



Pendle Council

# Strategic Plan

2015 - 2018

Refresh 2016 - 2017

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# Introduction

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## **This is Pendle Council's Strategic Plan for 2015 - 2018.**

Its purpose is to show what we, the Council, will do about the priorities set out in the Sustainable Community Strategy for Pendle. It also lists the big things that we'll be doing as a Council that are just as important to us.

Our Financial Strategy is informed by the priorities in it. Individual service plans and targeted delivery plans / policies and strategies, such as the Jobs and Growth Strategy for Pendle, identify in more detail how we intend to achieve our priority outcomes.

# Our Vision

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**As a Council we have signed up to the vision in our Sustainable Community Strategy and we are committed to working with our partners to ensure that:**

**“ Pendle is a place where quality of life continues to improve and where people respect one another and their neighbourhoods. We want Pendle to be a place where everyone aspires to reach their full potential.**

**We want to be recognised locally, regionally and nationally as a great area to live, learn, work, play and visit. ”**





# Our Key Objectives

**This plan and the supporting service plans show how we will contribute to the eight agreed priority outcomes in our Sustainable Community Strategy (SCS) to:**

- Create safer communities where people feel safe and crime continues to fall (**Safer**)
- Support confident communities that are socially cohesive, creative, tolerant and considerate of the needs of all (**Cohesive**)
- Helping to create and sustain a dynamic, competitive and healthy local economy, providing the jobs of the future and the talents and skills to fill them (**Stronger**)
- Create a vibrant housing market offering a mix of high quality and affordable housing for all (**Shaping**)
- Improve health and wellbeing and help people live long, healthy and independent lives (**Healthier**)
- Care for our environment and deepen our understanding and respect for our surroundings (**Greener**)
- Care for our future generations – giving our children and young people the best start in life and the opportunity to achieve their full potential (**Caring**)
- Improve the quality of life for older people (**Improving**)



The Council's **four strategic objectives** are as follows:





**Working with partners and the community to  
sustain services of good value  
(STRONG SERVICES)**

Through effective partnership working we will ensure that we procure and provide good value services that meet the needs of residents, visitors, and businesses. We will prioritise resources accordingly and operate decision-making structures that are open, transparent and accountable.



**Help to create and sustain jobs with strong  
economic and housing growth  
(STRONG ECONOMY)**

We will work with our private sector partners to generate jobs and economic and housing growth in Pendle in a way that secures its long-term economic, environmental and social wellbeing.





## **Help to create and sustain resilient communities (STRONG COMMUNITIES)**

We will acknowledge and build upon the Borough's diversity, demonstrating our community leadership role by working with and empowering our partners and local people to provide clean, healthy, safe and cohesive communities. We will endeavour to maintain the quality of our environment through effective and efficient services, education, community involvement, partnership working and enforcement.



## **Maintaining a sustainable, resilient and efficient organisation (STRONG ORGANISATION)**

We will ensure that, as an organisation, we are suitably placed to deliver the priorities identified for Pendle and its residents. To do this we will employ the right people with the right skills in the right job. We will maintain robust financial processes, standards and systems optimising the technology and resources we have available to us, making us more efficient and effective in our service delivery.

# Our Values

**We want to achieve our vision in a sustainable way. This relies on developing strategies and action plans that take account of our values. The principles underpinning this commitment, and by which we work, are:**

- To always act with fairness, integrity and courtesy
- To ensure equality of opportunity for all our citizens by striving to create a community that values diversity and is socially inclusive, cohesive and tolerant towards the needs of others
- To consult in appropriate ways with, and listen to, the people of Pendle and to make opportunities for involvement in our decision making processes
- To act in the interests of the whole community by working in partnership with citizens, businesses and other organisations
- To promote sustainable development, whilst protecting, enhancing and celebrating Pendle's unique natural environment
- To make the best use of all our resources to deliver our services as efficiently, effectively and economically as possible
- To value our staff and to develop their potential.



