

STRATEGIC OBJECTIVE 1: STRONG SERVICES

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

- JW** SO1.01 - Strategic car parking review complete
- SAW** SO1.02 - Future of Leisure strategic review complete with way forward
- RG** SO1.03 - Pendle Leisure Trust (PLT) performance review undertaken with a costed business plan from PLT
- DW** SO1.04 - Gib Hill management arrangements in place
- DW** SO1.05 - New cemetery site identified
- DW** SO1.06 - Domestic battery collection scheme rolled out
- DW** SO1.07 - Behaviour change programme on litter delivered

STRATEGIC OBJECTIVE 2: STRONG ECONOMY

Helping to create strong, sustainable economic and housing growth

- NW** SO2.01 - Local Plan programme delivered (Year 1)
- NW** SO2.02 - Review and Progress the implementation of the Economic Development & Recovery Strategy
- JW** SO2.03 - Nelson Town Deal business cases submitted and progress made on Pendle Rise
- JW** SO2.04 - Nelson town centre customer service/ technology business relocations secured
- JW** SO2.05 - Colne, Barnoldswick and Earby masterplans complete
- JW** SO2.06 - Colne Levelling Up programme delivered (Year 1)
- NW** SO2.07 - Investment Plan for UKSPF developed and delivered
- NW** SO2.08 - County devolution arrangements influenced to ensure future investment in Pendle
- JW** SO2.09 - Governance and delivery arrangements in place with new JV partner
- JW** SO2.10 - PEARL/PEARL Together projects at Northlight, Lomeshaye, Harrison Drive, Further Clough Head and Bankhouse Road delivered
 - Agreement for Lease signed with PEARL2 for Lomeshaye
 - Lease signed for Lomeshaye
 - Land on Clitheroe Road adjoining Northlight transferred to PEARL (Brierfield Mill)
 - Report to P&R on proposed scheme for Bankhouse Road
 - Harrison Drive housing development completed
 - Legal agreement for disposal of land at Further Clough Head agreed
- NW** SO2.11 - Lomeshaye Phase 2 plans facilitated with the private sector
- NW** SO2.12 - Connectivity and accessibility plan developed for delivery from 2023

STRATEGIC OBJECTIVE 3: STRONG COMMUNITIES

Helping to create and sustain resilient communities

- JW** SO3.01 - Programme of support delivered in relation to the Ukraine situation
- SAW** SO3.02 - Holiday and Activities Programme delivered
- RG** SO3.03 - Transfer of Assets programme complete with lessons learned review delivered
- SAW** SO3.04 - Safeguarding priorities delivered: Safeguarding policies and training update, including Prevent, Prevent Action Plan, CE Awareness Group set up and intervention programme shaped
- SAW** SO3.05 - Health and well-being plan developed ready for delivery in Year 2
- JW** SO3.06 - Household Support Fund Delivered
- JW** SO3.07 - Housing Standards Strategy: way forward on private rented sector and housing standards agreed in response to the forthcoming white paper

STRATEGIC OBJECTIVE 4: STRONG ORGANISATION

A sustainable, resilient and efficient organisation which is Digital by Default

- RG** SO4.01 - Constitutional review undertaken
- RG** SO4.02 - Budget revised to deliver the £500k savings
- RG** SO4.03 - Transforming Pendle Programme delivered (Year 1)
- RG** SO4.04 - Liberata service provision re-imagined
- RR** SO4.05 - Senior Management Restructure Complete
- SAW** SO4.06 - New Vision and Corporate Plan 2023-27 in place linked to MTFP
- RG** SO4.07 - Corporate values refreshed, linked to employee engagement and new employee recognition scheme
- RG** SO4.08 - CPC Improvement Plan agreed and delivered (Year 1)
- SAW** SO4.09 - Climate Emergency engagement plan delivered to revise the strategy and action plan with Year 1 actions delivered

