

**REPORT FROM: HEAD OF CENTRAL & REGENERATION SERVICES**

**TO: PERFORMANCE MONITORING PANEL**

**DATE: 25<sup>TH</sup> FEBRUARY 2015**

**Report Author: Marie Mason**  
**Tel. No: 01282 661790**  
**E-mail: [marie.mason@pendle.gov.uk](mailto:marie.mason@pendle.gov.uk)**

**STRATEGIC PLAN REVIEW – QUARTER 3, 2014/15**  
**(1<sup>st</sup> April – 31<sup>st</sup> December 2014)**

**PURPOSE OF REPORT**

To present the Performance Monitoring Panel (PMP) with the current progress made in achieving our strategic priorities.

**RECOMMENDATIONS**

That PMP Members:

- (1) comment on any issues of concern on the performance monitoring information provided in Appendix 1;
- (2) note the progress made on all actions identified in the Strategic Plan (as detailed in Appendix 2).

**REASONS FOR RECOMMENDATIONS**

To inform the PMP of performance monitoring information in relation to the Council's Strategic Plan.

**ISSUE**

***Background***

1. Our Strategic Plan identifies our priorities and objectives for Pendle and details how we plan to deliver them. It is supported by Service Plans.
2. These are used by Service Managers as part of the day-to-day management of our services and set out what the service aims to deliver over the coming year and the performance targets it strives to meet.
3. The delivery of our Strategic Plan is directly linked to the Service Plans for each Corporate Service Group and Liberata, which in turn is linked to individual Performance Management Reviews (PMRs).

**General**

4. Below is an example of how the Strategic Plan Monitoring Report (see appendices) should be interpreted from reading the table from left to right with a key of icons which explain what each icon means.

Action	Progress Bar	Note	Milestones	Milestone Completed?	Risk Register?	Status	Expected Outcome
CRS-14 09 Working with NHS on the introduction of parking enforcement at new Health Centre, Colne.	0%	Draft agreement sent to NHS for their consideration June 2014	Agreement signed	No	N		
			Legal Order in place and enforcement commences	No			

**Action Plan Delivery Reports – Key of icons:**

‘Status’ Key									
	Completed		In Progress		Check Progress		Overdue		Cancelled
‘Expected Outcome’ Key									
	Expected to complete on time		Delayed but expected to complete within action plan period		Delayed: Carried forward to new action plan		No longer achievable/relevant		

- Although this action looks poor in terms of progress because the ‘Progress’ box shows 0% and the ‘Status’ box shows that progress should be checked, the ‘Note’ details the reason why this action has not been delivered as originally planned so far. Also the ‘Expected Outcome’ box reveals that even though there has been a delay, this action is expected to be completed on time.
- Therefore, it is essential that all updates are completed properly in order to give us a true picture of the performance towards achieving the objectives in the Strategic Plan.
- The Expected Outcomes are important as these help us to analyse our performance to date and forecast where we expect to be by the end of the year. They also help to take any necessary action where possible and appropriate. Therefore, we request that **all** service plan actions have an ‘Expected Outcome’ provided and that these be reviewed on a quarterly basis.

**Present Position**

- The Strategic Plan Review is a report detailing the progress achieved to date (i.e. up to the 31<sup>st</sup> December 2014) in delivering each of the actions from these Service Plans which directly contribute to our key priorities for the current financial year.
- The actions that have been identified as being overdue (i.e. Red – not being on target) are detailed in Appendix 1. Management Team were asked to review the current performance information provided, and comment as appropriate on any matters of concern and that may need further action to be taken.
- Appendix 2 contains the actions where the progress in their delivery needs checking (i.e. Amber – slightly off target) and has been provided for your information.

**IMPLICATIONS**

**Policy:** The Council has a duty to report regularly on its performance towards its priorities.

**Financial:** There are no financial implications arising directly from the contents of this report.

**Legal:** None.

**Risk Management:** Failure to effectively monitor performance and deal with any problems of underperformance could impact upon the Council's ability to deliver its priorities.

