

Appendix A



STRATEGIC MONITORING STATEMENT

FOR PERIOD ENDED

30th September 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 and will remain closed until further notice
- 2.5. Staff continue to work admirably given the changes to working arrangements and roles where required, particularly those in front-line services in ensuring observance of social distancing requirements and restrictions, with critical service delivery being maintained. The Council continues to work to its Business Continuity Plan adapting this as required in response to the evolving situation.
- 2.6. The Pendle Community Hub was set-up and launched on 26th March 2020 with the service initially delivered by Pendle Leisure Trust staff. The incoming calls to the Hub have now been merged into the Council's Contact Centre where careful monitoring and review of contact continues.
- 2.7. 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.

- 2.8. The Council continues to respond to the Governments introduction of financial assistance to residents and businesses via various programmes of support, such as delivery of increased housing benefit and council tax support payments (e.g. the Hardship Fund), Business Grants Scheme, Self-Isolation Payments, etc.
- 2.9. 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.
- 2.10. The Council has also developed and is currently delivering the local contact tracing service for Pendle. The service went live on 25th August 2020 with 10 Council staff having been trained as Contact Tracers.
- 2.11. Whilst the Council had moved into the business recovery stage with the development and delivery of the Business Recovery Plan for Pendle and the standing down of SCMT in July 2020, the increasing infection rate and introduction of local restrictions has seen SCMT being reconvened on a weekly basis from beginning of October 2020. The Business Recovery Plan continues to be regularly reviewed with updates being reported to Management Team and Policy & Resources Committee and amendments being made in response to the ever evolving situation.
- 2.12. Throughout the continuing emergency the delivery of some services has been impacted (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 September 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. An update on the development of the Budget 2021/22 and a report on the Income Review are both elsewhere on the Agenda for this meeting;

- 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. Whilst there has been no specific response on this, as with all other Local Authorities, the Council has continued to submit returns to the Government on the financial impact of Covid-19. Additionally, the Council has submitted a return to Government indicating the amount of lost income from Sales, Fees and Charges.
 - 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, £23.2m 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;
 - the Self-Isolation Payments Scheme pilot in Pendle, which has provided £1.7k in financial support to eligible individuals and has informed Central Government in developing a national Track and Trace Support Scheme.
- 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 indicated above, 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 £857k had been spent as at the end of September. It is anticipated that all of this funding will be used in the current financial year.
- 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 Council submitted its claim within the deadline which seeks reimbursement of £205k;
 - 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 commenced 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 September 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. A Planning Application

has been submitted for the use of the site which will be a new development for ELE Advanced Technologies;

- As with all other bidders, the Council has been asked a number of clarification questions on its bid for Future High Street Fund, where the outcome was due to be announced in September 2020. Following submission of the clarification questions towards in mid-October, the announcement on the outcome of the bid is expected later this year;
- The Nelson Town Deal Board has met on four occasions during the second quarter of the financial year 2020/21. Work has started on the development of the Town Deal Investment Plan which is due to be submitted to the Government in January 2021. The Board continues to meet to refine the projects that will form the basis of the Town Investment Plan;
- The delivery of the mixed use development by PEARL of the former Colne Health Centre is well underway and is due to complete in March 2020. 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 11 with 1 property now occupied. 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 (of which 9 are currently occupied and a further 2 sales are progressing through legal stages) 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 further reports and revised plans have been requested. Funding for this scheme 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 with work due to start on site imminently at Harrison Drive;

- 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.
- The Government has sought views on changes to the planning system in the form of two consultations. These are 'Changes to the Current Planning System' and the 'Planning White Paper'. Responses are being developed in consultation with the Council's Area Committees and a report is provided elsewhere on the Agenda for this Committee.

