

PENDLE COUNCIL

STRATEGIC PLAN

2018 – 2020:

DRAFT REFRESH 2019 – 2020

Introduction

This is Pendle Council's Strategic Plan for 2018 - 2020.

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 and our Digital Strategy, identify in more detail how we intend to achieve our priority outcomes.

Our Vision

As a Council we have signed up to the vision 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:

1. 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.

2. 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.

3. 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.

4. 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:

- **Pride: Take pride in all that you do**
- **Enterprising: Be open to doing things differently**
- **No blame culture: Don't be afraid to fail; together everyone achieves more.**
- **Determined: Face challenges in a positive way**
- **Listen: Take time to listen and support others**
- **Equality: Value differences and celebrate diversity**

(PENDLE diagram to be inserted in final version)

Partnership Working

We work closely with our partners to tackle the key strategic challenges Pendle faces as a place. Through effective partnership working we endeavour to 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:

Key Challenges	Priorities
Skills	
Educational attainment in Pendle is poor and has been for a number of years. In 2017, 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	<ul style="list-style-type: none"> • Work collaboratively with partners such as Schools, Nelson and Colne College and Lancashire County Council (LCC) on the 'Pendle Challenge' to improve educational outcomes. • 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 with businesses/schools through the Careers Hub and the Careers Enterprise Advisor Network to enhance careers advice, information and guidance to young people.
Pendle's residents have lower skill levels when compared to the Lancashire and England averages.	<ul style="list-style-type: none"> • Work with the Lancashire Skills and Employment Board to ensure funding for employment programmes is used in Pendle to identify and exploit opportunities for investment in skills development for Pendle residents whether in or out of work. • Support and promote the work of Lancashire Adult Learning (particularly following the relocation of its base to Northlight) to upskill our adult population. • Use the Pendle Vision Board to identify where improvements in skills is required. • Work with the Department for Work and Pensions (DWP) to

Key Challenges	Priorities
	help the long term unemployed back into work.
Housing	
<p>Inability to meet housing development targets due to low financial viability of sites, a range of small development sites and a lack of developer interest (particularly volume house builders) in Pendle.</p> <p>Poor quality of existing housing stock and an increasing level of private rented property, including House in Multiple Occupation (HMOs).</p>	<ul style="list-style-type: none"> • Work with Homes England to maximise the funding for Pendle leading to delivery of new housing. • Use PEARL Together to deliver housing sites for open market housing and affordable housing schemes (including Affordable Rent and Shared Ownership). • Use the Brownfield Development Fund in partnership with local developers to bring forward Brownfield Sites for residential development.
Connectivity	
<p>Improve both physical and virtual connectivity</p>	<ul style="list-style-type: none"> • In partnership with the Pendle Vision Board, local businesses, LCC, Lancashire Enterprise Partnership (LEP), and other councils, seek to improve connectivity in Pendle by: <ul style="list-style-type: none"> ○ Continuing to lobby for the Colne-A56 Villages Bypass (as part of the broader review of East/West Connectivity by Transport for the North). ○ Continuing 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 and Lancashire Digital Skills Partnership to ensure that Pendle has the best digital infrastructure to support economic growth.
Economy	
<p>Meeting the demand for employment sites in Pendle leading to the creation of new jobs and economic growth.</p>	<ul style="list-style-type: none"> • Use the Council's Joint Venture to deliver the extension to the Lomeshaye Industrial Estate.

Key Challenges	Priorities
<p>Supporting the growth of existing businesses and the establishment of new businesses.</p>	<ul style="list-style-type: none"> • Work with the LEP, 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. • Work with LEP, LCC and Pendle Vision Board to develop the business case and seek external support for the extension of West Craven Business Park. • Use the Brownfield Development Fund in partnership with local developers to bring forward Brownfield Sites for commercial development.
Health	
<p>Pendle has an ageing population with many living in unsuitable housing.</p> <p>Obesity levels in Pendle are rising, particularly amongst young people and as physical activity rates are declining.</p> <p>Infant mortality rates remain a significant issue for Pendle</p>	<ul style="list-style-type: none"> • Seek to influence the work of the Integrated Care System for Lancashire and Cumbria and participate in the Pennine Lancashire Integrated Care Partnership to improve health outcomes for people in Pendle. • Work with other local authorities in Pennine Lancashire on the Local Integrated Care Partnership to improve health outcomes for people in Pendle. • Actively participate in the Pendle Health and Well Being Group with the East Lancashire CCG and support the delivery of health services at neighbourhood level through the Primary Care Network to enhance health service provision at a local level.

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:

- Embedding a digital approach to the way we do things
- Being more commercial
- Remaining a customer focussed organisation
- Sustaining local delivery of services, either directly or through other partners
- Effectively working with partners
- Building community capacity
- Creating self-sufficiency within our communities

Performance Management

The Strategic Plan sets the policy direction for the Council and for the next two years 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 Policy and Resources Committee.