**Health and Safety:** None.

**Sustainability:** A number of our current performance measures relate to Sustainability issues.

**Community Safety:** A number of our current performance measures relate to Community Safety issues.

**Equality and Diversity:** A number of our current performance measures relate to Equality & Diversity issues.

## **APPENDICES**

Appendix 1 – Strategic Plan Review 2014/15: Red status

Appendix 2 – Strategic Plan Review 2014/15: Amber status










## **LIST OF BACKGROUND PAPERS**

Individual Service Plan updates in Covalent





# Strategic Plan Review: Exception Report (Overdue Actions)

## Appendix 1

Generated on: 28 January 2015 11:44

'Status' Key									
	Completed		In Progress		Check Progress		Overdue		Cancelled
'Expected Outcome' Key									
	Expected to complete on time		Delayed but expected to complete within action plan period		Delayed: Carried forward to new action plan		No longer achievable/relevant		

Status: Cancelled – 2; Overdue - 18

STRATEGIC OBJECTIVE 1: Working with Partners and the Community to sustain accessible services of good value								
HEADLINE ACTION 01: Working with partners and the community to provide sustainable, value for money services at a lower cost base whilst maintaining customer satisfaction								
Action	Progress Bar	Note	Milestones	Milestone Completed?	Milestone Due Date	Risk Register?	Status	Expected Outcome
CRS-14 09 Working with NHS on the introduction of parking enforcement at new Health Centre, Colne.	<div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 50%	Off Street Order currently being advertised. Meeting held on 8th January with NHS/Colne AC regarding the day to day working of the car park. Further studies on the introduction of dispensations for staff and usage of the car park to be carried out.	Agreement signed	Yes	30-Jun-2014	N		
			Legal Order in place and enforcement commences	No	30-Sep-2014			
CRS-14 17 Review the Council's Counter Fraud Policies (Anti-Fraud, Theft and Corruption Policy, Whistleblowing Policy etc)	<div style="width: 66%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 66%	The updated Policies will be considered by Management Team on 20th January 2015 and by the Accounts and Audit Committee on 29th January 2015.	Undertake a review of the relevant policies	Yes	31-Aug-2014	N		
			Report outcome of review including any changes to the Accounts and Audit Committee	No	01-Oct-2014			
			Raise awareness of policies (and any changes) with Members and Staff via appropriate	Yes	31-Dec-2014			

			communication channels					
ERS-14 06 Review scope for improving and extending use of contact centre for Environmental & Recreation Services	0%	No progress as yet - to be considered further in light of Council Restructure.	Meet with Contact Centre managers	No	30-Sep-2014	N		
			Implement any changes	No	31-Dec-2014			
ERS-14 11 Improve the quality of data and rationalise the use of FLARE	0%	This project is currently on hold whilst the Council and Liberata explore the procurement of a new system, IDOX	To be reviewed as part of wider review of all software	No	30-Sep-2014	N		
LIB-14 16 Mobile Working Strategy - Development of mobile working strategy and pilot within designated departments within the Council.	50%	Post completion of the rollout of the mobile software management the pilot will be reconvened	Setup Mobile Demonstration	Yes	31-May-2014	N		
			Develop plan to establish a working pilot within the Council	No	10-Jun-2014			
LIB-14 22 Business Continuity / Disaster Recovery Solution	75%	A high level DR test plan has now been completed which will be reviewed with the Council week commencing the 12/1/2015. The actual implementation of the DR plan has been rescheduled for the 18/2/2015	Business case delivered with refined costs	Yes	30-Apr-2014	Y		
			Identified use of Colne Town Hall Annexe as Disaster Recovery site in place of Fleet Street site	Yes	30-Apr-2014			
			Develop Disaster Recovery Site	Yes	31-Oct-2014			
			Roll-out Disaster Recovery Test	No	15-Nov-2014			

**STRATEGIC OBJECTIVE 1: Working with Partners and the Community to sustain accessible services of good value**  
**HEADLINE ACTION 02: Making best use of our public assets**

