

<b>REPORT TO:</b>	<b>Resources Overview and Scrutiny Committee</b>
<b>DATE:</b>	<b>16th July 2024</b>
<b>REPORT AUTHOR:</b>	<b>Stuart Sambrook (Policy Manager)</b>
<b>TITLE OF REPORT:</b>	<b>Performance Management Review</b>

## 1. Purpose of Report

The purpose of this report is to:

- 1.1 review the corporate performance mechanism and create a more robust performance monitoring procedure;
- 1.2 look at how the Council uses performance data to inform and make better decisions;
- 1.3 identify what 'good' performance looks like to help strengthen the current performance management framework and process;
- 1.4 understand productivity barriers impacting performance;
- 1.5 consider and put forward recommendations for a new approach.

## 2. Recommendation

That the Committee:

- 2.1 Notes the content of the report;
- 2.2 Endorses and support the approach being taken to deliver a new performance mechanism;
- 2.3 Support a new corporate approach and structure, highlighting and examining performance information including:
  - A new tiered approach (Tier 1 to 4) identifying performance information on a structured approach (Appendix 1);
  - Proposing a set of key high level Corporate performance indicators (Tier 1) where the Council has direct involvement on output / delivery and can benchmark;
  - A key set of borough wide indicators (Tier 2) where the Council is in-directly involved in the outcome and can benchmark;
  - Provide progress on Corporate Strategy actions and outcomes (Tier 3);
  - Service Area KPI's included within service plans that identify and monitor service performance used for internal use / portfolio holders (Tier 4);
- 2.4 Consider whether there are any additional actions and outcomes needed to deliver a new performance mechanism;
- 2.5 Report findings of the review to Cabinet;
- 2.6 Create a Performance Annual Report and publish all Tier 1 to 3 KPI's including key achievements.

## 3. Background

### **Report Background:**

- 3.1 After discussions with elected members (Scrutiny Committee September 2022), Service Managers (September 2023) and the Council's Management Team (November 2023), the Policy Team carried out a review of the current performance mechanism to help identify and understand '**What does good performance management look like.**'
- 3.2 After consulting with Service Managers and members, it became apparent the process and current set of KPIs needed to be refreshed and aligned to either national targets or corporate priorities and commitments that help deliver corporate and service efficiency and improvements.
- 3.3 The following points have been raised by officers and members:

- Too many KPIs, many of which are not aligned to service / corporate priorities
  - Measuring too many KPIs can become a complex task and take away from more productive work
  - Performance data should be collected and analysed more frequently
  - Officers who are so busy completing their workload sometimes don't have the time to be innovative leading to long term inefficiencies (don't have time to look at the bigger picture, efficiency saving and reviewing procedure – e.g. digital transformation)
  - Need for automation so that collecting regular KPI data can be done quicker
  - Use of data to drive performance / productivity
  - Productivity barriers at local and national level (more details 6.4)
  - Need to benchmark against other councils (best practice)
  - Corporate Strategy priorities need to be monitored, analysed and fed back.
- 3.4 This review coincides with the establishment of the government's new performance body for Local Government Oflog (Office for Local Government) that aims to help develop effective and meaningful data within Local Government.

### **Oflog (Office for Local Government)**

- 3.5 The purpose of Oflog is to look at how well Local Government (LG) is performing and identify warning signs of failure. The first step of this approach aims for greater transparency of Local Government data. The Oflog objectives are to provide transparency through LADE (Local Authority Data Explorer – online web platform showing performance information) using accessible data collected by publishing statutory indicators and becoming more accountable at a local level.
- 3.6 LADE to date have published five themes of data (Waste management, Adult social care, Adult skills, Finance & Roads). Oflog & LADE will slowly expand the metrics of data to cover more LG responsibilities and eventually LADE aspires to become the authoritative source of information on all LG performance.
- 3.7 The metrics published on the Data Explorer at launch do not cover the breadth of local authority service delivery. Oflog are aiming to fully populate the Data Explorer with metrics over the next two years. They will also be looking to make improvements to the site, including integrating new functionality into the Data Explorer.
- 3.8 One noticeable observation around LADE and benchmarking data is that it's not always upto date showing the latest data – performance data needs to be SMART (specific, measurable, accurate, reliable and timely).
- 3.9 Oflog are also keen for LG to produce Productivity Plans (published by 19<sup>th</sup> July 24) and identify efficient savings (letter dated 16<sup>th</sup> April).