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 September 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. This handling of in-bound calls to the Hub is now being delivered by the Contact Centre. The Hub acts as signpost to support from various Community, Voluntary and Faith based organisations;
- Separately, the Pendle Community Support Hub contacted over 4,200 people (by telephone, text, letter and visits) who were considered clinically and socially vulnerable to determine what, if any, support they needed whilst they were part of the Shielding Programme. This resulted in the provision of support to c200 people. The Programme ended at the beginning of August 2020 with those people within the Programme not required to shield. In light of the continued increase in cases, preparations are being made for the Hub (in-bound and out-bound calls) to be stood back up to support people, particularly those with the former Shielding Programme;

- Support continues to be 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 was working with Lancashire County Council and other Councils in East Lancashire. 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. Since the outbreak of the pandemic, this work is on hold;
- The Pendle Tree and Woodland Strategy was approved by Policy and Resources Committee at the 17th September 2020 meeting. The Council now has in place an annual tree planting target; a Tree Planting 2020/21 Programme and has signed up to the Lancashire Woodland Connect Initiative to support tree planting on private land, investing £30,000 over the next two years to this scheme;
- A Climate Action Small Grants Programme has been developed to encourage local action in communities and schools. This will be launched in November.
- Additional temporary resource has been secured from Lancashire County Council to assist the Council in tackling the issue of contamination within the recycling materials collected via household and commercial waste schemes.

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;
- The Council has been allocated £137k of Emergency Assistance Grant by Lancashire County Council (the original source if the Department for Environment, Food and Rural Affairs (DEFRA)) to provide support to vulnerable people within the Community. This is primarily aimed at the

provision of food and other essential items and will be delivered through the Pendle Food Alliance the CVS;

- The Council, along with all districts in Lancashire, contributed to the successful LCC-led Pan Lancashire Domestic Abuse Funding Bid 2020/21 which proved to be successful. Pendle's allocation included:
 - £29,616 for Positive Action in the Community (PAC) to provide 1 FTE Complex Needs Worker and Resettlement Worker and counselling hours;
 - £31,156 for Safenet, who manage the refuge in Pendle, to provide a 0.5 FTE BME Worker and a 0.5 FTE Family Support Worker.

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 September 2020 include:-

- The Jadu 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 September 2020, 36 forms / processes were available on the website with a further 13 in development and another 13 planned for development. A further 8 forms have been developed and are in operation in relation to Covid-19 support services. Discussions continue with services to assess how the use of the CRM can be optimised to further develop mobile and back office working arrangements.
- Work has been undertaken with Jadu and the Councils Web Development Team to improve the website so that it meets the requirements of the Public Sector Bodies Accessibility Regulations 2018. The Council's Accessibility Statement was published on www.pendle.gov.uk as required by the 23rd September 2020. Work progresses in earnest to meet the requirements of the regulations with a Site Improvement Audit and Accessibility Roadmap being reviewed weekly.
- A full review of the content on the Staff Intranet continues to ensure it is meaningful and relevant for the current climate. This is with the aim of developing the new intranet, which is currently being built, making it a central information sharing platform for all staff.

- 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. Only the Teams function has been enabled at this stage to enable better communication channels whilst emergency home working arrangements remain in place. A roll-out plan to enable the other applications within Office365 is underway and has been shared with Management Team.
- To enable progress to be made in meeting the Council's strategic aim to move to a more mobile and agile way of working, the following is underway:
 - The development of an Agile Working Policy which will enable the introduction of a more agile way of working for staff and how we deliver our services. This will be presented to Policy & Resources Committee in due course.
 - A proposal to undertake a PC Replacement Programme which will take into account the significant changes in the way which the Council now operates due to the COVID-19 pandemic, enhance the Council's business continuity arrangements and provide greater flexibility and enhanced remote working arrangements for staff. The plan is to replace traditional desktop PCs with laptops (including related equipment such as docking stations, etc.) and there is a paper elsewhere on this agenda to consider this proposal.
 - Replacement of the current Mitel telephony system is being considered. The main reasons for this are that this system is now end of life, due for replacement, and is limited in its ability to facilitate remote and mobile working. One of the options being considered is moving to a Microsoft Teams telephony solution. The rollout of Teams was fast-tracked in response to emergency home working arrangements and has greatly enhanced the ability for staff, partners and Members to communicate with each other. Further information will be reported to Policy & Resources Committee in due course.
- 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 September 2020 include:-

