Performance Summary – Quarter 4, 2025/26

Appendix A

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 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	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 Review Report by Exception (Overdue & Cancelled Actions

Priority 1: Providing High Quality Services and Facilities

CP25 1.05 Governance			
Status	**Expected Outcome**	**Progress Update**	
		91%	**Why is the action red, amber or green?** This action is red and will not be fully completed in 2026/27. A significant amount of work has been done but the appointment of the Councils Information Governance Officer only took place in Quarter 4, 2025/26 and there has not been sufficient time to action all items raised during the Audit. **What are you doing to maintain or improve the situation?** A significant number of actions from the Information Governance Audit have been completed and the remaining work to be carried out will continue at pace in 2026/27. Progress on the actions from the Value for Money Review by External Audit are being monitored via the Annual Governance Statement (AGS) Action Plan and reported to Accounts and Audit Committee regularly. The updated delivery timescales where required will be captured in the new AGS Action Plan, currently under development.

Milestones

Status	Expected Outcome	Milestone	Date	Completed Date	Progress (%)	Progress Update
		CP25 1.05a Implement the actions from the Information Governance audit	30-Jun-2025		75%	**Why is the action red, amber or green?** This action is red and will not be completed in 2026/27. A significant amount of work has been done but the appointment of the Councils Information Governance Officer only took place in Quarter 4, 2025/26 and there has not been sufficient time to action all items raised during the Audit. **What are you doing to maintain or improve the situation?** A significant number of actions from the Information Governance Audit have been completed and are listed below: • A formal IG resource has been created and the post recruited too.

						• Information Governance Training has been carried out at EMT and continues to be delivered along side planned SharePoint Training. Familiarising staff with how the Councils new Information Security Polices will be rolled out and implemented. • The Councils ROPA and IAR have been reviewed and updated with IAO's & IAA's being identified. And the full ROPA and IAR being rolled out to staff at EMT. • A procedure for update has been established and is monitored through technical controls to remove human error. • Data flows have been mapped in the new ROPA. Work yet to be carried out includes: • Review of all the councils contracts with IG implications. • Creation of a process to assess suppliers IG Risks and ensure they are compliant with Cyber Essentials +, ISO 27001. • Update contract management and compliance arrangements to ensure that compliance is reviewed regularly. • Full review of the DPIA process and the filling of any gaps in systems / process already in place. • Creation of a robust and integrated risk management process with regards to IG / IT / Data Security.
		CP25 1.05b Complete review of constitution	31-Jul-2025	21-Jan-2026	100%	**Why is the action red, amber or green?** This action has been completed. **What are you doing to maintain or improve the situation?** The review of the constitution has been undertaken and completed.
		CP25 1.05c Implement the actions from the Value for Money review by external audit	31-Mar-2026		90%	**Why is the action red, amber or green?** This action is amber with a significant amount of progress being made. Remaining actions will be carried forward into 2026/27. **What are you doing to maintain or improve the situation?** Progress on these actions are being monitored via the Annual Governance Statement (AGS) Action Plan and reported to Accounts and Audit Committee regularly. The updated delivery timescales where required will be captured in the new AGS Action Plan, currently under development.

		CP25 1.05d Implement the requirements of the new CIPFA / SOLACE Delivering Good Governance in Local Government: Framework Addendum	31-Mar-2026	13-Oct-2025	100%	This was implemented as part of the 2024/25 Annual Governance Review.

CP25 1.10 Transfer of Assets			
Status	**Expected Outcome**	**Progress Update**	
		25%	**Why is the action red, amber or green?** Work on this has been delayed and will carry forward into 2026/27. **What are you doing to maintain or improve the situation?** Now progressing well following allocation of additional resource to drive forward. Awaiting first wave of transfer (78 assets) to go to Executive at end of May 2026 for approval to transfer.

