# PERFORMANCE UPDATE REPORT – QUARTER 3, 2024/25          APPENDIX A

## Performance Summary

### Priority 1: Providing High Quality Services and Facilities

- CP24 1.01 Financial Resilience
- CP24 1.02 Continuous Improvement
- CP24 1.03 Liberata Contract Review
- CP24 1.04 Governance
- CP24 1.05 Citizens' Hub
- CP24 1.06 Online services
- CP24 1.07 Elections Act 2022
- CP24 1.08 Staff Values and Achievements
- CP24 1.09 Transfer of Assets and Shared Services
- CP24 1.10 Waste and Recycling

### Priority 2: Proud and Connected Communities and Places

- CP24 2.01 Confident communities
- CP24 2.02 Connectivity and accessibility
- CP24 2.03 Climate Emergency
- CP24 2.04 Biodiversity and Local Nature Reserve
- CP24 2.05 Behaviour change campaigns
- CP24 2.06 Community Safety
- CP24 2.07 Bereavement services
- CP24 2.08 Community Cohesion

### Priority 3: Good Growth

- CP24 3.01 An ambitious Local Plan
- CP24 3.02 UK Shared Prosperity Fund (SPF)
- CP24 3.03 Development Control
- CP24 3.04 Green Growth
- CP24 3.05 Links with Local Businesses
- CP24 3.06 Nelson Town Deal
- CP24 3.07 Nelson Long Term Towns Plan
- CP24 3.08 Barnoldswick, Colne and Earby Masterplans
- CP24 3.09 Colne Levelling Up programme
- CP24 3.10 PEARL/PEARL Together

### Priority 4: Healthy Communities

- CP24 4.01 Indoor Leisure Review
- CP24 4.02 Green Spaces
- CP24 4.03 Cycleways and Footpaths
- CP24 4.04 Health and Wellbeing
- CP24 4.05 Housing Standards
- CP24 4.06 Cultural Activities
- CP24 4.07 Taxi Licensing

### KEY PERFORMANCE INDICATORS

- **WM 8c** KPI - Percentage of the total tonnage of household waste which has been recycled - Rolling Year %
- **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 %
- **WM 11a** KPI - Improved street and environmental cleanliness: Litter
- **WM 11d** KPI - Improved street and environmental cleanliness: Dog fouling
- **WM 15** KPI - Percentage of reported number of missed bin collections dealt with within 24 hours of report being shared with Waste Management Team (excludes evenings and non-working days)
- **PBC 1a** KPI - Percentage of all appeals determined in accordance with officer recommendation
- **PBC 5a** KPI - Percentage of 'Major' planning applications determined within 13 weeks
- **PBC 5b** KPI - Percentage of 'Minor' and 'Other' planning applications determined within 8 weeks
- **HS 9** KPI - Number of private rented properties inspected where visits have resulted in positive outcomes
- **HHED 6** KPI - Percentage of premises scoring 3 or higher on the National Food Hygiene Rating Scheme (NFHRS)
- **HN 1(ii)** KPI - Number of cases where homelessness has been prevented or relieved
- **DIR 1** KPI - Percentage of formal complaints handled within timescales
- **CA 10a** KPI - Percentage of payments made online by the customer
- **BV12** KPI - Working Days Lost Due to Sickness Absence
- **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
- **NI 181a** KPI - Time taken to process Housing Benefit/Council Tax Benefit new claims and change events: cumulative (Right Time)
- **HR 6a** KPI - Payroll Accuracy Rate
- **ITS 1b** KPI - Percentage of Helpdesk calls resolved within target times: cumulative
- **ITS 2a** KPI - Availability of applications
- **ITS 3** KPI - Availability of networks
- **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 by Exception – Red & Amber Review Report

## Priority 1: Providing High Quality Services and Facilities

### CP24 1.09 Transfer of Assets and Shared Services

| Status | Expected Outcome | Progress Update |
|---|---|---|
| | | Slow, limited progress has been achieved on this priority and so this work will continue into 2025/26.<br><br>No agreements have been reached for any shared service opportunities. However, new opportunities will be explored as they arise.<br><br>All offers from Town & Parish Councils are being considered on a case-by-case basis. During 2024-25 Members have only agreed to transfers of sites which do not produce income for the Council. Going forward the working committee will be looking to renew works to consider transfers of assets in light of the impending Local Government Reorganisation. |

