

Priority 1: Providing High Quality Services and Facilities

- CP25 1.01** Financial Resilience
- CP25 1.02** Local Government Reorganisation
- CP25 1.03** Continuous Improvement
- CP25 1.04** Liberata Contract
- CP25 1.05** Governance
- CP25 1.06** Citizens' Hub
- CP25 1.07** Building Control
- CP25 1.08** Online Services
- CP25 1.09** Staff Values and Achievements
- CP25 1.10** Transfer of Assets
- CP25 1.11** Waste and Recycling

Priority 2: Proud and Connected Communities and Places

- CP25 2.01** Confident Communities
- CP25 2.02** Connectivity and Accessibility
- CP25 2.03** Climate Change and Biodiversity
- CP25 2.04** Behaviour Change Campaigns
- CP25 2.05** Community Safety
- CP25 2.06** Bereavement Services
- CP25 2.07** Community Cohesion

Priority 3: Good Growth

- CP25 3.01** An ambitious Local Plan
- CP25 3.02** UK Shared Prosperity Fund (SPF)
- CP25 3.03** Green Growth
- CP25 3.04** Links with Local Businesses
- CP25 3.05** Nelson Town Deal
- CP25 3.06** Trafalgar House
- CP25 3.07** Plan for Neighbourhoods (Nelson)
- CP25 3.08** Barnoldswick, Colne and Earby Masterplans
- CP25 3.09** Colne Levelling Up Programme
- CP25 3.10** PEARL/PEARL Together
- CP25 3.11** Housing/Regeneration

Priority 4: Housing & Healthy Communities

- CP25 4.01** Indoor Leisure Review
- CP25 4.02** Green Spaces
- CP25 4.03** Cycleways and Footpaths
- CP25 4.04** Health and Wellbeing
- CP25 4.05** Housing Standards
- CP25 4.06** Cultural Activities
- CP25 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 - Condition of Street cleanliness when surveyed – Litter
- 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 day)
- 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(i)** 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	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 By Exception – Red & Cancelled Actions



Priority 2: Proud and Connected Communities and Places



CP25 2.05 Community Safety

Status	Expected Outcome	Progress Update
		<p>Why is the action red, amber or green? This Corporate Priority is now behind schedule but is expected to complete before the end of the financial year.</p> <p>What are you doing to maintain or improve the situation? Working with the partners in the Community Safety Partnership, its Community Safety Strategy 2025-28 has been developed and was discussed at Pendle Community Safety Partnership (CSP) on 26 January 2026. Pendle CSP will continue to monitor progress of the strategy through its related delivery forums.</p> <p>The Serious Violence Duty plan has taken slightly longer than anticipated due to its management being brought into Pendle CSP from Pennine CSP. A Pendle CSP task and finish group has now been established to develop and deliver the Serious Violence Duty plan, which will support delivery of this priority in the Community Safety Strategy. This Council Priority is expected to complete in Q4.</p>



Milestones

Status	Expected Outcome	Milestone	Date	Completed Date	Progress (%)	Progress Update
		CP25 2.05a Work with Pendle Community Safety Partnership to develop a Strategy for 2025-28	31-Dec-2025	21-Jan-2026		Working with the partners in the Community Safety Partnership, its Community Safety Strategy 2025-28 has been developed and was discussed at Pendle Community Safety Partnership (CSP) on 26 January 2026. Pendle CSP will continue to monitor progress of the strategy through its related delivery forums.
		CP25 2.05b Work strategically with Pennine CSP and Pendle Community Safety Partnership to implement a Serious Violence Duty plan	31-Dec-2025			The Serious Violence Duty plan has taken slightly longer than anticipated due to its management being brought into Pendle CSP from Pennine CSP. A Pendle CSP task and finish group has now been established to develop and deliver the Serious Violence Duty plan, which will support delivery of this priority in the Community Safety Strategy. This Council Priority is expected to complete in Q4

CP25 2.01 Confident Communities



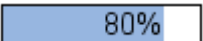
Status	Expected Outcome	Progress Update	
		N/A	The Pendle Partnership last met in July 25 and generally included less senior, strategic staff than was first intended. Partners shared their priorities at this meeting but with limited scope for action. Subsequent internal discussions concluded that, in the context of LGR, continuing to facilitate and coordinate the Partnership in its current form was not a priority at the present time. Nonetheless, it is recognised that there could be some value in re-engaging partners at a strategic level as we move closer to LGR and the new footprint for any future strategic partnership, under the new Unitary arrangements.

