


LGA Corporate Peer Challenge – Progress Review

Pendle Borough Council

December 2022

Feedback





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1. Introduction

The council undertook an LGA Corporate Peer Challenge (CPC) between 9 – 11 February 2022 and subsequently published the full report with an action plan.

The progress review is an integral part of the CPC process. Taking place approximately six months after the council published the CPC action plan, it is designed to provide space for the council's senior leadership to:

- Update peers on the early progress made and to receive feedback on this including how the action plan aligns to the CPC's recommendations
- Consider peer's reflections on any new opportunities or challenges that may have arisen since the peer team were 'on-site' including any further support needs
- Discuss any early impact or learning from the progress made to date

The LGA would like to thank Pendle Borough Council for their commitment to sector led improvement. This six-month review was the next step in an ongoing, open and close relationship that the council has with LGA sector support.

2. Summary

The progress review at Pendle Borough Council took place remotely on 7 December 2022.

The progress review focussed on each of the recommendations from the Corporate Peer Challenge, under the following theme headings:

- Corporate and Place Based Prioritisation
- Governance
- Finance

For this progress review, the following members of the original CPC team were involved:

- Joanne Wagstaffe, Chief Executive, Three Rivers District Council

- Councillor Chris Hossack, Leader, Brentwood Borough Council
- Councillor Sam Corcoran, Leader, Cheshire East Council
- Cindy Lowthian, LGA Peer Challenge Manager, Local Government Association

The peer team met virtually via MS Teams over the course of 2.5 hours with the following representatives from the council:

- Councillor Nadeem Ahmed, Leader of Pendle Borough Council
- Rose Rouse, Chief Executive, Pendle Borough Council
- Richard Gibson, Director of Resources, Pendle Borough Council
- Cllr Asjad Mahmood, Group Leader (Labour)
- Cllr David Whipp, Group Leader (Liberal Democrats)
- Cllr David Cockburn-Price (Conservative)
- Cllr Sarah Cockburn-Price (Conservative)

In advance of the progress review, an updated action plan, produced by the council, was shared with participants (Appendix A). This outlines the progress made in relation to the 9 key recommendations made in the CPC. Rose Rouse (Chief Executive) and Councillor Nadeem Ahmed (Leader) talked through this, followed by a discussion which was facilitated by LGA peers.

Peers heard how there have been changes to the political context since the peer team were on-site. Over this period, the council has moved from a majority conservative administration (majority of three) to a position of No Overall Control with a minority conservative administration.

This change in political context has presented challenges in building a 'one council' approach and a majority view in relation to future governance and decision making around planning. There is a lack of agreement on the scheme of delegation for a single planning committee and this means some planning decisions are being considered by Full Council.

Whilst the peer team accept that the nature of a political organisation means there must be political differences, it is important that this does not have a negative effect on the reputation, culture and tone of the council. The peer team shared concerns

that a lack of a majority consensus relating to governance and decision making relating to planning has the potential to impact on the council's reputation.

This in turn has the potential to impact on the council's ability to attract and retain talented planning officers in an already highly competitive market. It is important that the council's governance and decision-making relating to planning gives confidence to residents, applicants and investors alike.

These different political views and tensions were also reflected in discussions during the progress review meeting itself. There were some clear differences of view and opinion on the direction of travel and progress that has been made since the CPC in February 2022. As outlined above, peers would encourage group leaders to engage in on-going, constructive cross party working to help build a one council approach.

3. Progress Review - Feedback

3.1. Corporate and place-based prioritisation

Under this theme, the peer team considered the following recommendations

Corporate Plan, Vision and Priorities

Use the review of the strategic plan, later this year, to define and articulate a clearer, shared vision and priorities for both the council and place with officers, members and partners and ensure resources are aligned to this.

Performance management framework

Review the council's performance management framework to ensure that it is aligned to the re-set of the council vision and strategic priorities. It is important that this is focused on helping the council measure what matters most.

Performance appraisals

Implement /fully roll out the revised performance development appraisal process and ensure this reaches all staff. This will provide opportunities to identify development needs in support of the council's transformation programme.

Transformation

Ensure clear and frequent internal communication and engagement on the purpose

and progress of the transformation programme. The council should ensure the whole organisation has a focus, commitment and relentless drive on the transformation programme in order to meet the financial challenges ahead.