KEY PERFORMANCE INDICATORS

Pendle Council

- DW** **WM 2** KPI - Reported number of missed collections not dealt with within 24hrs (excluding non-working days)
- DW** **WM 8c** KPI - Percentage of the total tonnage of household waste which has been recycled - Rolling Year %
- DW** **WM 8d** KPI - Percentage of the total tonnage of household waste which have been sent for composting or for treatment by anaerobic digestion - Rolling Year %
- DW** **WM 11a** KPI - Improved street and environmental cleanliness: Litter
- DW** **WM 11d** KPI - Improved street and environmental cleanliness: Dog fouling
- RG** **AC 2** KPI - Percentage of undisputed invoices paid within 30 days
- NW** **PBC 1a** KPI - Percentage of all appeals determined in accordance with officer recommendation
- NW** **PBC 5** KPI - Percentage of 'Major' planning applications determined within 13 weeks
- NW** **PBC 6** KPI - Percentage of 'Minor' planning applications determined within 8 weeks
- NW** **PBC 7** KPI - Percentage of 'Other' planning applications determined within 8 weeks
- JW** **HN 1(ii)** KPI - Number of cases where homelessness has been prevented or relieved
- JW** **HS 6a** KPI - Number of private sector dwellings where Category 1 and Category 2 hazards are removed through our intervention
- HC** **DIR 1** KPI - Percentage of complaints handled within timescales
- AB/SL** **CA 10a** KPI - Percentage of payments made online by the customer
- ALL** **BV12** KPI - Working Days Lost Due to Sickness Absence

Liberata

- TS 1b** KPI - Percentage of telephone customers greeted within 40 seconds: cumulative
- TS 2b** KPI - Percentage of call abandonment: cumulative
- BV9** KPI - Percentage of Council Tax collected
- BV10** KPI - Percentage of Non-Domestic Rates Collected
- BV78a(i)** KPI - Speed of processing new HB/CTB claims: cumulative
- BV78b(i)** KPI - Speed of processing change of circumstances for HB/CTB claims: cumulative
- TS 9b** KPI - Claims paid within 14 days: cumulative

Pendle Leisure Trust

- PLT 01** KPI - Total number of live members
- PLT 07a(i)** KPI - Total PLT dryside facility attendances
- PLT 07a(ii)** KPI - Total PLT wetside facility attendances

Key

Actions Key	PI Key	Expected Outcome Key
Overdue	Significantly below target	Expected to complete on time
Slightly behind schedule – milestones missed	Slightly below target (<1%)	Delayed but expected to complete within action plan period
In Progress	On or above target	Delayed: Carried forward to new action plan
Complete	Unknown	No longer achievable/ relevant
Cancelled	Data Only	

Corporate Priorities Exception Report (Red & Amber Status): Qtr 4, 2022/23

Generated on: 11 May 2023




Priority SO1.04 - Gib Hill management arrangements in place

Status	Work Stream	Due Date	Progress Update	Milestone Description	Milestone Due Date	Milestone Completed Date
	SP22 -1.04 Complete all works required to create new nature reserve at Gibb Hill.	31-Dec-2022	Draft Management Plan currently with Lancashire Wildlife Trust for consultation. Further consultation to be completed post elections and re-introduction of working group for Gibb Hill.	Complete public consultations on the development of the Local Nature Reserve	30-Nov-2022	
				Letter of support received from LWT	30-Nov-2022	19-Dec-2022
				Complete declaration confirming site is a LNR	31-Dec-2022	24-Apr-2023
				Create Management plan for site	31-Dec-2022	31-Dec-2022


Priority SO2.01 - Local Plan programme delivered (Year 1)

Status	Work Stream	Due Date	Progress Update	Milestone Description	Milestone Due Date	Milestone Completed Date
	SP22 -2.01 Progress Local Plan	28-Feb-2023	Was due to be delivered with a 1 month delay (inside the scope of the corporate plan) but with the added delays created by the election this will now be a 3 month delay. Preferred options report due to be presented to committee in May 2023.	Set up working group	30-Nov-2022	05-Jan-2023
				Complete the retail and housing/economic studies	15-Dec-2022	05-Jan-2023
				Issue preferred options report	28-Feb-2023	