Milestones

Status	Expected Outcome	Milestone	Date	Completed Date	Progress (%)	Progress Update
		CP25 2.01a Continue to develop the Pendle Partnership and support related actions	31-Mar-2026		N/A	The Pendle Partnership last met in July 25 and generally included less senior, strategic staff than was first intended. Partners shared their priorities at this meeting but with limited scope for action. Subsequent internal discussions concluded that, in the context of LGR, continuing to facilitate and coordinate the Partnership in its current form was not a priority at the present time. Nonetheless, it is recognised that there could be some value in re-engaging partners at a strategic level as we move closer to LGR and the new footprint for any future strategic partnership, under the new Unitary arrangements.



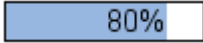
Priority 3: Good Growth

CP25 3.09 Colne Levelling Up Programme


Status	Expected Outcome	Progress Update	
			<p>Why is the action red, amber or green? Progress on this Corporate Priority has been delayed but is ongoing. We are yet to reach an agreement with our identified operator, and this has caused delays. This work is likely to spill into 2026/27.</p> <p>What are you doing to maintain or improve the situation? Works to the Public Realm will complete in Spring 2026. Negotiations to secure an operator are ongoing.</p>


Milestones


Status	Expected	Milestone	Date	Completed	Progress (%)	Progress Update
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	Outcome		Date		
 	CP25 3.09a Open the refurbished Colne Market Hall		30-Sep-2025		<p>Why is the action red, amber or green? Progress on this milestone has been delayed but is ongoing. We are yet to reach an agreement with our identified operator, and this has caused delays. This work is likely to spill into 2026/27.</p> <p>What are you doing to maintain or improve the situation? Works to the Public Realm will complete in Spring 2026. Negotiations to secure an operator are ongoing.</p>


KPI's By Exception - Red & Amber KPIs

KPI	Good Performance is...	Current Target	Current Value	Status	Latest Note
DIR 1 KPI - Percentage of formal complaints handled within timescales	Aim to Maximise	95.0%	69.7%		<p>Why is the PI red, amber or green? This is the first quarter since 2024/25 (Q4) that a target has been applied.</p> <p>What are you doing to maintain or improve the situation? Ongoing work to review our processes and systems is c90% complete. Data to be interrogated to ensure it is robust now that new complaints classification system is in place. Staff training is planned for early 2026.</p> <p>NB - in respect of comparable data please note that from Quarter 3 onwards, and in line with recent updates to the JADU Complaints system, any cases that were later identified as service requests have been removed from the complaint totals. This ensures that our performance indicators accurately reflect actual complaints received and allow us to focus on improvements in genuine complaint handling.</p>


KPI	Good Performance is...	Current Target	Current Value	Status	Latest Note
HHED 6 KPI - Percentage of premises scoring 3 or higher on the National Food Hygiene Rating Scheme (NFHRS)	Aim to Maximise	84.8%	81.7%		<p>During Q3, a total of 88 food businesses were inspected subject to the National Food Hygiene Rating Scheme (NFHRS), with 68 (77.3%) achieving 3 or higher on the NFHRS.</p> <p>Overall, Q3 witnessed a slight fall of those businesses achieving 3 or higher on the NFHRS. The team cannot control the outcome of those businesses achieving a score of 3 or more on the Food Hygiene Rating Scheme as the level of compliance is down to the businesses.</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%	77.27%		<p>Why is the PI red, amber or green? Performance has dropped when compared to Q2 but is still within the amber threshold.</p> <p>What are you doing to maintain or improve the situation? 2 appeals were determined not in accordance with the officer recommendation. One was an appeal dismissed on highway grounds</p>


