



Pendle Council

Strategic Plan

2015 - 2018

Refresh 2017 - 2018

Contents

	Page
Introduction	2
Our Vision, Objectives, Values,	3 - 10
Partnership Working	12
Performance Management	15
Resources	16 - 18
Headline Actions	19 - 23
Appendix 1 - Basket of key performance indicators	24

Introduction

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

Its purpose is to show what we, the Council, will do about the strategic priorities for Pendle. It lists the big things that we'll be doing as a Council that are 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

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. ”



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





**Working with partners, the community and
volunteers 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.



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

We will work with our public sector and 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.



Helping 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 and voluntary involvement, partnership working and enforcement.



**Maintaining a sustainable, resilient and efficient organisation which is Digital by Default
(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 and becoming Digital by Default.

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. Some of the strategic challenges and priorities for Pendle are detailed below:

Skills

Key Challenges

Educational attainment in Pendle is poor and has been for a number of years. In 2016, Pendle had the lowest proportion of students achieving five or more A* to C grades, of all the districts in Lancashire. Performance in the years prior to this has also been consistently below the Lancashire average.

Pendle's residents have lower skill levels when compared to the Lancashire and England averages.

Priorities

- 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.
- Work collaboratively with partners such as Schools, Nelson and Colne College and Lancashire County Council on the 'Pendle Challenge'.
- Work with businesses/schools through the Business in the Community Programme and the Careers Enterprise Advisor Network.
- To identify and exploit opportunities for investment in skills development for Pendle residents whether in or out of work.
- Work with the Lancashire Skills and Employment Board to ensure funding for employment programmes is used in Pendle.
- Support and promote the work of Lancashire Adult Learning (particularly as it relocates its base to Northlight in 2017).
- Use the Pendle Vision Board to identify where improvements in skills is required.
- Work with the Department for Work and Pensions (DWP) to help the long term unemployed back into work.

Partnership Working

Housing

Key Challenges

Low financial viability of sites due to low values, a range of small development sites and a lack of Developer interest (particularly volume housebuilders) in Pendle.

Priorities

- Work with the Homes and Communities Agency to maximise the benefits of being a Housing Zone and Starter Homes Pilot Area leading to delivery of new housing.
- Use the Brownfield Development Fund in partnership with local Developers to bring forward Brownfield Sites for residential development.
- Continue using the Council's Joint Venture to deliver housing sites.
- Continue working with local Registered Social Providers to deliver affordable housing schemes (including Affordable Rent and Shared Ownership).

Connectivity

Key Challenges

Improve both physical and virtual connectivity

Priorities

- Continue to lobby for the Colne-Foulridge Bypass (as part of the broader review of East/West Connectivity by Transport for the North).
- Continue to lobby for the Colne to Skipton Railway Line to be reinstated (again, as part of the review of East/West Connectivity by Transport for the North).
- Work with Digital Lancashire to ensure that Pendle has the best digital infrastructure to support economic growth.

Partnership Working

Economy

Key Challenges

Meeting the demand for employment sites in Pendle leading to the creation of new jobs and economic growth.

Priorities

- Work with the Lancashire Enterprise Partnership, BOOST and Growth Lancashire Ltd to promote Pendle as a place to do business and, where required, to support Pendle's businesses to meet their growth aspirations.
- Use the Council's Joint Venture to deliver the extension to the Lomeshaye Industrial Estate.
- Use the Brownfield Development Fund in partnership with local Developers to bring forward Brownfield Sites for commercial development.

Health

Key Challenges

Pendle has an ageing population.

Obesity levels in Pendle are rising, particularly amongst young people and as physical activity rates are declining.

Infant mortality rates remain a significant issue for Pendle.

Priorities

- Seek to influence the development and implementation of the Sustainability and Transformation Plan (STP) for Lancashire and Cumbria with participation in the Pennine Lancashire Transformation Programme.
- Work with other local authorities in Pennine Lancashire on the Health and Wellbeing Board.
- Actively participate in the Pendle Locality Steering Group with the East Lancashire CCG.