Milestones

Status	Expected Outcome	Milestone	Date	Completed Date	Progress (%)	Progress Update
		CP25 1.10a Implement the next wave of local asset transfers	31-Mar-2026		25%	Awaiting first wave of transfer (78 assets) to go to Executive at end of May 26 for approval to transfer. Work to carry forward into 26/27

Priority 2: Proud and Connected Communities and Places

CP25 2.04 Behaviour Change Campaigns			
Status	**Expected Outcome**	**Progress Update**	
		86%	**Why is the action red, amber or green?** This priority is Amber, however 2/3 milestones have been successfully delivered with just one due to carry over into Q1 2026/27. **What are you doing to maintain or improve the situation?** The gum removal and street washing treatment originally scheduled for late February was postponed due to the introduction of food waste collections taking staff away from being able to oversee and promote this behaviour change project. Activity has now been rescheduled for May and June. Pendle has submitted a bid for 2026 totalling £25,937.70. If successful, this funding will support a further 10-week programme of targeted gum removal. We hope to receive positive news in May / June on the outcome of this bid.

Milestones

Status	Expected Outcome	Milestone	Date	Completed Date	Progress (%)	Progress Update

		CP25 2.04a Deliver three cleaner neighbourhood events within the Borough: Brierfield, Nelson and Colne	30-Sep-2025	29-Sep-2025	100%	Reduce, re-use and recycle events held July and August in Brierfield, Southfield and Waterside areas. Events promoted through press release in June 2025 ' targeted events to take place to encourage responsible disposal of unwanted household items' direct leafleting to approximately 2300 properties within area of event and erection of free standing and post mounted signage. Events had over 100 visitors over the 3 event.
		CP25 2.04b Deliver campaigns with Lancashire Fire and Rescue Service to raise awareness of the need to remove waste containers from the highway after emptying	30-Sep-2025	30-Nov-2025	100%	In Quarter 3, with support from Lancashire Fire and Rescue we delivered 1,577 leaflets to properties across Brierfield and Nelson, focusing on areas with high levels of bin fire activity. Areas identified by Lancashire Fire & Rescue. This resulted in a further 249 enforcement actions in the targeted areas. Total Actions = 249 Total S80 = 38 Total EVA = 51 Total S46 = 154 Total Builders Waste = 13 Total S215 = 1 Total ABV = 6
		CP25 2.04c Deliver a campaign to raise awareness of the impact of littering and chewing gum staining	31-Mar-2026		60%	**Why is the action red, amber or green?** The gum removal and street washing treatment originally scheduled for late February was postponed due to the introduction of food waste collections taking staff away from being able to oversee and promote this behaviour change project. **What are you doing to maintain or improve the situation?** Activity has now been rescheduled for May and June. Pendle has submitted a bid for 2026 totalling £25,937.70. If successful, this funding will support a further 10-week programme of targeted gum removal. We hope to receive positive news in May / June on the outcome of this bid.

CP25 2.06 Bereavement Services		
Status	**Expected Outcome**	**Progress Update**

		64%	**Why is the action red, amber or green?** This action is now Red due to the start on site at Halifax Road cemetery being moved back to May 2026 and the review of cemetery services to make them financially viable will continue into 2026/27 also. **What are you doing to maintain or improve the situation?** The revised start date at Halifax Road cemetery site allows time for agreements and checks on contractors to be fully completed. Movement additionally improves ground conditions during the initial part of the development phase. Whilst an increase in cemetery fees was agreed as part of the Council's review of fees and charges in January 2026, further work is required in this area to make Cemetery Services financially viable.

