

REPORT TO:	Resources, Overview & Scrutiny Committee
DATE:	20th January 2025
REPORT AUTHOR:	Stuart Sambrook (Policy Manager)
TITLE OF REPORT:	Review of progress made against the Corporate Strategy and the Council's Performance Indicators

1. Purpose of Report

The purpose of this report is to:

- 1.1 Update the Resources, Overview & Scrutiny Committee on progress made against the outcomes outlined in the 2023 to 2028 Corporate Strategy;
- 1.2 Provide a performance update against the Council's latest Key Performance Indicators (KPIs);

2. Recommendation

That Scrutiny Committee:

- 2.1 Note the report;
- 2.2 Review progress made against the Corporate Strategy outcomes (monitoring the success of the strategy)
- 2.3 Review priorities and objectives of the Council's Corporate Strategy aligning to the Council's vision (CPC recommendation);
- 2.4 Monitor performance of the Council's KPI's (Tier 1 to 3).

3. Background

Corporate Strategy:

- 3.1 In November 2023, the Council published its latest Corporate Strategy (*An ambitious and sustainable future for Hyndburn*), which forms part of the Council's Policy Framework. The Strategy articulates the Council's vision and key strategic objectives, outlining emerging priorities and major projects, whilst incorporating sustainable growth, climate change and community objectives.
- 3.2 The current key strategic issues focus around the following projects:
 - Town Centre regeneration driven by the Accrington Market Hall, Burtons Chambers and Market Chambers;
 - Housing development in the form of Huncoat Garden Village, working with Homes England;
 - Adoption of the Local Plan to deliver strategic sites for employment and housing growth;
 - A focus on culture, heritage and arts as motors for civic pride and regeneration;
 - Delivery of leisure transformation (including Wilson Sports Village, which is currently under construction following grant funding from Sport England).
- 3.3 The Strategy is focused on the priority themes listed below and includes a set of high-level goals we call outcomes (**Appendix 1**) needed to measure and monitor how well the Council is achieving and delivering against the planning objectives (success of the strategy).
 - **Sustainable Growth**
 - *Employment & Business Growth*

- *Revitalise Accrington Town Centre*
- *Housing Growth*
- **Environment & Climate Change**
 - *To Make the Council Net Zero by 2030*
 - *Green Spaces & the Natural Environment*
 - *Domestic Energy Reduction*
- **Community & Collaborative Working**
 - *Partnership Working*
 - *Health & Wellbeing*
 - *Heritage, Culture & Arts*

- 3.4 **Appendix 1** provides progress made against the 26 Corporate Strategy outcomes, broken down by theme, responsible officer, and just remembering we are currently at the start of the second year of a five-year plan (23-28). Out of the 26 outcomes, 23 are in progress, 2 have been completed (Adopt an Active Environment Strategy delivered by Hyndburn Leisure, and delivered 11th Green Flag Park) and 1 has not yet started (deliver a Domestic Energy Transformation Programme to help with transition from fossil fuels).
- 3.5 In the meeting, we will run through all 26 Outcomes and provide an update. It will be an opportunity for members to raise suggestions for any future additional outputs that could be included, monitored and reported on at future meetings.

Corporate Strategy Review

- 4.1 It is always good practice to review the Corporate Strategy on an annual basis, and with Scrutiny Committee being the perfect sounding board to discuss ideas, progress and align with the Council's vision and objectives.
- 4.2 One of the recommendations of the latest Corporate Peer Challenge (CPC) carried out at the end of October was for the Council to: *'Conduct the planned review of the corporate strategy and align the organisational structure accordingly.'* The [CPC Final Report](#) will be going to [Council](#) and Cabinet in January 2025 and Cabinet will agree a process for developing the required action plan to address the CPC recommendations.
- 4.3 As part of this recommendation, we invite the Resources, Overview and Scrutiny Committee to review the priorities and objectives of the latest [Corporate Strategy](#) aligning them to the Council's vision and purpose moving forward.
- 4.4 With the latest release of the [English Devolution White Paper \(EDWP\)](#), and any future Local Government Reorganisation the Council will need to reflect on any long term plans, visions and objectives.

Key Performance Indicators

- 5.1 At the September 2024 meeting, Cabinet approved the latest performance management review to help improve performance monitoring and identify warning signs of failure. This review identified 39 Key Performance Indicators (KPIs) the Council has direct involvement with, known as Tier 1. It was determined these would be reviewed and monitored annually by the Scrutiny Committee and made available on the Council's website ([Key Performance Indicators – Hyndburn Borough Council \(hyndburnbc.gov.uk\)](#)) for accountability and transparency.
- 5.2 The Performance Management Framework sets out how the Council delivers via a cycle of continuous planning, monitoring, scrutiny, learning and improvement. The Framework exists to help the Council communicate and track progress against its Corporate Strategy objectives and priorities and cascade these into service plans. The Council's aim is to use performance

management data and processes to drive improvement, where it is relevant, useful and straightforward to understand.

- 5.3 KPIs (Key Performance Indicators) are benchmarked against Lancashire authorities and national averages in order to cultivate a culture of cyclical learning and continuous improvement. Data is sourced from platforms such as [LG Inform](#), [Nomis](#), and [Oflog's new data platform, LADE](#).
- 5.4 The new approach focuses on three different types of performance information (Tier 1 to 3);
- **Tier 1** – Corporate, direct-involvement KPI indicators – Monitoring KPIs the Council has direct involvement in to ensure the council continues to deliver value for money to local taxpayers. This information will be kept updated and displayed on the Council's website
 - **Tier 2** – Indirect, Hyndburn-wide indicators - A set of headline measures highlighting how well the borough is performing in a range of measures. Its main purpose is to assist officers and elected members to plan future activity based on evidential and spatial information and assist in the bidding process for grant funding.
 - **Tier 3** – Corporate Strategy Outcomes update on progress.