Action	Progress Bar	Note	Milestones	Milestone Completed?	Milestone Due Date	Risk Register?	Status	Expected Outcome
CRS-14 28 Review Policy and Procedure for Community Asset Transfer	0%	This matter will be considered by the Council in February 2015	Review Policy previously considered by the Council	No	30-Jun-2014	N		
			Policy approved by Council	No	30-Sep-2014			
CRS-14 29 Update of the Council's Asset Management Plan	50%	Due to other priorities, work on the update of the Asset Management Plan has been deferred until 2015/16.	Review Asset Management Plan Actions	Yes	30-Sep-2014	N		
			Develop new Action Plan	No	31-Dec-2014			
LIB-14 27 Ensure that the property reporting requirements for the transparency agenda are	0%	The Council is currently considering a proposal from Liberata Property Services on this.	Agree data requirements with Council and CPO	No	31-May-2014	N		
			Implement new reporting system	No	30-Jun-2014			





met			Review reports and data provision	No	30-Sep-2014			
-----	--	--	-----------------------------------	----	-------------	--	--	--

**STRATEGIC OBJECTIVE 2: Creating jobs and sustaining strong economic growth**  
**HEADLINE ACTION 04: Improving infrastructure and connectivity for the Borough**





Action	Progress Bar	Note	Milestones	Milestone Completed?	Milestone Due Date	Risk Register?	Status	Expected Outcome
ERS-14 28 Produce an Annual Monitoring Report (AMR) showing how development is progressing across the Borough	<input type="text" value="0%"/>	The AMR will be produced before the end of March 2015.	Produce the AMR and have it agreed by the Executive	No	31-Dec-2014	N		
ERS-14 30 Review the role of section 106 agreements and the provision of open space for planning policy post April 2015 when the Community Infrastructure Regulations come into effect	<input type="text" value="0%"/>	Report will be prepared alongside the AMR	Produce a review paper for Management Team and the Executive	No	31-Oct-2014	N		
			Produce a report, to be considered as part of the Annual Monitoring Report, which reviews the option for introducing a Community Infrastructure Levy incorporating up-to-date viability information	No	31-Dec-2014			
LIB-14 45 Ensure the Council is safeguarded in relation to Microsoft SQL Server 2005 going out of extended support on 12th April 2016	<input type="text" value="50%"/>	The fully costed design solution has been delayed and will be completed early January 2015	Develop the commercial business case	Yes	30-Aug-2014	N		
			Submit report based on the rationale and subsequent investment of the Infrastructure	No	31-Oct-2014			

**STRATEGIC OBJECTIVE 2: Creating jobs and sustaining strong economic growth**  
**HEADLINE ACTION 06: Enabling housing that meets local needs and aspirations in terms of quantity, quality and affordability**



Action	Progress Bar	Note	Milestones	Milestone Completed?	Milestone Due Date	Risk Register?	Status	Expected Outcome
CRS-14 58 Work with Liberata to optimise the use of their Capacity Grid Offer to identify Empty Homes that are occupied (both to increase Council Tax and New Homes Bonus Payments)	<input type="text" value="0%"/>	This action is no longer relevant for 2014/15 as we have seen a reduction in empty homes in the borough through the Empty Homes Premium. Therefore, we plan to see where this takes us and review the need to reintroduce this action for 2015/16 during the service planning	Agreement with Liberata on terms for undertaking property inspections	No	30-Jun-2014	N		
			Liberata to undertake inspection of properties	No	30-Sep-2014			
			Submission of CTB 1 Taxbase Return	No	01-Oct-2014			





		process for next year.						
CRS-14 52 Empty Homes Action Plan review and update	0%	Delayed but expected to be completed within the action plan period.	Review and update the action plan	No	30-Nov-2014	Y		
			Report the review and update of the action plan to the Executive	No	31-Dec-2014			
CRS-14 55 Review the management of the vacant housing stock held by the Council	33%	The work has been delayed but is expected to be completed within the action plan period.	Review existing information on property management condition	Yes	30-Apr-2014	N		
			Inspect/assess the condition of the remaining stock	No	31-Jul-2014			
			Repair the stock where needed	No	30-Nov-2014			