- Critical services such as refuse and recycling collections continue to be maintained throughout the emergency.
- Home working arrangements for staff are being maintained 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. This service has now been migrated into the Contact Centre.
- A system of remote committee meetings with the facility for democratic public engagement is in operation.
- The Council continue to work with local businesses in support of keeping our high streets in Pendle's 6 town centres open.
- The Council have worked with the Pendle Leisure Trust to ensure the re-opening of its sports and leisure facilities.
- The Council continues to work to its Business Continuity Plan adapting this as required in response to the evolving situation with regard to the COVID-19 pandemic, whilst also monitoring other potential emergency situations facing the borough such as flooding, etc.
- Strategic Crisis Management Team was stood back up in October 2020 in response to the increasing infection rates and introduction of increased local restrictions / regulations.

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 Pls). Please find attached the performance information for these KPIs, for the period 1st April to 30th September 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 continued to see business critical services maintained via the re-deployment of staff where necessary and appropriate, and some services taking on additional work to fulfil new and emerging guidance and regulations issued by Government, such as the Track and Trace Support Scheme, Contact Tracing Scheme, 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 continued uncertainty which lays ahead, this KPI update is intended to provide a slightly more realistic baseline for performance for the remainder of the year when compared to Quarter 1 and how we can / will operate going forward.
- 8.5. Further to this, the Council took the opportunity to reassess the targets agreed by Management Team in June to reflect the impact of the COVID-19 pandemic. With this in mind, some services with PIs negatively affected by COVID-19 during the first half of the year hope to still achieve the annual targets agreed by the end of Quarter 4.
- 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 continues to cause much of the disruption to performance.

9. Financial Performance

General Fund Revenue Budget

- 9.1. As at 30th September 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 £997,690 when compared to the approved budget for the year. Whilst this position is potentially under-reported for reasons explained further below the projected overspend consists of the following elements:-

	£
Overspend on Net Cost of Services	991,410

Net movement on Corporate Income/Expenditure	6,280
Change in use of Reserves	Nil
Net Overspend / (Underspend)	997,690

- 9.2 Should this position be maintained to the year end, it would result in a net contribution from the Budget Strategy Reserve of £1,899,440 rather than the approved budget contribution from the reserve of £714,440. The Approved Budget for 2020/21 as at the end of September represents the budget as originally approved by Council in February and variations approved to date.
- 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, following lockdown in March 2020, the Trust was only able to re-open its facilities in July 2020 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 £997,690 are as shown in Appendix A4.

Summary of COVID19 Financial Impacts

- 9.5 The position reported above reflects a projected overspend of £998k 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 the Policy and Resources 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 September. 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;***

- 9.8 The creation and use of this reserve has not yet been factored in to the budget summarised in Appendix A3 but is being held as a contingency in the event there is insufficient funding provided by the Government.
- 9.9 Taking account of the above and combining this with the position reported at the end of September per Appendix A3, the overall financial position can be summarised as follows:

	£
Project Outturn per Appendix A3	997,690
Potential Additional Cost of Pendle Leisure Trust	1,238,000
Estimated Gross Additional Cost	2,235,690
Less COVID19 Grant from Government	(1,182,920)
Estimated Net Additional Cost	1,052,770

- 9.10 If the position outlined above was confirmed it would require a contribution from the COVID19 reserve of £1.053m rather than the £1.5m reported in June.
- 9.11 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.

General Fund Capital Programme

- 9.12 The Capital Programme 2020/21 Summary Position Statement at 30th September is shown at [Appendix A5](#). 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,

- 9.13 At the end of September 2020, total capital expenditure was £1.951m.

Core Funding

Business Rates

- 9.14 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%.
- 9.15 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.
- 9.16 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.
- 9.17 During the current year the value of business rate reliefs has increased substantially as a result of government support for businesses arising from COVID19 Pandemic. 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.
- 9.18 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).
- 9.19 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 in the General Fund to compensate it for the loss of business rate income due to the reliefs. This additional funding in the General Fund will need to be carried forward into 2021/22 to match the deficit on the Collection Fund. In this context, 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.

