

Priority 1: Providing High Quality Services and Facilities

- CP23 1.01 Continuous Improvement
- CP23 1.02 Liberata Contract Review
- CP23 1.03 Corporate Peer Challenge Improvement Plan
- CP23 1.04 Online services
- CP23 1.05 Elections Act 2022
- CP23 1.06 Staff Values and Achievements
- CP23 1.07 Transfer of Assets and Shared Services
- CP23 1.08 Financial Resilience
- CP23 1.09 Citizens Hub

Priority 2: Proud and Connected Communities and Places

- CP23 2.01 Health & worklessness
- CP23 2.02 Realising the Leeds & Liverpool Canal as a key asset
- CP23 2.03 Connectivity and accessibility
- CP23 2.04 Climate Emergency
- CP23 2.06 Biodiversity and Local Nature Reserve
- CP23 2.07 Behaviour change campaigns
- CP23 2.08 Community Safety
- CP23 2.09 Bereavement services
- CP23 2.10 Tree Planting

Priority 3: Good Growth

- CP23 3.01 An ambitious Local Plan
- CP23 3.02 UK Shared Prosperity Fund (UKSPF)
- CP23 3.03 Green Growth
- CP23 3.04 Links with Local Businesses
- CP23 3.05 Nelson Town Deal
- CP23 3.06 Barnoldswick, Colne and Earby Masterplans
- CP23 3.07 Colne Levelling Up programme
- CP23 3.08 PEARL/PEARL Together

Priority 4: Healthy Communities

- CP23 4.01 Indoor Leisure Review
- CP23 4.02 Green Spaces
- CP23 4.03 Cycle ways and Footpaths
- CP23 4.04 Health and Wellbeing Plan
- CP23 4.05 Housing Standards
- CP23 4.06 Cultural Activities
- CP23 4.07 Taxi Licensing
- CP23 4.08 Youth Services

KEY PERFORMANCE INDICATORS

- 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 15 KPI - Percentage of reported number of missed collections dealt with within 24 hours of report being shared with Waste Management Team (excludes evenings and non-working)
- DW WM 11a KPI - Improved street and environmental cleanliness: Litter
- DW WM 11d KPI - Improved street and environmental cleanliness: Dog fouling
- NW PBC 1a KPI - Percentage of all appeals determined in accordance with officer recommendation
- NW PBC 5a KPI - Percentage of 'Major' planning applications determined within 13 weeks
- NW PBC 5b KPI - Percentage of 'Minor' and 'Other' planning applications determined within 8 weeks
- SW HS 9 KPI - Number of private rented properties inspected where formal or informal intervention has improved properties and safeguarded tenants
- SW HHED 3 KPI - Food premises inspected in accordance with the food law
- SW HN 1(ii) KPI - Number of cases where homelessness has been prevented or relieved
- HC DIR 1 KPI - Percentage of formal complaints handled within timescales
- ALL BV12 KPI - Working Days Lost Due to Sickness Absence
- SAW CA 10a KPI - Percentage of payments made online by the customer
- 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
- 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

- Overdue
- Slightly behind schedule – milestones missed
- In Progress
- Complete
- Cancelled

PI Key

- Significantly below target
- Slightly below target (<1%)
- On or above target
- Unknown
- Data Only

Expected Outcome Key

- Expected to complete on time
- Delayed but expected to complete within action plan period
- Delayed: Carried forward to new action plan
- No longer achievable/ relevant

Corporate Priorities - Review Report

Generated on: 07 May 2024



Priority 1: Providing High Quality Services and Facilities

CP23 1.07 Transfer of Assets and Shared Services



Status	Expected Outcome	Progress Update	
		<div><div>73%</div></div>	<p>Why is the action red, amber or green? This priority is now slightly overdue.</p> <p>What are you doing to maintain or improve the situation? Progress on Park Transfers has been delayed. A summit was held in January 2024 but progress has been slower than expected. Progress is expected following the Financial year end.</p> <p>Options for shared service provision has been explored with neighbouring Councils but none had the appetite. Work is ongoing with PLT on shared services. This work does not extend to management positions at this time and this action has been delayed.</p>

Milestones



Status	Expected Outcome	Milestone	Date	Completed Date	Progress (%)	Progress Update
		CP23 1.07a Reconvene working group for transfer of assets	30-Sep-2023	20-Oct-2023	<div><div>100%</div></div>	
		CP23 1.07b Agree the principle of Park transfers	31-Mar-2024		<div><div>20%</div></div>	<p>Why is the action red, amber or green? This action has been delayed and is now overdue.</p> <p>What are you doing to maintain or improve the situation? A summit was held in January 2024 but progress has been slower than expected. Progress is expected following the Financial year end.</p>
		CP23 1.07c Explore opportunities for sharing service provision	31-Mar-2024	15-Apr-2024	<div><div>100%</div></div>	<p>Why is the action red, amber or green? The action is green and has been completed on time.</p> <p>What are you doing to maintain or improve the situation? The HoF approached two other authorities to identify opportunities for shared services however there was no appetite to pursue this. Additional options for shared services with PLT are presently</p>

						being explored but progress has been stalled due to the May Elections.
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CP23 1.08 Financial Resilience