Priority SO2.04 - Nelson town centre customer service/ technology business relocations secured


Status	Work Stream	Due Date	Progress Update	Milestone Description	Milestone Due Date	Milestone Completed Date
	SP22 -2.04 Ensure re-occupation of the ACE Centre	30-Mar-2023	Lease terms are ongoing between Nelson & Colne College and the ACE Centre. Nelson and Colne College are seeking further clarity and confirmation from Liberata with regards to the servicing and maintenance of the mechanical and electrical equipment that serves the building prior to signing the lease.	Lease Heads of Terms agreed with N&CC	30-Sep-2022	30-Sep-2022
				Lease signed	31-Jan-2023	
				N&CC in occupation	31-Jan-2023	

Priority SO2.05 - Colne, Barnoldswick and Earby masterplans complete


Status	Work Stream	Due Date	Progress Update	Milestone Description	Milestone Due Date	Milestone Completed Date
	SP22 -2.05 Tender and appoint consultants to develop and finalise Masterplans for Colne, Barnoldswick and Earby	31-Mar-2023	Final Masterplan will again require revised dates to coincide after the local elections due to purdah. Final reports are due to be in July/August 2023. Stakeholder engagement will also require revised dates to coincide after the local elections due to purdah. We expect this to be May/June 2023.	Issue Masterplan Brief for Tender	01-May-2022	01-May-2022
				Appoint Consultant	01-Jun-2022	01-Jun-2022
				Draft Masterplan reported to Steering Groups	10-Jan-2023	31-Dec-2022
				Final Masterplan reported to LTB for approval in advance of reporting to P&R 28/05/2023	21-Mar-2023	
				Stakeholder engagement undertaken across the three towns and completed	31-Mar-2023	

Priority SO2.06 - Colne Levelling Up programme delivered (Year 1)


Status	Work Stream	Due Date	Progress Update	Milestone Description	Milestone Due Date	Milestone Completed Date
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	SP22 -2.06 Ensure programme delivery and management	30-Mar-2023	Viable Scheme was created in time but rejected by members. Progress is expected after local elections as the initial plan has now been reviewed and is ready to submit as of June 2023.	Funding Agreements Issued	31-May-2022	30-Jun-2022
				Viable scheme drawn up for the Market Hall site	31-Dec-2022	
				Works on site commence for Heritage Quarter Projects	31-Dec-2022	31-Oct-2022

Priority SO2.10 - PEARL/PEARL Together projects at Northlight, Lomeshaye, Harrison Drive, Further Clough Head and Bankhouse Road delivered


Status	Work Stream	Due Date	Progress Update	Milestone Description	Milestone Due Date	Milestone Completed Date
	SP22 -2.10 Continue to work with partners to progress developments	31-Mar-2023	The lease for Lomeshaye was signed on 18.01.2023. Regarding Bankhouse Road, revised housing sketches updated by Campbell Bell Driver showing a total of 41 properties (29 x 2 bed and 12 x 3 bed). Work is ongoing to determine a viable development. The land at Harrison Drive was sold to Together Housing on 01.06.2021 but the development is still under construction. Regarding the land at Further Clough Head, we are awaiting for the funding agreement to be varied (Homes England).	Agreement for Lease signed with PEARL2 for Lomeshaye	30-Sep-2022	30-Sep-2022
				Lease signed for Lomeshaye	30-Nov-2022	18-Jan-2023
				Land on Clitheroe Road adjoining Northlight transferred to PEARL (Brierfield Mill)	31-Dec-2022	31-Oct-2022
				Report to P&R on proposed scheme for Bankhouse Road	16-Mar-2023	
				Harrison Drive housing development completed	31-Mar-2023	
				Legal agreement for disposal of land at Further Clough Head agreed	31-Mar-2023	

Priority SO3.03 - Transfer of Assets programme complete with lessons learned review delivered