5.5 Appendix 2 lists the Council's corporate KPIs (as agreed by Cabinet on the 18th September 2024) and identifies the Tier 1 KPIs for the past four years in comparison with the Lancashire average. Of the 39 KPIs, 18 have seen an improvement in their direction of travel (DoT), 11 have stayed the same and 10 have seen a downturn compared with previous years.

5.6 **Efficiency (Finance)**

All 7 of the Efficiency (Finance) indicators have performed positively, with 4 experiencing an improvement in performance, 3 on par compared to the previous year's figures, while all performing better than the Lancashire average and CIPFA family group (except Council tax revenue per dwelling which is similar to neighbouring East Lancashire districts). All 7 KPIs appear on Oflog's Local Authority Data Explorer.

5.7 **Efficiency (Service)**

6 of the 11 Efficiency (Service) indicators have performed positively. 3 indicators remain on par, while 2 indicator has experienced a downturn in its DoT: 'Time taken process HB new claims (days)' has increased to 27 days and '*Working days lost due to sickness (per FTE)*' has increased from 7.61 in 22/23 to 8.43. However, this remains lower than the 21/22 figure of 8.92 and better than the Lancashire average of 12.82.

Following concerns expressed by the government about Planning figures, the council have prioritised demonstrating strong performance and are no longer under special measures. The planning KPIs have seen their figures improve from 71.4% to 87.5% for '*major planning applications decided on time*', and from 64.5% to 77.3% for '*non-major planning applications decided on time*'. Problems with the planning applications portal have been resolved and the software is online and functioning. Progress has been made in Development Management, and officer caseloads are now deliverable.

One noticeable observation was the discrepancy in figures for the indicator: '*Time taken process HB new claims (days)*'. This had been recorded as 24 days- an improvement on previous years (25 in 22/23 and 32 21/22) - and sourced from the latest CMT report and LADE. However, a recent report identified this figure to be 27 and prompted investigation.

Response from Manager - The implementation of an enhanced on-line application form for Housing Benefit and Council Tax Support claims includes the facility for applicants to securely upload relevant supporting evidence and should lower time taken.

5.8 **Sustainability (Environment)**

4 of the 8 indicators have experienced an improvement in performance; two have remained on par, and two indicator's '*Number of fly tipping incidents*' up 291 and '*Complaints of housing disrepair*' experiencing an increase from 151 to 286. This may be less a reflection of Council performance, and more an indication of the current housing market.

'*Household waste recycling rates*' has seen a slight improvement (from 30.6% to 32.2%), but still below Lancashire average of 39%. However, if we filter just dry recycling rates Hyndburn achieves the highest rate across Lancashire. '*Residual household waste*', while on par (or perhaps slightly increased), remains significantly below the Lancashire average (509kg compared to 441kg).

5.9 Sustainability (Growth)

This theme requires more investigation work to identify relevant, up to date sources and peer comparison information. 1 of the 4 indicators experienced an improvement, 1 stayed on par, whilst 2 out of the 4 indicators saw a drop in numbers (new homes & delivery target)- we are waiting on latest figures. The indicator 'No. of Energy Efficiency Grants completed' focuses on Affordable Warmth grants, which have increased in 23/24 to 65. However, the new Homes Energy Reduction Officer will be delivering more CHiL ECO- type funding grants, which we aim to reflect in future figures.

5.10 Sustainability (Social)

This theme also requires more investigative work to identify Lancashire benchmark data. 3 Human Resources KPIs have experienced an improvement. 2 of the 9 indicators stayed on par with previous years, such as 144 'DFGs completed'. The Council has been awarded the Disabled Facility Adaptations grant and are working closely with the Community Health Partnership to set up a pilot project for preventative DFG work. This may impact the figure in future years.

Whilst, 4 out of the 9 indicators have experienced a downturn in their DoT, such as the 'number of homeless presentations' this partly could be down to the local housing market and the national picture. The last 12 months have seen a significant increase due to an increase in applicants who have been served notice in the private sector or been asked by family/friends to leave- singles males make up a large proportion of this particular group- and domestic abuse cases. We are now seeing a significant rise in families presenting to the service.

6. Alternative Options considered and Reasons for Rejection

Not applicable

7. Consultations

To date we have consulted with the Council's Management Team, Service Managers, Resources Overview & Scrutiny Committee (July 2024) and Cabinet (18th September 2024) on the new performance mechanism.

8. Implications

<p>Financial implications (including any future financial commitments for the Council)</p>	<p>There are no financial implications associated with the review and reporting of the Corporate Strategy.</p> <p>Any financial implications related to the delivery of specific objectives set out in the strategy will be dealt with in any reports presented relating to those objectives and / or</p>
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	will be dealt with in the budget setting and financial management processes.
Legal and human rights implications	There are no legal and human rights implications associated with this report. Any legal and human rights implications related to the delivery of specific objectives set out in the strategy will be dealt with in the any reports presented relating to those objectives.
Assessment of risk	Regularly reviewing the Corporate Strategy and performance 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.
Equality and diversity implications <i>A Customer First Analysis should be completed in relation to policy decisions and should be attached as an appendix to the report.</i>	N/A

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

Cabinet approval of Corporate Strategy 2023 to 2028
[Corporate Strategy - Main Report.pdf](#)

9. 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.