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.

Cross-Cutting Themes

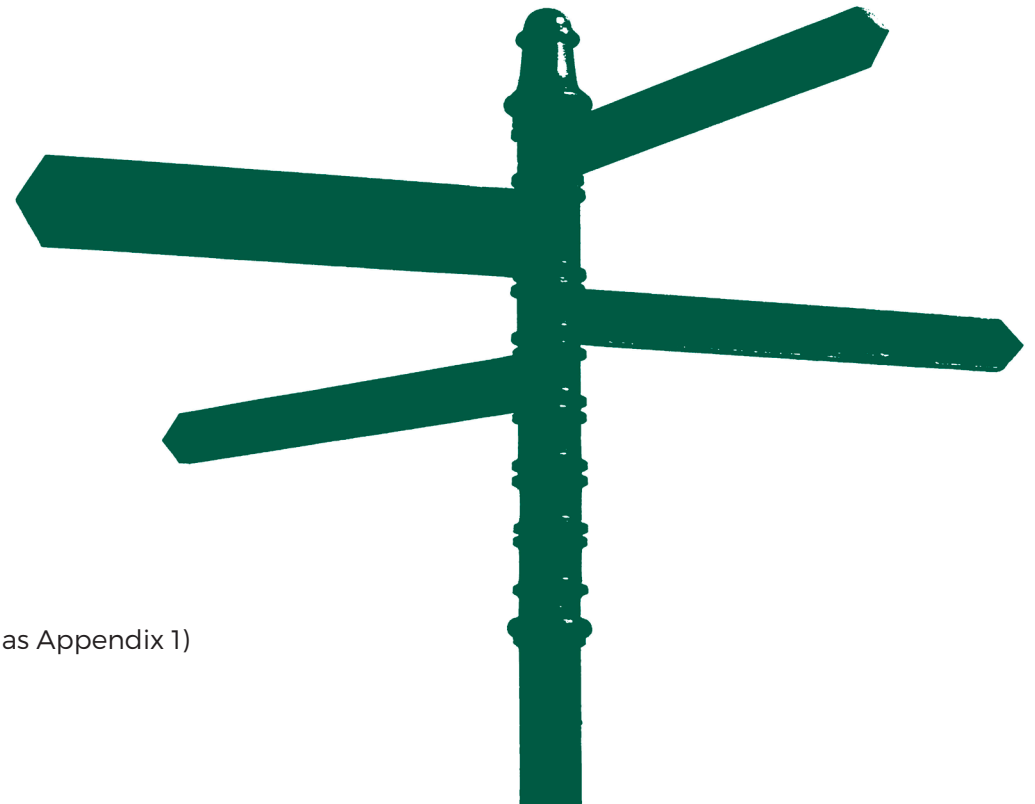
There are also cross-cutting themes that are required to effectively underpin the work that we do going forward:

- Creating self-sufficiency within our communities
- Effectively working with partners
- Embedding a digital approach to the way we do things
- Being more commercial
- Remaining a customer focussed organisation
- Sustaining local delivery of services, where it is appropriate to do so.

Performance Management

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 30 key performance indicators - attached as Appendix 1)

Resources

Human Resources and Workforce Development

The Council has held Investors in People (IIP) accreditation since 1995 and in 2012 was awarded the Gold Standard, which it continues to hold. 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 the Reward and Recognition 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
- Reward and Recognition
- 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 stifles 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 and rationalise 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, and facilitate the Council becoming Digital by Default. 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 which has recently been updated. The 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 appropriate.

The updated Strategy also addresses the requirements of the Public Services (Social Value) Act 2012. The Act requires the Council to consider how the services we commission and procure might improve the economic,

social and environmental wellbeing of the Borough. The Act applies to contracts for public services, including contracts that are primarily for public services with an element of goods or works, which are over specified EU thresholds. Procurements for lesser values will also have regard to social value and the additional benefits it can bring for the local community and stakeholders.