- 9.20 The collection of Business Rates to the end of September was down by 1.37% 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

- 9.21 Overall performance on the collection of Council Tax as at 30th September was down compared with the same period last year by 1.98%. The same approach was taken on council tax recovery as outlined above. The Council had also spent £857k 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 half of 2020/21 in response to the COVID-19 pandemic. The most recent updates are being reported to Management Team, the Corporate Governance Working Group and the Accounts and Audit Committee during late October / early November 2020. No risks have been removed from the register but one new risk was identified, assessed and included during Quarter 1, 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 September 2020, the Council's staffing establishment comprised 191.76 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 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	56.02%	53.94%		<p>Council Tax collection at the end of Quarter 2 stands at 53.94% which is 1.98% 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. We have commenced issuing reminder notices; however, as we are currently unable to issue summons, this is all we can do at the present. We also have not yet been informed when the Magistrates courts will allow hearings to obtain liability orders. Could potentially be January 2021. This situation will continue until formal recovery action can be restarted.</p> <p>Enforcement Agents have recommenced back office activity on previous year's arrears cases but the Council has requested we do not recommence home visits as yet due to the local restrictions in the area.</p>







PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
BV10 Percentage of Non-Domestic Rates Collected	Aim to Maximise	56.90%	55.52%		NNDR collection for Quarter 2 has been hit by the pandemic and is currently 55.52% which is 1.37% 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 to make payments - this can also be seen in the significant reduction in businesses now paying by Direct Debit - down from 56.01% last year to 38.74% this year a drop of 17.27%.
TS 1b Percentage of telephone customers greeted within 40 seconds: cumulative	Aim to Maximise	81.34%	77.66%		<p>Quarter 2 has been a very challenging period. The quarter started with the transition of the Pendle HUB into Customer Services as of 13th July. During the first three weeks the HUB received 570 calls all of which have been absorbed into existing staff within the Pendle Customer Services team. Throughout the whole quarter the HUB has received 1678 calls.</p> <p>August was a relatively successful month however in September due to the recommencement of the Council Tax reminder process call volumes increased significantly. When comparing Sept 20 to Sept 19 calls have increased by 14% when including the HUB calls too</p> <p>The summons and enforcement agent process is still yet to recommence but when it does we are sure to receive a further significant impact as a result.</p>
TS 2b Percentage of call abandonment: cumulative	Aim to Minimise	4.46%	2.42%		<p>Quarter 2 has been a very challenging period. The quarter started with the transition of the Pendle HUB into Customer Services as of 13th July. During the first three weeks the HUB received 570 calls all of which have been absorbed into existing staff within the Pendle Customer Services team. Throughout the whole quarter the HUB has received 1678 calls.</p> <p>August was a relatively successful month however in</p>

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					September due to the recommencement of the Council Tax reminder process call volumes increased significantly. When comparing Sept 20 to Sept 19 calls have increased by 14% when including the HUB calls too The summons and enforcement agent process is still yet to recommence but when it does we are sure to receive a further significant impact as a result.

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	99.5%	99.06%		The performance during Q2 stands at 98.77% which is slightly below the target performance of 99.5% but within the 'on target' threshold. Departments have adapted positively to changes in processing arrangements during this time in the wake of COVID-19.
BV78a(i) Speed of processing new HB/CTB claims: cumulative	Aim to Minimise	16.2 days	12.29 days		Benefits Performance for Q2 has remained excellent with New Claims at 12.29 days. We expect to see a significant spike again once the furlough scheme reduces and ultimately finishes. E-Benefits continues well and we now receive 94% of our new application forms via Citizen's Access. In Q2 we received 754 New Claims via Citizen's Access. Self-Isolation Payments Pilot – Pendle has taken part in the Self isolation payment piece which has now been rolled out nationally from 28th September and is called the Test and Trace Support Payment. The initial payment to those who



PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					qualified was £13 a day but after feedback from the pilot authorities this was increased for the national scheme to a flat £500 to encourage take up. The payment is to encourage those who are employed and self-employed to isolate – the feedback from those with high Covid rates was that people may not be isolating due to not being paid whilst off work and therefore they were not isolating.
BV78b(i) Speed of processing change of circumstances for HB/CTB claims: cumulative	Aim to Minimise	5.2 days	3.18 days		<p>Benefits Performance for Q2 has remained excellent with Changes in Circumstances 3.18 days. We expect to see a significant spike again once the furlough scheme reduces and ultimately finishes.</p> <p>E-Benefits continues well and we now receive 94% of our new application forms via Citizen's Access. In Q2 we received via Citizen's Access 63 Changes in circumstances.</p> <p>Self-Isolation Payment Pilot – Pendle has taken part in the Self isolation payment piece which has now been rolled out nationally from 28th September and is called the Test and Trace Support Payment. The initial payment to those who qualified was £13 a day but after feedback from the pilot authorities this was increased for the national scheme to a flat £500 to encourage take up. The payment is to encourage those who are employed and self-employed to isolate – the feedback from those with high Covid rates was that people may not be isolating due to not being paid whilst off work and therefore they were not isolating.</p>
TS 9b Claims paid within 14 days: cumulative	Aim to Maximise	99.50%	100.00%		Performance is good with 'best in class' performance achieved throughout the start of the year, with all 308 claims received being processed within 14 days.

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
HS 5 Number of private sector dwellings (empty properties) that are returned into occupation	Aim to Maximise	200	220		We are continuing to see long-term empty properties being returned into occupation. We are confident that 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	20	7		This work is still limited due to difficulties inspecting properties and the problems in getting landlords' contractors to carry out repairs. It is unlikely that we will achieve this target.
PBC 1a Percentage of all appeals determined in accordance with officer recommendation	Aim to Maximise	80.00%	75.00%		In the 2nd quarter there were 4 appeal decisions of which 2 were determined in accordance with the officer recommendation (50%). The overall result for the year to date is now 75% (6 out of 8) marginally below the target of 80%. Currently 5 appeals in progress and 2 more awaiting start letters. Low numbers have a significant effect.
PBC 5 Percentage of 'Major' planning applications determined within 13 weeks	Aim to Maximise	86%	69.23%		In the 2nd quarter 6 out of 7 applications had extension of time agreements. One of these ran over the extended time limit. The outturn for the 2nd quarter is just about on target at 85.71%. The outturn for the year to date is still below the 86% target at 69.23% (9 out of 13). Covid has hit performance but this should improve going forward.
PBC 6 Percentage of 'Minor' planning applications determined within 8 weeks	Aim to Maximise	87%	73.13%		In this category the performance in the 2nd quarter has dropped slightly to 69.7% (23 out of 33 applications). 9 out of 10 Extension of time agreements were determined in the extended time limit otherwise performance would have been much lower. The outturn for the year to date is 73.13% (49 out of 67 applications).
PBC 7 Percentage of 'Other' planning applications determined within 8 weeks	Aim to Maximise	92%	82.2%		There was a total of 59 decisions in this category for the 2nd quarter of which 48 were within the time limit resulting in 81.36% performance whereas the target is 92%. The overall



PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					performance for the year to date is 82.2% just one application less than first quarter and 1% drop. There were 13 extension of time limits of which only 10 were determined within the extended time limit. Officer performance in this category is 90% (46 out of 51 including 8 extension of time agreements) whereas Committee performance is only 50% (2 out of 4).



STRATEGIC OBJECTIVE 3: STRONG COMMUNITIES - Help 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	625		Throughout Quarter 2 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 623 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	15	7		Throughout Quarter 2 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 2 Fixed Penalty notices following their witnessing an offence taking place. District Enforcement Officers returned to duty 20th July 2020 which is 11 weeks ago. Based on the number of active weeks against offences performance slightly below expected target. $11 \text{ weeks} / 7 \text{ incident} = 1.57 \text{ incidents per}$



PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					week. (1 st April to 2nd October = 26 weeks / 15 incidents 1.73 incidents per week.
HN 1(ii) Number of cases where homelessness has been prevented or relieved	Aim to Maximise	94	65		<p>The quarterly out-turn is 37 which, although is lower than anticipated, is a higher out-turn than Quarter 1. Covid-19 continues to bring with it 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 continuing unprecedented factors as a result of the pandemic. There continued to be restrictions on landlords being able to take court action to evict tenants throughout Quarter 2, which has had a clear impact in averting homelessness for many people.</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 956 reports of missed collections resulting in 28 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>