Strategic housing

Use the review of the strategic plan (to be undertaken later this year) and new ways of working developed through the transformation programme, to bring a renewed focus on delivering the Council's strategic housing priorities. Progress on the development of Pendle local plan part 2, including the borough's agreed housing requirement, will be key.

Peer team feedback

The council has developed a new Corporate Plan which will be presented, alongside the budget, at the council meeting in February 2023. This involved a comprehensive programme of engagement through the 'This is Pendle' engagement initiative involving the community, businesses, partners and councillors to define a clear shared vision and priorities. This engagement ran alongside the budget consultation to ensure resources are aligned to the new Corporate Plan.

Peers heard how the engagement process was comprehensive and involved both face-to-face engagement sessions within communities and on-line consultation. Existing data and research have also been used.

There was a joint workshop with elected members and Corporate Management Team (CMT) and a meeting with the Policy and Resources Committee to look at the overall findings of the engagement exercise. Moving forward, it will be important for group leaders to continue to work together to strengthen a one council approach to ensure the delivery of the priorities within the new Corporate Plan.

The council updated peers on the recommendation from the CPC relating to the development of the council's performance management framework. The aim is to ensure this is more focussed on delivery of agreed corporate priorities. Some progress has been made and further work is taking place aligned to the new Corporate Plan. It includes strengthening the approach to performance management through the council's Corporate Management Team including smarter service plans and performance clinics. Peers were pleased to hear that a new appraisal process

has been signed off, with training then delivered across the council in November 2022.

The CPC report highlighted the need for the council to consider its areas of higher spend as part of the transformation programme in order to achieve the required level of savings. This includes the strategic leisure offer for the borough and the council's contract with Liberata. It was not possible, during the progress review, to look at these areas in detail. However, the meeting heard how this has taken time due to the need for negotiations with contractors, data analysis and production of feasibility studies. During this time, leisure asset challenges have been exacerbated under increased over-head cost pressures.

Peers were pleased to hear that a report is due to be presented to the transformation members reference group week commencing 12 December 2022. As outlined in the original peer challenge report, it is important for the council to maintain focus, commitment and relentless drive on its transformation programme in order to meet the financial challenges ahead (see 3.3 below).

The CPC had highlighted the importance of regular communication and engagement with officers and members on the transformation programme. Peers were pleased to hear that progress has been made including engagement through a Transformation Members' Reference Group, monthly sessions with 'Team Pendle' officers, wider organisational briefings and a dedicated intranet page highlighting progress.

The CPC had outlined a number of deep-seated housing challenges in the borough associated with ageing stock, fuel poverty and affordability ratios. The CPC recommended that the council bring a renewed focus on these challenges through the new Corporate Plan and new Local Plan. This work is in progress. An updated Housing Needs Assessment (linked to the development of the new Local Plan) is nearing a final draft. A working group is being set up to help progress work on the Local Plan and the aim is to produce the first draft for consultation in early 2023. As it is a statutory requirement to produce the Local Plan it is important that the council maintains focus and pace on its delivery.

3.2. Governance

Under this theme, the peer team considered the following recommendations:

Organisational Structure and Governance

Ensure both the proposed leadership and management re-structure and review of governance and decision making are aligned to the Strategic Plan. It is important that the Council's strategic vision and priorities are used to guide future ways of working.

Governance and decision making

Identify and source independent peer support for the proposed review of governance and decision making e.g., Local Government Association, Planning Advisory Service or Centre for Governance and Scrutiny. The peer team identified a number of areas to consider as part of this review including planning, role of the Policy and Resources Committee, the Call-In procedure, election cycle and protocol for streaming and recording meetings.

Peer feedback

Peers were pleased to hear that a new post of Director of Place has been created to build leadership capacity around the council's priorities. The successful candidate is due to start in January 2023 and will play a key role in working with group leaders around next steps relating to the future decision-making arrangements for planning (highlighted above). The post holder will also work alongside a newly appointed Director of Resources with S.151 responsibility (the former Chief Finance Officer) and a new Monitoring Officer.

Work is progressing on the remaining governance and decision-making themed recommendations, with the LGA supporting the council in this regard. This includes resourcing the Centre for Governance and Scrutiny (CfGS) to work with the council following their decision to move to an Executive model of decision making in May 2023.