## **4. Good Performance management**

- 4.1 To help work towards achieving a good performance mechanism we've examined a variety of neighbouring peers' performance frameworks, plans, reports and webpages to try understand what is good performance monitoring. Those authorities identified as 'Good' is where they have either been recommended as Best Practice examples or provide clear, meaningful information highlighting Oflogs requirements (what we intend to produce and deliver).
- 4.2 What's evident is that good effective performance management is collecting measurable effective data with a purpose based on the following points:
1. Measurable - define purpose and targets;
  2. help drive service improvement & delivery;
  3. help the organisation become more efficient and productive;
  4. provide value for money;
  5. easy to compile not labour intensive;
  6. digital transformation;
  7. quality of data not quantity;
  8. accessible either via the website or regular reports;

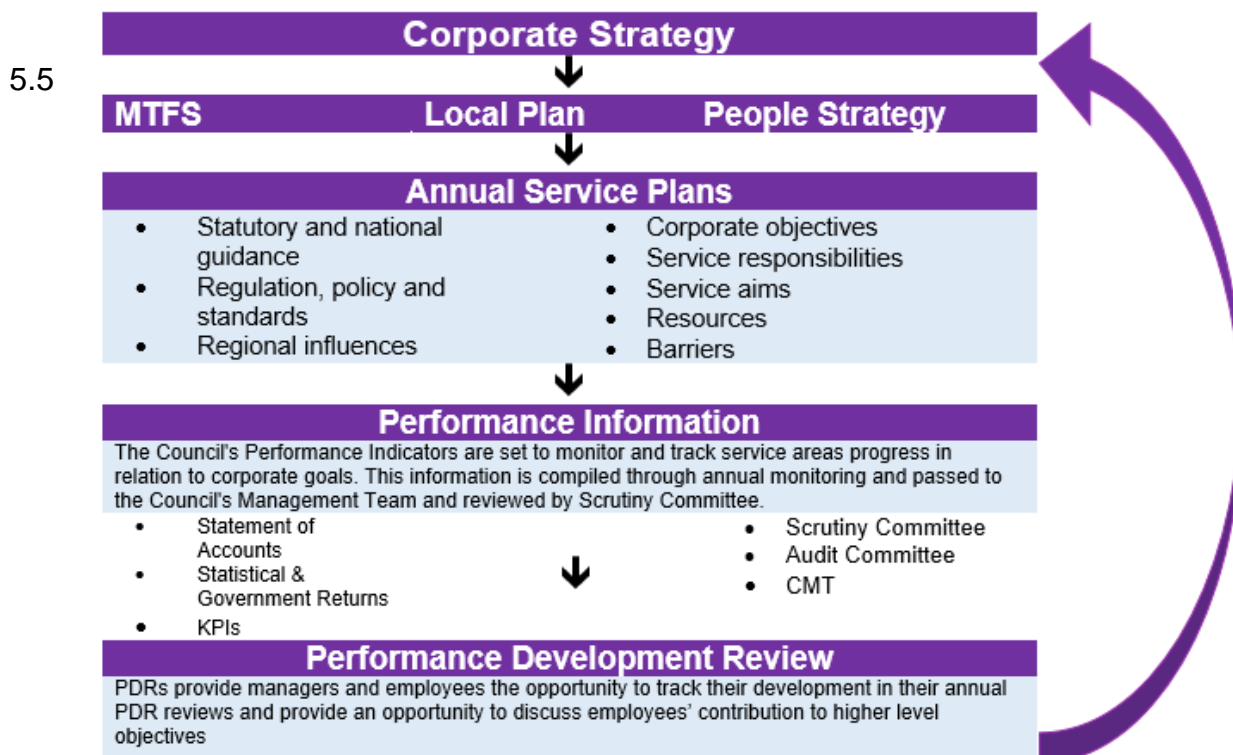
9. identifies warning signs of failure (Oflog); and
  10. transparent and accountable (Oflog).
- 4.3 Service Managers are encouraged to review their performance information (KPIs) on a regular basis and identify how they can improve service delivery, efficiency, productivity and value for money (feedback to management team and produce annual service plans). Additionally, performance information should have measurable objectives, be able to track progress effectively, purposeful, be easy to collect and accessible with quantifiable, meaningful targets.
  - 4.4 To help drive service performance, it has been suggested that where performance has been off target (more than 5-10%), the service area completes a performance improvement plan (perhaps consider implementing a performance clinic). However, these can be very resource intensive (carried out by the PPP team back in 2010 when the team had 1 ½ dedicated FTE performance officers focussed on performance management).
  - 4.5 *If no real purpose is gained from the collection of performance information, it is considered as an inefficiency and non-productive.*