Milestones

Status	Expected Outcome	Milestone	Date	Completed Date	Progress (%)	Progress Update
		CP25 2.06a Secure planning consent for Halifax Road cemetery	30-Sep-2025	29-Sep-2025	100%	Planning consent with pre commencement conditions approved August 2025.
		CP25 2.06b Complete the tendering process for the construction of the Halifax Road cemetery	30-Sep-2025	07-Apr-2026	100%	Tender for development of Halifax Road cemetery completed December 2025. Executive Members approved the recommendation to use BIBAS Landscape Ltd when they met in January 2026.
		CP25 2.06c Commence work on site programmed to start end of August 2025	30-Sep-2025		0%	Work moved back to May 2026. Revised date allows time for agreements and checks on contractors to be fully completed. Movement additionally improves ground conditions during the initial part of the development phase.
		CP25 2.06d Complete all surveys and required consultations prior to submission of planning application for Ghyll cemetery	31-Dec-2025	14-Jan-2026	100%	Planning application submitted. LCC highways have requested surveys are completed on traffic movements within the cemetery parking areas. These have been arranged. No other issues of concern raised as of yet.
		CP25 2.06e Review cemetery services to make them financially viable	31-Mar-2026		20%	No further work completed. Time taken up by development of Halifax Road, Ghyll cemetery extension and introduction of weekly food waste collections plus new transfer facilities.

Priority 3: Good Growth

CP25 3.05 Nelson Town Deal

Status	Expected Outcome	Progress Update

		81%	**Why is the action red, amber or green?** Whilst there has been good progress on this Corporate Priority, delays have been experienced commencing the demolition of Pendle Rise which will see some milestones continue into 2026/27. **What are you doing to maintain or improve the situation?** Identification of additional asbestos in the building and associated costs and time for removal has impacted on the start date of the demolition. The demolition contractor took over the site in January, and utilities have been disconnected/relocated. Substantial amounts of asbestos have been identified by an intrusive survey; the cost of removal is being negotiated. Transfer of the site to Penbrook is still on track for July, followed by demolition and rebuild works commencing. The Accessible Nelson Programme for 2025/26 has been delivered as planned and work continues into 2026/27 to deliver the remainder of the programme.

Milestones

Status	Expected Outcome	Milestone	Date	Completed Date	Progress (%)	Progress Update
		CP25 3.05a Secure vacant possession of Pendle Rise	30-Oct-2025	29-Jul-2025	100%	**Why is the action red, amber or green?** This milestone has been completed on time. **What are you doing to maintain or improve the situation?** We are now in a position to make progress on further milestones.
		CP25 3.05b Commence demolition of Pendle Rise	30-Nov-2025		90%	**Why is the action red, amber or green?** Identification of additional asbestos in the building and associated costs and time for removal has impacted on the start date of the demolition. **What are you doing to maintain or improve the situation?** The demolition contractor took over the site in January, and utilities have been disconnected/relocated. Substantial amounts of asbestos have been identified by an intrusive survey; the cost of removal is being negotiated. Transfer of the site to Penbrook is still on track for July, followed by demolition and rebuild works commencing.
		CP25 3.05c Open ACE centre – advanced digital skills hub	31-Dec-2025	10-Apr-2026	100%	**Why is the action red, amber or green?** This milestone has been completed with the digital skills hub first intake due in easter. **What are you doing to maintain or improve the situation?** We continue to monitor and support NCC as needed.
		CP25 3.05d Complete demolition of Pendle Rise	31-Mar-2026		0%	This is to be carried forward into 2026/27 as expected. Please refer to update on CP25 3.05b.

		CP25 3.05e Continue delivery of Accessible Nelson programme	31-Mar-2026	23-Apr-2026	100%	The planned works for 2025/26 have been completed and delivery of the remainder of the programme continues into 2026/27. After the works on Manchester Road are completed the contractors will either move to Leeds Road and get the roundabout complete or another team may start there soon. They are currently working on Manchester Road (traffic lights) where they have widened the footways and removed the islands in the road.
		CP25 3.05f Monitor grant investment into local business	31-Mar-2026	02-Apr-2026	100%	**Why is the action red, amber or green?** Complete **What are you doing to maintain or improve the situation?** All funds committed to local businesses and continue to monitor progress.

CP25 3.06 Trafalgar House

Status	Expected Outcome	Progress Update	
		57%	**Why is the action red, amber or green?** This has been delayed due to a number of reasons which includes determining the final options for the site and developing a strategy to retain the frontage of the site whilst developing the remainder. In addition to this, the identification of end user took time to establish and is ongoing. **What are you doing to maintain or improve the situation?** Continuing to work with the development team to identify end user for the site and going through procurement process to allocate a contractor.