# Partnership Working

We work closely with our partners to tackle the key challenges Pendle faces as a place. Through effective partnership working we ensure joined up public service delivery and focus on the priorities for the Borough. The strategic challenges and priorities for Pendle are detailed below:

| Challenges   | Priorities  |
|--|---|
| Educational attainment is poor, with Pendle having the lowest proportion of students achieving five or more A* to C grades, of all the districts in Lancashire.  | 1. To continue partnership working as a member of the Burnley and Pendle Children's Partnership Board, with a priority of Family Learning to support parents and carers with wider learning, acknowledging that this often takes place outside of school. |
| Pendle's skill base is low with poor job prospects and low paid work opportunities.  | 2. Facilitate with partners skills development, job creation, prosperity and economic development.<br>3. Work with partners to raise aspirations of our residents, particularly of young people   |
| <b>Health outcomes remain poor with lower life expectancy than national average</b> <ul style="list-style-type: none"> <li>Obesity levels are rising, particularly amongst young people, and physical activity rates declining.</li> <li>Infant mortality remains a significant issue for Pendle</li> </ul>  | 4. Work in partnership to address the wider determinants of health and deliver improved health outcomes for Pendle residents.   |
| Pendle has an ageing population, for the over 65's.  | 5. Longer term strategic planning to consider population and demographic changes to influence service planning and resource allocation, alongside work with key partners such as Age UK and the Lancashire Wellbeing Service.                             |
| <b>House types remain vastly different to the national average:</b> <ul style="list-style-type: none"> <li>Over half of Pendle's households occupy terraced housing, more than double the national average</li> <li>House prices in Pendle are less than half the national average</li> <li>Pendle has double the proportion of households living with no central heating compared with regionally and nationally</li> </ul> | 6. New housing developments to consider a greater variety of house types as well as considering demographic and population changes.   |

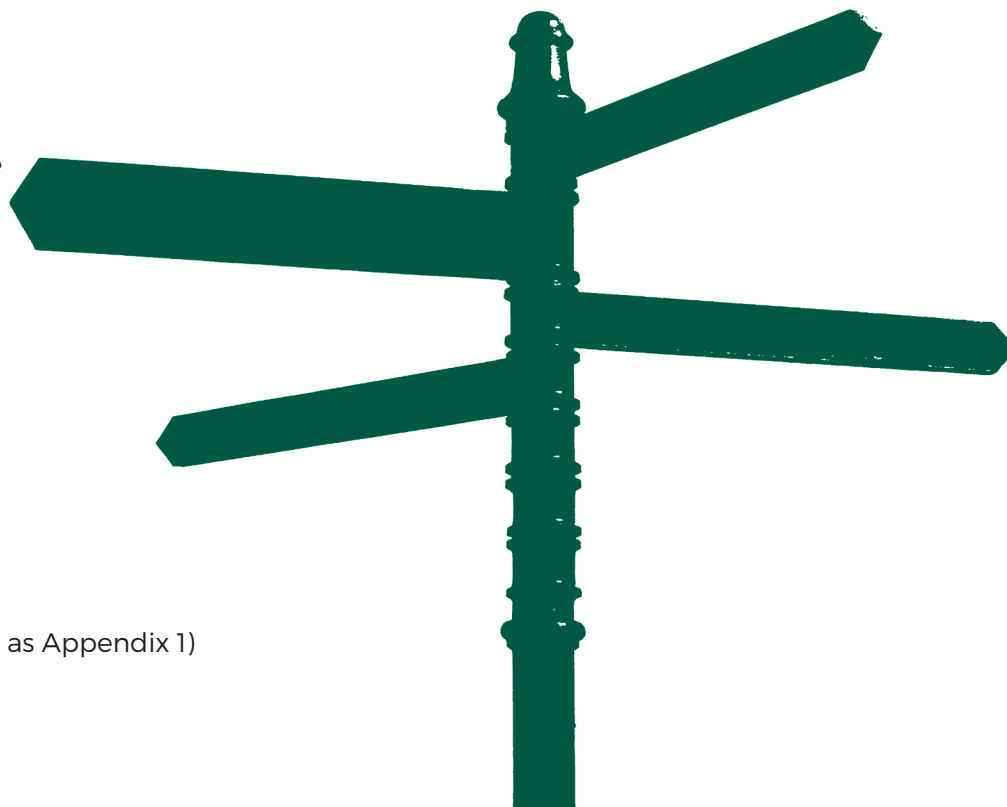
These challenges and priorities are areas which the Council cannot address alone. However, we work with Government agencies, local businesses and other organisations to positively improve the lives of our residents where we can. This plan and the supporting service plans will demonstrate how each of the services delivered by and on behalf of the Council will aim to contribute in addressing these priorities via our partnership working arrangements.