Status	Work Stream	Due Date	Progress Update	Milestone Description	Milestone Due Date	Milestone Completed Date
	SP22 -3.03 Complete all outstanding	30-Mar-2023	Process ongoing. Legal are still meeting	List of Outstanding Transfer agreed by P&R	26-May-2022	31-Aug-2022

	Transfers between PBC and Town Councils		with solicitors from the Town Councils in order to finalise some transfers. Progress is expected in 2023-24. As the process of completing the transfers is ongoing no review has been conducted. This is scheduled to be completed in 2023/24 once all transfers have been finalised.	Committee in August 2022		
				All Transfers Completed	30-Mar-2023	
				Contact Parish Councils to confirm pause of any further transfers pending outcome of review	30-Mar-2023	
				Conduct Review of Lessons Learned	30-Mar-2023	

Priority SO4.04 - Liberata service provision re-imagined


Status	Work Stream	Due Date	Progress Update	Milestone Description	Milestone Due Date	Milestone Completed Date
	SP22 -4.04 Liberata Contract Review	30-Mar-2023	A meeting of the Joint Partnership Board was held 23rd March 2023 with the sole topic being the review of the Liberata service provision and savings opportunities. Some savings were agreed and will be taken forward; however, further work is required on other, more complex areas and will therefore continue into 2023/24. Discussions around the Performance Framework are still to be commenced.	Agree Terms of Reference for Liberata Review	31-Jul-2022	31-Jul-2022
				Performance Framework agreed 2023/24 onwards	28-Feb-2023	
				Agree changes to Service for 2023/24 Contract Year	30-Mar-2023	
				Complete Contract Review	30-Mar-2023	

Priority SO4.06 - New Vision and Corporate Plan 2023-27 in place linked to MTFP

Status	Work Stream	Due Date	Progress Update	Milestone Description	Milestone Due Date	Milestone Completed Date
	SP22 -4.06 Develop the Corporate Plan 2023-27 including engagement	30-Mar-2023	The Corporate Plan was finalised after a full and creative consultation programme. It	Devise and coordinate a Consultation and creative Engagement Plan to support the	12-Dec-2022	12-Dec-2022


	programme		went to Policy and Resources on 09/02/23, then final amendments were made before it went to Council on 23/02/23. Unfortunately the hardcopy version without the amendments was shared with Council on 23/02/23, and Council did not approve it as a result. Council endorsement has now been delayed until after the elections. Communications support and involvement has been in place throughout the process, with Graphics producing the final version.	development of the Corporate Plan 2023-27. This will link to the Life in Pendle Survey and MTFP.		
				Support the production of the Corporate Plan 2023-27 following the Consultation and creative Engagement Plan	16-Mar-2023	23-Feb-2023
				Council approval	23-Mar-2023	
				Communications support throughout	30-Mar-2023	23-Feb-2023

Priority SO4.07 - Corporate values refreshed, linked to employee engagement and new employee recognition scheme

Status	Work Stream	Due Date	Progress Update	Milestone Description	Milestone Due Date	Milestone Completed Date
	SP22 -4.07 Corporate Values refresh complete	30-Mar-2023	Completion of this priority has been delayed due to the Learning & Development Officer being away on Maternity Leave. The post has not been backfilled in the meantime, which has achieved a one-off saving for the Council on the Liberata Unitary Charge for the leave period. Progress is expected in 2023/24 with further consultation work with staff to be undertaken in advance of the Learning & Development Officer returning to work.	Staff consultations undertaken to inform the Corporate Values refresh.	23-Dec-2022	19-Jan-2023
				Develop proposal to refresh Corporate Values and share with LTB	31-Dec-2022	06-Jan-2023
				Refreshed Corporate Values agreed and launched	30-Mar-2023	

Priority SO4.09 - Climate Emergency engagement plan delivered to revise the strategy and action plan with Year 1 actions delivered