10. Exempt Report

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

Appendix 1 – Corporate Strategy outcomes update

Theme	Priority	Outcome	Update	Officer	RAG
Sustainable Growth	Employment & Business Growth	Adopt a new Local Plan & Site Allocation Plan	<p>Approval will be sought from Council in January to proceed with submission of the draft Local Plan to the Secretary of State who will appoint an Inspector to carry out an independent examination. Subject to Council's agreement in January, the Local Plan would be submitted on or before 12th March 2025 after which the examination timetable will be managed by the Planning Inspectorate.</p> <p>Local Plan examinations can last around 12 months from submission to adoption, although this depends on the complexity of issues raised by the Inspector and representations by third parties. Therefore, Adoption of the Local Plan could reasonably be predicted to be Spring/Summer 2026. Supporting Info – Draft Local Plan</p>	Adam Birkett	
		Improve economic prospects by providing good quality employment land at Altham Business Park and Whitebirk	The sites will come forward as employment site opportunities subject to adoption of the new Local Plan in 2026.	Mark Hoyle	
		Deliver a year on year increase in Business Growth	<p>Continued investment in Business support programmes provided through tailored support programmes for different stages ranging from start-up through to high growth, as well as support to help companies increase International trade. Currently provided through Boost Business Lancashire, and the East Lancashire Chamber of Commerce we will look to continue engaging in similar programmes to provide this ongoing support. The council has currently invested in the Low Carbon programme, delivered by the East Lancashire Chamber of Commerce, which is supporting business with energy efficiency and providing assistance to reduce their carbon footprint.</p> <p>The Economic Development team offers a 1-1 bespoke service for all Hyndburn based companies, tailoring advice and sign posting to stakeholders for additional assistance as necessary.</p> <p>A range of activities focused on inclusivity and determination to ensure the majority of businesses have access to business support are in place. These range from a series of online and in person workshops, through to business drop-in sessions and a quarterly business newsletter.</p>	Salma Chaudhry	

			<p>Additionally a range of workshops have been delivered on various topics, which have been based on feedback from the business community on support to help business growth.</p> <p>The Economic Policy Forum is a platform where the council invites business leaders to discuss challenges, identify gaps and emerging trends, which enables the council to tailor support in line with the requirements of businesses in the borough.</p> <p>Additionally, continuous outreach is conducted through engagement with a range of stakeholders across the borough, through attendance at networking events and business expos.</p> <p>Engagement with the local college is another key activity which will continue through sector specific industry boards, which provide an opportunity for businesses to provide details of skills needs in the region, which in turn helps the senior management at the college to tailor curriculums in line with business needs.</p> <p>Data - Council Performance Indicators Tier 2</p>		
		<p>Provide additional resources to support businesses and secure funding for the next 10 to 15 years to grow the local economy</p>	<p>Hyndburn currently has 2 employment sites which will become available for businesses to locate to and we expect this will have a considerable impact on the local economy over the coming years.</p> <p>Burton's Chambers is a town centre located building which has been purchased by the council and will operate as a co working space. Due to it's central location and good transport link, this will provide another opportunity for local economic growth,</p> <p>The Economic Development team is looking to host regular Job fairs to make it easier for employers to recruit locally, as well as sector specific networks which will offer businesses a peer learning opportunity as well as a channel for the council to gain further business intelligence for each sector. This intern will provide further insight into where business support should be focused.</p> <p>The Council has commissioned the East Lancashire Chamber of Commerce to support local businesses to be more carbon efficient through funding packages with £65k in 23/24 and £75k in 24/25 and additional funding for carbon manufacturing industry.</p> <p>Providing Boost Lancashire with £122k in 23/24 and £138k in 24/25 to fund business support.</p>	<p>Salma Chaudhry</p>	
	<p>Revitalise Accrington Town Centre</p>	<p>Develop an Arndale Masterplan</p>	<p>Public consultation period on the draft Masterplan Framework currently underway until mid-January. Three drop-in sessions being provided together with on-line facilities. Two session are being held within Market Chambers building (3-7pm) and a third on 17th January within the Raza Masjid Community Mosque off Blackburn Road.</p>	<p>Steve Riley</p>	

		Identify potential funding streams to deliver the Town Centre Investment Plan	Awaiting government update on 1 year extension for UKSPF funding and new Long Term Plans for Towns / funding guidance. Town Centre Partnership Board continue to be updated with next meeting planned for 13 February 2025.	Steve Riley	
		Successfully deliver Levelling Up projects	<p>Phase 1 (enabling works) contract progressing with Delivery Partner Morgan Sindall. Once completed, this will make Market Hall and Burtons Chambers watertight. Phase 2 (fit-out) contract to be tendered early January and awarded around Easter.</p> <p>Site visits provided for Cabinet members, TC Board members, County Councillors, Market Traders.</p> <p>Discussions continue with the appointed new operator 2-Work (final layout designs have been signed off).</p> <p>Update report presented to Cabinet in December highlighting all event, promotion, strategy work undertaken in 2024. Awaiting government update on 1 year extension for UKSPF and guidance.</p>		
		Increase town centre footfall	<p>Visitor data analysis shows that with the exception of 2020 where we saw the nation locked down, we can see a consistent increase in footfall in Accrington Town Centre:</p> <ul style="list-style-type: none"> • 2019 - 7,220,788 • 2020 - 4,281,258 • 2022 - 7,367,504 • 2023 - 9,240,079 • 2024 - 11,587,965 <p><u>Daily Footfall</u> Mondays, Thursdays and Saturdays have seen a growth of approx. 40% from 2023 to 2024</p> <p><u>Visitors by Age</u> Accrington town centre is still not attracting the younger demographic, seeing less than the North West and National Average visitors in the 15-29 age group and is performing well in the 30-44, 45-59 and 60+ age groups.</p> <p>Accrington town centre has also held a number of events across 2024 from Spring Parade, Continental Market, Food Festival, Eco Fest, Soapbox Challenge, Enlighten, Lights Switch On, Christmas Tree Festival.</p>		