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 Strategy 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 regularly monitor our energy use and set ourselves annual carbon reduction targets. We produce an annual Emissions Report which sets out all of the actions we are taking to reduce our carbon emissions.

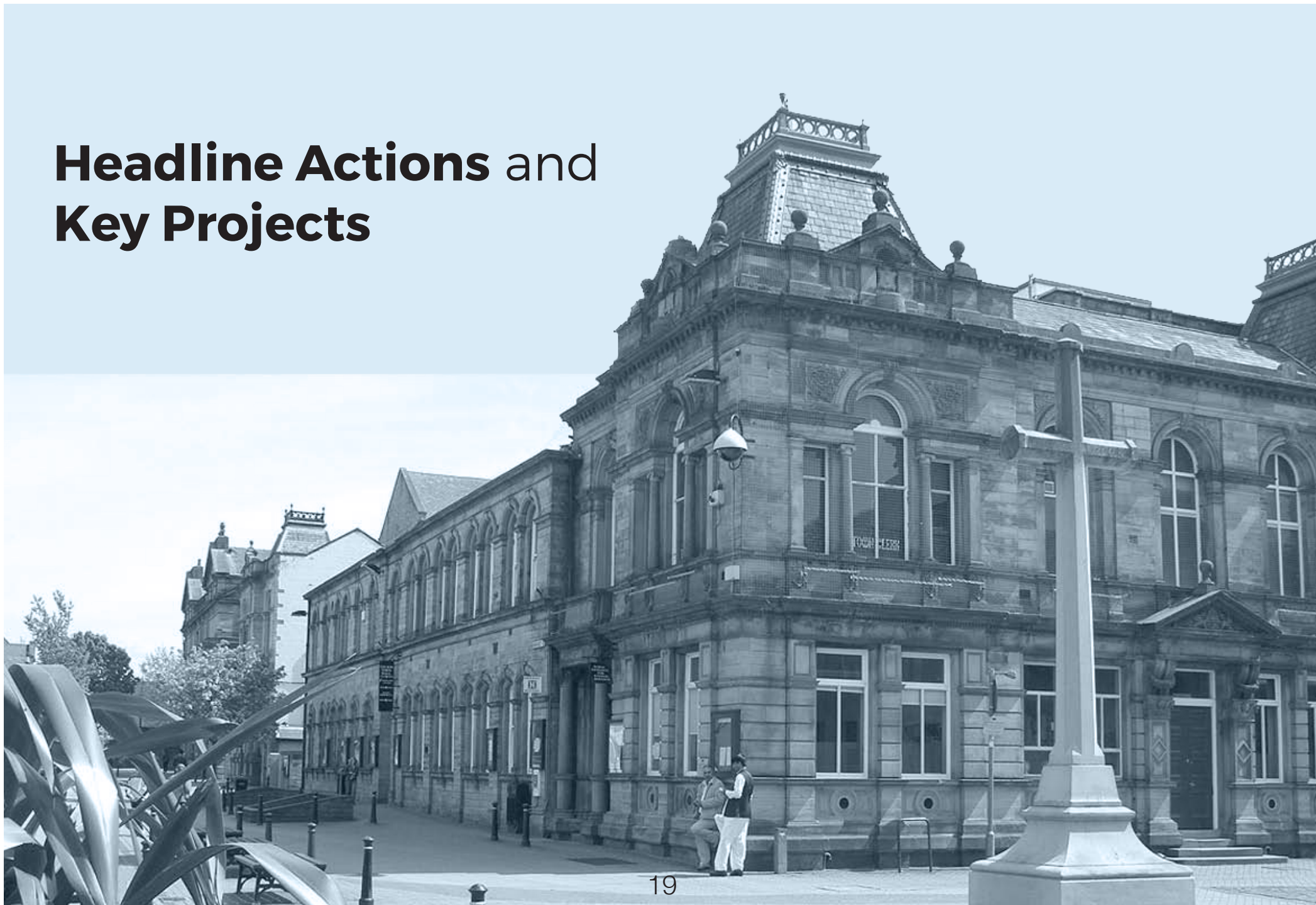
Continuous Service Improvement

Our Continuous Service Improvement (CSI) 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. Where appropriate the service impact assessment process will support this improvement by identifying potential issues and good practice.