This change to the constitution presents an opportunity to undertake engagement and development work with members to strengthen ways of working across parties and with officers in support of the changes. The on-going work with CfGS provides an opportunity to do this and is an area that the council must maintain focus on.

As outlined above, the proposed governance changes include a proposal to establish a central Planning Committee, but members have to date been unable to agree on the scheme of delegation to enable the changes. Some planning matters are

currently being determined by Full Council which is considered unusual practice across the sector. Peers understand that a cross-party working group has been established look at this and make further recommendations to Full Council on the way forward. As outlined above, peers would encourage group leaders to work together to build a strong majority view on the way forward. The original CPC report highlighted the renewed sense of optimism in the borough arising from the Nelson Town Deal and Levelling Up Fund for Colne. Ensuring efficient, effective, clear and transparent decision making relating to planning will be key.

Challenges associated with the recruitment and retention of specialist officers within the planning service (an issue faced across the local government sector) were also highlighted as part of the discussion. Peers reflected on the importance of building positive perceptions of the planning service at Pendle in order to attract and retain skilled officers. Building a strong majority view on the way forward in relation to decision making around planning will be important in in this regard.

The council updated peers on the recommendations relating to the review of the 'call-in' procedure. The original CPC highlighted how there had been 14 decisions subject to call in between May 2018 and January 2022. A report outlining changes to the operation of the procedure was considered by the council in August 2022 but was not agreed.

The recommendation relating to the development of a protocol for recording and streaming meetings has not yet progressed. The council intends to undertake further work to understand good practice across the sector to inform the way forward. It will be important for the council to develop and agree a timeframe to look at this.

3.3. Finance

The peer team considered the following recommendations under this theme (as numbered in the council's action plan in Appendix A):

6. Medium Term Financial Strategy

Update the Medium-Term Financial Strategy to align with the 2022/23 new corporate priorities whilst also reflecting the need for budget savings and the outcomes of the Transformation Programme work including the Liberata contract and the Pendle Leisure Trust contract.

7. Capital Budget

Ensure project and programme management capacity to maintain momentum on delivery of major capital projects and secure funding for the programme as a whole.

Peer feedback

As outlined above, engagement on the new Corporate Plan has run alongside the budget consultation to ensure it is aligned to resources. The new Corporate Plan will be considered alongside the budget in February 2023.

The CPC had outlined the financial challenges facing the council including a Medium-Term Financial Plan which is based on using a combination of reserves and savings to balance the budget through to 2024/25. It highlighted how the council cannot continue to rely on reserves indefinitely to manage the budget.

The latest quarter 2 capital and revenue monitoring position shows an underspend position of £0.43m, this represents a reduction from the quarter 1 figure. The meeting considered the changing national context including significant cost pressures arising from inflationary pressures, local government pay award, rising energy prices and increasing borrowing rates. The quarter 2 update shows how this will likely mean an adverse position for quarter 3 and beyond. This includes the 2022/2023 pay award which the council budgeted for at 2.25%. The final settlement agreed averages out at 6.9% which means the potential gap arising from the pay award alone could be as much as £250k for the full year.

The quarter 2 monitoring report provides an update on the Transformation Programme and savings target of £500k for 2022/2023. The report indicates that this savings target remains on track but that it is also subject to the further pressures as outlined above. The quarter 2 report shows that the transformation programme has involved a focus on the stabilisation of services ahead of bringing forward re-designs and peers understand that further progress will be reported in quarter 3.

As outlined in the CPC report, it will be important for members to work cross-party to strengthen a one council approach and to be able to take difficult decisions to address the budget gap. As outlined above, this includes the need to consider the big spend areas as part of the transformation programme such as leisure and the Liberata contract and for the council to maintain focus on this.

Peers heard how the recommendation relating to the capital programme is work in progress. Some initial work has been undertaken on re-profiling the capital programme with more detailed work underway. Further review and re-profiling is included in the new Medium term forecast alongside options for savings which are subject to Council agreement.

4. Final thoughts and next steps

The LGA would like to thank Pendle Borough Council for undertaking a Local Government Association CPC progress review.

We appreciate that senior managerial and political leadership will want to reflect on these findings and suggestions in order to determine how the organisation wishes to take things forward.

Under the umbrella of LGA sector-led improvement, there is an on-going offer of support to councils. The LGA is already supporting Pendle Borough Council through the CfGS in support of governance changes which the council have agreed.