		Reduce town centre vacancy rates	<p>Vacancy rates had risen from 22% in 2017 to 27% in 2022 but are now down to 24.6%, 11% higher than national average.</p> <p><u>Night Time Economy & Leisure</u></p> <ul style="list-style-type: none"> the night-time and leisure economy is improving with <ul style="list-style-type: none"> over double the amount of restaurants and bars in 2024 than in 2017 a return to 2017 numbers in public house following a fall after the pandemic a 50% increase in sports & leisure facilities <p><u>Convenience</u></p> <p>Although the convenience sector has lost a number of bakers, frozen food outlets and greengrocers, there has been a marked change in the increase of convenience stores, particularly offering more tailored foods to the diverse community that make up Hyndburn</p> <p><u>Retail Service</u></p> <p>The retail sector has seen the predictable loss of services due to trends and the cost of living crisis such as photo processing and some luxury services such as dry cleaning, travel agents and photo studio</p> <p>The retail service sector is however showing resilience with health & beauty numbers still 12% higher than 2017 and undoubtedly the largest economy in Accrington Town Centre.</p> <p><u>Financial and Business Services</u></p> <p>This sector has reduced by 33% since 2017 along with many other high streets across the country with the closure of high street banks along with businesses giving up office space, preferring hybrid working following the pandemic</p>		
	Housing Growth	Provide a greater choice and quality of housing including transformational change at Huncoat Garden Village	<p>The draft Local Plan makes provision for at least 3,686 dwellings over the period 2021-2040 including the requirement for an appropriate mix of dwelling sizes and tenures based on local housing needs.</p> <p>Homes England approved Hyndburn Borough Council's submission for circa £30 million grant funding for Huncoat Garden Village for infrastructure works, and on the 30th of October 2024 Cabinet gave it's approval to accept the grant. This was a major step forward for the Huncoat Garden Village project that will lead to the development of over 1,800 new high-quality homes at Huncoat over the next 15 years. The project is progressing at pace but is still subject to adoption of the new draft Local Plan.</p>	Mark Hoyle	
		Protect areas with	Whilst Policy SP16 'Natural Environment Enhancement' of the draft Local	Adam	

		high biodiversity value and deliver 10% biodiversity net gain across all development	Plan includes provisions to secure biodiversity net gain, in February 2024 Central Government introduced mandatory biodiversity net gain (BNG) requirements under Schedule 7A of the Town and Country Planning Act 1990 (as inserted by Schedule 14 of the Environment Act 2021). Developers must now deliver a BNG of 10%. This means a development will result in more or better-quality natural habitat than there was before development.	Birkett	
		Adopt a new policy to deliver carbon efficient sustainable homes for developers	The draft Local Plan policies SP18 'High Quality Design' and SP13 'Climate Change and Sustainable Development' aim to secure development that is visually attractive and sympathetic to local character and adheres to national technical standards, is located in sustainable locations and incorporates low carbon and renewable energy technology where possible.	Adam Birkett	
Environment & Climate Change	To Make the Council's Net Zero by 2030	Remove fossil fuel from council owned assets focussing on high emitters and buildings at risk	In addition to the buildings that have already had gas removed from the sites, (Hyndburn Leisure Centre, Scaitcliffe House, Market Hall, Oakhill Park Tennis Pavillion), the Haworth Art Gallery is the subject of a Net Zero Pilot Study which is 50% funded by Historic England to reduce the carbon emissions without causing harm to the historical significance of the Grade II Listed building. The Asset Management Plan will seek to carry out decarbonisation studies to the top emitters and buildings of significance such as the Town Hall which is a high emitter and a Grade II* Listed Building. Members are still to approve the brief of the Asset Management plan before procurement can take place. £500,000 was approved to make the new Wilson Sports Village fossil fuel free with a Grade A Energy Performance when complete	Helen Mc-Cue Melling	
		Reduce the Council's carbon footprint by 75% by decarbonising activities and operation	Over the past twelve months the Council has reduced its CO2 emissions from 1850 down to 1312 (reduction of 28%). All the Councils fleet now runs on HVO (hydro treated vegetable oil) fuel which has the potential to reduce to CO2 emissions in the vehicle fleet by 90% (or 450 tons).	Stuart Sambrook	

			<p style="text-align: center;">Council Carbon Footprint (Tonnes of CO2e per annum)</p> <p>Reduction in CO2e between 2020 to 2023:</p> <ul style="list-style-type: none"> → Electricity moved to Green Renewable Tariff (600 tCO2e) → PSDS / Decarb building stock (600 tCO2e) <p>Reduction in CO2e between 2022 to 2025:</p> <ul style="list-style-type: none"> → Vehicle fleet moved from diesel to HPV (450 tCO2e) → Accrington Market Hall becoming fossil free (50 tCO2e) <p>To achieve Net Zero we need to:</p> <ul style="list-style-type: none"> → Decarb building stock (550 tCO2e) → Reduce waste & recycle (200 tCO2e) → Carbon offset & capture (150 tCO2e) <p>Legend: Gas Usage (Blue), Electricity (Red), Fleet (Green), C&I Waste (Purple), Staff Commuting (Black), Other (Orange)</p>		
	Green Open Spaces	<p>Adopt an Active Environment Strategy, improving places and spaces for people to be more active</p> <p>Maintain the number of parks which are Green Flag accredited</p>	<p>Delivered by Hyndburn Leisure aiming to improved quality and connectivity of places and spaces. Increased appeal and enhanced access to a wider range of users reaching out to local communities particularly inactive residents and disadvantaged groups. Positive impact on health and wellbeing outcomes and increase participation in sport and physical activity.</p> <p>The Council was successful in securing green flag awards for 11 of its green spaces in 2024. This is the highest number of green flag awards for a Council in Lancashire.</p>	<p>Hyndburn Leisure</p> <p>Craig Haraben</p>	
	Natural Environment	<p>Create new woodland, including planting 30,000 trees to help with carbon capture, habitat creation and building resilience</p>	<p>The Tree ACTION Project which is being run in partnership with the PROSPECTS Foundation is now in its second year. In the first year (23/24), over 5,000 trees were planted across 12 sites. Over 3,500 trees were planted on Hyndburn Borough Council land (the first 7 sites on page 1), with the other 1,469 being planted on 5 sites such as the Accrington Eco Station’s Community Garden and Accrington Cricket Club.</p> <p>As the planting season advanced, more sites were added due to demand. The Great Harwood Showground asked for more trees and St Huberts Primary wanted a hedgerow. This meant the total number of trees planted surpassed our original target of 3,500-4,000 by over 1,000 trees.</p> <p>A proposal has been drawn up to create a new woodland area at Bullough Park, which will also incorporate wildflower areas and a small wetland area.</p>	<p>Sara Parsons</p>	

