of the pandemic. It is also entirely possible that as lockdown eases, there may be many more cases of people being asked to leave their tenancies than would ordinarily be the case.</p>
WM 2 Reported number of missed collections not dealt with within 24hrs (excluding non-working days)	Aim to Minimise	24	12		<p>In total over the quarter Environmental Services were scheduled to complete 484,926 domestic waste collections from these we received 1,381 reports of missed collections resulting in 12 not being dealt with within 24 hours.</p> <p>Quarter 1 into Quarter 2 of 2020/21 has been a particularly hard period for those that deal with kerbside collections and in particular missed collection reports.</p> <p>Officers have not only had to deal with seasonal increases in missed collection calls following public bank holidays but</p>

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					<p>they have also dealt with an increase in calls linked to COVID-19 related problems such as increased amounts of waste and recycling being presented, contamination of materials, increased assistance requests, increased second bin reports and blocked access due to parked cars. Over the quarter staff have made good use of the JADU system used to record and respond to missed collection reports, and with the benefit of the CCTV system fitted to refuse collection vehicles, Officers have been able to investigate missed collection reports quicker and more thoroughly than they had been able to previously.</p>
WM 8c Percentage of the total tonnage of household waste which has been recycled - Rolling Year %	Aim to Maximise	19.00%	20.47%		<p>These figures represent the data submitted to WasteDataFlow in June 2020 for the rolling year April 2019 to March 2020. WDF deadlines are set at national level and data for 19/20 will not be confirmed until around November 2020.</p> <p>The reported performance of 20.47% is above the annual target of 19%, and an improvement on the same quarter last year (19.17%). The target was revised last year to reflect one which is achievable considering local circumstances which include the removal of recycling sites, increases in contamination and the introduction of four-weekly recycling collections.</p> <p>Total recycling tonnages have not increased much and so the main improvement in this PI is due to the reduction in the amount of reject material. LCC have improved the sorting of material so that the rejected (unrecyclable) weight is less by almost 500 tonnes per year.</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%	11.62%		<p>These figures represent the data submitted to WasteDataFlow in June 2020 for the rolling year April 2019 to March 2020. WDF deadlines are set at national level and data for 19/20 will not be confirmed until around November 2020.</p> <p>The reported performance of 11.62% is slightly below the annual target of 12% but slightly higher than Q1 2019/20's rate of 11.51%. Garden waste collections are affected by the weather, so unfortunately we have no control over how much people compost. We also stopped collecting garden waste for 3 months, Dec 2019 to Feb 2020, and this includes a loss of tonnage caused by that.</p> <p>We are still including tonnage from the composting of street cleansing waste (introduced in 2015/16) and without this our composting rate would be around 3.5% lower. The government have indicated plans to change the way councils calculate recycling/composting statistics which may have a negative impact on this indicator in the future as we not be able to include street cleansing waste.</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 which is Digital by Default

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
BV12 Working Days Lost Due to Sickness Absence	Aim to Minimise	2.1 days	1.2000 days		<p>Whilst Quarter 1 activity has been largely dominated with the response to COVID-19 the usual attendance management work has taken place including welfare meetings and referrals to occupational health and physiotherapy. Recruitment continues with Environmental Health, Planning and Elections. Significant work has been done to create the digital induction for new starters who will be predominately be based at home when they start their new roles.</p> <p>The main focus for the service remains maintaining good communication during the pandemic. In June we produced several employee guidance documents and discussion papers for SCMT. There was further work to support employees with health and wellbeing guidance newsletters. HR supported the production of daily statistics and fortnightly ones for the LGA.</p> <p>Managing the Etarmis system remains a significant task to ensure we are on top of the flexi suspension and picking up any issues resulting. A significant number of risk assessments in relation to the pandemic have been reviewed by the team and this work continues. Work has been done with employees who are shielding to facilitate their safe return to work.</p>
CA 10a Percentage of payments made online by the customer	Aim to Maximise	Data Only	34.74%		<p>The total number of payments made this quarter (31,440) is very low in comparison to the same period in previous years, which have averaged around the 45,000 mark. April was particularly low at under 9,000 payments made. This may have been impacted upon due to the uncertainty for residents and businesses due to the COVID-19 outbreak resulting in</p>