Status	Work Stream	Due Date	Progress Update	Milestone Description	Milestone Due Date	Milestone Completed Date
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	SP22 -4.09 Develop a Climate Emergency Engagement Plan to support the Climate Emergency Strategy and action plan refresh and deliver actions for Year 1	30-Mar-2023	<p>Actions to date include Officer Working Group being established, introducing a pilot HVO fleet and infrastructure at Fleet Street depot, Ribble Rivers Trust partnership to enhance our tree planting programme, implementing a one off community small grants programme and delivering a number of recycling campaigns.</p> <p>Director of Place is refocusing this agenda to take forward the new corporate action plan.</p>	Establish and coordinate Officer Working Group	31-Oct-2022	31-Oct-2022
				Develop and agree new action plan	30-Mar-2023	


KPI's Exception Report - Red & Amber – Quarter 4, 2022/23

Generated on: 20 April 2023




PENDLE COUNCIL KPIs					
KPI	Good Performance is...	Current Target	Current Value	Status	Latest Note
PBC 6 KPI - Percentage of 'Minor' planning applications determined within 8 weeks	Aim to Maximise	87%	76.41%		The performance has steadily improved from last year. Factors in the underperformance have included staff changes and no scheme of delegation for part of the year. The transformation programme saw improvements made to workflow and staffing and in the last 2 quarters performance has reached 86.11%.
PBC 7 KPI - Percentage of 'Other' planning applications determined within 8 weeks	Aim to Maximise	92%	80.4%		The performance has steadily improved from last year. Factors in the underperformance have included staff changes and no scheme of delegation for part of the year. The transformation programme saw improvements made to workflow and staffing and in the last 2 quarters performance has reached 88.02%.
WM 8c KPI - Percentage of the total tonnage of household waste which has been recycled - Rolling Year %	Aim to Maximise	20.72%	18.48%		<p>These figures represent the data submitted to WasteDataFlow in March 2023 for the rolling year January to December 2022. WDF deadlines are set at national level and data for 22/23 will not be confirmed until around December 2023.</p> <p>The reported performance of 18.48% is below the annual target of 20.72% and is a reduction on the same quarter last year which was 20.60%.</p> <p>As predicted, now that lockdown has eased we are starting to see recycling tonnages dropping slightly, although still not as low as pre-pandemic levels. Generally, we are collecting higher tonnages for all waste types compared to pre-pandemic levels.</p>
WM 8d KPI - Percentage of the total tonnage of household waste which have been sent for composting or for treatment by anaerobic digestion - Rolling Year %	Aim to Maximise	11.00%	9.44%		<p>These figures represent the data submitted to WasteDataFlow in March 2023 for the rolling year January to December 2022. WDF deadlines are set at national level and data for 22/23 will not be confirmed until around December 2023.</p> <p>The reported performance of 9.44% is below the annual target of 11%</p>




PENDLE COUNCIL KPIs

					<p>and lower than the same quarter last year which was 10.31%. As with dry recycling, garden waste tonnages we collected increased during the lockdown period but are now dropping; therefore, this PI percentage is also reducing.</p> <p>Garden waste collections are affected by the weather, so unfortunately we have no control over how much people compost. From September to November 2022, we collected 96 tonnes less than the same period in 2021 probably due to a combination of weather and post-lockdown conditions. NB - There are no collections in Dec/Jan/Feb.</p>
CA10a - KPI - Percentage of payments made online by the customer	Aim to Maximise	35%	31.75%		<p>There is a year-on-year increase in the % of payments being made online by the customer; however, this needs to increase at a greater rate.</p> <p>Work continues to get all payments of Civica eStore and into Jadu as it is much more end user friendly. Work is also underway to review cheque payments coming into the Council and how we deal with these going forward due to the costs and inefficiencies in receiving payments by this method.</p>