			The new planting will link with and extend the existing woodland areas at Miller Fold and Woodnook Vale.		
		Enhance major natural spaces for accessibility, biodiversity and climate measures	<p>The Brookside restoration project and the woodland creation project at Bullough Park are being supported by the PROSPECTS Foundation and Proffitts CIC, who provide updates on both projects on their websites. A woodland management plan has been drawn up for Brookside and has been submitted to the Forestry Commission. This plan sets objectives outlining how the woodland areas will be managed over the next ten years. Work to deal with the effects of ash dieback continues, with trees being felled where they may pose a risk to public safety. Entrance improvements and the installation of a new bridge will take place at Jackhouse early in the new year. We have recently started a new project with the PROSPECTS Foundation to complete improvement works and establish volunteering opportunities at Jackhouse, Woodnook Vale and Peel Park and the Coppice. This builds on the work already done at Peel Park and the Coppice which included wetland scrapes, wildflower planting, scrub management and the creation of a butterfly bank. We are just over half-way through the Brookside Restoration project which is being led by The PROSPECTS Foundation. The project has received funding from the National Lottery Climate Action Fund and work on site has included invasive species management, woodland management, habitat surveys, grassland management and a regular programme of events and volunteering opportunities.</p>	Anne Hourican	
		Implement a Local Nature Recovery Strategy	LCC have been busy holding workshops with their Habitat Groups which cover important habitats across the County - Peatlands, Grasslands, Trees & Woodland, Coastal & Estuarine, Aquatic & Wetland, Rocky Habitats and Urban and land allocated for development, as well as our species specialists and our Supporting Authorities. With their input together with all the feedback we have received during engagement they have drawn together a shortlist of "Priorities"; what they want the strategy to work to achieve over the next 5 to 10 years, and the "Potential Measures"; the practical actions that, if taken, would make positive contributions to delivering those priorities for Lancashire for the benefit of our most important species the wider natural environment.	LCC	
	Domestic Home Energy Reduction	Work with co-partners to deliver Energy Saving Measures to households living in fuel poverty	Hyndburn have worked closely with the majority of other authorities in Lancashire through Cosy Homes in Lancashire (CHiL) to secure, promote and spend the funding allocated from Central Government in Energy Grants. The current iteration is the Home Upgrade Grant (HUG) which has been in place since 2022, this funding stream ends in April 2025 and	Tim Brodest	

			<p>Lancashire are on course to meet our projected aims of helping at least 1400 homes throughout the County and spending over £28m. CHiL are now bidding for the next allocation of funding for the Warm Homes: Local Grant – the new funding scheme – and have asked for over £90m for the next 3 years to be spent on Lancashire residents.</p> <p>Hyndburn BC are also working closely with other organisations throughout the district to reach and assist as many residents as possible. Whether this is through signposting, direct contacts, phone calls or other methods, we have worked with organisations such as:</p> <p>Homewise, Citizen’s Advice Bureau, Community Solutions, Electricity Northwest, Lancashire Women, 1st Call, Age Concern, Age UK, Integrated Care Board, Social Services, and others to try and access as many people as possible to make them aware of the support available.</p> <p>Alongside national funding, Hyndburn have also been allocated Affordable Warmth Funding through L.C.C. This funding is in the form of Grants to the most vulnerable residents to assist with varying energy-efficiency measures and help with heating issues, there are eligibility criteria set by L.C.C. and each application is measured against these prior to approval. Since the first Grants were approved in May 2023, Hyndburn have now spent and committed over £166k in Affordable Warmth Funding through L.C.C and currently have around £32k left to spend before April 2025.</p> <p>Hyndburn have been more pro-active than a lot of other authorities when it comes to Energy Efficiency funding as we have allocated our own Grants from the Better Care Fund, this has been allocated annually since the end of 2017 and in FY 2024/25 we allocated £200k to this scheme. Again this funding was subject to eligibility criteria – ours is actually more stringent than L.C.C’s – but, due to the high number of vulnerable residents and the condition of much of our older housing stock, we have currently spent all the allocated funding for this year.</p>		
		Deliver a Domestic Energy Transformation Programme to help with transition from fossil fuels	Ideas have been discussed, but no direction or plan in place. Need to work with neighbouring authorities to achieve some type of progress from exploring renewable energy sources such as geothermal capability, surface mine water opportunities, use of boreholes and hydrogen options. We will carry on working with neighbouring authorities on the Cosy Homes in Lancashire project and delivering the Affordable Warmth grant.	Not identified	
ty & Collaborative	Partnership Working	Work in line and promote Hyndburn Partnership Principles	The Partnership Principles are a recommendation following the external evaluation of The Hyndburn Hub and recommendations for future partnership working. The Council also has a strong partnership approach to	All	

			voluntary organisations evolved during the pandemic and beyond with the Hyndburn Way and the CAN (Community Action Network) being developed as part of the legacy of the strong relationships developed.		
	Health & Wellbeing	Actively participate in and seek to influence local partnerships including the Integrated Care Board, and work with those addressing local health priorities	The Health and Wellbeing Partnership Board helps to provide a strategic and collaborative local approach to health inequalities. The Hyndburn Way a lottery funded project run by Hyndburn Leisure aims to further embed partnership work and systems leadership, and is supporting a number of important local projects, such as a project looking at biopsychosocial intervention, food security and peer support for people who have a problem with hoarding, as well as multi-agency training in system leadership.	Lyndsey Sims	
	Heritage, Culture & Arts	Commission and adopt a Culture and Heritage Strategy	Work on the Strategy is ongoing, working closely with the portfolio holder and the Culture and Heritage Investment Panel (CHIP). The next stage will be to consider the feedback from a number of stakeholders and this work runs alongside a review of the CHIP terms of reference.	Kirsten Burnett	
Transform Market Chambers into a new heritage, culture and arts space		The LUF and National Lottery Heritage Funded projects are enhancing the Accrington Town Square buildings and refreshing their use for future generations. The Council's development stage bid to Heritage Fund for Market Chambers was successful, leading to an award of £463,056. Match funding of £370,000 takes the budget for this stage to £833,056. This stage is now well underway. The development stage will lead to a delivery stage bid, planned for August 2025, for a further £4,516,944.	Kirsten Burnett & Steve Riley		
Protect and enhance our built town centre heritage assets		Work is ongoing in the development stage of our Heritage Lottery Funded work. This and the Strategy update were reported to Cabinet in December	Steve Riley		