**STRATEGIC OBJECTIVE 3: Ensuring a cohesive, healthier and safer Pendle**  
**HEADLINE ACTION 09: Working with partners to improve the health and wellbeing of our residents**

Action	Progress Bar	Note	Milestones	Milestone Completed?	Milestone Due Date	Risk Register?	Status	Expected Outcome
CEPU-14 24 Help our community lower their fuel costs	0%	The People Power campaign is no longer happening because the take-up rate in Pendle was so low	Promote People Power campaign	No	30-Sep-2014	Y		
			Promote People Power campaign	No	31-Dec-2014			
CRS-14 70 Commence Healthy Housing Pilot with referrals from LCC Public Health Social Care Team	0%	The Private Sector Housing Manager has been unable to identify any funding from LCC to support this action. This is in part due to him not knowing history behind this project given the sudden changes in management which occurred in this section.	Agree funding with LCC	No	01-Jun-2014	N		
			Appoint EHO (subject to LCC funding)	No	01-Aug-2014			
			Agree referral mechanism (subject to LCC funding)	No	01-Oct-2014			

**STRATEGIC OBJECTIVE 3: Ensuring a cohesive, healthier and safer Pendle**  
**HEADLINE ACTION 10: Working to maintain the quality of our environment**

Action	Progress Bar	Note	Milestones	Milestone Completed?	Milestone Due Date	Risk Register?	Status	Expected Outcome
CRS-14 75 Completion of environmental schemes funded from the Cluster of Empty Homes programme	0%	Ten environmental schemes have been completed and five are due to complete by March 2015. A further four will be completed in 2015/16.  Additional schemes were brought forward during the year following	12 environmental schemes completed	No	31-Dec-2014	N		







		consultation but the initial 12 schemes will be completed.						
ERS-14 50 Commence delivery of the Air Quality Action Plan	<input type="text" value="50%"/>	Publication delayed pending direction from Management Team. report to MT in Feb 2015.	Consider comments received during public consultation	Yes	30-Jun-2014	N		
			Commence implementation of AQAP	No	01-Jul-2014			
ERS-14 52 Maintain a reliable and robust list of potentially contaminated sites.	<input type="text" value="0%"/>	Issues experienced with the new software throughout quarters 2 & 3. Report currently being worked on.	Report to Management Team providing update on potentially contaminated sites and current situation regarding regulation of contaminated land.	No	30-Sep-2014	Y		













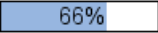


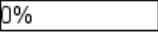


# Strategic Plan Review: Exception Report (Check Progress Actions)

## Appendix 2




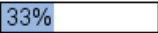


Status: Check Progress - 31









STRATEGIC OBJECTIVE 1: Working with Partners and the Community to sustain accessible services of good value								
HEADLINE ACTION 01: Working with partners and the community to provide sustainable, value for money services at a lower cost base whilst maintaining customer satisfaction								
Action	Progress Bar	Note	Milestones	Milestone Completed?	Milestone Due Date	Risk Register?	Status	Expected Outcome
CEPU-14 01 Improve the Council's website	<div style="width: 40%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 40%	The go live date for the new website is now 27 Jan 2015. The new website will be optimised for mobile devices.	Develop a Content Management Strategy for the web	Yes	31-May-2014	Y		
			Refresh the Web Development Plan in light of Society of IT Managers (Socitm) latest report and rating	Yes	31-May-2014			
			Optimise the website for mobile devices	No	31-Oct-2014			
			Upgrade the website	No	30-Nov-2014			
			Implement the 2014/15 Web Development Plan	No	31-Mar-2015			
CRS-14 02 Continue to manage Pendle Women's Refuge successfully	<div style="width: 33%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 33%	Although the bid was successful, Supporting People (SP) has delayed the award, pending confirmation of compatibility with LCC procurement rules.  For occupancy levels at the Refuge, 2013-14 out-turn for occupancy was 68.64%. 2014-15 Q1 plus Q2 plus Q3 out-turn is 76.12%. The target is currently being met.	Undertake a review of 'occupancy levels' with a view to increasing occupancy.	Yes	30-Jun-2014	N		
			Integrate new / extended working hours following successful bid for additional funding from Supporting People	No	30-Sep-2014			
			Improve occupancy levels at the Refuge by 10% based on the outturn for 2013-14.	No	31-Mar-2015			
CRS-14 04 Ensure the Council's strategic housing role and responsibilities are delivered successfully	<div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 50%	Refresh document of the Council's Housing Strategy is currently being developed.  B-with-us steering group has considered the guidance and will await the final report from Government before taking further	Complete a refresh of the Council's Housing Strategy	No	31-Jul-2014	N		
			Update the Homelessness Action Plan	Yes	31-Aug-2014			
			Ensure that the B-with-us Choice-based Lettings Partnership considers and acts	Yes	31-Oct-2014			

