

Appendix A



STRATEGIC MONITORING STATEMENT

FOR PERIOD ENDED

31st December 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. The majority of the Council's staff continue to work from home but where required, some staff particularly those in front-line services continue to attend work to ensure that critical service delivery is 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. This involves undertaking quality control checks to ensure those contacting the Hub receive the service they requested.
- 2.7. The Hub was stood back up in the latter part of 2020 in response to further restrictions being put into place and to resume the shielding programme. The Hub remained open for the majority of the Christmas period when the Contact

Centre would normally be closed to ensure those in need received the support they needed.

- 2.8. 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.
- 2.9. 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. To date, almost £30m of business grant support payments have been made.
- 2.10. 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.
- 2.11. 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.
- 2.12. 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 further local and national restrictions has seen SCMT being reconvened on a weekly basis from the beginning of October 2020 and the recovery planning paused. 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.
- 2.13. In summary, the Council's COVID Response effort comprises work on the following matters:-
 - providing business grants to eligible business under the various business grant programmes funded by the Government;
 - processing Track and Trace payments to those who are required to self-isolate;
 - localised tracking and tracing of positive cases and their contacts;
 - ensuring business compliance through a business inspection programme. More recently, this has focused on essential retail outlets;

- working with partners and LRF colleagues to identify and prepare secure sites for storing and administering the COVID vaccines as they become available;
- working with the Army and Ministry of Defence to identify and set-up additional localised community testing sites and lateral flow testing alongside the Pendle Leisure Trust;
- Pendle Leisure Trust colleagues to submit a bid for funding from the £100m National Leisure Recovery Fund.

2.14. 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.

2.15. Due to the uncertainties the pandemic brought it has also been extremely difficult to agree some of the targets for the Liberata PIs. Discussions throughout the year have been undertaken with agreement being reached between both parties that the existing performance mechanism be suspended, so adopting a neutral position for 2020/21.

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 31st December 2020 include:-

- The Income Review and Savings proposals have been presented to and approved by Policy & Resources Committee (P&R) on 28th October 2020. The Council Tax Base for 2021/22 was approved by P&R 17th December 2020 and the General Fund Revenue Budget 2021/22 and Capital Programme 2021/22 reports were approved by P&R on 21st January 2021.
- 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, £23.128m was paid out in grants to around 2,200 local businesses during the first national lockdown. A further £12m has also been allocated to Pendle which is currently in the process of being paid out to 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 COVID-19 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 c£1m had been spent as at the end of December. It is anticipated that all of this funding will be used in the current financial year.

- Despite the challenges presented by the pandemic the Council published its draft accounts on 10th August 2020 and the Statement of Accounts 2019/20 was presented to and approved by Accounts & Audit Committee on 10th November 2020, which were within statutory deadlines.
- The Council has also worked with the Pendle Leisure Trust in the preparation and submission of a bid for funding from the National Leisure Resilience Fund by 15th January 2021.

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 31st December 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. There are delays being experienced with the construction of the road due to ground conditions and a need to revise the design. In the meantime, planning consent has been given for the use of the site which will be a new development for ELE Advanced Technologies;
- The Council submitted a Future High Streets Funding Business Case in June 2020 and responded to a request for further clarifications questions in October. Unfortunately, MHCLG announced on 26th December 2020 that the bid was not successful;
- The Town Deal Investment Plan development continues and 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 and the Plan is presented for consideration by the Committee at the meeting this evening.
- 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 2021. 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 there have been 10 sales completed and have reservations on 4. Work is progressing well on Carry Lane, otherwise known as Greenfields View in Colne where 21 properties are

being built, with 1 sale being completed and a further 2 reservations in place;

- 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, 40 apartments have now been completed (of which 9 are currently occupied, 11 sales are progressing through legal stages with reservations on a further 2) and work is underway to complete a new business centre in the main mill. This complements work on the infrastructure around the site including canal side moorings. A Call Centre scheme is no longer progressing due to parking requirements of the potential occupier that could not be met. This part of the mill will be used for workplace and storage;
- 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 89 properties at Further Clough Head and work is progressing on the delivery of both of these sites. Work started on site at Harrison Drive during December 2020 and Pendle Council are putting the road infrastructure in at Further Clough Head;
- Contrary to what has previously been reported, the project to reinstate the Skipton to Colne Railway Line remains in the 'determine' stage of the Rail Network Enhancement Pipeline (and has not moved to the 'develop' stage as announced). Nevertheless, every effort is being made to progress this project in line with Council policy;
- 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';
- The Council has submitted comments on the Colne Neighbourhood Plan to Colne Town Council;
- At the meeting of this Committee on 21st January 2021, it was agreed that the draft Local Plan Part 2 be subject to public consultation. Consultation will start in the near future and a report on the outcome will be presented to the Committee in due course.