Appendix 2 – Council Performance Information (KPI update)

MEASURE		Hyndburn				Lancashire Benchmark	DoT	Update
EFFICIENCY (Finance)		20/21	21/22	22/23	23/24	22/23		
EF1	Reserves as % of net revenue expenditure (%)*	147.1%	86.98%	100.18%	130.5%	126.6%	↑	Net revenue expenditure' is one of the ways in which council spending can be expressed, and is the total of all expenditure on services provided by the council, plus certain types of other expenditure councils incur such as the costs of administering housing benefits on behalf of the Department for Work and Pensions, the costs of borrowing, income from investments, surpluses and deficits from trading activities and amounts paid to other local public bodies in some parts of the country (for example, parish councils and waste disposal authorities). In 2023/24, the total reserves as a proportion of 'net revenue expenditure' for Hyndburn was 130.5%, which was above the Lancashire nearest neighbours median proportion of 126.6%.
EF2	Reserves as percentage of service spend (%) *	96.3%	94.47%	100.17%	104.7%	100.8%	↑	Service expenditure' is one of the ways in which council spending can be expressed, and is the total of all expenditure on services provided by the council after deducting grants provided by government departments, specifically to run a particular service, and any income generated by those services. In 2023/24, the reserves as a proportion of 'service expenditure' for Hyndburn was 104.7%, which was above the Lancashire nearest neighbours median proportion of 100.8%.
EF3	Debt servicing as percent of core spending power*	11.4%	9.9%	10.2%	10.9%	11.7%	↔	Capital expenditure is expenditure which has an impact over more than one year – for example building a road or a community centre which is going to last many years. Where a council finances capital spending by borrowing or credit, it will incur costs on its budget over the period of the loan or credit arrangement. In 2023/24, the level of debt servicing as a percentage of Core Spending

								Power for Hyndburn was 10.9%, which was below the Lancashire nearest neighbours median of 11.7%.
EF4	Total debt as percentage of core spending power*	87.9%	79.6%	73.53%	75.2%	268.1%	↔	'Total debt' is Capital Financing Requirement, a measure of capital indebtedness that the council has built up over many years of capital financing decisions, but based on a methodology. (It is perhaps more accurate to describe this as the amount of capital expenditure that has not yet been funded by capital receipts, capital grants or revenue contributions and which therefore will need to be funded in future years. As such is some kind of measure of capital indebtedness, but arguably not a perfect one.
EF5	Level of Band D council tax rates*	£250.52	£255.53	£260.64	£260.64	£243.32	↔	Band D Council Tax is set each year by the council. The 'Band D' formula theoretically allows comparison between authorities on how much Council Tax would be paid by a couple living in a medium-sized property. Band D Council Tax is the aggregate of Council Tax decisions by all 'precepting' authorities in the area, although excluding parish and town council in this case. In 2023/24, the average council tax Band D bill for Hyndburn was £260.64, which was above the Lancashire nearest neighbours median bill of £243.32.
EF6	Council tax revenue per dwelling* £	1,120.72	1,120.88	1,205.89	1,297.35	£1,403	↑	In 2023/24, the average council tax a resident pays, before local discounts and council tax support, for Hyndburn was £1,297.35, which was below the Lancashire neighbours median of £1,403.
EF7	Total core spending power per dwelling*	£286.47	£287.40	£313.92	£327.65	£267.44	↑	Core Spending Power is described by the government as a measure of the resources available to councils to fund service delivery. It combines income from Council Tax and business rates (as estimated by the government) with many of the revenue grants that government departments provides to councils. Core Spending Power is largely out of the control of the council and may be thought of as the amount of money made available by the government, which is a

								combination of grants provided by the government and local taxes (Council Tax and Business Rates) that the government permits councils to raise and retain
EFFICIENCY (Service)								
ES1	Council tax collection rate (%)*	93.3%	93.8%	94.4%	94.37%	95.3%	↔	In 2023/24, 94.37 per cent of council tax was collected that was due in Hyndburn. This compares to 95.94 per cent in England and an average of 95.3 per cent in your comparison group Lancashire nearest neighbours.
ES2	NNDR collection rate (%)*	89.3%	97.2%	97.7%	97.53%	96.9%	↔	In 2023/24, 97.4 per cent of business rates were collected that were due in Hyndburn. This compares to 97.23 per cent in England and an average of 96.98 per cent in your comparison group of Lancashire nearest neighbours.
ES3	Time taken to process HB new claims (days)*	23	32	25	27	17	↑	The implementation of an enhanced on-line application form for Housing Benefit and Council Tax Support claims includes the facility for applicants to securely upload relevant supporting evidence and should lower time taken.
ES4	% of major Planning Applications decided on time*	82.8%	71.4%		87.5%	85.2%	↑	Following concerns expressed by the government about Planning figures, the council have prioritised demonstrating strong performance and are no longer under special measures. The planning KPIs have seen their figures improve from 71.4% to 87.5% for 'major planning application decided on time', and from 64.5% to 77.3% for 'non-major planning applications decided on time'. Problems with the planning applications portal have been resolved and the software is online and functioning. Progress has been made in Development Management, and officer caseloads are now deliverable.
ES5	% of non-major Planning Applications decided on time*	85.6%	64.5%		77.3%	84.9%	↑	
ES8	Working days lost due to sickness (per FTE)	3.97	8.92	7.61	8.43	12.82	↑	We aim for an average of no more than 8 days, but recognise that with fairly small staff numbers this will vary year on year and that a small number of long-term cases will affect the overall figure. We believe our processes are fair, clear and strike the right balance