		action. Draft Lancashire-wide Extra Care Strategy is in a final consultation period.	on new government Guidance – 'Providing social housing for local people, 31 December 2013' Following publication of the Lancashire-wide Extra Care Strategy – provide support to implement actions identified for the Pendle area	No	31-Mar-2015			
CRS-14 05 Measure levels of Customer Satisfaction with completed Disabled Facilities Grants	0%	Due to the sudden changes in management in the Private Sector housing section and the need to deliver the service to the public it has not been possible to complete this action.	Determine methodology of capturing information Review satisfaction levels	No No	01-Aug-2014 31-Mar-2015	Y		
CRS-14 06 Evaluate and act upon Law Commission review of current taxi legislation	0%	No updates at this stage on draft bill	Update on when Draft Bill to be published Report draft proposals to Taxi Licensing Committee	No No	30-Nov-2014 31-Jan-2015	N		
CRS-14 13 Review the provision of I.T. Services to Pendle Leisure Trust by Liberata	33%	The MPLS links project is currently underway but is not yet completed.	Review the implementation of the W7/O10 project across the P.L.T. estate	Yes	30-Jun-2014	N		
			Assess the requirement to roll out MPLS links to Pendle Leisure Centre and West Craven Leisure Centre	No	30-Sep-2014			
			Work with Liberata IT to implement of MPLS links as appropriate	No	31-Mar-2015			
CRS-14 15 Implementation of Channel Shift Strategy (see separate Customer Contract Strategy)	33%	No progress has been made on this issue due to other work commitments.	Implement plans to withdraw cash collection at Colne and Earby and migration to Allpay/Automated payments	Yes	30-Jun-2014	N		
			Contribute to the development of the Customer Contact Strategy (with Philip Mousdale and Vicky McGurk)	No	30-Sep-2014			
			Changes to Contact Centre Operation	No	31-Mar-2015			
CRS-14 23 To implement joint working with Burnley Borough	0%	A further meeting has been arranged for Thursday 22nd	Resolve all technical issues in respect of the operation of the	No	31-Aug-2014	N		

Council in the provision of legal services to both Councils.		January, involving senior management from both Councils, hopefully to agree a way forward.	case management system across 2 sites.					
			Consider any approaches from other Councils to join the partnership and extend the partnership if beneficial to all parties concerned.	No	31-Mar-2015			
			Devise and implement workflows for more areas of legal work which the 2 authorities carry out jointly.	No	31-Mar-2015			
ERS-14 04 Investigate the potential of pooled frontline staff to cover seasonal variances in service area workloads		Council now decided to bring together Refuse Collection and Grounds Maintenance workforces in new Environmental Services. Move to generic role profiles being considered Council wide. Review undertaken of use of agency staff with savings built into base budget.	Identify roles which could be linked between services	Yes	30-Jul-2014	N		
			Liaise with Union and Human Resource providers to agree amendment to job descriptions and contract of employment.	No	31-Oct-2014			
			Identify savings provided by reduction in use of agency personnel.	Yes	31-Mar-2015			
ERS-14 10 Explore the potential for flexible and mobile working across Environmental & Recreation Service in particular in Pest Control and Enforcement Team		Work is ongoing between the Council and Liberata to progress the Mobile Working Strategy.	Implement technology	No	30-Sep-2014	N		
			Review operation	No	31-Mar-2015			