The LGA is well placed to provide additional support, advice and guidance and we are already in close contact with the council in this regard.

Claire Hogan, Principal Adviser, is the main point of contact between the authority and the Local Government Association (LGA) and their e-mail address is claire.hogan@local.gov.uk

Appendix A

CORPORATE PEER CHALLENGE ACTION PLAN

POSITION STATEMENT – NOVEMBER/DECEMBER 2022

Pendle Borough Council welcomed a Corporate Peer Challenge (CPC) from the Local Government Association (LGA) in February 2022. The peer team was made up of a number of experienced elected members and senior officers from authorities across the country. The CPC recognised the progress being made across the council and was supportive of the work underway in relation to regeneration and transformation. The peer team made a number of recommendations in relation to the following areas:

1. Corporate Plan, Vision and Priorities

Use the proposed review of the Strategic Plan, later this year, to define and articulate a clearer, shared vision and priorities for both the Council and place with officers, members and partners and ensure resources are aligned to this.

2. Performance Management Framework

Review the Council's performance management framework to ensure that it is aligned to the re-set of the Council vision and strategic priorities. It is important that this is focussed on helping the Council measure what matters most.

3. Performance Appraisals

Implement /fully roll out the revised performance development appraisal process and ensure this reaches all staff. This will provide opportunities to identify development needs in support of the Council's transformation programme.

4. Organisational Structure and Governance

Ensure both the proposed leadership and management re-structure and review of governance and decision making are aligned to the Strategic Plan. It is important that the Council's strategic vision and priorities are used to guide future ways of working.

5. Governance and decision making

Identify and source independent peer support for the proposed review of governance and decision making e.g., Local Government Association, Planning Advisory Service or Centre for Governance and Scrutiny.

The peer team's observations on areas to consider in the proposed review are as follows:

- Planning – Consider the cost, capacity, speed of decision making and public perceptions/experience of the current approach involving both area committees and Policy and Resources Committee
- Policy and Resources Committee - ensure this committee is able to focus on the bigger, strategic issues facing the Council and that it does not become pre-occupied with routine planning applications
- Call In – review the call-in procedure to ensure it is still being used as intended e.g., in exceptional circumstances
- Election Cycle –the peer team heard from some members and officers who are keen to explore (acknowledging that this was looked at previously) the potential, working within the required legal framework, of four yearly elections. This is in the context of the on-going financial challenges facing the Council and the need to ensure any party in control is able to take longer term, bold and difficult decisions
- Protocol for streaming and recording meetings - consider developing approaches to improve accountability, transparency and public access

6. Medium Term Financial Strategy

Ensure strong, strategic decision making to meet the financial challenges ahead. This includes the proposed transformation programme which will include looking at the future strategic leisure offer for Pendle and Liberata Contract.

7. Capital Budget

Ensure project and programme management capacity to maintain momentum on delivery of capital projects.

8. Transformation

Ensure clear and frequent internal communication and engagement on the purpose and progress of the transformation programme. The Council should ensure the whole organisation has a focus, commitment and relentless drive on the transformation programme in order to meet the financial challenges ahead.

9. Strategic Housing

Use the review of the Strategic Plan (to be undertaken later this year) and new ways of working developed through the transformation programme, to bring a renewed focus on delivering the Council's strategic housing priorities. Progress on the Pendle Local Plan Part 2, including the borough's agreed housing requirement, will be key.

Progress since the CPC

Following the CPC, the Council developed and agreed an action plan (this was agreed by Policy and Resources Committee in June 2022) which set out a series of specific actions to address each of the recommendations above. The action plan with progress on delivery is set out below.

Significant progress has been on the majority of the actions, with strong progress made on a comprehensive and exciting *This is Pendle* engagement programme involving the community, businesses, partners and members on the new corporate plan. This valuable feedback will now be used to develop a new four-year plan which will be considered alongside the budget in February 2023. The council is now using a more focused and aligned performance framework which focuses more closely on corporate priorities and a refreshed staff appraisal scheme has recently been launched. A new post of Director of Place has been created to reflect the more out-facing emphasis of both the existing and emerging corporate plans, where strategic leadership is required on a range of place, regeneration, community and well-being projects. The role has been offered to an experienced local government director who will be starting in early 2023 and will work alongside the newly appointed Director of Resources with S.151 responsibility (the former Chief Finance Officer (s.151) was successful in moving into this enhanced role).