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

- Work continues to progress on the delivery of a new road into the site of Further Clough Head. As Councillors will recall, 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. To date, the Council has agreed to acquire Trafalgar House in Nelson and that acquisition is progressing. Proposals to acquire both the former public toilets on Market Street, Nelson and the former Connexions Building on Scotland Road will be considered by the Committee in due course.

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 31st December 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 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 and further Government restrictions being introduced, this activity has resumed with intentions being to make contact again with those within the former Shielding Programme to ensure they are getting the support they require;
- 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 remains 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. Progress made with respect to tree planting in Pendle was reported to the Climate Emergency Working Group in November where it was highlighted that, due to COVID-19 restrictions and a heavy reliance on volunteers to deliver the projects, there may be some delays or alternative ways of delivering the projects required. Continuation of strict restriction could also impact on the ambition to plant in excess of 3,000 trees within this planting season:
- A Climate Action Small Grants Programme has been developed to encourage local action in communities and schools. This was expected to be launched in November 2020; however, the programme for both schools and communities has been deferred until further notice due to increased COVID-19 restrictions.
- 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. Currently 1,300 properties have been sent advisory notices regarding contamination of recycling bins.
- A Corporate Community Engagement Framework has been developed which will further inform how the Council can better engage with its citizens and service users. A draft framework was presented to Policy & Resources Committee at their meeting on 20th August 2020 where Members were asked to provide any comments to the temporary Localities and Policy Manager. Following this, a revised draft framework was presented at the 17th December 2020 meeting of Policy & Resources Committee and approved.
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5.2. Key financial highlights to date under this strategic objective include:-

- The Council has been awarded £99,000 to set up and establish the Pendle yes Hub (Youth Employment Support) for 16-24 year olds. A joint initiative with JobCentre Plus, Lancashire Adult Learning, Nelson & Colne College Group and Active Lancashire, the Hub will be based at the former Training & Apprenticeship Centre on Scotland Road, Nelson and will be a one-stop shop for learning, training and placement;

- £65,000 has been allocated to Pendle from Lancashire & South Cumbria ICS (Integrated Care System) to support community response to COVID-19, with a focus on mental and emotional wellbeing of children and young people. The majority of the funding will be utilised as a small grants programme administered by Pendle Burnley Rossendale CVS;
- £90,458 Community Champions funding has been secured to support people shown to be most at risk from COVID-19 including those from an ethnic minority background, disabled people and others to follow safer behaviours and reduce the impact of the virus on themselves and those around them.

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 31st December 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 December 2020, 37 forms / processes were available on the website with a further 14 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 in progress. 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 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 to replace traditional desktop PCs with laptops (including related equipment such as docking stations, etc.) was approved by P&R on 28th October 2020. The procurement of the required equipment is underway; however, delays with supplies due to demand and manufacturing issues has delayed this project somewhat.
 - 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 throughout 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 31st December 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 as Government restrictions allow;
- The Council have worked with the Pendle Leisure Trust to ensure the re-opening of its sports and leisure facilities as and when Government guidance allows;
- 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 (SCMT) was stood back up in October 2020 and continues to meet on a weekly basis in response to the increasing infection rates and introduction of increased local restrictions / regulations;
- The Council continues to work with partners across Lancashire along with the Army and Ministry of Defence to support COVID testing arrangements and identify and deliver secure vaccine sites and 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 31st December 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 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. It is also important to note that some of the targets for Liberata KPIs (e.g. BV 9 – Council Tax Collection Rates, BV 10 – NNDR Collection Rates, etc) could not be agreed for 2020/21. This has been due to the continued impact of the pandemic. Therefore, it has been agreed that where certain targets could not be agreed that the targets for 2019/20 will be applied in those cases and a neutral approach be adopted for 2020/21 (i.e. that the penalty / incentive regime will be placed on hold). Discussions with Liberata are due to commence with regards to the approach to be adopted for 2021/22.
- 8.7. 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. A report elsewhere on the Agenda for this meeting provides details of the Council's General Fund Revenue Budget and Capital Programme for 2020/21 and 2021/22.