## 5. Hyndburn performance review

### ***What's the current story for performance monitoring?***

- 5.1 HBC stopped compiling the government's statutory BVPI indicators (top and bottom quarters) from the single data list back in 2010 after the change in national government. The current set of performance indicators were developed in 2017/18 based on service areas, in-partnership with the corporate strategy priorities and have been collated and reviewed on an annual basis since 2019. There is now five years' worth of data based on these KPI's.
- 5.2 We currently follow the performance management framework (below) that helps the Council to communicate, track progress against its objectives and priorities. Furthermore, it helps the Council cascade these into our service delivery and allows the Council to report its performance to help individuals understand their contribution to higher-level objectives.
- 5.3 After consulting with Service Managers, it became apparent that the current set of KPIs needed to be refreshed and aligned to either national targets or the Council's new Corporate Strategy. The development of the new Corporate Strategy has been an opportunity to review the current set of indicators to ensure they align with the Council's new set of priorities and commitments. However, the new Corporate Strategy focuses on new key priorities around Levelling Up, Leisure Transformation, Huncoat Garden Village, Heritage, Culture and Arts and Climate Change, as opposed to service delivery. Oflog's priority for LG is to focus on efficiency, productivity, sustainability, transparency and accountability.

5.4 As mentioned, since 2018 Service Area KPI's have been agreed between Service Leads and CMT (as highlighted in the Council's Performance Management Framework), and either submitted as part of Service Plan CMT reporting, statutory return's or collated as part of annual performance report and presented to Scrutiny committee (not carried out since Sept 22). Scrutiny reports would be discussed and examined by members and the committee would invite the Service lead to a future meeting to further investigate issues that had been raised.



As part of the latest review, we've tried to understand how we use data to inform and make better decisions (through service improvement, funding bids, identifying key priorities for the borough), considering a variety of audiences and looking at what makes good performance. Following a number of observations, the following recommendations have been put forward:

**Recommended** - Four different types of performance information (Tier 1 to 4);

- **Tier 1** – Corporate headline, direct involvement KPI indicators (external)
  - *Those key corporate indicators where the Council has direct involvement within the outcome (limited to 40 measures) RAG rated (or DoT) with previous performance and benchmarked with peer authorities and national average. This information will be kept updated and displayed on the Council's website.*
- **Tier 2** – Indirect Hyndburn wide indicators (external)
  - *A set of in-direct measures highlighting how well the borough is performing in a range of measures that will help Hyndburn grow*
- **Tier 3** – Corporate Strategy Outcomes (external)
  - *Update annually identifying progress on Corporate Strategy actions / outcomes and presented to Scrutiny Committee*
- **Tier 4** – Service Areas KPI's (part of Service Plans (Internal / Portfolio holder)
  - *For internal use identified within Service Plans and discussed at CMT, covering efficiency, service improvements, priorities, control and compliance.*

5.6 It's planned Tier 1 to 3 information will be kept updated on the Council's performance part of the website and compiled into an Annual Report (including Council's key achievements) and presented to Scrutiny Committee on an annual basis. Tier 4 is for the purpose of internal discussions between Service Managers, CMT and Portfolio Holders (not always customer focussed / friendly information).

5.7 As mentioned benchmarking data with neighbouring authorities can only be so helpful if using two year-old data when you're trying to effect immediate change in this year's performance and improve the decision making process. Performance data needs to have a sense of how service areas are performing during the current measurement year to try to improve service delivery and implement improvement.

## 6. Productivity

6.1 As part of on-going dialogue regarding performance measures and service improvement, the government is also promoting the use of productivity and efficiency monitoring. Productivity is not one-dimensional, and the government is encouraging LG to consider the various facets that encompass the drive for greater productivity. Looking at the proposed recommendations, the creation of Tiers 1 to 4 would help assist productivity monitoring at macro and micro levels with the creation of an Annual Report.