Steady progress is being made on strategic finance and the Medium Term Financial Strategy with regular monitoring reports, a base budget review having been undertaken, and initial work undertaken on re-profiling the capital programme with further more detailed work underway. Likewise, transformation programme updates are being taken through Policy and Resources Committee and a comprehensive programme around engaging staff in this work is being delivered. A full review of the Local Plan has commenced and the council has commissioned new housing need and employment land studies.

Work is continuing on the governance and decision-making block of recommendations, with the Centre for Governance and Scrutiny working alongside the council to provide support on the move to the Executive model of decision making in May 2023. Members have not been able to agree on the scheme of delegation for a single planning committee (which would also deal with the strategic focus of Policy and Resources Committee) and the actions around recording of meetings have not been progressed. Members are still to consider 4-yearly elections.

CORPORATE PEER CHALLENGE – ACTION PLAN 2022/23 – Progress Review Update (Nov/Dec 2022)

	Key Recommendation and Required Action	Milestones	Milestone Due Date	Leads	Nov/Dec 2022
1.	<p>Corporate Plan, Vision and Priorities</p> <p>Use the proposed review of the Corporate Plan, later this year, to define and articulate a clearer, shared vision and priorities for both the Council and Place with officers, members and partners and ensure resources are aligned to this.</p>	<p>Develop Pendle Profile, hold workshop with Members, and hold engagement sessions with partners and targeted groups.</p> <p>Agree priorities with Members.</p> <p>Carry out further consultations.</p> <p>Produce draft Plan alongside Medium Term Financial Plan.</p> <p>Approval of Plan at Budget Council meeting.</p>	<p>September 2022</p> <p>September 2022</p> <p>October 2022</p> <p>January 2023</p> <p>February 2023</p>	<p>Council Leader Chief Executive Director of Resources Localities and Policy Manager</p>	<p>Pendle profile developed June 2022.</p> <p>First workshop held with Leadership Group on 20.6.22 followed by Staff conferences held July-Aug 2022</p> <p>This is Pendle: In-Situ commissioned to deliver community engagement sessions which took place in Sept/Oct 2022.</p> <p>Partner session Nov 2022 and sessions with business sector Nov/Dec 2022</p>

	Key Recommendation and Required Action	Milestones	Milestone Due Date	Leads	Nov/Dec 2022
					<p>Online survey ran from late Aug-early Nov.</p> <p>Member update held on 22.11.22</p> <p>Update Report is going to December 2022 P&R Committee</p>
2.	<p>Performance Management Framework</p> <p>Review the Council's performance management framework to ensure that it is aligned to the re-set of the Council vision and strategic priorities. It is important that this is focussed on helping the Council measure what matters most.</p> <p>Based on the revised Corporate priorities for 2022/23 review risk registers and service plans to reflect these. Establish quarterly performance clinics and submit quarterly reports to Policy and Resources Committee.</p>	<p>Quarter 1 report to Policy and Resources Committee.</p> <p>Quarter 2 report to Policy and Resources Committee.</p> <p>Quarter 3 report to Policy and Resources Committee.</p> <p>Quarter 4 report to Policy and Resources Committee.</p>	<p>July 2022</p> <p>October 2022</p> <p>January 2023</p> <p>May 2023</p>	<p>Chief Executive</p> <p>Director of Resources</p>	<p>The Corporate Priorities have been reset and agreed.</p> <p>Service Plans are being updated to set out agreed Key Actions and Milestones to link them to key dates that can be tracked via Performance Clinics.</p> <p>Q1 & Q2 Reports have been taken to P&R Committee</p>