Milestones

Status	Expected Outcome	Milestone	Date	Completed Date	Progress (%)	Progress Update
		CP25 3.06a Complete marketing	30-May-2025	17-Jul-2025	100%	**Why is the action red, amber or green?** This milestone has been completed on schedule. **What are you doing to maintain or improve the situation?** Two potential interested parties identified.
		CP25 3.06b Identify end user	31-Jul-2025		30%	**Why is the action red, amber or green?** This has been delayed due to a number of reasons which includes determining the final options for the site and developing a strategy to retain the frontage of the site whilst

						developing the remainder. In addition to this, the identification of end user took time to establish. **What are you doing to maintain or improve the situation?** Working with the development team to identify end user for the site and going through procurement process to allocate a contractor.
		CP25 3.06c Secure planning permission	30-Sep-2025	02-Apr-2026	100%	**Why is the action red, amber or green?** Planning permission granted. What are you doing to maintain or improve the situation? The demolition/refurbishment tender is now being prepared.
		CP25 3.06d Complete the demolition of the rear of the building	31-Mar-2026		0%	**Why is the action red, amber or green?** Delays due to options appraisals being taken to determine the final use of the building and the associated costs. What are you doing to maintain or improve the situation? Currently in the process of preparing the tender for the works to undertake the demolition / refurbishment works.

CP25 3.09 Colne Levelling Up Programme

Status	Expected Outcome	Progress Update	
		95%	**Why is the action red, amber or green?** Delays have been experienced with the securing of an appropriate operator which mean this will carry forward into 2026/27. **What are you doing to maintain or improve the situation?** Public Realms works now completed. The new operator has been identified and the new market hall is now due to open on the 1st May 2026.

Milestones

Status	Expected Outcome	Milestone	Date	Completed Date	Progress (%)	Progress Update
		CP25 3.09a Open the refurbished Colne Market Hall	30-Sep-2025		95%	**Why is the action red, amber or green?** Delays experienced with the securing of an appropriate operator. **What are you doing to maintain or improve the situation?** Public Realms works now completed.

						The new operator has been identified and the new market hall is now due to open on the 1st May 2026.

CP25 3.10 PEARL/PEARL Together			
Status	**Expected Outcome**	**Progress Update**	
		75%	**Why is the action red, amber or green?** Delays experienced on the Further Clough Head site due to challenges around technical constraints to mitigate archaeology, mineshafts and services before work can start on site have impacted on the delivery of this milestone. **What are you doing to maintain or improve the situation?** Archaeology tenders have been received and a contractor appointed in March 2026. Information and designs related to the proposed pumping station have been provided along with mitigation for the mineshafts. Updated Homes England with revised timeline and request for additional funding if available. The development of housing at Spring Mill, Earby has been completed with 53 units to shell standard on the site currently. Remaining fit out will be determined by demand.

Milestones

Status	Expected Outcome	Milestone	Date	Completed Date	Progress (%)	Progress Update
		CP25 3.10a Review Further Clough Head, Nelson, development	30-Sep-2025		50%	**Why is the action red, amber or green?** Delays due to challenges around technical constraints to mitigate archaeology, mineshafts and services before work can start on site have impacted on the delivery of this milestone. **What are you doing to maintain or improve the situation?** Archaeology tenders have been received and a contractor appointed in March 2026. Information and designs related to the proposed pumping station have been provided along with mitigation for the mineshafts. Updated Homes England with revised timeline and request for additional funding if available.
		CP25 3.10b Complete housing development at Spring Mill, Earby	31-Mar-2026	02-Apr-2026	100%	**Why is the action red, amber or green?** Development completed with 53 units to shell standard on the site currently. **What are you doing to maintain or improve the situation?** Remaining fit out will be determined by demand.

CP25 3.11 Housing/Regeneration			
Status	**Expected Outcome**	**Progress Update**	
		73%	**Why is the action red, amber or green?** Access issues have delayed progress at Bunkers Hill, Colne and so this will now carry over in to 2026/27. **What are you doing to maintain or improve the situation?** We are still working to overcome access difficulties due to a neighbouring sites ownership entering probate.