6.2 In the business sector, productivity can be measured by input / output. However, in the public sector this is not always as measurable or easy to define with complex outputs and substantial time lag between investments and the realization of outputs and outcomes, such as improvement made to people's health & wellbeing, housing market, job market and the climate. Projects such as Levelling Up, Leisure transformation, Huncoat Garden Village and Net-Zero each could take up 5-10 years to be achieved and the benefits realised.

6.3 Monitoring the Corporate Strategy outcomes or those highlighted in Tier 2 & 3 is a macro productivity monitoring exercise. Monitoring service plans (KPIs) or even individuals PDRs can be classed as micro productivity monitoring completed by Service Managers, Portfolio Holders and CMT. However, the outputs gathered are not always quantifiable and include a large amount of anecdotal information. Furthermore, they are not always easy to collect unless through annual customer satisfaction surveys. Planners could be monitored by completed planning applications (but significant amount of additional hidden work involved), while other teams, like Legal, carry out lot of 'hidden' work that does not correlate with workload figures, but are each complex and time consuming. Therefore, KPI monitoring should not be the only reflection of an individual team's performance, but an alarm bell of a trend within the organisation that present an opportunity to interrogate and rectify (as stated by Oflog – identifying warning signs of failure).

6.4 Productivity barriers highlighted by the District's Council Network:

- Reporting requirements which are not clearly relevant and useful, and can be complicated and inconsistent.
- Government funding pots (revenue and capital) that require costly and time-consuming bidding processes.
- Backlogs across other areas: statement of accounts / external audit, courts, planning appeals
- Statutory overrides such as the annual requirement to value assets for accounts.
- Lack of resources available to invest in roles which might support further efficiency.
- Uncertainty over future funding settlements – currently only single-year which hampers effective planning and use of resources, and limited ability / flexibility to make local decisions on spending and raising funds – too much ring-fencing.
- Cultural issues within organisations – resistance to change.
- Late production of guidance or Codes of Practice from Government to support implementation of new regulation or requirements.
- Lack of involvement – policy affecting local government often designed and decided at national level without early engagement. Leads to more costly and complicated work that could be avoided if policy co-designed.
- Members' expectations of output without due regard for available resources.
- Diverse ICT systems that may not interact or where we can be assured that they meet security requirements.

- Having the resources to deliver further activity which goes beyond what we have to do but offers many benefits and reduces demands on other publicly-funded organisations – for instance, our investment in nature reserves benefit health and wellbeing, visitor economy and climate change.
- Lack of member engagement in learning and development which leads to unproductive officer time.
- List of things we have to publish under transparency rules which seem of limited value to anyone such as car parking spaces and statutory requirements to publish notices in print media etc.
- Budget constraints may prevent us purchasing technology, including add on modules to systems which could offer real productivity value

6.5 The purpose of Oflog is not to achieve a rating or ranking on a LG scoreboard, but to drive LG improvement and identify warning signs of failure by monitoring performance. This will be achieved through LADE, Statutory Indicators, internal performance indicators, SOAs, MTFS, Corporate Strategies, Service Plans, CMT, Full Council, Cabinet and Scrutiny Committee, each to help deliver service improvement, efficiency and productivity in the long term.

## 7 Next steps

- 7.1 Chase up Service Plans with KPIs and promote efficiency KPIs by updating CMT Service Area template.
- 7.2 Present a Performance Management Review report to Scrutiny Committee (16<sup>th</sup> July 2024)
- 7.3 Publish Productivity Plans (19<sup>th</sup> July)
- 7.4 Complete the review by the end of August 2024
- 7.5 Update performance part of the website (August 2024)
- 7.5 Report back to Full Council (Sept 2024)
- 7.6 Produce an Annual Report and feedback to Scrutiny Committee (December 2024)

## 8. Alternative Options considered and Reasons for Rejection

Not applicable

## 9. Consultations

Consultation with CMT, Service Managers and Scrutiny Committee.