# Performance Management

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The Strategic Plan sets the policy direction for the Council over the next three years and includes key projects to be undertaken to ensure the delivery of our strategic objectives. We have a robust performance management process to ensure that our plans and strategies have the desired effect and are delivering effective outcomes. This Strategic Plan will be agreed by Council and performance managed through existing performance management systems and monitored by the Executive.

The methods by which we will measure our progress in delivering our priorities and achieving our desired outcomes will include monitoring our locally driven performance indicator set\* and our Perception Survey (which is our resident satisfaction survey). The performance indicator set is reviewed on an annual basis to ensure it remains relevant and meaningful and the Perception Survey is undertaken every two years.



\* (Which includes a basket of 25 key performance indicators - attached as Appendix 1)



# Resources

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## **Human Resources and Workforce Development**

The Council has held Investors in People (IIP) accreditation since 1995 and was awarded Gold Standard in 2012.

The Council has developed a Workforce Development Plan, which details our workforce plans, in order to support the delivery of the Strategic Plan. The Council's priorities are to develop its workforce in line with the IIP Action Plan and the Public Sector Equality Duty, to continue to deliver a Health and Wellbeing Programme and to develop a revised pay and grading structure – the Pay and Reward Policy. The primary purpose of the Workforce Development Plan is to ensure that the Council has the right number of employees, in the right places, with the right skills, work styles and capacity to support the delivery of good value services to all who live in, work in or visit Pendle.

The national local government workforce priorities are mirrored in the Council's workforce plans and include:

- Organisational Development
- Leadership and Management Development
- Skills Development
- Recruitment and Retention
- Pay and Reward
- Partnership working

The Council continues to promote health, wellbeing and safety. Human Resources supports managers to improve the health and wellbeing of employees through health surveillance linked to risk assessment, preventative treatments such as counselling and interventions to speed recovery where necessary, thus managing sickness absence.

## **Financial Management**

Pendle Council aims to maintain a high standard of financial management that underpins arrangements to deliver value for money. Our Financial Strategy is the basis of our effective financial management and is a key part of the successful delivery and future sustainability of our services. In support of the Financial Strategy, our Medium Term Financial Plan helps us to plan effectively and allocate resources to changing priorities and needs. The Executive and Management Team ensure that the Council's approach to financial management is robust but also dynamic.

## **Risk Management**

We endeavour to ensure that risk is managed across all of our activities. Our Risk Management Framework, supported by our performance management system, allows us to manage business risks in a measured way. It also provides a more robust approach to business planning and better

informed decision making, fostering a culture where uncertainty does not slow progress or stifle innovation. This ensures that our commitment and resources produce positive outcomes for the people who live and work in Pendle.

Our strategic risk register is dynamic. It is a key component in ensuring that significant projects and programmes are delivered and address issues such as meeting community expectations, compliance with legal obligations, resource gaps and workforce development. Our Service Impact Assessment process will identify gaps linked to equality, cohesion, health and community safety, alongside costs and legal obligations.

We also use our approach to risk management to identify and drive opportunities for service development.

### **Physical Assets**

We undertake regular reviews of our physical assets through a programme of condition and suitability surveys. We continually review our asset base to ensure that it properly reflects our priorities for future delivery of services. This work is guided by our Asset Management Plan. Fundamentally, we aim to hold a portfolio of physical assets that is efficient, effective, sustainable and contributes to good value service delivery and the delivery of our priorities now and in the future.

### **Information and Communications Technology (ICT)**

Our ICT Strategy will continue to provide a clear standards framework to maximise the return on investment in technology. The IT Service will work with services to exploit technology, remove duplication of data entry and storage, integrate IT solutions and streamline processes. This will ensure that ICT facilitates improvement in the services we provide to people who live and work in Pendle. We have met the requirements of the Code of Connection and, with our strategic partner Liberata, we have attained IT security principles of ISO 27001. The IT Usage policies raise the awareness of data security with all IT users. These policies will be reviewed as required to provide awareness of the broader aspects of data security and to ensure that we are compliant with the relevant legal obligations.