Milestones

Status	Expected Outcome	Milestone	Date	Completed Date	Progress (%)	Progress Update
		CP25 3.11a Develop housing options and a viable scheme for the Bankhouse Road, Nelson, site	30-Jun-2025	15-Jan-2026	100%	**Why is the action red, amber or green?** This action has now been completed. **What are you doing to maintain or improve the situation?** Housing options have been presented through the Councils JV partner with a report due to go to executive on the 22/01/2026 for approval.
		CP25 3.11b Explore Lomeshaye Phase 2 development potential	30-Sep-2025	15-Jan-2026	100%	**Why is the action red, amber or green?** This action has now completed with a development agreed. **What are you doing to maintain or improve the situation?** Developers looking to start on site in Feb 2026.
		CP25 3.11c Explore potential development for Bunkers Hill in Colne	31-Mar-2026		20%	**Why is the action red, amber or green?** Access issues have delayed progress and so this will now carry over into 2026/27. **What are you doing to maintain or improve the situation?** We are still working to overcome access difficulties due to a neighbouring sites ownership entering probate.

Priority 4: Housing and Healthy Communities

CP25 4.01 Indoor Leisure Review		
Status	**Expected Outcome**	**Progress Update**

		90%	**Why is the action red, amber or green?** This action is Amber due to the delay in delivering the energy savings schemes caused by the vacant Climate Change Officer post. **What are you doing to maintain or improve the situation?** The new Climate Change Officer is in post and work is now progressing in this area. This will continue into 2026/27. The Wavelengths extension scheme has been completed with formal opening due in Quarter 1 2026/27.

Milestones

Status	Expected Outcome	Milestone	Date	Completed Date	Progress (%)	Progress Update
		CP25 4.01a Complete Wavelengths extension scheme	31-Mar-2026	24-Apr-2026	100%	**Why is the action red, amber or green?** This action has been completed on schedule. **What are you doing to maintain or improve the situation?** Formal opening due in Quarter 1 2026/27.
		CP25 4.01b Deliver energy saving schemes	31-Mar-2026		80%	**Why is the action red, amber or green?** This action is Amber and has been delayed. Despite this progress has been made and it will be carried forward into the new action 2026/27 plan. **What are you doing to maintain or improve the situation?** A new Climate Change Officer has been appointed to progress the work.

CP25 4.02 Green Spaces

Status	Expected Outcome	Progress Update	
		93%	**Why is the action red, amber or green?** This action is red with 2/4 of the milestones being marked as carry forward. However excellent progress has been made overall. **What are you doing to maintain or improve the situation?** Planning submission of Colne Skatepark has been delayed due to late receipt of required BNG report. Planning application to be submitted quarter 1 2026/27. Victoria Park, Marsden Park and Walverden Park final project delayed due to contractors being busy on other funded scheme's. Contractors on site at Victoria Park from March 2026. Work expected to be completed April 2026.

Milestones

Status	Expected	Milestone	Date	Completed	Progress (%)	Progress Update

	Outcome			Date		
		CP25 4.02a Formally submit a planning application for the Colne skate park	30-Sep-2025		80%	Planning submission delayed due to late receipt of required BNG report. Planning application to be submitted quarter 1 2026/27.
		CP25 4.02b Deliver Marsden Park pump track as part of the Nelson Town Deal parks project schemes	31-Mar-2026	30-Nov-2025	100%	Completed November 2025.
		CP25 4.02c Deliver remaining Nelson Town Deal Healthy Town Projects - Victoria Park, Marsden Park and Walverden Park	31-Mar-2026		95%	Final project delayed due to contractors being busy on other funded schemes. Contractors on site at Victoria Park from March 2026. Work expected to be completed April 2026.
		CP25 4.02d Create further volunteering opportunities for residents, schools and businesses through nature reserves and other green spaces	31-Mar-2026	30-Nov-2025	100%	Clough Mill, Barnoldswick - Path maintenance x 5; Marsden Park - Tree Planting x 8; CYAG Tree planting x 8; Walverden Park coppicing and thinning x 7; Greenfield Nature Reserve - bridge and step repairs x 5. TOTAL 33 VOLUNTEER ATTENDEES SPREAD OVER 5 PLANNED SESSIONS

