

Subject:	Our Place, Our Plan: Corporate Plan	Status:	For publication
Report to:	Council	Date:	8 September 2021
Report of:	Chief Executive	Portfolio Holder:	Leader of the Council
Key Decision:	<input checked="" type="checkbox"/> Forward Plan <input checked="" type="checkbox"/>	General Exception	<input type="checkbox"/> Special Urgency <input type="checkbox"/>
Equality Impact Assessment:	Required:	Yes	Attached: No
Biodiversity Impact Assessment	Required:	No	Attached: No
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1. RECOMMENDATION

That Council discuss and agree the council's proposed new Corporate Plan and action plan.

2. PURPOSE OF REPORT

The report explores how the council has developed the new Corporate Plan: Our Place, Our Plan and how this is translated into a clear set of priorities for the forthcoming year. It seeks formal approval of the Plan by Council.

3. BACKGROUND

3.1. The previous Corporate Strategy expired on 31 March 2021. During recent months the council has explored its strategic priorities for the next four years. Our Place, Our Plan is the proposed new Corporate Plan. This sets out the council's priorities for a four-year period up to March 2025. The new Corporate Plan is focused around four strategic themes:

- Thriving local economy
- High quality environment
- Healthy and proud communities
- Effective and efficient council

3.2. The Corporate Plan shapes the plans which each service area develops to identify priority activity for the forthcoming year. It informs which key projects the council will take forward and its performance reporting. The Plan is being considered by Council now to allow time for the draft Plan to be discussed by the Overview & Scrutiny Committee in July.

4. OUR PLACE, OUR PLAN

4.1. The council is keen that the new Plan is outcome focused and clearly outlines work the council will undertake over the next four years. We are keen that the Plan is sharp and specific in its strategic objectives. During late 2020 the process to develop the new Corporate Plan began. Our Place, Our Plan has been shaped by reviewing a wide range of data to identify potential priority issues.

4.2. It is for the Cabinet to determine the priorities of the council and input/steer from Cabinet was undertaken at an early stage in the process. An outline draft was produced to focus further member discussion. This is a Plan for the whole council. Following input and

shaping by Cabinet, the Conservative group and Independent members have been consulted for their feedback and this lead to further shaping of the Plan.

4.3. The draft version of the Plan was put out to public and stakeholder consultation between 4 February and 20 March 2021. This included writing directly to nine key local organisations and signposting a wider range of local groups to the consultation. The key issues arising from the consultation included:

- Adding reference to colleges into the 'Vibrant Local Economy' section and their role in matching business opportunities with the right skill provision
- Positive support for the Rawtenstall to Manchester rail link
- Developing an improved accommodation offer but questioning the need to develop a new hotel
- More support for local events
- More work to be undertaken on cycling

4.4. The draft Plan was discussed by the Overview & Scrutiny Committee on 12 July 2021. This confirmed broad member support for the priorities and specific objectives within the strategy. Quarterly performance reports are considered by the Overview & Scrutiny Committee to enable members to monitor the delivery of the action plan. A copy of the Plan following consultation and Overview & Scrutiny consideration is attached as Appendix 1.

5. COUNCIL PRIORITIES 2021/22

5.1. Specific actions have been developed for the current year to provide clarity on the key areas the council intends to focus its energies and resources. This translates Our Place, Our Plan into specific actions for the forthcoming year. Our Place, Our Plan covers a four-year period, which will mean that not every strategic objective in the Plan is picked up in 2021/22, but will be under the duration of the Plan. The actions are grouped under the four strategic themes and are attached as Appendix 2.

5.2. The council delivers on many of these priorities in partnership with other organisations in the public, private and voluntary sector. The council will both seek to add further value to the activities for other partners, for example, in the health sector as well as identifying how by working together local organisations can have a stronger impact, for example, improving our local environment and street scene.

5.3. The council is still operating in an environment with the significant impact of the coronavirus on council operations and finances. The complete impact of this in 2021/22 is not yet known but is likely to be significant and may well have an impact on the council's ability to fully deliver on its priorities for the forthcoming year (as it has in the previous year). As the impact of this becomes clearer the council will plan accordingly and update members.

6. IMPLEMENTING THE PRIORITIES

6.1. The priorities under the four themes are translated into plans within each service area. The council's Programme Board is working well, with regular monitoring of the progress of each of the council's corporate projects, their budget and risks. The Board continues to examine the progress of the following corporate projects:

1. Clean and Green Improvement Plan

2. Climate Change Strategy
3. Bacup 2040 Vision
4. Haslingden 2040 Vision
5. Rawtenstall 2040
6. Futures Park Employment and Leisure Village
7. The Whitaker
8. Future Health and Leisure Facilities
9. Digital Strategy
10. Empty Homes

6.2. Each project has a clear project initiation plan and a risk register. The Programme Board monitors the progress of each of these projects to provide governance of significant projects for the council.