## 10. Implications

<b>Financial implications (including any future financial commitments for the Council)</b>	There are no financial implications associated with the adoption of a new performance mechanism.
<b>Legal and human rights implications</b>	There are no legal and human rights implications associated with the adoption of a new performance mechanism.
<b>Assessment of risk</b>	Adopting a performance mechanism helps strengthen the governance of the Council and helps to focus the Council's efforts and resources on those areas it has identified as important.
<b>Equality and diversity implications</b> <i>A <a href="#">Customer First Analysis</a> should be completed in relation to policy</i>	CFAs will be completed for individual policy decisions linked to the performance management

<i>decisions and should be attached as an appendix to the report.</i>	
---	--

**11. Local Government (Access to Information) Act 1985:  
List of Background Papers**

[Scrutiny Performance Review 2022.pdf \(hyndburnbc.gov.uk\)](#)

[Agenda Template \(hyndburnbc.gov.uk\)](#)

**12. Freedom of Information**

The report does not contain exempt information under the Local Government Act 1972, Schedule 12A and all information can be disclosed under the Freedom of Information Act 2000.

**13. Exempt Report**

The report **does not** contain exempt information under the Local Government Act 1972

# Appendix 1

# Performance Management Report

2023/24



## Performance Management Report – 2023/24

The Council reviews its performance measures on an annual basis to ensure accountability, efficiency, sustainability and provide transparency. The Council aims to deliver a strong and robust approach to performance management and data quality processes, thereby driving service improvements and ensuring high quality services. This report focuses on three separate performance measures: services that the Council has a direct impact on (Tier 1 - Council performance information); indirect outcomes (Tier 2 - Hyndburn wide information) and the monitoring of the Corporate Strategy (Tier 3 - Corporate Strategy Outcome Progress). A Red, Amber, and Green (RAG) rating status is used to monitor overall performance, and an arrow rating status has been introduced to demonstrate the performance trend in comparison to previous out turns.

Performance RAG Rating Status		Direction of Travel	
Indicator	Status	Indicator	Status
Green	On track, no substantial issues or risks which require action from the Council	↑	Performance has increased
Amber	Some issues or risks which require action from the Council	↓	Performance has decreased
Red	Serious issues or risks needing urgent action	↔	Performance has continued with no increase or decrease / cannot be measured
Unknown	The status cannot be calculated		

It is essential that we effectively monitor performance against our objectives, as laid out in the Council's Performance Management Framework. This allows us to:

- understand how we are progressing against our corporate performance measures
- shape service performance improvement
- inform decision making
- inform our strategies and ensure we focus our resources where they are most needed
- empower local people and be accountable and transparent for our performance.

**Council performance information** – We monitor our performance to make sure the council continues to deliver value for money to local taxpayers. We also check to make sure our services are on target and that we fulfil our promises to you. Service area performance is available within Service Plans.

It's important we also monitor **Borough wide information** - This provides an overview of available data, relating to Hyndburn. Its main purpose is to assist officers and elected members to:

- Plan future activity based on evidential and spatial information
- Assist in the bidding process for grant funding
- Highlight a wide range of data that impacts on, and is impacted by, the work of the council and its partners.