The methods by which we will measure our progress in delivering our priorities and achieving our desired outcomes will include monitoring our service plan actions, our locally driven performance indicator set and our Life in Pendle Survey (which is our resident satisfaction survey). The performance indicator set (which includes a basket of 29 key performance indicators – attached as Appendix 1) is reviewed on an annual basis to ensure it remains relevant and meaningful and the Life in Pendle Survey is undertaken every two years.

Resources

Human Resources and Workforce Development

The Council wants to develop more empowered and enabled staff with leaders at all levels. 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 Workforce Development 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:

- Leadership and Management Development
- Organisational 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

We aim 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 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 Policy and Resources Committee 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. 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 Strategy also acknowledges the need for officers to give particular consideration to the requirements of the Public Services (Social Value) Act 2012 for qualifying contracts but also for smaller scale projects, where deemed relevant.

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.

Strategic Plan 2018 - 2020: Headline Actions & Key Projects

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) Services that can be will be delivered 'Digital by Default'
- c) Work in partnership with other local authorities, Town and Parish Councils, the Third Sector and Volunteers to maintain local facilities and the delivery of key local services.
- d) Implement a Commercial Strategy focussing on investment in assets, sale of services, reviewing charging mechanisms, exploring sponsorship opportunities and achieving better returns on assets.
- e) Undertake a review of the Council's Service Standards
- f) Lobby the Government for a fairer funding settlement via the Fair Funding Review.

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) Adopt Part 2 of the Local Plan.
- c) Develop the Nelson Town Centre Masterplan
- d) Work with PEARL (BM) Ltd and other partners to deliver the redevelopment of Brierfield Mill.
- e) Work with partners to improve the skills, education and training of Pendle's workforce via the Enterprise Advisor Network and the Pendle Challenge.
- f) Support businesses by working in partnership with the Pendle Vision Board to deliver the Council's Gearing Up for Growth Programme.

- g) Actively promote Pendle as a great area to live, learn, work, play and visit.
 - h) 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 – A56 Villages Bypass and prioritising the re-opening of the Colne – Skipton rail line as part of the Central Pennines Growth Corridor proposed by Transport for the North.
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 Homes England and other 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) Work with partners, developers and land owners to implement extant planning consents.
 - d) Implement the Empty Homes Strategy as a means of tackling long-term empty properties and bringing them back into use.
 - e) Deliver new housing schemes at Clitheroe Road, Carry Lane and Oak Mill along with other developments via the joint venture arrangement with Barnfield and Together Housing.
 - f) Support communities in the development of sound Neighbourhood Plans.
 - g) Bring forward Council owned sites for housing and commercial development.

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 and integrated service delivery to maximise our contribution to public health, including preventative health measures
 - b) Supporting the delivery of health services at neighbourhood level including lobbying for a new health facility in Barnoldswick.
 - c) Work with partners to mitigate the continuing impact of welfare reforms.
 - d) Work with partners, communities and volunteers to maintain community safety and cohesion.
 - e) Continue to tackle homelessness in Pendle by delivering the Homelessness Strategy.
 - f) Support partners to improve educational and vocational outcomes in Pendle.
 - g) 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.
 - h) Support our partners to tackle flooding within our communities.
 - i) Safeguard our heritage and natural environment whilst delivering our priorities for economic growth.

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) Target the use of the Apprenticeship Levy to areas of the Council's activities where there are skills gaps.
- c) Undertake a review of the Council's organisational structure.

6. Transform 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 become 'Digital by Default'.
- b) Use systems such as IDOX and CRM to deliver services better, enable more efficient working across services and between front and back office systems with a focus on remote and mobile working to improve productivity.
- 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 and better manage demand.
- e) Ensure that all staff and Members have the required digital skills to enable efficient and effective service delivery.

Basket of Key Performance Indicators

PI Code	PI Description	Annual Target 2019/20
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	Speed of processing new HB/CTB claims	To be determined
BV78b	Speed of processing change of circumstances for HB/CTB claims	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
HN 1 (ii)	Number of cases where homelessness has been prevented or relieved	To be determined
HS 5	Number of private sector dwellings (empty properties) that are returned into occupation	To be determined
HS 6a	Number of private sector dwellings where Category 1 and Category 2 hazards are removed through our intervention	To be determined
NS 1	Volunteer time contributed (in hours) to enhancing our neighbourhoods	To be determined
NS 2	Number of Environmental Crime Notices issued	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 1	Percentage of telephone customers greeted within 40 seconds	To be determined
TS 2	Percentage of call abandonment	To be determined
TS 9	Claims paid within 14 days	To be determined
WM 2	Reported number of missed collections not dealt with within 24hrs (excluding non-working days)	To be determined

PI Code	PI Description	Annual Target 2019/20
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