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					<p>Officers have not only had to deal with seasonal increases in missed collection calls following public bank holidays but 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> <p>Throughout quarter 2 we have continued to see an increase in weights and participation levels for both residual and kerbside recycling schemes. The average increase in tonnage over the period has been in the region of 50 tonnes per week for residual waste and an estimated averaged increase of 42 tonnes on the recycling schemes. The increase in weights mixed with the enforced absences of some frontline staff who either shielded or had to isolate over the reporting period has resulted in staff being re-deployed or newly recruited in order to deliver critical services. We found that due to the increase in workload, staffs unfamiliarity of the routes and the reduced level of frontline supervision through the last weeks of the quarter there has been an impact on our ability to resolve reported missed collections within the designated timescale. On a positive note due to a high performance being recorded within quarter 1 we still remain on target.</p>

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
WM 8c Percentage of the total tonnage of household waste which has been recycled - Rolling Year %	Aim to Maximise	19.00%	20.53%		<p>These figures represent the data submitted to WasteDataFlow in September 2020 for the rolling year July 2019 to June 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 20.53% is above the annual target of 19%, and an improvement on the same quarter last year (19.62%). 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 tonnage has increased by around 600 tonnes compared to the same quarter last year, an improvement related to more household kerbside recycling being collected whilst the Covid-19 lockdown was implemented. However household residual waste has also increased during lockdown, hence why this PI percentage is not a lot higher.</p>
WM 8d Percentage of the total tonnage of household waste which have been sent for composting or for treatment by anaerobic digestion - Rolling Year %	Aim to Maximise	12.00%	11.79%		<p>These figures represent the data submitted to WasteDataFlow in September 2020 for the rolling year July 2019 to June 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 11.79% is slightly below the annual target of 12% but slightly higher than last year's rate of 11.62%. As with dry recycling, garden waste tonnages increased during the lockdown period, but so did residual</p>

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					<p>waste, therefore this PI percentage is remaining stable.</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 4% lower.</p>
WM 11a Improved street and environmental cleanliness: Litter	Aim to Minimise	1%	2%		<p>The first surveys for 2020/2021 were carried out between June and July.</p> <p>The surveys were completed at a time independent to 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 delivery of the street cleansing service has been affected during the pandemic as staff have been redeployed at times to assist in the delivery of critical services. Redeployment has been required in order to assist in the completion of scheduled work and deal with the increases in levels of participation and collected weights. Based on the challenges faced we feel the results still reflect positively on the work undertaken by the Service Areas staff to monitor and adjust street cleansing schedules to make the best use of the resources we have had available to deliver the frontline service.</p>
WM 11d Improved street and environmental cleanliness: Dog fouling	Aim to Minimise	1%	0.67%		

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	3.9000 days	3.2151 days		This is a slight increase on last month but the overall long term sickness absence figure has reduced. The usual attendance management work has taken place including welfare meetings and referrals to occupational health and physiotherapy. A report on last year's sickness information was shared with Management Team and actions agreed. It was also reported that over 37 requests had been received for the winter flu vaccination and that the Mental Health First Aiders and physiotherapy service had been well received and had had a positive impact since introduction according to feedback received.
CA 10a Percentage of payments made online by the customer	Aim to Maximise	Data Only	31.34%		The total number of payments made this quarter (27,541) is very low in comparison to the same period in previous years, which have averaged around the 36,000 mark. August 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 less payments being made to the Council overall.
CA 10b Number of online payments made independently by the customer	Aim to Maximise	Data Only	18,482		The number of online payments has decreased for Q2 when compared to the previous two years. However, it is usual for a dip to occur in Q2 when compared to Q1.
CA 11a Total Revenues & Benefits Call Volumes	Aim to Minimise	Data Only	20,616		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 19.6% reduction in Revenues and Benefits call volumes for the first half of the year.
CA 11b Volume of Revenues &	Aim to	Data Only	0		Throughout Quarter 1 the Face To Face service has