## Council performance information (Tier 1 – 40 measures) – **DRAFT ESTIMATES**

MEASURE		Hyndburn				Lancashire Benchmark	DoT
<b>EFFICIENCY (Finance)</b>		20/21	21/22	22/23	23/24	22/23	
EF1	Reserves as % of net revenue expenditure (%)*	147.1%	86.98%	100.18%		126.6%	↔
EF2	Reserves as percentage of service spend (%) *	96.3%	94.47%	100.17%		100.8%	↔
EF3	Debt servicing as percent of core spending power*	11.4%	9.92%	10.22%		11.7%	↔
EF4	Total debt as percentage of core spending power*	87.9%	79.6%	73.53%		268.1%	↓
EF5	Level of Band D council tax rates*	£250.52	£255.53	£260.64	£260.64	£243.32	↑
EF6	Council tax revenue per dwelling* £	1,120.72	1,120.88	1,205.89	1,297.35	£1,403	↑
EF7	Total core spending power per dwelling*	£286.47	£287.40	£313.92	£327.65	£267.44	↑
<b>EFFICIENCY (Service)</b>							
ES1	Council tax collection rate (%)*	93.3%	93.8%	94.4%		95.3%	↑
ES2	NNDR collection rate (%)*	89.3%	97.2%	97.7%		96.9%	↕
ES3	Time taken process HB new claims (days)*	23	32	24		17	↓
ES4	% of major PA decided on time*	82.8%		71.4%	87.5%	85.2%	↑
ES5	% of non-major PA decided on time*	85.6%		64.5%	77.3%	84.9%	↕
ES8	Working days lost due to sickness (per FTE)		8.9%	7.7%			↓
ES9	% of compliant food businesses (3+)			97%	97%		↔
ES10	Number of upheld complaints, per 100,000 pop	1.2	0	0		1.2	↔
ES11	Total calls (CCC)			168,245	157,945		↓
ES12	Average wait time			2:31m	1:39m		↓
ES13	Average Abandonment Rate			7.0%	3.0%		↓
ES14	Payments taken			£746,253	£781,266		↑
<b>SUSTAINABILITY (Environment)</b>							
SE1	Household waste recycling rate (NI192)*	35.9%	33.0%	30.6%		39%	↓
SE2	Residual household waste (NI191)*	428.2kg	439.2kg	435.7kg		509.5kg	↔
SE3	Number of fly tipping incidents (NI196)	3.308	2,534	2,634		1,967	↔
SE4	<i>Complaints of housing disrepair</i>			151	286		
SE5	Vacant dwellings over 6 months (%)		446	1.2% (454)		1.1%	↔
SE6	Council's annual carbon footprint (emissions)	2956*	2284	1866 Co2t			↓
SE7	Air Quality Management Orders	0	0	0	0		↔
SE8	Number of Green Flag parks held	9	9	9	10		↑
<b>SUSTAINABILITY (Growth)</b>							
SG1	Number of new homes (new build)	191	227	197		409	↔
SG2	Number of affordable homes			118		126	
SG3	Housing Delivery Test			405%		273%	
SG4	No. of Energy Efficiency Grants completed						
<b>SUSTAINABILITY (Social)</b>							
SS1	Number of Homeless presentations	747	1089	1371	1732		↑
SS2	Number placed in TA	61	55	74	68		↔
SS3	Homeless Prevention Duty	59	102	135	175		↑
SS4	Number of DFG completed			144			
SS5	% of Employees with a Disability		5.4%	5.7%			↑
SS6	Median gender pay gap		5.5%	4.2%			↓
SS7	Ethnic minority employees		6.4%	8.3%			↑
SS8	Voter turnout (Local Election)		32%	%	29.8%		↓

## Borough wide information (Tier 2)

	MEASURE	Period	Hyndburn	Lancashire	National	DoT
	<b>Social</b>					
S1	Population	22/23	83,213		57,106,398	↑
S2	Population Growth (between 2011-21)	2021	1.8%	5.2%	6.6%	↑
S3	Population (under 16)	2021	20%	18.7%	18.6%	↔
S4	Population (Over 65)	2021	18.2%	18.6%	18.4%	↑
S5	Number of Households	2021	34,789		24,783,199	↑
S6	Ethnicity breakdown	2021	17%		18%	↑
	<b>Housing</b>					
H1	Dwelling Stock	2022	37,434		25m	↑
H2	Council Tax band A	2023	58%		24%	↓
H3	Private Rented Stock	2021	23.2%		20.6%	↑
H4	Houses in Multiple Occupation (HMOs)	23/24	391		489,701	↑
H5	Terraced Properties	2021	50.4%		23.2%	↓
H6	Average Property Price	2023	£116,338		£284,691	↑
H7	Households with EPC (C +)	23/24	25.4%		42%	↑
H8	Fuel Poverty	2021	18.4%		13.14%	↑
	<b>Sustainable Economy</b>					
SE1	GVA per head	2021	£21,258		£31,138	↑
SE2	Local Economy	22/23	£1.6 billion			↑
SE3	Employment Rate	22/23	80.2%		75.8%	↔
SE4	Job Density Rate	22/23	0.61	0.77	0.87	
SE5	Economically Inactive	22/23	19.8%		21.2%	↔
SE6	Average Gross weekly Income	22/23	£610.60		£682.60	↑
SE7	People on universal Credit	2023	11,303		£6.4 m	
SE8	Average Attainment 8	21/22	43.8/90		48.8/90	
SE9	Working age population NVQ Level 3	2021	48.4%	53.7%	55.6%	
SE10	16-64 year olds with no qualification	22/23	3.5%		3.3%	
SE11	Business Count	22/23	2,400			↑
SE12	Business Change (over 5 years)	22/23	+6.2%		+0.02%	↑
SE13	Commercial vacancy rates (Accrington)	22/23	29.7%		10.8%	
SE14	Premises with gigabit capable broadband (%)	22/23	77.0%	72.9%	72.9%	↑
	<b>Healthier Communities</b>					
HC1	IMD (Rank)	2019	18th		NA	↓
HC2	Life Expectancy (Female)	2022	80			
HC3	Life Expectancy (Male)	2022	76.5			
HC4	Healthy Life Expectancy (Female)	2018-20	64			
HC5	Healthy Life Expectancy (Male)	2018-20	61.4			
HC6	Child Poverty	21/22	35%		19.9%	
HC7	Infant Mortality rate (per 1,000)	20/22	3.5		3.9	
HC8	Excess Winter Deaths Index	21/22	18%		8.1%	
HC9	People Inactive (%)	21/22	60.5%		67.3%	
HC10	Prevalence of Obesity (Year 6)	22/23	23.5%		22.7%	
HC11	Recorded crime rate per 1,000 of the pop	2022	133.59		83.77	
HC12	Method of Travel to work - Car	2021	80%	75%	71%	
	<b>Environment Information</b>					
EN1	Nature Reserves / Open Spaces	22/23	505 hectares			↑
EN2	Woodland Coverage	22/23	8.2%		UK: 13%	↑
EN3	Greenbelt	2024	54%			
EN4	Greenhouse Gases tCO2e per capita	2021	5.4		5.2	↓
EN6	Air Pollution: fine particle matters (PM2.5)	2021	6.3	7.1	7.4	↓
EN7	Heritage Index Ranking	2020	217/316		NA	
EN8	Listed structures	2023	140			