Status	Expected Outcome	Progress Update				
		<div><div>80%</div></div>	A three-year financial forecast that will require the use of reserves has been presented to Executive. Options for savings that would result in the balancing of the budget and MTFP have been identified and presented for the Executive to approve.			

Milestones

Status	Expected Outcome	Milestone	Date	Completed Date	Progress (%)	Progress Update
		CP23 1.08a Continue to deliver a balanced three-year medium-term forecast whilst delivering effective services and identify required savings as part of service improvements	28-Feb-2024		<div><div>80%</div></div>	<p>Why is the action red, amber or green? This action is slightly overdue.</p> <p>What are you doing to maintain or improve the situation? A three-year financial forecast that will require the use of reserves has been presented to Executive. Options for savings that would result in the balancing of the budget and MTFP have been identified and presented for the Executive to approve.</p>






Priority 3: Good Growth

CP23 3.08 PEARL/PEARL Together

Status	Expected Outcome	Progress Update				
		<div><div>96%</div></div>	<p>Why is the action red, amber or green? Due to unforeseen technical issues outside of our control there has been a delay in the transfer, for which mitigations are being put into place to allow for completion (e.g. appointing an environmental specialist to rehouse badgers).</p> <p>What are you doing to maintain or improve the situation? The final legal documents are presently being processed and are expected to be completed by June 2024. This will finalise the transfer of the site.</p>			

Milestones







Status	Expected Outcome	Milestone	Date	Completed Date	Progress (%)	Progress Update
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		CP23 3.08a Support Pearl Together to acquire the site for 53 new homes in Spring Mill, Earby	30-Jun-2023	11-Jun-2023	<div><div>100%</div></div>	
		CP23 3.08b Complete 79 low carbon houses in Harrison Drive, Colne and handover to Together Housing	31-Aug-2023	31-Aug-2023	<div><div>100%</div></div>	
		CP23 3.08c Complete transfer of the site for 129 new homes at Further Clough Head	31-Jan-2024		<div><div>85%</div></div>	<p>Why is the action red, amber or green? This action is now slightly overdue. Due to unforeseen technical issues outside of our control (e.g. mine shafts and access roads, badgers) there has been a delay in the transfer.</p> <p>What are you doing to maintain or improve the situation? The final legal documents are presently being processed and are expected to be completed by June 2024. This will finalise the transfer of the site.</p>
		CP23 3.08d Commence building works in Spring Mill	31-Dec-2023	08-Jan-2024	<div><div>100%</div></div>	<p>Why is the action red, amber or green? Building works have commenced in November 2023 with the demolition of the existing site. Site cabins have been placed on the site and work continues. This action is now completed.</p>



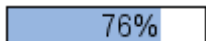


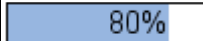




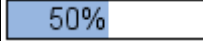
Priority 4: Healthy Communities

CP23 4.02 Green Spaces

Status	Expected Outcome	Progress Update				
		<div><div>80%</div></div>	<div><div>Why is the action red, amber or green? This priority is now slightly overdue, however good progress has been made and it is expected to complete in early 2024/25.</div><div>What are you doing to maintain or improve the situation? Completion of the levelling up scheme on Netherfield Road has been delayed due to poor weather. This milestone is expected to complete in Q1 2024/25.</div><div>First drafts of the Playing pitch strategy have been received (Feb 2024) and a second meeting has been arranged to develop the strategy further with all stakeholders.</div></div>			
Milestones						
Status	Expected Outcome	Milestone	Date	Completed Date	Progress (%)	Progress Update