### **Procurement**

We have in place a Commissioning and Procurement Strategy. This Strategy ensures that commissioning and procurement decisions continue to drive forward improvements in the way in which we commission and buy goods and services, comply with the Equality Duty and help develop and support our local economy. We also want to ensure that our strategy provides for sustainable procurement and uses commissioning more effectively for the delivery of services. Where appropriate, we will work with other Councils on joint procurement and will seek to commission services from the local voluntary, community and faith sector where necessary.

### **Data Quality**

To develop a culture of transparency and accountability throughout the organisation, all data needs to be subject to robust quality standards. We achieve this through a Data Quality Policy which is reviewed on an annual basis. This policy aims to ensure that we:

- Set targets, collect, record, analyse and report performance data accurately, reliably, consistently and in a timely manner to inform the decision making process;
- Provide employees with clear objectives, standards and protocols for maintaining quality data;
- Meet appropriate audit standards and requirements.

### **Legal Advice**

To perform effectively, it is crucial that we have access to high quality legal advice. Supporting our Monitoring Officer, we have an in-house Legal Services team which provides an effective and proactive response to these requirements through swift guidance and support to the delivery of frontline services and corporate governance.

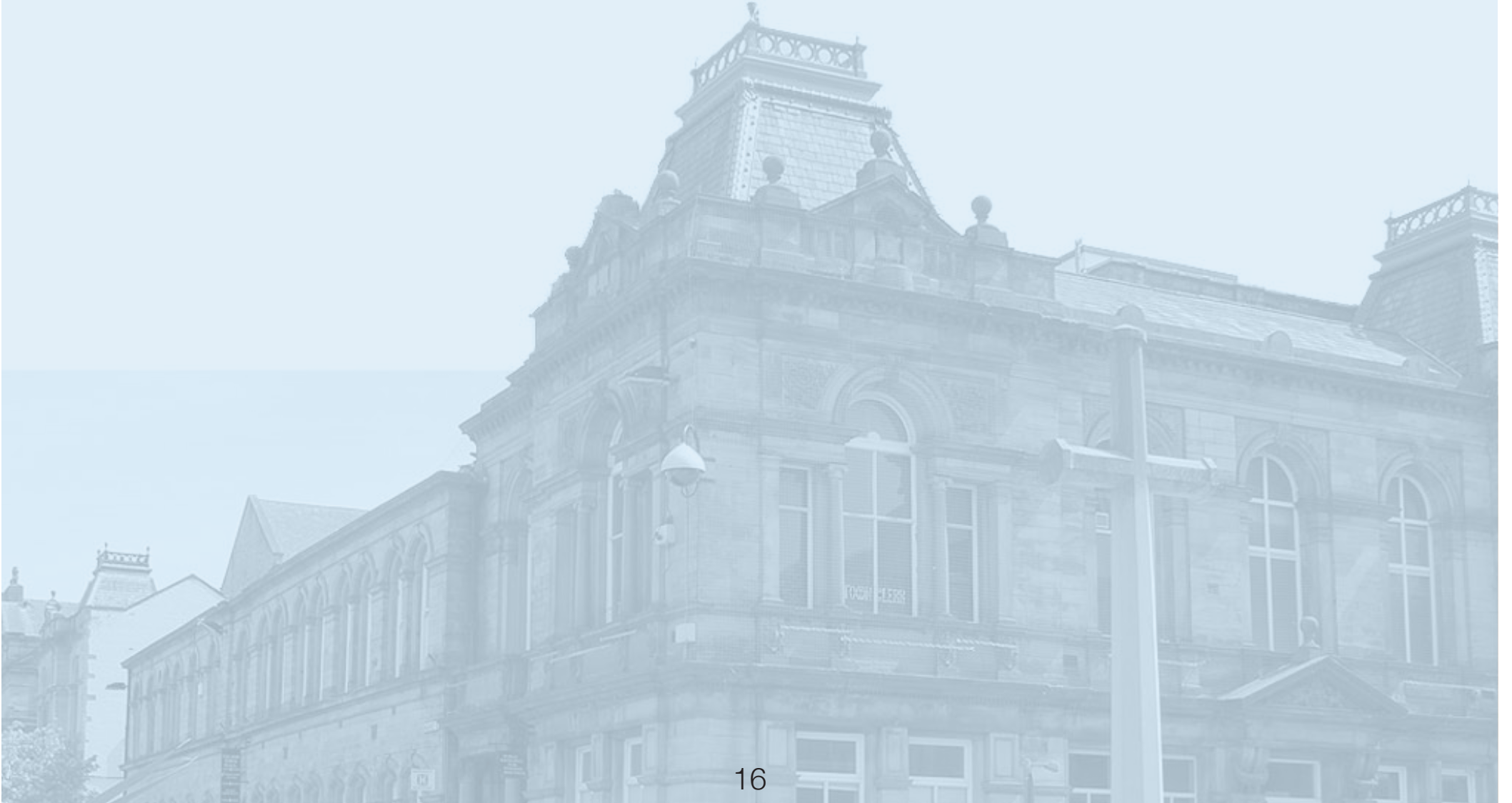
### **The Council's Environmental Footprint**