LIBERATA KPIs

KPI	Good Performance is...	Current Target	Current Value	Status	Latest Note
BV12 KPI - Working Days Lost Due to Sickness Absence	Aim to Minimise	8.0000 days	10.3478 days		<p>In March we lost a total of 190 days to sickness absence, this works out as 0.94 sickness days lost for the month per full time employee (FTE). Our target was 1 so we have hit our target for March.</p> <p>Broken down; 41 days were lost to short term absence (74 lost in Feb) and 149 days to long term (118 lost in Feb), so another increase in our long term absences but a positive reduction on short term absences once again.</p> <p>The most days - 88 were lost to Stress/depression/fatigue/mental health problems; with chest and respiratory next on the list – with 28 days lost to this reason.</p> <p>Comparing year on year, we lost 100 days to sickness absence in March 2022 and 216 in March 2021 - these figures didn't include Covid.</p> <p>The overall sickness days per FTE for 2022/23 were 10.32 days. 5.01 days lost to short term illness and 5.30 days lost to long term illness.</p>



LIBERATA KPIs

					Our target was 8 days per FTE so unfortunately, we did not hit our target last year.
BV10 KPI - Percentage of Non-Domestic Rates Collected	Aim to Maximise	98.00%	94.44%		<p>NNDR collection stands at 94.44% for the financial year 2022/23. This is down on this time last year by 1.52%. CARF relief being posted on accounts in August 2022 and further awards in October 2022 have falsely inflated the collection rate throughout the year – we have reported the collection rate minus the awarded relief but this year is very difficult to know the exact collection rate. Annual targets and profiles for 2022/23 were not set between the Council and Liberata.</p> <p>The recent NNDR revaluation amendments have been done and are included in the 2023/24 bills.</p>
TS 1b KPI - Percentage of telephone customers greeted within 40 seconds: cumulative	Aim to Maximise	78.00%	66.42%		<p>Quarter 4 service level started quite difficult and we were not within desired target levels of 80%; however, February was a much better month and we achieved service level at 81%. We ended March at just under 69%, which was the usual peak period for billing and we saw more calls during this month as customers began the new Council Tax year with annual billing queries. We saw more calls offered for the last Quarter this year at 21,752 as opposed to the same period last year which was 21,458. Service level average was 75% for the quarter. Annual call volumes continue to reduce with the total calls coming into the Council during 2022/23 being 82,609, a reduction of just over 4% when compared to 2021/22 (86,102).</p> <p>Abandonment was achieved at an average of just under 3% for the quarter which is demonstrative that customers will prefer to hold to speak to an Agent to resolve their query.</p>
TS 2b KPI - Percentage of call abandonment: cumulative	Aim to Minimise	3.00%	3.98%		<p>Abandonment was achieved at an average of just under 3% for the quarter which is demonstrative that customers will prefer to hold to speak to an Agent to resolve their query.</p>

PENDLE LEISURE TRUST KPIs

KPI	Good Performance is...	Current Target	Current Value	Status	Latest Note
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PENDLE LEISURE TRUST KPIs

<p>PLT 01 KPI - Total number of live members</p>	<p>Aim to Maximise</p>	<p>3,883</p>	<p>3,614</p>		<p>The live membership has seen a slight decline. There are several reasons for this. In February and March last year we had a price increase, this woke up many sleeping members who were not attending. As a result of them not using the centre and the price increasing, they decided to cancel. Another major reason is the cost of living for everyone has gone up and people are giving up their memberships with us to choose cheaper options with the budget gyms. The sales have been tougher too, mainly because many people now no longer view fitness membership as a necessity but more of a luxury. The Feelgood Factory is one area that has prospered as we have had a more targeted approach with certain target groups such as Age UK, Doctors and Physios.</p>
<p>PLT 07a(i) KPI - Total PLT dryside facility attendances</p>	<p>Aim to Maximise</p>	<p>221,259</p>	<p>216,867</p>		<p>The year started slowly with the dryside attendances, but they have continued to gradually pick up with more classes taking place in this quarter. All the clubs such as badminton are also back in after the summer break. We have had a couple of schools also having regular bookings as well as West Craven school. During the weekends we try and do more badminton offers to push the quieter times. Our Up and Active team are also increasing participants in the walking sessions.</p>