					but with no objection from the highways authority. The second was a case involving defining whether a site was grey belt or not.
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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	18.00%	15.55%		<p>These figures represent the data submitted to WasteDataFlow in December 2025 for the rolling year October 2024 to September 2025. WDF deadlines are set at national level and data for 24/25 will not be confirmed until around December 2026.</p> <p>The reported performance of 15.55% is below the annual target of 18% and is a decrease on the same quarter last year, which was 17.85%.</p> <p>The figure is impacted upon by the total tonnages collected inclusive of recycling and all none recycling streams which include street cleansing, fly tips and bulky household waste.</p> <p>To help the service improve the quality and amount of materials separated for recycling and to encourage the reduction of waste arising, the Service has recruited a recycling officer who will work in part on our residents understanding of what steps can be taken to reduce waste arising.</p> <p>Over the 3rd Quarter, frontline teams have reported 564 contaminated bins. In response to these reports and following inspection of the container, the recycling Officer has written to 120 residents and completed 34 residential and 37 commercial property visits to discuss contamination issues.</p> <p>Data provided by LCC in September 2025 shows that Pendle is generally recycling more than our nearest neighbours but is also collecting more waste through our none recycling schemes such as bulky household collections, fly tips and grey bins.</p> <p>LCC Data additionally captures recovery rates from Household waste recycling centres creating a difference between PBC and LCC reports. LCC record our recycling rate as 26.7% inclusive of green and HWRC weight</p> <p>Authority Residual Co-mingled Organics Paper and card</p> <p>Burnley 19,657 3,594 2,228 2,216 Hyndburn 5,376 3,948 2,592 1,333 Pendle 20,981 3,722 2,460 2,384 Rossendale 15,558 3,565 1,838 1,796 Ribble Valley 4,324 3,033 3,831 1,513</p> <p>Pendle collects the most residual waste. 1,324 tonnes more than Burnley 5,423.00 tonnes more than Rossendale.</p>


					<p>Pendle's total recycling weights against other East Lancashire neighbours Pendle = 8566 tonnes Burnley = 8038 tonnes Rossendale = 7199 Ribble Valley = 8377 tonnes Hyndburn = 7873 tonnes</p> <p>Population count Pendle population (2022) – 96,110 Burnley population (2021) 78,266 Rossendale population (2022) 71,170</p> <p>Investigation into the reasons for the decline in performance has shown that rejection rates from LCC's off takers is increasing. Hard plastic and film are shown has high contaminates within the loads sampled. Film 2.54% and Dense plastic 4.40% LCC report WEEE accounted for 1.32% of contamination This contamination theme is mirrored across the our nearest neighbours. Rossendale record 4.50% film and 5.56% contamination through dense plastic.</p>
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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	10.00%	9.65%		<p>These figures represent the data submitted to WasteDataFlow in MONTH 2025 for the rolling year July 2024 to June 2025. WDF deadlines are set at national level and data for 24/25 will not be confirmed until around December 2025.</p> <p>The reported performance of 9.65% is below the annual target of 10% and is lower than the same quarter last year which was 10.31%. The figure is lower than the same quarter of 2023/24 in which we reported 11.92%. A fluctuation is to be expected with this Indicator as weather conditions are one of the main factors impacting on the amount of household waste which has been sent for composting or treatment by Anaerobic Digestion. A warm and wet period will increase growth and result in a higher yield being collected at the kerbside.</p> <p>Data provided by LCC in March 2025 shows that Pendle is generally recycling more than our nearest neighbours but is also collecting more waste through our none recycling schemes such as bulky household collections, fly tips and grey bins.</p> <p>Authority Residual Co-mingled Organics Paper and card</p> <p>Burnley 19,657 3,594 2,228 2,216 Hyndburn 15,376 3,948 2,592 1,333 Pendle 20,981 3,722 2,460 2,384 Rossendale 15,558 3,565 1,838 1,796 Ribble Valley 14,324 3,033 3,831 1,513</p>

					<p>Figures above may include HWRC performance impacting on performance data. Authority Total recycled at via kerbside schemes Pendle 1766 tonnes Burnley 6669 tonnes Rossendale 2166 tonnes</p> <p>Investigation into the reasons for the decline in performance has shown as well as weather impacts rejection rates from LCC's off takers is increasing. Hard plastic and film are shown has high contaminates within the loads sampled. Film 2.54% and Dense plastic 4.40% LCC have been approached to provide guidance on the increasing rejection rates. Film will be included as a recyclable material from 2027.</p>
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KPI	Good Performance is...	Current Target	Current Value	Status	Latest Note						
BV12 KPI - Working Days Lost Due to Sickness Absence	Aim to Minimise	4.8000 days	7.8137 days		<p>Long term sick very high for November. Cases being managed.</p> <p>To support transparency and consistency in how Attendance Interventions are applied across the organisation, we use clear definitions to distinguish between Short Term Sickness (STS) and Long Term Sickness (LTS).</p> <ul style="list-style-type: none"> • Short Term Sickness (STS): Any sickness absence lasting up to and including 20 calendar days. • Long Term Sickness (LTS): Any sickness absence exceeding 20 calendar days. <p>These definitions ensure that cases are routed into the correct monitoring, support and intervention pathways, enabling managers to apply the appropriate processes and maintain fairness across service areas.</p> <p>Sickness Absence Trends (Q1–Q3) A comparison of the last three years shows a consistent pattern in overall absence volumes, with a noticeable rise in long-term sickness days in the current year:</p> <table border="1"> <thead> <tr> <th>Reporting Period</th> <th>LTS Days</th> <th>STS Days</th> </tr> </thead> <tbody> <tr> <td>Q1–Q3 25/26</td> <td>1,196.73 days</td> <td>693.84 days</td> </tr> </tbody> </table>	Reporting Period	LTS Days	STS Days	Q1–Q3 25/26	1,196.73 days	693.84 days
Reporting Period	LTS Days	STS Days									
Q1–Q3 25/26	1,196.73 days	693.84 days									