CP25 4.05 Housing Standards

Status	Expected Outcome	Progress Update	
		78%	**Why is the action red, amber or green?** There has been a lot of positive progress on this action with six milestones having been completed. However, there are four milestones which will need to be carried forward into 2026/27. **What are you doing to maintain or improve the situation?** The second draft report on the Boroughs housing stock modelling from BRE was received in April 2026. This delay has meant that we were unable to report this into Executive. A revised target of June 26 has been scheduled for this report. The delivery of the LAHF continues well with two properties for temporary accommodation having been purchased and awaiting renovation. This work is due to go out to tender in Quarter 1 2026/27. The implementation of the Supported Housing (Regulatory Oversight) Act 2023 continues to be delayed whilst we await the enactment of secondary legislation.

Milestones

Status	Expected Outcome	Milestone	Date	Completed Date	Progress (%)	Progress Update
		CP25 4.05a Report on the findings of the borough's	30-Sep-		90%	**Why is the action red, amber or green?**

		housing stock modelling survey	2025			This is Red due to delays in receiving the report from BRE. **What are you doing to maintain or improve the situation?** The second draft report from BRE was received in April 26. This delay has meant that we were unable to report this into Executive. A revised target of June 26 has been scheduled for this report.
		CP25 4.05b Continue to work to reduce the number of long-term empty properties	31-Mar-2026	10-Apr-2026	100%	**Why is the action red, amber or green?** Overall good progress has been made. **What are you doing to maintain or improve the situation?** An Empty Homes Officer is in post. The Enforced Sale procedure was taken to O&S in October 25. A CPO report was taken to the Executive in December 25. The Empty Homes Strategy was approved by Executive in March 26. 3 CPOS, 1 enforced sale and 1 purchase by agreement are with legal services. 2 long term empty properties have been purchased for LAHF3 and 24 Norfolk St is now occupied.
		CP25 4.05c Continue to deliver LCC's affordable warmth scheme to those vulnerable to cold	31-Mar-2026	10-Apr-2026	100%	**Why is the action red, amber or green?** This is now complete. **What are you doing to maintain or improve the situation?** The initial funding has been spent. A request made to County for additional funding, which was successful and we received a second award of an additional 44k. The spend on this was achieved by Q4. We also received a further £30k from the CHIL scheme from underspend, most of this has been spent and the remainder has been committed.
		CP25 4.05d Continue to work with the Cosy Homes in Lancashire (CHiL) partnership to deliver the home upgrade grant funding	31-Mar-2026	10-Apr-2026	100%	**Why is the action red, amber or green?** We are continuing to be actively engaged with this scheme. **What are you doing to maintain or improve the situation?** We received a further £30k from the CHIL scheme from underspend, most of this has been spent and the remainder has been committed.
		CP25 4.05e Implement the recommendations of the Better Care Fund review	31-Mar-2026	10-Apr-2026	100%	Most of recommendations have been completed. Some revision of Policy is required and this is scheduled within the service plan for 26/27.
		CP25 4.05f Improve the provision of temporary accommodation in Pendle	31-Mar-2026	10-Apr-2026	100%	**Why is the action red, amber or green?** This is complete.