		CP23 4.02a Deliver Parks Levelling Up scheme in Netherfield Road	28-Feb-2024		<div><div>90%</div></div>	<p>Why is the action red, amber or green? This action has been delayed due to poor weather conditions but is expected to complete in Q1 24/25</p> <p>What are you doing to maintain or improve the situation? Main scheme of install is now 90% complete. Due to weather and ground conditions the final install has been delayed to avoid damaging the site. Work is expected to be completed during Q1. Once all physical works are completed, a local 'friends group will be recruited.</p>
		CP23 4.02b Develop playing pitch strategy for the Borough	28-Feb-2024		<div><div>80%</div></div>	<p>Why is the action red, amber or green? This action is delayed but is expected to complete in early 24/25.</p> <p>What are you doing to maintain or improve the situation? Contractors KKP are currently working to existing timetable and Gannt Chart, First draft of the playing pitch strategy report was received in February 2024 by PBC. Meeting with RVBC, PBC and consultants is arranged for 22.04.24 to discuss and finalise PPS.</p>
		CP23 4.02c Deliver Nelson Town Deal Healthy Towns Parks project for Victoria Park and Walverden Park	31-Mar-2024		<div><div>70%</div></div>	<p>Victoria Park. The new shelter for the park is currently being manufactured. We are hoping to have the existing structure replaced early in the summer. The designs for the cycle way in the park are completed and the tender covering its installation is to be advertised soon. Further work is taking place to create a tender pack for the development of the playground. Tender to be advertised summer 2024.</p> <p>Walverden Work has started this week wc 15th April 2024 on the junior playground. We are waiting quotes from providers for new football posts and once we have these and been able to raise the order we will be looking to install football nets and the informal cricket wicket before mid summer.</p> <p>Marsden Park The tender for work on the MUGA and tennis courts has been cancelled and the process started again. Design changes have resulted in our feeling the specification had been changed significantly enough to warrant re-advertising. Consultation to be completed in the next few months on the proposal for the</p>



						junior bike track.
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CP23 4.05 Housing Standards						
Status	Expected Outcome	Progress Update				
			<p>Why is the action red, amber or green? This priority is now red and overdue however, progress has been made on every milestone.</p> <p>What are you doing to maintain or improve the situation? 79 Low carbon houses have been completed, handed over to Together Housing and are now in circulation making a positive impact on the standard of housing available in Pendle. Work to commission a housing stock survey has been delayed but approval has now been received from CMT and progress is expected in 2024/25. Work to reduce the number of LTE properties has progressed but is now stalled due to a lack of capacity to deliver locally. This work has now been passed to Liberata in a CCN where they will work to return long term empties into circulation and receive a % of the new homes bonus.</p>			
Milestones						
Status	Expected Outcome	Milestone	Date	Completed Date	Progress (%)	Progress Update
		CP23 4.05a Commission a housing stock condition survey including consideration of empty properties	31-Mar-2024			<p>Why is the action red, amber or green? This priority is red and is now overdue. Approval has been received to conduct the Housing survey and progress is expected in early 2024/25</p> <p>What are you doing to maintain or improve the situation? This has been delayed as the proposal needed approval from CMT in order to progress. It is expected that this will be achieved in September 2024.</p>
		CP23 4.05b Work with housing providers on plans to build more social housing	31-Mar-2024	10-Jan-2024		This milestone has been completed. 79 low carbon houses in Harrison Drive, Colne have been completed and handed over to Together Housing. These are now part of the Social Housing stock and in general circulation
		CP23 4.05c Work with Liberata to identify long term empty properties and reduce numbers	31-Mar-2024			<p>Why is the action red, amber or green? This priority is now red and overdue. Progress has been stalled due to the lack of an Empty Homes Officer.</p> <p>What are you doing to maintain or improve the situation? Capacity to deliver on this priority is non-existent due to the lack of the Empty Homes Officer. Empty homes are investigated when complaints are received but no proactive</p>


						<p>work can presently be undertaken.</p> <p>Options to tackle this lack of capacity have been significantly reduced due to funding for the EHO post being removed and allocated to Liberata.</p> <p>Options for an EHO trainee post are being explored.</p>
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KPI's By Exception - Red & Amber Report


Generated on: 01 May 2024


KPI	Good Performance is...	Current Target	Current Value	Status	Latest Note
HHED 3 KPI - Food premises inspected in accordance with the food law enforcement service plan	Aim to Maximise	85.0%	82.0%		<p>A total of 53 food premises were due for inspection in Q4 as identified on the food inspection plan, of which a total of 48 (90.6%) food businesses were inspected.</p> <p>Overall for the year, resources available to deliver the inspection programme were re-assigned to undertake a backlog of non-compliant food visits which were overdue from 2022/23 as agreed with the Food Standards Agency (FSA). In total, 96 overdue food inspections from 2022/23 were completed. We were also 1x Full Time Equivalent officer down, who was on maternity leave from February 2023 to February 2024. Additionally, a food officer was also re-assigned to undertake animal licensing qualification, complaints, and inspections.</p> <p>It has been a busy year for food safety enforcement with one prosecution and three simple cautions administered, taking officers' time away from delivering the inspection plan.</p> <p>In total from the 2023/24 inspection programme, five food businesses remain outstanding and will be completed within Q1 of the 2024/25s inspection programme.</p> <p>We are confident that without this additional work and fully resourced, the inspection programme for 2023/24 would have remained on target.</p>
KPI	Good Performance is...	Current Target	Current Value	Status	Latest Note
PBC 1a KPI - Percentage of all appeals determined in accordance with officer recommendation	Aim to Maximise	80.00%	72.00%		<p>Why is the PI red, amber or green? This PI is red and performing just below target. (71.43% in Qtr 4)</p> <p>What are you doing to maintain or improve the situation? This PI is performing just below the target as 5/7 appeals have been determined in line with officer recommendations. The overall low number of appeals makes it difficult to consistently achieve this target.</p>