	Key Recommendation and Required Action	Milestones	Milestone Due Date	Leads	Nov/Dec 2022
3.	Performance Appraisals Implement/fully roll out the revised performance development appraisal process and ensure this reaches all staff. This will provide opportunities to identify development needs in support of the Council's Transformation programme.	Research best practice and develop process. Undertake communication to staff, training and implementation of new process. Review and evaluate new process. Add any new values to process to run from April 2023.	July 2022 September 2022 January 2023 March 2023	Chief Executive HR Manager Service Managers	A new Appraisal process has been signed off and training delivered across the Council in November 2022. Now needs to be implemented by Managers and staff.
4.	Organisational Structure and Governance Ensure both the proposed leadership and management re-structure and review of governance and decision making are aligned to the Corporate Plan. It is important that the Council's strategic vision and priorities are used to guide future ways of working.	Draw up draft revised structure. Consult employees and trade unions. Obtain Committee/Council approval. Implement new structure	July 2022 September 2022 December 2022 March 2023	Chief Executive HR Manager	New Structure agreed and Director of Resources in Place from September 2022. Director of Place role to be appointed in November 2022.
5.	Governance and Decision Making			Council Leader Chief Executive	The council has been working with

	Key Recommendation and Required Action	Milestones	Milestone Due Date	Leads	Nov/Dec 2022
	<p>Identify and source independent peer support for the proposed review of governance and decision making e.g. Local Government Association, Planning Advisory Service or Centre for Governance and Scrutiny.</p> <p>The peer team's observations on areas to consider in the proposed review are</p> <ul style="list-style-type: none"> • Planning – consider cost, capacity, speed of decision making and public perceptions/experience of the current approach involving both Area Committees and Policy and Resources Committee • Policy and Resources Committee – ensure this committee is able to focus on the bigger, strategic issues facing the Council and that it does not become pre-occupied with routine planning 	<p>Report to Council on move to Planning Committee.</p> <p>Implement change to Planning Committee.</p> <p>Report to Council on change from Committee System to Executive Leader/Cabinet arrangement.</p> <p>Report to Council on revisions to Constitution</p>	<p>May 2022</p> <p>September 2022</p> <p>May 2022</p> <p>December 2022</p>	<p>Corporate Director Planning, Economic Development and Regulatory Services Manager Head of Democratic Services</p> <p>Council Leader Chief Executive Head of Legal Services (MO)</p>	<p>the LGA, Centre for Governance and Scrutiny and Planning Advisory Service since July 2022. Initial work looked at planning and delegations; further work is planned for January 2023 on the Executive model of decision making.</p> <p>Council have been unable to agree an approach to Planning committee. Council is currently</p>

	Key Recommendation and Required Action	Milestones	Milestone Due Date	Leads	Nov/Dec 2022
	<p>applications and other non- strategic or operational matters</p> <ul style="list-style-type: none"> • Call In – review the call in procedure to ensure it is still being used as intended e.g. in exceptional circumstances • Election Cycle- the peer team heard from some members and officers who are keen to explore (acknowledging that this was looked at previously) the potential, working within the required legal framework, of four yearly elections. This is in the context of the ongoing financial challenges facing the Council and the need to ensure any party in control is able to take longer term, bold and difficult decisions • Protocol for streaming and recording meetings- consider developing approaches to improve accountability, 	<p>needed to implement change from May 2023.</p> <p>Report to Council on possible changes.</p> <p>Report to Council on possible change.</p> <p>Report to Policy and Resources Committee and Council</p>	<p>July 2022</p> <p>July 2022</p> <p>September 2022</p>	<p>Corporate Director</p> <p>Council Leader Chief Executive</p> <p>Director of Resources Head of Democratic Services</p>	<p>holding Emergency Council meeting so to agree all Planning Applications.</p> <p>New Call in arrangements were taken to Council in August where the Motion was lost changes to the Call in procedure were not agreed.</p> <p>Not yet agreed.</p> <p>This has not be taken forward. More work is needed to</p>

	Key Recommendation and Required Action	Milestones	Milestone Due Date	Leads	Nov/Dec 2022
	transparency and public access				understand good practice in this area and to identify the best method for delivering the preferred option.
6.	<p>Medium Term Financial Strategy</p> <p>Ensure strong, strategic decision making to meet the financial challenges ahead. This includes the proposed transformation programme which will include looking at the future strategic Leisure offer for Pendle and the Liberata Contract which includes many of the Council's strategic services</p> <p>Update the Medium Term Financial Strategy to align with the 2022/23 new corporate priorities whilst also reflecting the need for budget savings and the outcomes of the Transformation Programme</p>	<p>Initial report on the Medium Term Financial Strategy to Policy and Resources Committee.</p> <p>Second report on the Medium Term Financial Strategy to Policy and Resources Committee.</p> <p>Council approval of budget for 2023/24.</p>	<p>July 2022</p> <p>December 2022</p> <p>February 2023.</p>	<p>Council Leader</p> <p>Chief Executive</p> <p>Director of Resources</p> <p>Transformation Director</p>	<p>Working is ongoing to develop a Medium Term Forecast.</p> <p>Q1 and Q2 Revenue and Capital Budget Monitoring reports have been taken to P&R.</p> <p>Regular engagement sessions have taken place with members alongside the Transformation Programme. This includes the direction of travel for forecast.</p>