**Milestones**

| Status | Expected Outcome | Milestone | Date | Completed Date | Progress (%) | Progress Update |
|---|---|---|---|---|---|---|
| | | CP24 1.09a Implement the next wave of asset transfer | 31-Mar-2025 | | | All offers from Town & Parish Councils are being considered on a case-by-case basis. During 2024-25 Members have only agreed to transfers of sites which do not produce income for the Council. Going forward the working committee will be looking to renew works to consider transfers of assets in light of the impending Local Government Reorganisation. |
| | | CP24 1.09b Implement identified shared service opportunities | 31-Mar-2025 | | | No agreements have been reached for any shared service opportunities. However, new opportunities will be explored as they arise. |

## Priority 2: Proud and Connected Communities and Places

### CP24 2.03 Climate Emergency

| Status | Expected Outcome | Progress Update |
|---|---|---|

| | | | |
|---|---|---|---|
| ⚠️ | ✅ | 95% | **Why is the action red, amber or green?**<br>3/4 Milestones have now been completed however the final milestone is overdue.<br><br>**What are you doing to maintain or improve the situation?**<br>With regards to carbon reduction, Property services have carried out an asset review and carbon emissions review. We have submitted an application for two leisure centres in Nelson and Barnoldswick through the PSDS (Public sector decarbonisation scheme). With a view to implementing initiatives to reduce carbon.<br><br>Also agreed, investment into the ACE Centre for the upgrade / replacement of the current HVAC system.<br><br>Earby Phase 3 Feasibility study has now been completed. FCERM was complete in November 2024. We are now awaiting EA approval to draw down the funds.<br><br>Framework for continued planning and development of EV charging schemes is well established and underway. Pendle has been used as a case study where one resident was used as an example of how to implement on street charging for electric vehicles. |

**Milestones**

| Status | Expected Outcome | Milestone | Date | Completed Date | Progress (%) | Progress Update |
|---|---|---|---|---|---|---|
| ✅ | | CP24 2.03a Implement a range of carbon reduction measures to reduce the Council's carbon footprint associated with building stock | 31-Aug-2024 | 17-Jan-2025 | 100% | **Why is the action red, amber or green?**<br>This milestone has been completed.<br><br>**What are you doing to maintain or improve the situation?**<br>Property services have carried out an asset review and carbon emissions review. We have submitted an application for two leisure centres in Nelson and Barnoldswick through the PSDS (Public sector decarbonisation scheme). With a view to implementing initiatives to reduce carbon.<br><br>Also agreed, investment in to the ACE Centre for the upgrade / replacement of the current HVAC system. |
| ⚠️ | ✔️ | CP24 2.03b Completion of the feasibility study for Earby phase 3 flood defence and agree next steps | 30-Sep-2024 | | 80% | **Why is the action red, amber or green?**<br>This milestone is red as it is now overdue, however significant progress has been made and it is on target to complete before the end of the financial year.<br><br>**What are you doing to maintain or improve the situation?**<br>Feasibility study has now been completed. FCERM was complete in November 2024. We are now awaiting EA approval to draw down the funds. |
| ✅ | | CP24 2.03c Complete review to identify opportunities to | 30-Sep- | 23-Oct- | 100% | Fleet decarbonisation review was completed in June 2024. |

| | | incorporate alternatively fuelled vehicles into the Council's liveried fleet | 2024 | 2024 | | There seems little chance of the Council moving the fleet to electric due to limitations in the market place and infrastructure. Some opportunities did exist though, the mayor's car could be replace with an electric car and some Light commercial vans could be swapped out as well.<br><br>The heavier fleet will continue to use HVO and we will need to ensure replacement units can run off HVO in the future. |
|---|---|---|---|---|---|---|
| ✅ | | CP24 2.03d Continue to plan the delivery of electric vehicle charging schemes | 31-Mar-2025 | 17-Jan-2025 | 100% | **Why is the action red, amber or green?**<br>This milestone has been completed as the framework for continued planning and development of EV charging schemes is well established and underway.<br><br>**What are you doing to maintain or improve the situation?**<br>Presentation done by LCC on the LEVI scheme supporting the introduction of electric vehicle charging. Pendle has been used as a case study where one resident was used as an example of how to implement on street charging for electric vehicles.<br><br>Regular meetings with LCC, with regards to the roll out of the EV charging scheme and contributed towards discussions on having charging points in public car parks as part of a possible solution. |