					less payments being made to the Council overall. Also, the reminder and recovery process for late payment was suspended which will have impacted on these figures too.
CA 10b Number of online payments made independently by the customer	Aim to Maximise	Data Only	10,921		The number of online payments has increased year-on-year as expected with a spike last year (14,109) due to a new online process for ordering bins having been introduced, for which a charge was payable. Thus contributing to extra online payments at that time.
CA 11a Total Revenues & Benefits Call Volumes	Aim to Minimise	Data Only	10,701		Due to the lack of Council Tax and NNDR recovery action comparing year on year quarterly call volumes carries little substance; however, the data shows there has been a 35% reduction upon call volumes, Revenues and Benefits calls have reduced by 26% and the other collective service area calls have reduced by 42%.
CA 11b Volume of Revenues & Benefits face-to-face visits	Aim to Minimise	Data Only	0		Throughout Quarter 1 the Face To Face service has been closed due to the Coronavirus Pandemic. Staff who predominantly work within this area have been deployed onto our Telephony service to assist with the different demand.
CA 11c Volume of emails into Revenues & Benefits service	Aim to Minimise	Data Only	8,870		Despite a continued reduction of the number of emails being received into the Revenues and Benefits service throughout most of 2019/20, the start of 2020/21 saw a considerable increase in the numbers of emails coming in. It is anticipated that the increase (specifically in April when it rose to over 4,000 emails received) is attributable to the COVID19 pandemic and the wave of Business Rates, Council Tax and Benefits queries due to the ongoing government legislation changes.
DIR 1 Percentage of complaints handled within timescales	Aim to Maximise	95.0%	TBC		No data has yet been available for Q1.

Summary of the Risks identified in the Strategic Risk Register

Key Objective	Risk	Residual Risk Score
ALL KEY OBJECTIVES	The Medium Term Financial Plan is not sustainable.	A1
	Brexit.	C2
1 - STRONG SERVICES	Failure to provide 'good' customer service, access and satisfaction.	E3
	Major Disaster affecting delivery of Council services.	A2
	Increased Health Inequalities – failure to deliver an improvement to the general health of Pendle's residents; Arrangements for Public Health in Lancashire fail to deliver health improvements in Pendle	B2
	Incident resulting in death or serious injury or HSE investigation. (Also see Objective 4)	C3
	Local Government Re-organisation and impact on regions with current two-tier local government structure.	B2
	Financial position of Leisure Trust resulting in inability to provide existing level of Service.	A1
	Climate Change, in particular the need to reduce our use of Single Use Plastics.	B2
2 - STRONG ECONOMY	Failure to optimise Pendle's economic growth / development within the region.	B1
	Failure to deliver a balanced housing market with reference to need and demand.	B2
	Failure to deliver our Strategic Employment Site at Lomeshaye – Phase 1	E2
	Failure to deliver our Strategic Employment Site at Lomeshaye – Phase 2	D2
	Failure to make an impact on young people where it is necessary to improve poor educational attainment.	A2
	Failure to bring development forward in line with the adopted Core Strategy leading to missed opportunities for growth in employment and housing.	A2
	Failure to deliver the regeneration of Nelson	C2
	Poor road, rail and digital connectivity prevents growth	B2
3 - STRONG COMMUNITIES	Lack of Cohesion between Communities.	C4
	Failure to Reduce Crime.	B3
	Increased anti-social behaviour, crime and the perception of levels of crime.	B3
	Universal Credit impacts on the Council's contract with Liberata.	B2
4 - STRONG ORGANISATION	Commercial Strategy – adopting a commercial approach within services.	D3
	Inability to continue to deliver current levels of service of waste collection and recycling.	B3
	Impact on Council's capacity / viability of organisational change linked to on-going reductions in funding for local government.	B2
	Risk of serious data breach and failure to comply with General Data Protection Regulation (GDPR).	A2
	Changes to Borough Electoral arrangements	B3
5 – STRONG RESPONSE & RECOVERY	National crisis affecting delivery of Council services (e.g. viral outbreak / epidemic / pandemic)	A2

The Risk Score Model

Likelihood	A					
	B					
	C					
	D					
	E					
		5	4	3	2	1
		Impact				

Definitions of Likelihood	
Evaluation	Level
Almost Certain	A
Likely	B
Moderate	C
Unlikely	D
remote	E

Definitions of Impact	
Evaluation	Level
Catastrophic	1
Major	2
Moderate	3
Minor	4
Insignificant	5