Benefits face-to-face visits	Minimise				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	14,656		Despite a continued reduction of the number of emails being received into the Revenues and Benefits service throughout most of 2019/20, the first half of 2020/21 has seen 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%	100.0%		<p>Based on the raw data submitted 132 complaints were received in Quarter 2. All complaints were resolved within the target of 15 working days, a completion rate of 100%. This represents excellent performance.</p> <p>125 of the complaints received are for Environmental Services. The work completed over the last quarter has meant that response times have continued to improve. Overflowing litter bins have been an issue during this period which is thought to be due to the restrictions during the Covid-19 pandemic. People have been visiting local facilities in greater numbers rather than travelling elsewhere or going to commercially run attractions which have been forced to close. Additional resources have been deployed to increase the frequency of litter bin emptying within the affected areas. It is thought that this will be temporary as restrictions are being lifted enabling people to travel and visit more attractions. Missed bins were also notable in the complaints. Though this does link with our increase in the use of temporary staff to deliver essential services and demand for bulky waste</p>

					<p>collections and additional bins significantly increasing.</p> <p>The Service Area leads will continue monitoring complaints on a frequent basis to review response times and types of issues being reported in order to improve response times as required.</p> <p>This Quarter there has been one complaint for the Housing, Health and Engineering Team. The complaint was dealt with by the Manager who responded to the issues raised.</p> <p>Five complaints were made to Planning, Economic Development and Regulatory Services this quarter and on average a response was sent within two days of the complaint being received. Four complaints were dealt with by the Service Manager and one was dealt with by an Officer.</p> <p>One complaint was made to Property Services and was dealt with by an Officer.</p> <p>A total of 19 compliments were received during the Quarter.</p>
--	--	--	--	--	--

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

Pendle Borough Council
General Fund Revenue Budget 2020/21
Budget Monitoring - Forecast Outturn as at 30th September

	2020/21 Original Budget	Budget Adjustments	2020/21 Approved Budget	2020/21 Projected Outturn	Projected Variance from Budget
Departmental Net Cost Of Services					
Directorate	83,150	12,120	95,270	69,410	(25,860)
Financial Services	4,324,840	28,510	4,353,350	4,381,710	28,360
Democratic and Legal Services	1,081,830	3,000	1,084,830	1,082,890	(22,140)
Planning, Eco Dev & Regulatory Services	1,037,830	9,330	1,047,160	1,071,210	24,050
Environmental Services	4,975,650	69,500	5,045,150	5,286,270	241,120
Housing, Health & Engineering	1,971,430	89,580	2,061,020	2,131,730	70,710
Liberata Services					
- Estates and Property Services	158,660	10,000	168,660	325,750	157,090
- Information Services	(10)	-	(10)	70,080	70,090
- Revenue Services	1,739,720	-	1,739,720	2,168,040	428,320
- Human Resources	126,990	(21,050)	105,940	125,610	19,670
Total Net Cost of Services	15,500,090	201,000	15,701,090	16,692,500	991,410
Corporate Income and Expenditure					
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)	(8,849,190)	(10,193,750)	(10,193,750)	-
Business Rates - Payment of Levy	40,040	-	40,040	40,040	-
NET REVENUE EXPENDITURE	13,530,480	(8,648,190)	4,882,290	5,879,980	997,690
Contribution to/(from) Reserves					
Revenue Expenditure Reserve	(3,450)	(192,760)	(196,210)	(196,210)	-
Local Development Framework	(50,000)	-	(50,000)	(50,000)	-
External Funding Receipts	(7,500)	-	(7,500)	(7,500)	-
Performance Reserve	(37,460)	-	(37,460)	(37,460)	-
Change Management Reserve	(10,000)	-	(10,000)	(10,000)	-
Business Rates Volatility Reserve	609,560	-	609,560	609,560	-
Staff Development/MODAR Reserve	(47,720)	26,760	(20,960)	(20,960)	-
Sec31 Receipts in Advance Reserve	-	8,849,190	8,849,190	8,849,190	-
NET EXPENDITURE	13,983,910	35,000	14,018,910	15,016,600	997,690
Contribution to/(from) Budget Support Reserve	(714,440)	(35,000)	(749,440)	(1,747,130)	(997,690)
BUDGET REQUIREMENT	13,269,470	-	13,269,470	13,269,470	0