| CP24 2.06 Community Safety | | |
|---|---|---|
| **Status** | **Expected Outcome** | **Progress Update** |
| ⚠️ | ✔️ 89% | **Why is the action red, amber or green?**<br>This corporate priority is now slightly behind target as its final milestone is overdue. However, 2/3 milestone have been completed on time with substantial progress being made on the final.<br><br>Steering Group in place and meeting regularly. Pendle CSP has agreed to progress the realistic and achievable Priorities and Recommendations in the District Strategic Needs Assessment. Updated CSP Template and District Delivery Plan submitted in October 2024.<br><br>The Youth Panel now meeting monthly and discussing individual cases, following up on the previous months actions and agreeing new actions. The case management process is now in place.<br><br>**What are you doing to maintain or improve the situation?**<br>The new Domestic Abuse Forum has met twice with the Forum and CPS agreeing its revised Terms of Reference, Action plan based off DHR |

| | | recommendations. The online knowledge hub is still yet to be established but work is ongoing with Positive Action in the Community. |
|---|---|---|

**Milestones**

| Status | Expected Outcome | Milestone | Date | Completed Date | Progress (%) | Progress Update |
|---|---|---|---|---|---|---|
| ✅ | | CP24 2.06a Work strategically with the Pennine CSP on the Serious Violence Duty to develop local delivery plans for the Council as a Specified Authority and for the Pendle Community Safety Partnership to deliver its own Partnership Plan. | 31-Oct-2024 | 07-Jan-2025 | 100% | Steering Group in place and meeting regularly. Pendle CSP has agreed to progress the realistic and achievable Priorities and Recommendations in the District Strategic Needs Assessment. Updated CSP Template and District Delivery Plan submitted in October 2024. |
| ⚠️ | ✔️ | CP24 2.06b With the help of partners, relaunch the Domestic Abuse Forum with an online knowledge hub and information sharing platform; a targeted and SMART action plan and meetings focused on the actions and gaining an understanding of local performance measures. | 31-Dec-2024 | | 67% | Forum has met twice; the Forum and CSP have agreed revised Terms of Reference, and the Forum has agreed its first action plan priorities around DHR recommendations.<br><br>Online Knowledge Hub still to be established in collaboration with Positive Action in the Community under their SLA to facilitate the Domestic Abuse Forum. |
| ✅ | | CP24 2.06c Work with partners to the Youth Forum to embed a case management approach which supports young people away from anti-social behaviour and criminality | 31-Dec-2024 | 03-Jan-2025 | 100% | The Youth Panel now meeting monthly and discussing individual cases, following up on the previous months actions and agreeing new actions. The case management process is now in place. |

## Priority 3: Good Growth

| CP24 3.10 PEARL/PEARL Together | | |
|---|---|---|
| Status | Expected Outcome | Progress Update |
| ⚠️ | ➡️ | **Why is the action red, amber or green?**<br>Progress is dependant on external agencies however the Council is driving progress whenever possible.<br><br>**What are you doing to maintain or improve the situation?**<br>83% Surveys undertaken at Further Clough Head, with report from PWA going to the Coal authority and LCC highways to recommend a mitigation on the site to offset the discovered mine shafts and associated features.<br><br>Now awaiting approval form the Coal Authority and LCC. |

| | | | Progress at Bankhouse road is no longer possible or relevant as the PEARL scheme has been withdrawn. Alternatives will be explored to bring the site to market. | | | |
|---|---|---|---|---|---|---|

**Milestones**

| Status | Expected Outcome | Milestone | Date | Completed Date | Progress (%) | Progress Update |
|---|---|---|---|---|---|---|
| ⚠️ | ➡️ | CP24 3.10a Start on site for phase 1 of Further Clough Head, Nelson development | 30-Sep-2024 | | 75% | **Why is the action red, amber or green?** This milestone is red due to unforeseen delays outside the Councils control (mine shafts and associated remediation)<br><br>**What are you doing to maintain or improve the situation?** Surveys undertaken with report from PWA going to the Coal authority and LCC highways to recommend a mitigation on the site to offset the discovered mine shafts and associated features.<br><br>Now awaiting approval form the Coal Authority and LCC. |
| ▶️ | ✅ | CP24 3.10b Develop housing options and a viable scheme for the Bankhouse Road, Nelson site | 31-Mar-2025 | | 75% | **Why is the action red, amber or green?** This milestone has been reworked due to removal of the scheme from the PEARL Joint venture. New date for marketing of the site is 31/03/2025.<br><br>**What are you doing to maintain or improve the situation?** The scheme has now been withdrawn from PEARL Joint Venture. The site is due to be marketed for offers for development before the end of the current financial year (2024/25) |
| ✅ | | CP24 3.10c Deliver 50% of housing numbers at Spring Mill, Earby | 30-Sep-2024 | 17-Oct-2024 | 100% | **Why is the action red, amber or green?** This action is green and has been completed.<br><br>**What are you doing to maintain or improve the situation?** 50% of the foundations are complete with various stages of walls and roofs being installed, as well as internal fit outs. |