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 2020/21, this being:
- National crisis affecting delivery of Council services (e.g. viral outbreak / epidemic / pandemic)
- 10.3 This new risk was originally assessed as having a Residual Risk Score of A2. However, given the increasing infection rates due to the recent emergence of the variant of the virus and the associated potential impacts on staffing levels, it was felt prudent to increase the Residual Risk Score to A1.
- 10.4 The main contributing factor having a bearing on the key risks facing the Council is the Coronavirus pandemic and the Governments guidance and regulations which we need to adopt / adhere to in relation to this.
- 10.5 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](#).
- 10.6 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 31st December 2020, the Council's staffing establishment comprised 190.11 Full time equivalent staff (FTEs).




Strategic Monitoring Report – Key Performance Indicators Quarter 3, 2020/21

Appendix A1

Key:



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







STRATEGIC OBJECTIVE 1: STRONG SERVICES - Working With Partners and the Community to Sustain Service of Good Value					
PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
BV9 Percentage of Council Tax collected	Aim to Maximise	82.79%	79.64%		Council Tax collection at the end of Quarter 3 stands at 79.64% which is 3.40% 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 from June 2020 to March 2021. We have continued to issue reminder notices; however, as we are currently unable to issue summons, this is all we can do at present. Further lockdowns in November and January 2021 continue to impede recovery action. Enforcement Agents have recommended 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 current



PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					lockdown situation and continuing local restrictions in the area.
BV10 Percentage of Non-Domestic Rates Collected	Aim to Maximise	83.10%	80.29%		NNDR collection for Quarter 3 has been hit by the pandemic and is currently 80.29% which is 2.01% down on this time last year. All reliefs have been awarded and we continue to assist in the administration of the Government's grant schemes. Those businesses paying by Direct Debit has dropped significantly on Business Rates and is 31.81% a drop of 19.82% from last year.
TS 1b Percentage of telephone customers greeted within 40 seconds: cumulative	Aim to Maximise	80.00%	78.79%		<p>Quarter 3 has been a relatively successful period when tracking against the 19/20 targets, especially when considering the call greeting rate for December 2020 was 84.31% and November 2020 was 80.80%. When comparing call volumes from Quarter 3 this year against the same period in 19/20, the overall volumes have reduced by 17.8%. These comparisons also include all calls coming into the Self Isolation Payment queue of which there have been 887 calls and also the Pendle HUB queue of which there have been 533 calls, services which were not delivered in 19/20.</p> <p>Regarding call volume comparisons we do still need to bear in mind the reminder, summons and enforcement agent processes are still yet to recommence for our Revenues services, when this begins again we are sure to receive a significant impact as a result and call volumes will increase.</p>
TS 2b Percentage of call abandonment: cumulative	Aim to Minimise	5.00%	2.00%		Quarter 3 has been a relatively successful period when tracking against the 19/20 targets, especially when considering the call greeting rate for December 2020 was 84.31% and November 2020 was 80.80%.

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					<p>When comparing call volumes from Quarter 3 this year against the same period in 19/20, the overall volumes have reduced by 17.8%. These comparisons also include all calls coming into the Self Isolation Payment queue of which there have been 887 calls and also the Pendle HUB queue of which there have been 533 calls, services which were not delivered in 19/20.</p> <p>Regarding call volume comparisons we do still need to bear in mind the reminder, summons and enforcement agent processes are still yet to recommence for our Revenues services, when this begins again we are sure to receive a significant impact as a result and call volumes will increase.</p>