	Key Recommendation and Required Action	Milestones	Milestone Due Date	Leads	Nov/Dec 2022
	work including the Liberata contract and the Pendle Leisure Trust contract.				Base Budget Review and Budget setting session have taken place with Heads of Services for 2022/23 Budget.
7.	<p>Capital Budget</p> <p>Ensure project and programme management capacity to maintain momentum on delivery of major capital projects and secure funding for the programme as a whole.</p> <p>Review the Capital Programme as part of the Medium Term Financial Strategy including external review of the overall funding of the Programme. Funding to be dependent on the corporate priorities and affordability of schemes and taking into account additional resource for the Nelson Town Deal and LUF</p>	<p>Initial report on the Medium Term Financial Strategy including review of capital programme to Policy and Resources Committee.</p> <p>Second report on the Medium Term Financial Strategy including review of capital programme to Policy and Resources Committee.</p>	<p>July 2022</p> <p>December 2022</p> <p>February 2023</p>	<p>Chief Executive</p> <p>Director of Resources</p>	<p>The Capital Programme was re-profiled in Q1 and reported to P&R for Q2.</p> <p>Further review and re-profiling is included in the Medium term forecast alongside options for savings by reducing the capital programme (subject to Council agreement)</p> <p>Target date for MTFT is January or February 2023 P&R</p>

	Key Recommendation and Required Action	Milestones	Milestone Due Date	Leads	Nov/Dec 2022
	schemes in Colne already in place.	Council approval of Capital Programme for 2023/24.			
8.	<p>Transformation</p> <p>Ensure clear and frequent internal communication and engagement on the purpose of the Transformation Programme. The Council should ensure the whole organisation has a focus, commitment and relentless drive on the Programme in order to meet the financial challenges ahead.</p>	<p>Initial report to Policy and Resources Committee setting out governance and arrangements for delivery of Programme.</p> <p>Quarterly progress report including establishment of Member Reference Group to Policy and Resources Committee.</p> <p>Engagement and communication with all staff.</p> <p>Quarterly progress report to Policy and Resources Committee.</p> <p>Quarterly progress report to Policy and Resources Committee.</p> <p>Quarterly progress report to Policy and Resources Committee.</p>	<p>March 2022</p> <p>May 2022</p> <p>July 2022</p> <p>August 2022</p> <p>November 2022</p> <p>February 2023</p>	Chief Executive Transformation Director	<p>Q1 Report taken to September 2022.</p> <p>Update report included in the Revenue Budget Monitoring report for Q2 but a fuller report will go to January 2023 P&R.</p> <p>Regular engagement sessions have taken place with members through the Transformation Members' Reference Group</p> <p>Team Pendle staff sessions held on a monthly basis.</p> <p>Transformation intranet page in place to provide regular updates on progress.</p>

	Key Recommendation and Required Action	Milestones	Milestone Due Date	Leads	Nov/Dec 2022
					Transformation a key agenda item on staff briefings. Regular staff communication and briefings
9.	<p>Strategic Housing</p> <p>Use the review of the Corporate Plan (to be undertaken later this year) and new ways of working developed through the Transformation Programme, to bring a renewed focus on the delivering the Council's strategic housing priorities. Progress on the Pendle Local Plan Part 2, including the Borough's agreed housing requirement, will be key.</p>	<p>(See above for milestones on development of new corporate plan).</p> <p>Report to Policy and Resources Committee on initial consultations required for preparation of new Local Plan.</p> <p>(further milestones to be added)</p>	June 2022	Chief Executive Planning, Economic Development and Regulatory Services Manager	<p>The basis for the work is the update on the Housing Needs Assessment which is nearing final draft.</p> <p>A working Group for the Local Plan is being set up to discuss taking the LP forward</p> <p>A report was taken to P&R Committee in June 2022. The first draft of the Local Plan is targeted for consultation in early 2023.</p>