					<table border="1"> <tr> <td>Q1–Q3 24/25</td> <td>894 days</td> <td>594 days</td> </tr> <tr> <td>Q1–Q3 23/24</td> <td>924 days</td> <td>643.50 days</td> </tr> </table> <p>Key Points:</p> <ul style="list-style-type: none"> • Long-term sickness has increased on last years totals which showed a drop from 23/24 • Short-term sickness levels remain comparatively stable across the three reporting years. • The rise in LTS is largely influenced by complex cases, primarily relating to musculoskeletal, mental health, and cardiovascular conditions. <p>These trends help inform our early-intervention work, targeted support strategies, and service-level conversations, ensuring we apply consistent and fair attendance management across the workforce.</p>	Q1–Q3 24/25	894 days	594 days	Q1–Q3 23/24	924 days	643.50 days
Q1–Q3 24/25	894 days	594 days									
Q1–Q3 23/24	924 days	643.50 days									

KPI	Good Performance is...	Current Target	Current Value	Status	Latest Note
BV9 KPI - Percentage of Council Tax collected	Aim to Maximise	82.39%	81.52%		Collection red this month and 0.6% behind this time last year but still within tolerance.

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	80.00%	77.84%		<p>December Service Level was achieved at 83.96%. The % of abandoned calls were achieved for December, ending the month with 1.8% abandoned against a target of 5.0%, which was on par with the previous month. The overall service level for December was 83.96% against a target of 80.0% and a decline on the previous month which was 84.29%. Call volumes reduced in December to 5,507, compared to 5,627 in the previous month. When comparing to the same period last year, call volumes were higher in December 2025, compared to 4,349 in 2024.</p> <p>Mondays were the busiest weekday, averaging 343.00 calls per day, Monday 1 Dec saw the most calls, at 449 offered. The significant increase in volume on the busiest day can be attributed to Paper Reminder 1 issued on 25/11 (703). The 1st Dec was also the 2nd busiest day of the year due to issues with waste calendar distribution in Zones 1 and 2 which was resolved by close 02/12. Electronic versions were available whilst awaiting distribution and Christmas arrangements posted by 05/12.</p>

					<p>The next busiest days were Tuesday 2 Dec with 356 offered and Monday 15 Dec with 357 offered.</p> <p>A total of 520 mailings were issued in December, representing a year-on-year change of -79.50%, which included increases in Final notice (2.15% increase), Attachment of Earnings (78.57% increase), Arrangement Letter (26.22% increase).</p> <p>For Council Tax, top call types were Balance Enquiries, Payment Enquiry, Change of Address, Make Payment;</p> <p>For Benefits, top call types were Council Tax Support, Provide evidence, Change of Circumstances, Entitlement Enquiry;</p> <p>For Other, top call types were Waste Services, Direction Request, Housing, Council Tax;</p> <p>For Corporate, top call types were Bulky Waste, Missed Collections, Container / Bag Request, Waste Advice / Changes;</p> <p>For NNDR, top call types were Balance Enquiries, Rate Reliefs, Change of Address, Payment Enquiry.</p> <p>Overall the account was green for 15 out of 20 available days.</p> <p>Average handling times were 04:49 for December, which was a slight increase compared to last month at 04:38.</p> <p>RPIQ had a 100% call back rate with 222 calls offered and answered.</p> <p>The Voicebot handled 9.88% of 8,693 call offered (859 fully handled)</p>
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KPI	Good Performance is...	Current Target	Current Value	Status	Latest Note
PLT 07a(ii) KPI - Total PLT wetside facility attendances	Aim to Maximise	329,802	310,796		Recreational swimming has struggled across sites but particularly at Pendle Wavelengths. There was a 2 week closure in December but a positive reaction to the town deal water feature project will be a key focus for achieving targets going forward.