# KPI's By Exception - Red & Amber Review Report

| 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 | 19.00% | 17.85% | 🔴 | These figures represent the data submitted to WasteDataFlow in December 2024 for the rolling year October 2023 through to September 2024. WDF deadlines are set at national level and data for 24/25 will not be confirmed until around December 2025.<br><br>The reported performance of 17.85% is slightly below the annual target of 19% and is a slight decrease on the same quarter last year which was 18.85%. The figure is impacted upon by the total tonnages collected inclusive of recycling and none recycling streams.<br><br>Within the last week of Quarter 2 the Service has recruited a recycling officer who will work on increasing participation rates and the quality of the materials collected. The service has additionally presented cases to Overview and Scrutiny which if accepted will encourage service users to re-use and recycle more than they do now.<br><br>Data provided by LCC in June 2024 shows that Pendle is generally recycling more than our nearest neighbours but is also collecting more waste though our none recycling schemes such as bulky household collections and grey bins. |
| PBC 1a KPI - Percentage of all appeals determined in accordance with officer recommendation | Aim to Maximise | 80.00% | 56.25% | 🔴 | Two appeals were made this quarter, both resulted in planning judgments.<br><br>The low overall number of appeals can make a high percentile target difficult to achieve. |
| HS 9 KPI - Number of private rented properties inspected where visits have resulted in positive outcomes | Aim to Maximise | 67.5 | 63 | 🔴 | We have improved 10 rented properties this quarter through informal action and 4 rented properties by informal means. The reduction in interventions has been affected by a member of staff having long-term sickness during Q3. Overall, we are on track to meet the annual target. |

| KPI | Good Performance is... | Current Target | Current Value | Status | Latest Note |
|---|---|---|---|---|---|
| CA 10a KPI - Percentage of payments made online by the customer | Aim to Maximise | 40.00% | 33.75% | 🔴 | Why is the PI red, amber or green?<br>Red<br><br>What are you doing to maintain or improve the situation?<br>Continuing to monitor payments but not sure why they are low. They are unlikely to increase next quarter due to ctax payments not taking place in Feb and March. |
| BV12 KPI - Working Days Lost Due to Sickness Absence | Aim to Minimise | 5.7000 days | 7.1381 days | 🔴 | Long term sick up significantly in December, short term low. Cases are being managed closely.<br><br>Attendance Policy session with EMT planned for January 2025. |
| TS 1b KPI - Percentage of telephone customers greeted within 40 seconds: cumulative | Aim to Maximise | 80.00% | 76.59% | 🔺 | The current service level for Quarter 3 is achieved at 83.38%, not including RPIQ (retain place in queue) calls. We ended December with 88.05% Service Level. However, lower levels of performance during the earlier part of the year have impacted on the year-to-date position. This quarter volumes overall are 15,275 calls offered. This is lower than the previous quarter, which was 18,938, and the same quarter 2023/24 which was 17,752.<br><br>During Quarter 3 there were 26,228 calls offered to the VoiceBot with 2,804 having been handled by the Bot. This equates to 10.67% of calls throughout the quarter. |
| BV9 KPI - Percentage of Council Tax collected | Aim to Maximise | 82.34% | 82.12% | 🔺 | KPI Amber as just behind target but within tolerance levels, please note we are tracking behind this time last year by 0.09% |
| ITS 2a KPI - Availability of applications | Aim to Maximise | 99% | 97.96% | 🔺 | Idox EDRMS application affected by 2 major incidents this month. Re-occurring issue with the document loader impacted files being sent to the DMS system, applications support investigating permanent solution to restart the services automatically on failure.<br><br>The EDRMS application was also inaccessible due to file corruption, this was reverted and relaunched to a working state. Meeting scheduled with IDOX account manager to discuss outstanding issues. |