						What are you doing to maintain or improve the situation? 24 Norfolk St, Nelson has been renovated for temporary accommodation use and progress has been made on LAHF.
		CP25 4.05g Deliver the Local Authority Housing Fund (LAHF) scheme to provide additional accommodation	31-Mar-2026		95%	11 Eagle St and 1 Beddington St have been purchased for the scheme and are scheduled for major renovation. In addition, we have an MOU with MHCLG for further funding on LAHF4.
		CP25 4.05h Implement the Renters' Rights Bill	31-Mar-2026	10-Apr-2026	100%	Renters Rights has been added to the Council's Scheme of Delegation. Officers are attending training and are linked into Operation Jigsaw. The Civil Penalties Policy and Enforcement Policy were approved at Executive in March 2026.
		CP25 4.05i Implement the Supported Housing (Regulatory Oversight) Act 2023 to protect residents that have care, support or supervision needs (2025-26)	31-Mar-2026		0%	**Why is the action red, amber or green?** This is Red and will continue into 2026/27. **What are you doing to maintain or improve the situation?** Delays are due to awaiting enactment of secondary legislation.
		CP25 4.05j Implement a licensing and property inspection scheme for supported accommodation (2025-26)	31-Mar-2026		0%	**Why is the action red, amber or green?** This is Red and will continue into 2026/27. **What are you doing to maintain or improve the situation?** Delays are due to awaiting enactment of secondary legislation.

KPI's By Exception - Red & Amber KPIs

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%	17.02%		These figures represent the data submitted to WasteDataFlow in March 2026 for the rolling year January 2025 to December 2025. WDF deadlines are set at national level and data for 24/25 will not be confirmed until around December 2026. The reported performance of 17.02% is below the annual target of 18**%** and is an increase/decrease on the same quarter last year, which was 17.41%**.** 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. The quarters figure will have been impacted by a period of inclement weather resulting in disruption to the service. The indicator will have similarly been impacted by the Recycling Officers involvement in the roll out of the weekly food waste collection. The new scheme was successfully introduced on the 30th March. Over the 4th Quarter, frontline teams have reported 551 contaminated bins. In response to these reports and following inspection of the container, the recycling officer has written to 113 residents and completed 55 visits residential and 5 commercial visits to discuss contamination issues. Data provided by LCC in January 2026 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, flytips and grey bins. 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 **26.3%** inclusive of green and HWRC weight. HWRC's are reported to be recovering 66.69% of material presented at the facility in Barnoldswick.

					Authority Residual Co-mingled Organics Paper and card Burnley **19657** **3594** **2216** **2228** Hyndburn **15376** **3948** **1333** **2592** Pendle **20981** **3722** **2460** **2384** Rossendale **15558** **3565** **1838** **1796** Ribble Valley **14324** **3831** **3033** **1513** **Pendle collects the most residual waste.** 1324 tonnes more than Burnley 5423 tonnes more than Rossendale. **Pendle's total recycling weights against other East Lancashire neighbours** Pendle = 8566 tonnes Burnley = 8038 tonnes Rossendale = 7199 tonnes Ribble Valley = 8377 tonnes Hyndburn = 7873 tonnes **Population count** Pendle population (2021) – 95,800 Burnley population (2021) - 94,700 Rossendale population (2021) - 70,900 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 **2.70%** and Dense plastic **4.51% LCC report WEEE accounted for 1.95% of contamination** This contamination theme is mirrored across our nearest neighbours. Rossendale record **3.94%** film and **3.52%** contamination through dense plastic and 1.78% through WEEE.

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%	9.20%		These figures represent the data submitted to WasteDataFlow in March2026 for the rolling year January 2025 to December 2025. WDF deadlines are set at national level and data for 24/25 will not be confirmed until around December 2026. The reported performance of 9.20% is below the annual target of 10**%** and is lower than the same quarter last year which was 9.81%. The

					figure is lower than the same quarter of 2023/24 in which we reported 9.76%**.** 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. Data provided by LCC in January 2026 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, flytips and grey bins. Authority Residual Co-mingled Organics Paper and card Burnley **19657 3594 2216 2228** Hyndburn **15376 3948 1333 2592** Pendle **20981 3722 2460 2384** Rossendale **15558 3565 1838 1796** Ribble Valley **14324 3831 3033 1513** **Pendle collects the most residual waste.** 1324 tonnes more than Burnley 5423 tonnes more than Rossendale. **Pendle's total recycling weights against other East Lancashire neighbours** Pendle = 8566 tonnes Burnley = 8038 tonnes Rossendale = 7199 tonnes Ribble Valley = 8377 tonnes Hyndburn = 7873 tonnes **Population count** Pendle population (2021) – 95,800 Burnley population (2021) - 94,700 Rossendale population (2021) - 70,900 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.