6.3. Quarterly performance reports have been produced for consideration by members for a number of years. This includes a number of performance indicators which relate to the council's performance. This group of performance indicators and their targets have been reviewed for 2021/22 to ensure they are sufficiently stretching (but realistic). This has included the addition of new performance indicators, for example, on fly-tipping and derelict buildings. Performance reports will include details of the specific actions the council is taking to achieve each priority area in the coming year. Progress is reported to the Overview & Scrutiny Committee quarterly.

7. **RISK**

A range of factors impact on the council's ability to achieve its priorities. The council uses a corporate risk register to identify and track these risks. Members track the overall implementation of the council's priorities through quarterly performance reports which will include information on progress against the priorities, key projects and key performance indicators. This includes the impact of coronavirus and the recovery period. At this time it is difficult to predict accurately the full impact of Covid 19 on the council's ability to fully meet its priorities for the forthcoming year.

8. **FINANCE**

The council's corporate priorities are fundamental to the budget planning process. The council's resources (people, assets, money, etc.) should align to and facilitate the promotion of our priorities. Therefore, at a time of uncertainty regarding future funding, as a result of the still unknown outcome of the Fair Funding review and the Business Rate reset, it is even more important to identify which activities are and which are not corporate priorities.

There are no immediate financial implications as a result of this report. However, each individual project will have financial implications, which are considered.

9. **LEGAL**

This report is not a legal requirement but is key to meeting the ambitions of the council. There are no immediate legal implications arising from this report. However, each individual project to be delivered may have legal implications which will be addressed separately through robust project management.

10. **POLICY AND EQUALITIES IMPLICATIONS**

An equality impact assessment has been undertaken as the Plan has been developed. A copy of this was available as a background paper to the Overview & Scrutiny report. A range of strategic objectives in the Plan are designed to have a positive impact on key

vulnerable communities in the borough. For example, the Plan has a focus on enabling residents to remain in their own homes and live independent lives. Full details on all the equalities implications are contained in the assessment.

11. CONCLUSIONS

The report proposes the council's new Corporate Plan. It also identifies the council's priorities for 2021/22 in the appended action plan. It is important for the council to be clear on its priority areas to ensure it is focusing the use of its resources and has a clear management plan to guide the activity of services throughout the year. The new Plan and annual priorities will also provide clarity to members and the public on the key activity for the council for this year. The Plan relates to the council's Medium Term Financial Strategy which is used to align resources to deliver on these priorities. The council has to retain a degree of flexibility to ensure it can react to issues which emerge during the year, but is keen to be clear about its focus for the forthcoming year.

Background Papers	
Document	Place of Inspection
Corporate Strategy (2017-21)	https://www.rossendale.gov.uk/homepage/10159/council_priorities
Corporate Plan Overview & Scrutiny Committee (12 July 2021)	https://www.rossendale.gov.uk/meetings/meeting/1268/overview_and_scrutiny_committee
Equality Impact Assessment (Background Paper) Overview & Scrutiny Committee (12 July 2021)	https://www.rossendale.gov.uk/meetings/meeting/1268/overview_and_scrutiny_committee
Our Place, Our Plan Equality Impact Assessment	www.rossendale.gov.uk (Under 'Council Meetings and Minutes' for the Overview & Scrutiny Committee (12 July 2021))



OUR PLACE, OUR PLAN

CORPORATE PLAN
2021-2025

Rossendale
BOROUGH COUNCIL

OUR PLACE
OUR PLAN

OUR VISION

To have a thriving economy, built around our changing town centres, creating a quality environment for all and improving the life chances of all those living and working in our borough.

Rossendale
BOROUGH COUNCIL

ROSSENDALE IS A UNIQUE PLACE

Built on two hundred years of industrial heritage and facing a bright future. As a council we are working hard to improve the Valley. Our Place, Our Plan sets out a shared ambition for our borough and the people we represent.

This four-year plan is set in the context of a long-term vision for our borough which is supported by four key strategic priorities to deliver this ambition.

Our vision is: to have a thriving economy, built around our changing town centres, creating a quality environment for all and improving the life chances of all those living and working in our borough.

We will deliver on our ambition by driving change in four strategic priority areas:

- Thriving local economy
- High quality environment
- Healthy and proud communities
- Effective and efficient council



OUR PLACE OUR PLAN

Our priorities are strongly focused on outcomes. We have built on our successes, but are ambitious and we intend to do more to improve the lives of local people. We will achieve this through the actions we take and also by working with other organisations in the borough.

Each priority within the plan is explained in terms of what we will achieve for our residents, visitors and businesses. The plan is underpinned by a detailed action plan. These will be reviewed annually to ensure specific activities and projects remain on track.

Across Rossendale Victorian mills once turned out millions of yards of textiles leaving us with a legacy of some of the best industrial heritage preserved in the country.

Town centres are changing. We want to transform Rossendale's town centres - making them places that both local people want to use but that also attract new visitors to one of the most picturesque parts of the North West.