**STRATEGIC OBJECTIVE 1: Working with Partners and the Community to sustain accessible services of good value**  
**HEADLINE ACTION 02: Making best use of our public assets**

Action	Progress Bar	Note	Milestones	Milestone Completed?	Milestone Due Date	Risk Register?	Status	Expected Outcome
CRS-14 25 Agree how best to dispose of Council owned housing site at Further Clough Head, Nelson		Options are still being considered and preparation works are underway for submission of an outline planning application. This action will need to be carried forward.	Initial site investigations undertaken	Yes	31-Jul-2014	N		
			Agree disposal strategy	No	31-Oct-2014			
			Agree a developer/buyer for the site	No	31-Mar-2015			
CRS-14 26 Obtain planning permission for Red Lane site		Report to Executive in October 2014 around use/ownership of the site	Regularise planning situation on site occupied by the school	Yes	31-Aug-2014	N		

prior to disposal		occupied by the school.	Resubmit planning application	No	31-Dec-2014			
		With regard to resubmitting a planning application, members do not wish a planning application to be progressed at this stage.	Obtain planning permission	No	31-Mar-2015			
CRS-14 30 Produce a GIS Strategy to collate all the Council's map based databases	33%	No further progress has been made on this issue due to other work priorities and consideration of IDOX.	Produce a Pendle BC GIS Strategy with Lancs. C.C./OneConnect	Yes	30-Jun-2014	N		
			Incorporate the GIS Strategy into I.T. Roadmap	No	31-Jul-2014			
			Ensure that GIS Strategy is implemented	No	31-Mar-2015			
ERS-14 17 Undertake strategic review of play facilities (play areas, MUGA's & Skate Parks)	0%	Work is still ongoing.	Complete strategic desktop review	No	31-Jul-2014	N		
			Reports to Management Team and other relevant Committees setting out recommendations	No	31-Oct-2014			
			Implement recommendations	No	31-Mar-2015			
LIB-14 29 Contribute to the Asset Management Strategy & Action Plan to ensure that the council's assets are used efficiently or that surplus assets are identified & disposed of via the disposal programme	50%	Property PIs are being finalised but it is likely that this may carry forward into 2015/16.	To agree relevant Property Performance Indicators with the CPO and set targets for the performance of operational assets	Yes	31-May-2014	N		
			Contributing to updating the Corporate Property Officer's (CPO) asset management strategy and action plan	Yes	31-Jul-2014			
			To produce and monitor agreed Property Performance Indicators for 2014/15 and set targets for the performance of operational assets for 2014/15	No	31-Jul-2014			
			Attend monthly meetings with the CPO and report on actions	No	31-Mar-2015			
LIB-14 30 To report on options for digitised mapping of land ownership records noting sales and acquisitions and implement	0%	This project has been delayed and each milestone has slipped by approx. 2-3mths. This means that, at this stage, the completion of this	Agree implementation plan with CPO and Legal	No	30-Oct-2014	N		
			Commence implementation and map new procedure	No	30-Dec-2014			

agreed plan		action may not be achieved until 2015/16. Further updates will follow.	Digitised land ownership records received from Legal team and land registry	No	30-Jan-2015			
			Digitised records updated	No	31-Mar-2015			

**STRATEGIC OBJECTIVE 2: Creating jobs and sustaining strong economic growth**  
**HEADLINE ACTION 03: Working with partners to create sustainable jobs and helping businesses to locate, grow and stay in Pendle**




Action	Progress Bar	Note	Milestones	Milestone Completed?	Milestone Due Date	Risk Register?	Status	Expected Outcome
ERS-14 26 Progress Land Use and Development Management Development Plan Document	0%	Work has started on the preparation of the methodology of the DPD but the CS has been the priority	Produce proposed methodology for the DPD	No	15-Aug-2014	Y		
			Proceed to an issues and options consultation	No	31-Mar-2015			