We are committed to reducing our use of harmful natural resources. We regularly monitor our energy use and set ourselves annual carbon reduction targets. We produce an annual Emissions Report and have a Climate Change Action Plan which sets out all of the actions we are taking to reduce our carbon emissions.

### **Continuous Service Improvement**

Our Continuous Service Improvement work is overseen by the Council's Management Team and is key in prioritising service areas across the Council. It is a key component of our service and financial planning, and we expect it to continue to help deliver savings over the medium term as funding reduces. These savings will be used to manage our projected budget pressures, as well as enabling investment in key priorities. In addition, it also provides the opportunity to transform the way we provide services, and the expectation that other methods of service delivery will be considered, with the best options for future service delivery being recommended. The service impact assessment process will support this improvement by identifying potential issues and good practice.

# Headline Actions and Key Projects



# 1

## **Strategic Objective 1: STRONG SERVICES**

### **Working with partners and the community to sustain services of good value**

#### **1. Working with partners and the community to provide sustainable, good value for money services at a lower cost base whilst maintaining customer satisfaction**

##### **Key priorities**

- a. Develop further options to reduce the net cost of Council Services and to achieve a balanced budget over the medium term using the Financial Strategy's 'Grow, Charge, Save' principle.
- b. Work in partnership with Town and Parish Councils to maintain local facilities and the delivery of key local services.
- c. Develop a Commercial Strategy to focus on investment in services, sale of surplus services, reviewing charging mechanisms and achieving better returns on assets.
- d. Maximise opportunities from the 4-year funding offer, flexibility on use of capital receipts and introduction of 100% business rates retention.



# 2

## Strategic Objective 2: STRONG ECONOMY

### Help to create and sustain jobs with strong economic and housing growth

#### 2. Working with partners to help create sustainable, accessible jobs so that businesses locate, grow and stay in Pendle and to provide business support and facilitate skills improvement

##### Key priorities

- a. Progress Part 2 of the Local Plan, (taking into consideration the emergence of neighbourhood plans in the borough).
- b. Work with PEARL (BM) Ltd and other partners to deliver the redevelopment of Brierfield Mill (including the acquisition of land / properties adjoining the site).
- c. Maximise the investment into Pendle to support the delivery of employment and housing sites in Pendle, with particular focus on the extension to Lomeshaye Industrial Estate.
- d. Work with the Lancashire County Council (LCC) on the Route Management Strategy for North Valley Road, Colne including further consideration of the Colne – Foulridge bypass.

##### Ongoing priorities

- e. Continue the Councils programme of business support under the Gearing Up for Growth Programme and work with the Lancashire Enterprise Partnership (LEP), Regenerate Pennine Lancashire (RPL) and other partners to provide funding for start-up and growth businesses and facilitate skills improvement and retention in Pendle.

#### 3. Enabling housing provision that meets local needs and aspirations in terms of quantity, quality, accessibility and affordability

##### Key priorities

- a. Promote the use of the Brownfield Development Fund to re-use Brownfield land which helps to regenerate derelict sites and remediate land.
- b. Work with partners to bring forward new housing developments and consider the use of Council assets to deliver housing that meets the needs of local people, including affordable housing and starter homes.
- c. Develop and implement a Selective Licencing Scheme for Pendle.

##### Ongoing priorities

- d. Continue delivery of existing housing schemes such as Quaker Heights, Holden Road and Clitheroe Road.
- e. Contribute to the development of proposals for a Combined Authority / Devolution Deal for Lancashire.