								between taking firm action and being genuinely supportive to people. We will continue working with managers to ensure a consistent application of these principles and our procedures, and also hope to refocus on employee wellbeing initiatives. Other pressures on the HR team and some turnover of key staff have meant we have not prioritised this as much as we would like in the last year or so.
ES9	% of compliant food businesses (3+)	NA	95%	97.2%	95.5%		↔	Since 2019, the Hyndburn district has seen an improvement in the numbers of compliant food business premises (those which have a Food Hygiene Rating of 3 or more). The percentage of businesses that are compliant has increased from 88.6% and currently stands, to date, at 97% (end of 2024). Food officers actively work with non-compliant businesses, revisiting regularly to provide advice and support to help businesses understand the areas where they need to improve and using enforcement tools where appropriate to secure compliance.
ES10	Total calls (Customer Contact Centre)	NA	213,973	168,245	157,945	NA	↓	Call volumes have decreased slightly again but most services are at a similar level as previously. Benefits decrease as caseload is continuing to reduce due to Universal Credit and we have reduced our processing times significantly.
ES11	Average wait time	NA	NA	2:31m	1:39m	NA	↓	Average call waiting times are now around 1:39 minutes.
ES12	Average Abandonment Rate	NA	NA	7.0%	3.0%	NA	↓	Abandonment is not always a bad thing due to queue messages directing customers online. We are not experiencing customers telling us that they tried to ring us on numerous occasions before speaking to us.
ES13	Payments taken	NA	NA	£746,253	£781,266	NA	↑	
SUSTAINABILITY (Environment)								
SE1	Household waste recycling rate (NI192)*	35.9%	33.0%	30.6%	32.2%	39%	↑	'Household waste recycling rates' has seen a slight improvement (from 30.6% to 32.2%), but still below Lancashire average of 39%. This figure includes green waste so will vary in different boroughs based on housing stock

								and types of gardens. However, if we filter just dry recycling rates Hyndburn achieves the highest rate across Lancashire.
SE2	Residual household waste (NI191)*	428.2kg	439.2kg	435.7kg	441.4kg	509.5kg	↔	'Residual household waste', while on par (or perhaps slightly increased), remains significantly below the Lancashire average (509kg compared to 441kg).
SE3	Number of fly tipping incidents (NI196)	3,308	2,534	2,634	2,925	1,967	↑	Waste Enforcement actions have increased, the waste enforcement team issued 2005 Section 46 notices to residents and also issued 167 Fixed penalty notices for non-compliance of the S46 notice. Unfortunately after all the good work we have still seen an increase of 291 incidents of flytippings in the last 12 months.
SE4	Complaints of housing disrepair	NA	NA	151	286	NA	↑	In 2023/24 the Environmental Health (Housing Standards) team received 286 service requests in relation to defects in rented properties. This includes both private rented and social housing but not Houses in Multiple Occupation. This is an increase of 21% on 2022/23. The team has been working to raise its profile in the community by engaging with various external agencies, including third sector organisations and schools to ensure that partner agencies are aware of the assistance that is available by the Council and the referral mechanisms for reporting. This includes weekly attendance at the Hyndburn Integrated Team meeting (HIT). This work coupled with poor seasonal weather and heavy rainfall in 2023 has resulted in a net increase in requests for service. In January 2024 Hyndburn were successful in securing an additional £130,000 of funding from the Ministry of Housing, Communities and Local Government (MHCLG) to tackle housing defects in relation to damp and mould in private rented properties. The project has involved the recruitment of two additional members of staff within the team to boost inspection and enforcement capacity. Funding will also be used to procure

								new equipment, undertake additional training of staff and a new communication campaign and website redesign. The funding has allowed officers to increase our enforcement action in relation to tackling properties with low Energy Performance scores which correlate to damp and mouldy homes and also works towards the Councils climate pledge.
SE5	Vacant dwellings over 6 months (%)	1.76% (656)	1.3% (480)	1.2% (454)	1.0% (393)	1.1%	↓	
SE6	Council's annual carbon footprint (emissions)	2956*	2284	1866 Co2t	1312 Co2t	Around 6,300 t (2020)	↓	Over the past twelve months the Council has reduced its CO2 emissions from 1850 down to 1312 (reduction of 28%). All the Councils fleet now runs on HVO (hydro treated vegetable oil) fuel which has the potential to reduce to CO2 emissions in the vehicle fleet by 90% (or 450 tons).
SE7	Air Quality Management Orders	0	0	0	0		↔	
SE8	Number of Green Flag parks held	9	9	9	11	5	↑	
SUSTAINABILITY (Growth)								
SG1	Number of new homes (new build)	70	180	240	140	409	↓	
SG2	Number of affordable homes	4	79	118	31	126	↔	
SG3	Housing Delivery Test	253%	353%	405%	409%	273%	↓	The Housing Delivery Test measurement is published annually by the MHCLG. The Housing Delivery Test period covers the previous 3 financial years; in the case of the 2023 measurement, the years are 2020/21, 2021/22 and 2022/23.
SG4	No. of Energy Efficiency Grants completed	25 (AWG)	59 (AWG)		65 (AWG)	NA	↑	2020/2021 - £64,340.68 2021/2022 - £140,736.99 2022/2023 - £198,531.27 2023/2024 - £186,112.13
SUSTAINABILITY (Social)								
SS1	Number of Homeless presentations	747	1098	1371	1731		↑	The number of homeless presentations is partly down to the local housing market and the national picture. The last 12 months have seen a significant increase due to an increase in applicants who have been served notice in the private sector or been asked by family/friends to leave- singles males make up a large proportion of this particular group-