To enhance the CSI process, we introduced the Continuous Improvement Group in 2015. The group is made up of staff members who have volunteered to act as a sounding board to aid the development of new staff focussed strategies / policies. The group also provides a bottom-up communication channel by enabling staff to air any issues and suggest ideas for improvement related to working practices and conditions who then work together to find solutions.

Headline Actions and Key Projects



1

Strategic Objective 1: STRONG SERVICES

Working with partners, the community and volunteers to sustain services of good value

1. Working with partners, the community and volunteers to provide sustainable, good value for money services at a lower cost base whilst striving to maintain 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, Stop' principle.
- b. Work in partnership with Town and Parish Councils, Social Enterprises and volunteers to maintain local facilities and the delivery of key local services.
- c. Develop and implement a Commercial Strategy to focus on investment in assets, sale of services, reviewing charging mechanisms and achieving better returns on assets.
- d. Maximise opportunities from the flexibility on the use of capital receipts and preparation for the introduction of 100% business rates retention.

2

Strategic Objective 2: STRONG ECONOMY

Helping to create and sustain jobs with strong economic and housing growth

2. Working with partners, which includes the Lancashire Enterprise Partnership (LEP), 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. Bring forward economic growth in Pendle with the extension to Lomeshaye Industrial Estate and develop the business case for the extension to West Craven Business Park.
- b. Progress Part 2 of the Local Plan.
- c. Work with PEARL (BM) Ltd and other partners to deliver the redevelopment of Brierfield Mill.
- d. Work with partners to improve the skills, education and training of Pendle's workforce via the Pendle Business Class Hub, the Careers Enterprise Network and the Pendle Challenge.
- e. Support businesses by working in partnership with the Pendle Vision Board to deliver the Council's Gearing Up for Growth Programme.
- f. Actively promote Pendle as a great area to live, learn, work, play and visit.
- g. Work with partners to improve transport links across the Borough, including the Colne Congestion Relief Project for North Valley Road, Colne, continuing to lobby for the Colne – Foulridge bypass and prioritising the re-opening of the Colne – Skipton rail line.

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

Key priorities

- a. Maximise the use of Starter Homes Land Fund, Housing Zone Status and other Homes & Communities Agency (HCA) programmes to deliver new housing in Pendle, including affordable housing.
- b. Use the Brownfield Development Fund to bring forward Brownfield developments which help to regenerate derelict sites and remediate land.
- c. Improve the management and standard of existing private rented properties in the area through the implementation of a Selective Licensing Scheme for Pendle.
- d. Implement the Empty Homes Strategy as a means of bringing more empty homes back into use.
- e. Work with PEARL to deliver new housing schemes at Clitheroe Road, Carry Lane, Oak Mill and Brierfield Mill.
- f. Support communities in the development of sound Neighbourhood Plans.

3

Strategic Objective 3: STRONG COMMUNITIES

Helping to create and sustain resilient communities

4. Working with partners to empower communities to become more self-sufficient whilst safeguarding vulnerable people.

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, including preventative health measures and prioritising accessible neighbourhood health provision to include lobbying for a new health facility in Barnoldswick.
- b. Work with partners to mitigate the impact of welfare reforms.
- c. Work with partners, communities and volunteers to maintain community safety and cohesion.
- d. Continue to manage homelessness in Pendle by conducting a homelessness review to inform the production of a new Homelessness Strategy, tackle youth homelessness via the Lancashire Homelessness Prevention Trailblazer pilot and effectively respond to changes from the Homelessness Reduction Bill.
- e. Support partners to improve educational and vocational outcomes in Pendle.
- f. Maintain the amenity and cleanliness of the Borough with an emphasis on Environmental Crime enforcement and maximising the use of our volunteers to enhance what we do already.
- g. Influence our partners to tackle the fear of flooding within our communities.
- h. Safeguard our heritage and natural environment whilst delivering our priorities for economic growth.