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%	70.7%		**Why is the PI red, amber or green?** This KPI is red and performing below target. Despite this the Q4 outturn is an improvement on both Q2 & 3. **What are you doing to maintain or improve the situation?** A complaints review has recently been completed with a training session delivered to staff. Since this time there has been an improvement in complaints completed within 15 working days. In addition to staff training a number of website improvements are scheduled to take place in late Q1 / Q2. This will both improve the customer experience and officer ability to manage and respond to complaints. Overall this KPI is expected to be on target no later than Q4 2026/27 if not before.

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	12.2419 days		Quarter 4 has seen a high level of absence-related casework. Cases continue to be monitored closely. Long-term absence remains high, although we expect some improvement with several colleagues due to return in the quarter.

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	80.5% (NB; This is a 'blended' target of 80% for the period Apr-Dec 2025 and 82% for Jan-Mar 2026)	80.25%		The % of abandoned calls were achieved for March, ending the month with 1.4% abandoned against a target of 5.0%, which was an increase compared to last month at 0.2%. The overall service level for March was 83.53% against a target of 82.0% and a decline on the previous month which was 91.92%. Call volumes increased in March to 7,903, compared to 6,019 in the previous month. When comparing to the same period last year, call volumes were higher in March 2026, compared to 6,260 in 2025 Mondays were the busiest weekday, averaging 435.00 calls per day, Tuesday 10 Mar saw the most calls, at 596 offered.

					The significant increase in volume on the busiest day can be attributed to Annual Billing - Paper issued on 10/03 (10,069). The next busiest days were Tuesday 31 Mar with 491 offered and Monday 30 Mar with 529 offered. A total of 44,567 mailings were issued in March, representing a year-on-year change of -3.92%, which included increases in e Reminder (126 net increase), summons (500 net increase), Annual Billing - E-Notification (27.67% increase). Other issues that impacted performance this month were: Increased calls from 1pm relating to Tel Solutions campaign, with 862 emails/SMS issued. Call volumes on the day were 596, which was 50% more than usual. For Council Tax, top call types were Balance Enquiries, Payment Enquiry, Change of Address, Make Payment; For Benefits, top call types were Council Tax Support, Provide evidence, Entitlement Enquiry, New Claim; For Corporate Services, top call types were Bulky Waste, Missed Collections, Waste Advice / Changes, Container / Bag Request; For NNDR, top call types were Rate Reliefs, Change of Address, Payment Enquiry, Balance Enquiries; For Other, top call types were Direction Request, Waste Services, Housing, Council Tax RPIQ had a 100% call back rate with 255 calls offered and 255 answered. The Voicebot handled 20.92% of 11,774 calls offered (2463 fully handled).

KPI	Good Performance is...	Current Target	Current Value	Status	Latest Note
BV9 KPI - Percentage of Council Tax collected	Aim to Maximise	96.00%	95.31%		Collection finishes the year on Amber which is 0.37% behind this time last year but still within tolerance levels - national trend is that Council Tax collection is down compared to previous years.

KPI	Good Performance is...	Current Target	Current Value	Status	Latest Note
BV10 KPI - Percentage of Non-Domestic Rates Collected	Aim to Maximise	97.50%	96.87%		NNDR collection ended the year amber standing at 0.63% behind target. EP Properties outstanding debt makes up 0.5% of the net collectable debt and another company has gone into liquidation equating to 0.1% of the NCD and out of our control.

KPI	Good Performance is...	Current Target	Current Value	Status	Latest Note
PLT 07a(ii) KPI - Total PLT wetside facility attendances	Aim to Maximise	433,230	409,791		Wetside facilities recorded a shortfall in Q4, primarily attributable to reduced activity at Pendle Leisure Centre following the extended pool closure. This disruption had a direct impact on overall participation levels across wetside provision.