Budget Monitoring
To 30th September 2020 - Variations

	Jun £000	Sept £000	
Directorate	(12)	(20)	Net reduction relating to an anticipated delay in the delivery of Climate Change actions as a result of COVID-19
	49	50	Forecast increase to bad debt provision as a consequence of COVID-19 and potential increase for invoiced amounts for services being unpaid
	(15)	(22)	Pension Strain forecast lower than previously anticipated
Financial Services			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
	22	22	
	(12)	(8)	Savings arising from Business Continuity re-assessment and software replacement
		(37)	Saving on Insurances as a result of re-tender
	42	38	Forecast overspend in relation to Members Allowances as no reduction to members following the recent outbreak
Legal and Democratic Services	(48)	(48)	Estimated savings due to no elections in 2020/21 following COVID19
	31	30	Reduced fee income for Local Land Charges and provision of temporary staffing
	62	93	Increased cost of Agency staffing support
Environmental Services	-	39	Increased costs associated with volumes of collection from domestic properties (COVID isolation)
	(40)	(27)	Anticipated reduction to overhead costs for first quarter for Landscape Maintenance operation

	Jun £000	Sept £000	
	275	164	Estimated net impact of lost income from fees and charges as result of COVID19.
	46	37	Unfunded accommodation costs for homeless people as a result of Government legislation during the pandemic
	20	18	Reduction in Pest Control income following the recent outbreak
Housing, Health and Engineering	16	17	Impact on car parking income as a result of COVID19, plus termination of NHS enforcement contract at Colne Health Centre
	-	14	Increased maintenance costs associated with Nelson Town Centre
	-	7	Reduced use of Bus Services (COVID impact) and lower income forecast from charges to operators (Departure Charges)
	33	5	Reduced Building Control fee income as a result of COVID19
Planning, Econ Dev & Regulatory Services	84	46	Reduced planning application fee income as a result of COVID19
	27	10	Other Licensing income lower than anticipated as a result of COVID19 restrictions
	66	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	43	Admin Buildings costs largely relating to Elliott House
Liberata Services	46	40	Miscellaneous property and land rental income lower than budgeted as a consequence of COVID19
	53	56	Assumes only 60% of rental income will be received in relation to Markets
	22	25	Shortfall in Industrial Estates rental income due to vacant units/COVID impact on re-letting
	(10)	(18)	Savings on All Pay costs for payment transactions

	Jun £000	Sept £000	
	111	238	Reduced income relative to budget assumptions for non-recovery of Court Costs (Courts not sitting as a consequence of COVID19)
	(14)	(14)	Council Tax support subsidy higher than previously budgeted
	221	266	Forecast net impact of COVID19 on welfare support (Hsg Bens) and subsidy recovery
Net other small variations (+/- £10k)	(7)	(55)	
Variance of Employee Costs (above) *	(100)	(84)	Various variations including vacant posts and staff on spinal points
Net Cost of Services Variation	1,010	991	

Appendix A5

Capital Programme 2020-21 - Summary Position Statement To 30th September 2020							
		Approved Programme	Slippage	Adjustments	Revised Programme	Expenditure to 30th Sept	%age of Expenditure
		£	£	£	£	£	%
	Housing	820,000	2,610,860	525,000	3,955,860	1,198,779	30%
	Environmental, Roads, Street Lighting & Road safety	0	255,000	0	255,000	13,556	5%
	Waste Collection	80,000	22,800	0	102,800	65,848	64%
	Community safety	0	43,070	0	43,070	0	0%
	Asset Renewal	5,200,000	5,368,220	0	10,568,220	70,758	1%
	Resource Procurement & Other Externally Funded Schemes	50,000	4,380,220	0	4,430,220	369,817	8%
	Area Committees	170,000	440,860	0	610,860	184,787	30%
	Parks and Recreational Services	165,000	140,300	0	305,300	2,706	1%
	Other General Capital Schemes	395,000	467,090	0	862,090	44,804	5%
		6,880,000	13,728,420	525,000	21,133,420	1,951,054	9%