4

Strategic Objective 4: STRONG ORGANISATION

Maintaining a sustainable, resilient and efficient organisation which is Digital by Default

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

Key priorities

- a. Continue to implement the Workforce Development Plan.
- b. Prepare for Investors in People re-assessment, taking into account the new requirements of the Standard.
- c. Consider the impact on the Council of the new Apprenticeship Levy.
- d. Undertake a review of the Values by which the Council operates.

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, becoming Digital by Default.

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'.
- b. Use systems such as IDOX and CRM to deliver services better and 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.
- d. Encourage different ways of working to deliver services as effectively and efficiently as possible.
- e. Ensure that all staff and Members have the required digital skills to enable efficient and effective service delivery.

Strategic Plan Refresh 2017-18 Appendix 1

Basket of Key Performance Indicators 2017-2018

PI Code	PI Description	Annual Target 2017/18
AC 2	Percentage of undisputed invoices paid within 30 days	To be determined
BV9	Percentage of Council Tax collected	To be determined
BV10	Percentage of Non-Domestic Rates Collected	To be determined
BV12	Working Days Lost Due to Sickness Absence	To be determined
BV78a(i)	Speed of processing new HB/CTB claims: cumulative	To be determined
BV78b(i)	Speed of processing change of circumstances for HB/CTB claims: cumulative	To be determined
BV79b(i)	Percentage of Recoverable Overpayments Recovered (HB) that are recovered during period	To be determined
CA 10a	Percentage of payments made online by the customer	To be determined
CA 10b	Number of online payments made independently by the customer	To be determined
CA 11a	Total Revenues & Benefits Call Volumes	To be determined
CA 11b	Volume of Revenues & Benefits face-to-face visits	To be determined
CA 11c	Volume of emails into Revenues & Benefits service	To be determined
DIR 1	Percentage of complaints handled within timescales	To be determined
DL 2	Standard land charge searches completed in less than 5 days	To be determined
HN 1	Recording cases where positive action is taken to prevent or relieve homelessness (per 1,000 households)	To be determined
HS 5	Number of private sector dwellings (empty properties) that are returned into occupation	To be determined
HS 6	Number of private sector dwellings where Category 1 hazards are removed	To be determined
PBC 1a	Percentage of all appeals determined in accordance with officer recommendation	To be determined
PBC 5	Percentage of 'Major' planning applications determined within 13 weeks	To be determined
PBC 6	Percentage of 'Minor' planning applications determined within 8 weeks	To be determined
PBC 7	Percentage of 'Other' planning applications determined within 8 weeks	To be determined
TS 1b	Percentage of telephone customers greeted within 40 seconds: cumulative	To be determined
TS 2b	Percentage of call abandonment: cumulative	To be determined
TS 3b	Percentage of drop-in customers and cash transactions to be seen / handled within 15 minutes: cumulative	To be determined
TS 9b	Claims paid within 14 days: cumulative	To be determined
WM 2	Reported number of missed collections not dealt with within 24hrs (excluding non-working days)	To be determined
WM 8c	Percentage of the total tonnage of household waste which has been recycled - Rolling Year %	To be determined
WM 8d	Percentage of the total tonnage of household waste which have been sent for composting or for treatment by anaerobic digestion - Rolling Year %	To be determined
WM 11a	Improved street and environmental cleanliness: Litter	To be determined
WM 11d	Improved street and environmental cleanliness: Dog fouling	To be determined





If you would like this information in a way which is better for you, please telephone us.



Pendle Council working in partnership with

Liberata