Appendix A3

Pendle Borough Council General Fund Revenue Budget 2020/21 Budget Monitoring - Forecast Outturn as at 30th June					
	2020/21 Original Budget	Budget Adjustments	2020/21 Approved Budget	2020/21 Projected Outturn	Projected Variance from Budget
<u>Departmental Net Cost Of Services</u>					
Directorate	83,150	-	83,150	71,580	(11,570)
Financial Services	4,324,840	10,000	4,334,840	4,368,930	34,090
Democratic and Legal Services	1,081,830	-	1,081,830	1,089,400	7,570
Planning, Ec Dev & Regulatory Services	1,037,830	-	1,037,830	1,162,920	125,090
Environmental Services	4,975,650	-	4,975,650	5,212,550	236,900
Housing, Health & Engineering	1,971,430	-	1,971,430	2,063,370	91,940
Liberata Services					
- Estates and Property Services	158,660	-	158,660	313,810	155,150
- Information Services	(10)	-	(10)	48,990	49,000
- Revenue Services	1,739,720	-	1,739,720	2,043,100	303,380
- Human Resources	126,990	(20,270)	106,720	125,520	18,800
Total Net Cost of Services	15,500,090	(10,270)	15,489,820	16,500,170	1,010,350
<u>Corporate Income and Expenditure</u>					
Area Committees	-	-	-	-	-
Revenue Contribution to Capital	50,000	-	50,000	50,000	-
Minimum Revenue Provision	529,760	-	529,760	476,040	(53,720)
External Interest Payable	801,110	-	801,110	801,110	-
Amortised Premium and Discounts	14,970	-	14,970	14,970	-
Depreciation	(1,530,350)	-	(1,530,350)	(1,530,350)	-
Interest and Investment Income	(100,000)	-	(100,000)	(40,000)	60,000
Repayments of Principal	7,900	-	7,900	7,900	-
New Homes Bonus	(438,480)	-	(438,480)	(438,480)	-
New Burdens - LA Allocations	-	-	-	-	-
Levy/Surplus Allocation	-	-	-	-	-
Council Tax Freeze Grant	-	-	-	-	-
Business Rates - Section 31 Grant	(1,344,560)	-	(1,344,560)	(1,344,560)	-
Business Rates - Payment of Levy	40,040	-	40,040	40,040	-
NET REVENUE EXPENDITURE	13,530,480	(10,270)	13,520,210	14,536,840	1,016,630
<u>Contribution to/(from) Reserves</u>					
Revenue Expenditure Reserve	(3,450)	(10,000)	(13,450)	(13,450)	-
General Fund	-	-	-	-	-
Local Development Framework	(50,000)	-	(50,000)	(50,000)	-
Risk Management	-	-	-	-	-
External Funding Receipts	(7,500)	-	(7,500)	(7,500)	-
Change Management Reserve	(10,000)	-	(10,000)	(10,000)	-
Pensions Reserve	-	-	-	-	-
Community Projects Reserve	-	-	-	-	-
Business Rates Volatility Reserve	609,560	-	609,560	609,560	-
Staff Development/ModApp Reserve	(47,720)	20,270	(27,450)	(27,450)	-
COVID19 Response Reserve	-	-	-	-	-
NET EXPENDITURE	13,983,910	-	13,983,910	15,000,540	1,016,630
Contribution to/(from) Budget Support Reserve	(714,440)	-	(714,440)	(1,731,070)	(1,016,630)
BUDGET REQUIREMENT	13,269,470	-	13,269,470	13,269,470	0

Appendix A4

Capital Programme 2020/21 - Summary Position Statement						as at 30 June 2020
		Approved Programme £	Slippage £	Adjustments £	Revised Programme £	Position at 30/06/2020 £
	Housing	820,000	2,610,870	0	3,430,870	220,015
	Environmental, Roads, Street Lighting & Road safety	0	254,990	0	254,990	13,556
	Waste Collection	80,000	22,810	0	102,810	39,498
	Community safety	0	43,070	0	43,070	26,772
	Asset Renew al	5,200,000	5,368,220	0	10,568,220	12,846
	Resource Procurement & Other Externally Funded Schemes	50,000	4,380,220	0	4,430,220	148,304
	Area Committees	170,000	440,860	0	610,860	37,421
	Parks and Recreational Services	165,000	140,300	0	305,300	800
	Other General Capital Schemes	395,000	466,880	0	861,880	-5,089
		6,880,000	13,728,220	0	20,608,220	494,122