**STRATEGIC OBJECTIVE 2: Creating jobs and sustaining strong economic growth**  
**HEADLINE ACTION 06: Enabling housing that meets local needs and aspirations in terms of quantity, quality and affordability**

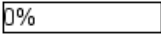


Action	Progress Bar	Note	Milestones	Milestone Completed?	Milestone Due Date	Risk Register?	Status	Expected Outcome
CRS-14 48 Continue work with Pearl 2 to deliver new housing development	0%	With regard to Bunkers Hill, the development scheme is being pursued (subject to Builders Finance Fund). No site investigations have been carried out.  The Clitheroe Road Development Agreement has been prepared and is awaiting signing. A planning application was submitted week commencing 12/1/2015.  New houses on the Presbytery site completed in December 2014.	Bunkers Hill - Phase 2 site investigations undertaken; Development scheme agreed	No	31-Jul-2014	Y		
			Clitheroe Road - Development agreement signed; Planning application approved	No	30-Sep-2014			
			Presbytery site - 18 properties refurbished and 14 new houses built	No	28-Feb-2015			

**STRATEGIC OBJECTIVE 2: Creating jobs and sustaining strong economic growth**  
**HEADLINE ACTION 07: Promoting the image of Pendle**

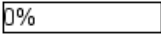


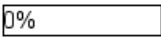


Action	Progress Bar	Note	Milestones	Milestone Completed?	Milestone Due Date	Risk Register?	Status	Expected Outcome
--------	--------------	------	------------	----------------------	--------------------	----------------	--------	------------------

CEPU-14 13 Support tourism initiatives		Due to reductions in staff in the Communications Team, the Quaker Trail work has been put on hold whilst we tackle other priorities such as Northlight promotion (Brierfield Mill).	Research a new Quaker Trail tourism package	Yes	30-Jun-2014	N		
			Develop the Quaker Trail	No	31-Oct-2014			
			Promote Pendle Walking Festival	Yes	31-Oct-2014			
			Launch the Pendle Visitor Guide 2015	No	31-Mar-2015			
			Launch the Quaker Trail	No	31-Mar-2015			

**STRATEGIC OBJECTIVE 3: Ensuring a cohesive, healthier and safer Pendle**  
**HEADLINE ACTION 08: Helping maintain the safety and cohesion of our communities**

Action	Progress Bar	Note	Milestones	Milestone Completed?	Milestone Due Date	Risk Register?	Status	Expected Outcome
ERS-14 35 Incorporate Equality Objectives into the Development Management Development Plan Document		Work has started on the preparation of the methodology of the DPD	Scope out the methodology for the assessment	No	15-Aug-2014	N		
			Include health objectives as part of the Issues and Options Consultation	No	31-Mar-2015			





**STRATEGIC OBJECTIVE 3: Ensuring a cohesive, healthier and safer Pendle**  
**HEADLINE ACTION 09: Working with partners to improve the health and wellbeing of our residents**

Action	Progress Bar	Note	Milestones	Milestone Completed?	Milestone Due Date	Risk Register?	Status	Expected Outcome
CRS-14 71 Deliver Disabled Facilities Grant programme		Due to the sudden changes in management in the Private Sector housing section and the need to deliver the service to the public it has not been possible develop the protocol and complete this action. Discussions with LCC regarding their Better Care Funding are ongoing. With regard to the capital programme spend, this is expected to be completed on time.	Develop protocol for dealing with DFGs in Registered Provider properties	No	31-Dec-2014	N		
			Ensure DFGs form an integral part of LCC's Better Care Funding planning so as to ensure future levels of funding are sufficient for demand - Receive confirmation of funding for 2015/16	No	31-Dec-2014			
			Achieve capital programme spend	No	31-Mar-2015			
CRS-14 72 Deliver private sector housing improvements to help deal with affordable		The insulation companies have not been forthcoming with this information and with management	Get information on CO2 & measures from suppliers	No	01-Dec-2014	N		
			Report CO2 saved and funding	No	31-Dec-2014			