## Corporate Strategy Outcome Progress (Tier 3)

PRIORITY	OUTCOMES	PROGRESS
<b>Sustainable Growth</b>		
<b>Employment &amp; Business Growth</b>	Adopt a new Local Plan & Site Allocation Plan	
	Improve economic prospects by providing good quality employment land at Altham Business Park and Whitebirk	
	Deliver a year on year increase in Business Growth	
	Provide additional resources to support businesses and secure funding for the next 10 to 15 years to grow the local economy	
<b>Revitalise Accrington Town Centre</b>	Develop an Arndale Masterplan	
	Identify potential funding streams to deliver the Town Centre Investment Plan	
	Successfully deliver Levelling Up projects	
	Increase town centre footfall	
	Reduce town centre vacancy rates	
<b>Housing Growth</b>	Provide a greater choice and quality of housing including transformational change at Huncoat Garden Village	
	Protect areas with high biodiversity value and deliver 10% biodiversity net gain across all development	
	Adopt a new policy to deliver carbon efficient sustainable homes for developers	
<b>Environment &amp; Climate Change</b>		
<b>To Make the Council Net Zero by 2030</b>	Remove fossil fuel from Council owned assets focussing on high emitters and buildings at risk	HAG
	Reduce the Council's carbon footprint by 75% by decarbonising activities and operations	
<b>Green Open Spaces</b>	Adopt an Active Environment Strategy, improving places and spaces for people to be more active	Hyndburn Leisure
	Maintain the number of parks which are Green Flag accredited	
<b>Natural Environment</b>	Create new woodland, including planting 30,000 trees to help with carbon capture,	

	habitat creation and building resilience	
	Enhance major natural spaces for accessibility, biodiversity and climate measures	
	Implement a Local Nature Recovery Strategy	
<b>Domestic Home Energy Reduction</b>	Work with co-partners to deliver Energy Saving Measures to households living in fuel poverty	
	Deliver a Domestic Energy Transformation Programme to help with transition from fossil fuels	
<b>Community &amp; Collaborative Working</b>		
<b>Partnership Working</b>	Work in line and promote <i>Hyndburn Partnership Principles</i>	
<b>Health &amp; Wellbeing</b>	Actively participate in and seek to influence local partnerships including the Integrated Care Board, and work with those addressing local health priorities	
<b>Heritage, Culture &amp; Arts</b>	Commission and adopt a Culture & Heritage Strategy	
	Transform Market Chambers into a new heritage, culture and arts space	
	Protect and enhance our built town centre heritage assets	

## Corporate Values