								and domestic abuse cases. We are now seeing a significant rise in families presenting to the service. There is rising concern amongst local authorities about increasing homeless pressures being faced across the country. HBC along with many other councils are finding it increasingly difficult to secure accommodation to prevent and relieve homelessness. Key priorities include: 1. Securing access to more emergency temporary accommodation and private sector accommodation (PRS) 2. Looking at the introduction of additional landlord incentives to the rent deposit and rent upfront payments we currently make to encourage more landlords to work with council
SS2	Number placed in Temporary Accommodation	61	55	74	80		↑	We have seen a significant rise in the use of temporary accommodation over the last couple of years.
SS3	Homeless Prevention Duty	59	102	135	175	465	↑	The Housing Advice Team have identified a number of applicants who have presented as homeless with some support needs during their homeless assessment that these providers could work with. The majority of the referrals are single males, often with a history of repeat homelessness, drug and alcohol issues. Both providers will also work with other support services such as Inspire and also the Probation Service to support the clients in their accommodation. Monthly meetings are held with both providers and the Housing Advice Team to discuss potential referrals and to address any other issues that may arise.
SS4	Average length of stay in Temporary Accommodation		48	46	53		↑	Securing accommodation from the housing register is proving a real challenge for people. There is a distinct lack of available stock becoming vacant on the housing register.
SS5	Number of Disabled Facilities Grants completed	81	123	148	144	NA	↔	Working closely with the Community Health Partnership to set up a pilot project for preventative DFG work. This may impact the

								figure in future years
SS6	% of Employees with a Disability	5.4%	5.4%	5.7%	6%	NA	↑	We continue to offer a guaranteed interview to job applicants with a disability who meet the essential criteria and to support individuals via reasonable adjustments
SS7	Median gender pay gap	0%	5.5%	4.2%		NA	↓	This figure does not indicate that there is inequality of pay for equal work, but is about the distribution of men and women across different grades. In a small council, the figure can be affected by low numbers of changes, for example a couple of female managers leaving and being replaced by male candidates (or vice versa). The Council has robust job evaluation and recruitment arrangements and offers benefits such as flexible working as well as initiatives such as menopause guidance, which support the progress and participation of women in our workplace.
SS8	Ethnic minority employees	5.8%	6.4%	8.3%	8.8%	NA	↑	This has increased significantly in recent years but remains below the latest census figures for our community, so it is important that we continue to explore what more we can do to identify and address barriers. We note that Unison locally is setting up a focus group for ethnic minority members and we will welcome any proposals from this.
SS9	Voter turnout (Local Election)	NA	36.1%	32.8%	33.76	NA	↔	

Appendix 3 - Borough wide information (Tier 2)

	MEASURE	Period	Hyndburn	Lancashire12	National	DoT
	Social					
S1	Population	22/23	83,213	1,270,162	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%	21.1%	18.4%	↑
S5	Number of Households	2021	34,789	525,247	24,783,199	↑
S6	Ethnicity breakdown	2021	17%	17.2%	18%	↑
	Housing					
H1	Dwelling Stock	2022	37,434	568,970	25m	↑
H2	Council Tax band A	2023	58%	36.1%	24%	↓
H3	Private Rented Stock	2021	23.2%	17.3%	20.6%	↑
H4	Houses in Multiple Occupation (HMOs)	23/24	51	NA	489,701	↑
H5	Terraced Properties	2021	50.4%	29.5%	23.2%	↓
H6	Average Property Price	2023	£116,338	£193,000	£284,691	↑
H7	Households with EPC (C +)	23/24	25.4%		42%	↑
H8	Fuel Poverty	2021	18.4%	13.7%	13.14%	↑
	Sustainable Economy					
SE1	GVA per head	2021	£21,258	£22,845	£31,138	↑
SE2	Local Economy	22/23	£1.6 billion	£33.3bn		↑
SE3	Employment Rate	23/24	75.8%	72.9%	75.5%	↔
SE4	Job Density Rate	22/23	0.61	0.77	0.87	↔
SE5	Economically Inactive	23/24	22.4%	23.7%	21.6%	↔
SE6	Average Gross weekly Income	2023	£657.80	£696.00	£729.80	↑
SE7	People on universal Credit	2024	6.1%	4.6%	4.2%	↔
SE8	Average Attainment 8	22/23	40.9/90	45/90	44.7/90	↔
SE9	Working age population NVQ Level 3	2021	48.4%	53.7%	55.6%	↑
SE10	16-64 year olds with no qualification	22/23	7.1*	5.1%	6.5%	↔
SE11	Business Count	2024	2,380	45,155	2,368,350	↔
SE12	Business Change (over 5 years)	2024	+5.3%	-0.25%	+0.74%	↓
SE13	Commercial vacancy rates (Accrington)	2021	25.2%	18.2%	13.6%	↔
SE14	Premises with gigabit capable broadband (%)	22/23	77.0%	72.9%	72.9%	↑
	Healthier Communities					
HC1	IMD (Rank)	2019	18th	78/151	NA	↓
HC2	Life Expectancy (Female)	2022	80	82.1	83.2	↔
HC3	Life Expectancy (Male)	2022	76.5	77.7	79.3	↔
HC4	Healthy Life Expectancy (Female)	2018-20	64	64	62.7	↔
HC5	Healthy Life Expectancy (Male)	2018-20	61.4	61.4	62.4	↔
HC6	Child Poverty	21/22	35%	25.5%	19.9%	↑
HC7	Infant Mortality rate (per 1,000)	20/22	3.5	3.9%	3.9	↔
HC8	Excess Winter Deaths Index	21/22	18%	10%	8.1%	↔
HC9	People Inactive (%)	21/22	60.5%	65.8%	67.3%	↔
HC10	Prevalence of Obesity (Year 6)	23/24	23.4%	22.1%	22.7%	↔↑
HC11	Recorded crime rate per 1,000 of the pop	2022	133.59	83	82	
HC12	Method of Travel to work - Car	2021	80%	75%	71%	↔
	Environment Information					
EN1	Nature Reserves / Open Spaces	22/23	505 hectares		110,000 hectares	↑
EN2	Woodland Coverage	22/23	8.2%		UK: 13%	↑
EN3	Greenbelt	2024	54.7%	24.1%	12.6%	↔
EN4	Greenhouse Gases tCO2e per capita	2022	4.9	6.7	5.1	↓
EN6	Air Pollution: fine particle matters (PM2.5)	2021	6.3	7.1	7.4	↓
EN7	Heritage Index Ranking	2020	217	Average: 152	NA	↔
EN8	Listed structures	2023	140	5,267	370,000	↔