warmth issues across the Borough		changes it has not been possible to devote the resources required to pursue this information.	generated to CCWG					
			Include carbon target in 2015/16 CCWG action plan	No	31-Mar-2015			
CRS-14 73 Develop 'spend to save' model for private sector housing interventions to assist with funding bids to LCC	0%	Due to the sudden changes in management in the Private Sector housing section and the need to deliver the service to the public it has not been possible to complete this action.	Evaluation of costs of interventions linked to health	No	01-Jun-2014	N		
			Meet with LCC public health to formulate model	No	01-Dec-2014			
			Submit completed model to CCG/HWB	No	31-Mar-2015			
ERS-14 37 Review Health Objectives as part of the Development Management Development Plan Document	0%	Work has started on the preparation of the methodology of the DPD	Scope out the methodology for the assessment	No	15-Aug-2014	N		
			Include health objectives as part of the Issues and Options Consultation	No	31-Mar-2015			
ERS-14 38 Undertake a sports pitch and open space review as part of the development management DPD	0%	This will form part of the evidence base for the Development Management and Land Use Allocations DPD	Scope out the methodology for the assessment	No	15-Aug-2014	N		
			Commence work on the assessment with Parks	No	01-Sep-2014			
			Complete the assessment	No	31-Jan-2015			
ERS-14 43 Engage with the emerging Health Protection Partnership from Public Health England	0%	No change. Request made to LCC Public Health Unit for update.	Monitor progress of PHE / LCC PHU	No	01-Jun-2014	N		
			Engage with as required	No	31-Mar-2015			

**STRATEGIC OBJECTIVE 3: Ensuring a cohesive, healthier and safer Pendle**  
**HEADLINE ACTION 10: Working to maintain the quality of our environment**

Action	Progress Bar	Note	Milestones	Milestone Completed?	Milestone Due Date	Risk Register?	Status	Expected Outcome
CRS-14 77 Produce a sustainable transport leaflet for Engineering & Special Projects Services	0%	Review of car parks completed and a report is to be submitted to Management Team on 20 January 2015.	Design and Produce leaflet	No	31-Dec-2014	N		
			Publish to web	No	31-Mar-2015			
CRS-14 78 Implement electric charge points	0%	Contact made with OLEV regarding funding for Goitside car park, awaiting a decision.	Tender for Works	No	30-Jun-2014	N		
			Installation of Charge Points	No	30-Nov-2014			
			Review of Charge Points	No	31-Mar-2015			
ERS-14 54 Bring the different	33%	Approval given by Colne & District	Work with relevant agents to	No	31-Dec-2014	N		

parts of Ball Grove (woodland, nature reserve, park and pasture field) currently managed by separate agents under one roof at Parks & Recreation.		Committee and Executive in Oct 2014. In process of detailed implementation.	bring separate parts under one roof					
			Implement new management structure and publicise changes	No	28-Feb-2015			
			Be in a position whereby a Green Flag application can be submitted to Ball Grove that includes the Park, woodland, nature reserve and pasture field as one entity.	Yes	31-Mar-2015			
ERS-14 55 Complete Parks & Recreation related Problem Sites work	33%	Work is still ongoing and we are on schedule to have everything in place by the end of March 2015.	Identify any new sites or sites to be transferred to Parks from other sections within the Council in addition to sites to be disposed of (these will need to be maintained in the meantime)	Yes	30-Apr-2014	N		
			Develop maintenance schedules for these sites and get appropriate budgets in place	No	30-Jun-2014			
			Implement maintenance and review progress	No	31-Mar-2015			
ERS-14 56 Undertake a programme of volunteer clean ups on open spaces and alongside the canal corridor	0%	3 Community events supported in Quarter 3. Street Pastors Litterpick Brierfield, Al Ikhlās Primary School litterpick and local residents litterpick along the route of the old tram lines Standroyd Road area of Colne	Develop programme of activity with Parks and recreational staff	No	30-Apr-2014	N		
			Support a minimum of 8 community events through the financial year	No	31-Mar-2015			
			Undertake 4 community litterpicks alongside the canal corridor	No	31-Mar-2015			