KPI	Good Performance is...	Current Target	Current Value	Status	Latest Note
WM 8c KPI - Percentage of the total tonnage of household waste which has been recycled - Rolling Year %	Aim to Maximise	18.98%	18.40%		<p>These figures represent the data submitted to WasteDataFlow in March 2023 for the rolling year January 2023 through to December 2023. WDF deadlines are set at national level and data for 23/24 will not be confirmed until around December 2024.</p> <p>The reported performance of 18.40% is slightly below the annual target of 18.98% and is a decrease on the same quarter last year which was 18.85%.</p> <p>As predicted, now that lockdown has ended we are starting to see recycling tonnages collected at the kerbside dropping slightly. although still not as low as pre-pandemic levels. Generally, we are still collecting slightly higher tonnages for all waste types compared to pre-pandemic levels.</p>


KPI	Good Performance is...	Current Target	Current Value	Status	Latest Note
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	9.94%	9.76%		<p>These figures represent the data submitted to WasteDataFlow in March 2023 for the rolling year January 2023 through to December 2023. WDF deadlines are set at national level and data for 23/24 will not be confirmed until around December 2024.</p> <p>The reported performance of 9.76% is slightly below the annual target of 9.94% and slightly higher than the same quarter last year which was 9.66%. As with dry recycling, garden waste tonnages we collected increased during the lockdown period, but now are 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 June to August 2023, we collected 29.56t less than the same period in 2022 probably due to a combination of weather, reduced subscription levels and post-lockdown conditions resulting in residents not gardening as they did during the lockdowns. NB - There are no collections in Dec/Jan/Feb</p>


KPI	Good Performance is...	Current Target	Current Value	Status	Latest Note
BV12 KPI - Working Days Lost Due to Sickness Absence	Aim to Minimise	7.8000 days	11.1712 days		Case work has remained high with a large number of long term sickness cases needing management. Short term absence has been managed with a dismissal and member appeal in March.

KPI	Good Performance is...	Current Target	Current Value	Status	Latest Note
BV10 KPI - Percentage of Non-Domestic Rates Collected	Aim to Maximise	98.00%	95.89%		NNDR collection for 2023/24 stands at 95.89%. This is up on this time last year by 1.49%. As expected it balanced out at the end of the year as comparisons to last year were skewed by the addition of the CARF relief being added mid-year.

KPI	Good Performance is...	Current Target	Current Value	Status	Latest Note
TS 1b KPI - Percentage of telephone customers greeted within 40 seconds: cumulative	Aim to Maximise	78.00%	67.84%		<p>The current service level for Quarter 4 saw a better start than the previous quarter and for January we were within desired target levels of 80%. March saw significant underperformance of expected service levels at just over 41% and the overall service level for the quarter (Jan-March combined) was 63%.</p> <p>The reasons for the service level being so low is being explored with the Council and Liberata, especially given call volumes and average handling times are decreasing.</p>

KPI	Good Performance is...	Current Target	Current Value	Status	Latest Note
TS 2b KPI - Percentage of call abandonment: cumulative	Aim to Minimise	3.00%	4.54%		<p>Abandonment expected service level (5%) was achieved in January and February and combined for Quarter 4 is 6%. However, the abandonment level for March 2024 was almost 15%.</p> <p>The reasons for the service level being so low is being explored with the Council and Liberata, especially given call volumes and average handling times are decreasing.</p>

KPI	Good Performance is...	Current Target	Current Value	Status	Latest Note
PLT 01 KPI - Total number of live members	Aim to Maximise	4,000	3,889		Live Membership has grown by 7.5% this year. The target was based on trying to get back to our pre-covid level. Major progress has been made however the target was very ambitious. Due to price reviews and a restructure of Teen Memberships, income levels are at a record high.

KPI	Good Performance is...	Current Target	Current Value	Status	Latest Note
PLT 07a(ii) KPI - Total PLT wet-side facility attendances	Aim to Maximise	408,142	402,591		This quarter has achieved target with the wet weather in particular assisting Wavelengths.