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


PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
AC 2 Percentage of undisputed invoices paid within 30 days	Aim to Maximise	99.5%	99.12%		The performance during Q3 stands at 99.26% 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 and 100% was reached during the month of December which shows good progress.
BV78a(i) Speed of processing new HB/CTB claims: cumulative	Aim to Minimise	18.25 days	11.83 days		Benefits Performance for Q3 has remained excellent with New Claims currently being paid at 10.39 days and Changes in Circumstances 3.1 days. We expect to see a significant spike again once the furlough scheme reduces and ultimately finishes. n Q3 - We received 5844 documents from DWP relating to


PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					Universal Credit of these we removed 52 cases from Housing Benefit.
BV78b(i) Speed of processing change of circumstances for HB/CTB claims: cumulative	Aim to Minimise	5.00 days	2.92 days		Benefits Performance for Q3 has remained excellent with New Claims currently being paid at 10.39 days and Changes in Circumstances 3.1 days. We expect to see a significant spike again once the furlough scheme reduces and ultimately finishes. n Q3 - We received 5844 documents from DWP relating to Universal Credit of these we removed 52 cases from Housing Benefit.
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 year, with all 421 claims received being processed within 14 days.
HS 5 Number of private sector dwellings (empty properties) that are returned into occupation	Aim to Maximise	300	335		We are still seeing long-term empty properties being returned to occupation with a further 115 long-term empties being returned to occupation. We are confident that we will exceed the target again this year.
HS 6a Number of private sector dwellings where Category 1 and Category 2 hazards are removed through our intervention	Aim to Maximise	27	11		This quarter has again been difficult. We have found it challenging to carry out inspections in a COVID-secure way and this is compounded by the reluctance of both landlords and builders to carry out the work. We will not achieve the target for the year.
PBC 1a Percentage of all appeals determined in accordance with officer recommendation	Aim to Maximise	80.00%	72.73%		The appeal process is never certain. Performance has dipped slightly but overall the performance is close to the target.
PBC 5 Percentage of 'Major'	Aim to	86%	56.25%		The COVID situation has affected performance. With a full




PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
planning applications determined within 13 weeks	Maximise				complement of staff performance should start to improve.
PBC 6 Percentage of 'Minor' planning applications determined within 8 weeks	Aim to Maximise	87%	72.64%		The COVID situation has affected performance. With a full complement of staff performance should start to improve.
PBC 7 Percentage of 'Other' planning applications determined within 8 weeks	Aim to Maximise	92%	79.8%		The COVID situation has affected performance. With a full complement of staff performance should start to improve.

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	1,200	1,033		Throughout Quarter 3 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 408 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	23	10		Throughout Quarter 3 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 3 Fixed Penalty notices following their witnessing an offence taking place.
HN 1(ii) Number of cases where homelessness has been prevented or relieved	Aim to Maximise	141	89		<p>The quarterly out-turn is 24, which is lower than anticipated and similar to Quarter 1 out-turn. 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>The yearly out-turn to date is 89, which is only halfway to the overall target, after three quarters. However it is difficult to advise whether this out-turn to date is a good performance or not in light of the continuing unprecedented factors as a result of the pandemic. There has continued to be restrictions on landlords being able to take court action to evict tenants</p>





PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					throughout Quarter 3, which has had a clear impact in averting homelessness for many people without the help of Housing Needs.
WM 2 Reported number of missed collections not dealt with within 24hrs (excluding non-working days)	Aim to Minimise	71	45		<p>In total over the quarter Environmental Services were scheduled to complete 484,926 domestic waste collections from these we received 857 reports of missed collections resulting in 5 not being dealt with within 24 hours.</p> <p>Quarter 1 into Quarter 3 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 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 3 we have continued to see an increase in weights and participation levels for both residual and kerbside recycling schemes. The average</p>




PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					<p>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.</p>
<p>WM 8c Percentage of the total tonnage of household waste which has been recycled - Rolling Year %</p>	<p>Aim to Maximise</p>	<p>19.00%</p>	<p>20.43%</p>	<p></p>	<p>These figures represent the data submitted to WasteDataFlow in December 2020 for the rolling year October 2019 to September 2020. WDF deadlines are set at national level and data for 19/20 will not be confirmed until around February 2021 (later due to COVID-19).</p> <p>The reported performance of 20.43% is above the annual target of 19%, and an improvement on the same quarter last year (19.70%). 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 650 tonnes compared to the same quarter last year, an improvement related to more household kerbside</p>