# 3

## **Strategic Objective 3: STRONG COMMUNITIES**

### **Help to create and sustain resilient communities**

#### **4. Working with partners to strengthen community resilience.**

##### **Key priorities**

- a. Influence health commissioners to maximise opportunities for health improvement outcomes and consider opportunities for innovative service delivery to maximise our contribution to public health.
- b. Work with partners to mitigate the impact of welfare reforms.
- c. Deliver our commitments to community safety.

##### **Ongoing priorities**

- d. Safeguard our heritage and natural environment whilst delivering our priorities for economic growth.
- e. Maintain the amenity and cleanliness of the Borough.

# 4

## **Strategic Objective 4: STRONG ORGANISATION**

### **Maintaining a sustainable, resilient and efficient organisation**

#### **5. Maximise the potential of our workforce and be recognised as a leading employer**

##### **Key priorities**

- a. Continue to implement the Workforce Development Plan.

#### **6. Change the way we deliver services so that they meet changing customer demands in an efficient way and make the best use of our assets and technology.**

##### **Key priorities**

- a. Development of service delivery through the website whilst working with our partner Liberata to implement the Customer Access Management Strategy, with a focus on moving towards becoming 'Digital by Default'.

##### **Ongoing priorities**

- b. Complete the implementation of the software rationalisation programme, e.g. introduction of IDOX, to enable more efficient working across services and between front and back office systems.
- c. Ensure the Council has resilient and robust Corporate Governance and Risk Management arrangements in place to safeguard its employees, assets and the public.

## Strategic Plan Refresh 2016-17 Appendix 1

### Basket of Key Performance Indicators 2016-2017

Generated on: 22 June 2016

| PI Code  | PI Description  | Annual Target 2016/17 |
|----------|---|-----------------------|
| AC 2     | Percentage of undisputed invoices paid within 30 days   | 99.3%                 |
| BV9      | Percentage of Council Tax collected   | 96.25%                |
| BV10     | Percentage of Non-Domestic Rates Collected  | 98.25%                |
| BV12     | Working Days Lost Due to Sickness Absence   | 6.2 days              |
| BV78a(i) | Speed of processing new HB/CTB claims: cumulative   | 20 days               |
| BV78b(i) | Speed of processing change of circumstances for HB/CTB claims: cumulative   | 6 days                |
| BV79b(i) | Percentage of Recoverable Overpayments Recovered (HB) that are recovered during period  | 84%                   |
| DIR 1    | Percentage of complaints handled within timescales  | 100.0%                |
| DL 2     | Standard land charge searches completed in less than 5 days   | 95%                   |
| HN 1     | Recording cases where positive action is taken to prevent or relieve homelessness (per 1,000 households)  | 5.02                  |
| HS 5     | Number of private sector dwellings (empty properties) that are returned into occupation   | 800                   |
| HS 6     | Number of private sector dwellings where Category 1 hazards are removed   | 90                    |
| PBC 1a   | Percentage of all appeals determined in accordance with officer recommendation  | 80.00%                |
| PBC 5    | Percentage of 'Major' planning applications determined within 13 weeks  | 86%                   |
| PBC 6    | Percentage of 'Minor' planning applications determined within 8 weeks   | 87%                   |
| PBC 7    | Percentage of 'Other' planning applications determined within 8 weeks   | 92%                   |
| TS 1b    | Percentage of telephone customers greeted within 40 seconds: cumulative   | 80%                   |
| TS 2b    | Percentage of call abandonment: cumulative  | 4.5%                  |
| TS 3b    | Percentage of drop-in customers and cash transactions to be seen / handled within 15 minutes: cumulative  | 93.75%                |
| TS 9b    | Claims paid within 14 days: cumulative  | 98%                   |
| WM 2     | Reported number of missed collections not dealt with within 24hrs (excluding non-working days)  | 100                   |
| WM 8c    | Percentage of the total tonnage of household waste which has been recycled - Rolling Year %   | 25.50%                |
| WM 8d    | Percentage of the total tonnage of household waste which have been sent for composting or for treatment by anaerobic digestion - Rolling Year % | 14.50%                |
| WM 11a   | Improved street and environmental cleanliness: Litter   | 5%                    |
| WM 11d   | Improved street and environmental cleanliness: Dog fouling  | 1%                    |







Pendle Council working in partnership with

**Liberata**