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					recycling being collected whilst the Covid-19 lockdown was implemented. However household residual waste has also increased this year, hence why this PI percentage is not a lot higher.
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%	11.69%		<p>These figures represent the data submitted to WasteDataFlow in December 2020 for the rolling year October 2019 to September 2020. WDF deadlines are set at national level and data for 19/20 will not be confirmed until around February 2021 (later due to COVID-19).</p> <p>The reported performance of 11.69% 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 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 3 to 4% lower.</p>
WM 11a Improved street and environmental cleanliness: Litter	Aim to Minimise	1%	1%		<p>The second surveys for 2020/2021 were carried out in October.</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</p>
WM 11d Improved street and environmental cleanliness: Dog fouling	Aim to Minimise	1%	0.34%		

PI	Good Performance is...	Current Target	Current Value	Performance Status	Comments
					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.

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	5.3000 days	5.3855 days		This PI is below target but c0.19 days down on last month.
CA 10a Percentage of payments made online by the customer	Aim to Maximise	N/A	29.83%		The total number of payments made this quarter (22,270) is very low in comparison to the same period in previous years, which have averaged around the 33,500 mark. December was particularly low at just under 6,000 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	N/A	24,235		The number of online payments has decreased for Q3 when compared to the previous three years. However, it is usual for a dip to occur in Q3 when compared to Q1 and Q2. Please also refer to commentary for CA 10a.
CA 11a Total Revenues & Benefits Call Volumes	Aim to Minimise	N/A	28,928		When comparing Quarter 3 Revenues & Benefits (R&B) call volumes with the same period last year they have reduced by 17.4%. This comparison also

					<p>includes all calls coming into the Self Isolation Payment queue of which there have been 887 calls and also the Pendle HUB queue of which there have been 533 calls - services which were not delivered in 2019/20.</p> <p>Regarding call volume comparisons we do still need to bear in mind the reminder, summons and enforcement agent processes are still yet to recommence for our Revenues services, when this begins again we are sure to receive a significant impact as a result and call volumes will increase.</p>
CA 11b Volume of Revenues & Benefits face-to-face visits	Aim to Minimise	N/A	0		<p>The Face To Face operation still remains closed due to the COVID Pandemic, the two officers assigned to deliver these services are still being deployed onto the telephony service as to meet demands. There have still been no complaints received via Customer Services regarding the closure which remains an encouraging sign.</p>
CA 11c Volume of emails into Revenues & Benefits service	Aim to Minimise	N/A	21,640		<p>Despite a continued reduction of the number of emails being received into the Revenues and Benefits service throughout most of 2019/20, 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 COVID-19 pandemic and the wave of Business Rates, Council Tax and Benefits queries due to the ongoing government legislation changes.</p>
DIR 1 Percentage of complaints handled within timescales	Aim to Maximise	95.0%	99.7%		<p>Based on the raw data submitted 155 complaints were received in Quarter 3. 154 complaints were resolved within the target of 15 working days, a completion rate of 99.4%. This represents excellent performance.</p> <p>148 of the complaints received are for Environmental Services. When compared against Quarter 3's report of 2019/2020 we are able to report that the work</p>

				<p>completed over the last quarter has maintained our improvement to the response times. Though the number of complaints recorded has increased from 103 to 148. Missed bins were again one of the main types of complaints received though this is to be expected given the number of properties serviced each week and the Service Areas drive to reduce contamination within the brown and blue recycling bins. Through the quarter we have seen an increase in the use of temporary staff being used to not only deliver essential services but also to meet the demand for bulky waste collections and the requests for additional bins.</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 an Officer who responded to the issues raised.</p> <p>Four complaints were made to Planning, Economic Development and Regulatory Services this quarter and on average a response was sent within one day of the complaint being received. All complaints were dealt with by the Service Manager.</p> <p>One complaint was made to Property Services and this took 16 days for a response. Complaint received was regarding alleged damage to property following fire on Council owned garage site. Garage privately owned, therefore Council had no liability.</p> <p>One complaint was made to Customer Services which</p>
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					<p>was resolved within the 15 working days.</p> <p>A total of 15 compliments were received during the Quarter.</p>
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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)	A1

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