Rossendale acts as a bridge between the rest of the county and Manchester.

Our proximity to Manchester has made us an attractive place for business and investors for a number of years.

We will continue to build on our strong advanced manufacturing base to grow the local economy, providing good quality job opportunities for local people.

We are passionate about developing a low carbon future – one where green energy and more sustainable forms of transport sit at the heart of our valley.

We already have a range of world-class outdoor activities and facilities close to our town centres and are surrounded by a fantastic natural environment. We are keen to look at how we maintain the quality of our natural environment whilst improving the physical environment of our town centres and villages.

Health is an area where the council has taken a growing interest in recent years. We are keen to do more in this area. We want to turn rhetoric about healthy living into dynamic new ways to use town centre space to enable people to take advantage of cycling, walking and a wide range of action packed activities all year round.

We are equally keen to play a stronger role in improving people's mental health.

In short, we have been making good strides but have a level of ambition for the next four years where we want to do much more.

**Our Place,
Our Plan explains
our ambition
and priorities
in more detail.**



Alyson Barnes, Leader of
Rossendale Borough Council

OUR PLACE
OUR PLAN



71,500
RESIDENTS



50%
OF CHILDREN
ATTAIN 5 GCSES
(GRADE 4-9)



1 IN 6
CHILDREN LIVE
IN POVERTY



2,710
VAT REGISTERED
BUSINESSES



67%
OF ADULTS ARE
OVERWEIGHT OR OBESE

THRIVING LOCAL ECONOMY

The nature of the local economy continues to change and we will be playing an active role in creating the right conditions for local businesses to thrive. We will continue to grow the local economy, attracting businesses to our employment sites

Each part of Rossendale has a different challenge

Rawtenstall

Rawtenstall continues to go from strength to strength, with a good offer for residents and growing numbers of visitors.

Bacup

Bacup is getting better but needs to transform to meet the changing needs of the high street.

Haslingden

Haslingden has a clear vision for its future but greater emphasis is needed

to translate this into improvement on the ground.

Whitworth

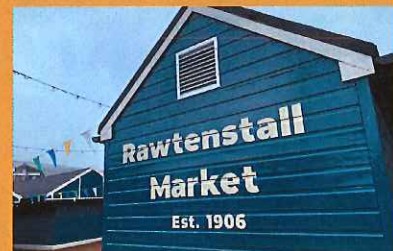
The council continues to support leisure facilities and the town council in Whitworth.

The tourism industry is underdeveloped in Rossendale and needs to evolve, creating a stronger offer building on our strong outdoor offer.

Our culture, heritage and leisure offer is unique, with recent enhancements

made to major assets like The Whitaker and key attractions like East Lancashire Railway, Ski Rossendale and the Adrenaline Centre.

The council is keen to support businesses in order to help them make an effective recovery from the impact of the Covid pandemic



OUR PLACE
OUR PLAN

The council is keen to support businesses in order to help them make an effective recovery from the impact of the Covid pandemic

OUTCOMES

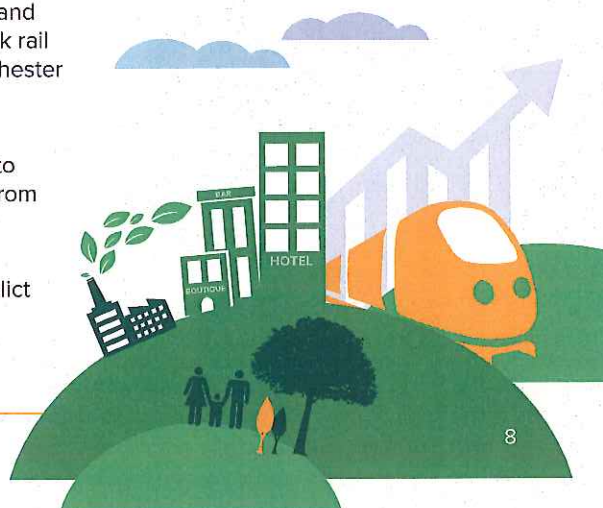
By 2025 we will have delivered on the following key outcomes:

- To support Bacup, Haslingden and Rawtenstall town centres as better places to provide their own unique offers and a destination for local shoppers and visitors
- To have secured new inward investment in the borough creating a sustainable economy, matching local skills provision with future job and career opportunities
- Having a thriving visitor economy which is more widely known with enhanced attractions and a much improved accommodation offer

STRATEGIC PRIORITIES

To achieve these outcomes we will focus on the following strategic aims:

- To transform Bacup town centre by delivering a mix of new residential, new employment opportunities and improving the physical environment and heritage buildings
- To significantly improve Haslingden by reshaping the town centre, by creating new public space and redeveloping Deardengate
- To further improve the retail and leisure time offer in Rawtenstall town centre
- To reinvigorate the local business environment in Waterfoot
- To develop the M66 Rossendale Valley Growth Corridor with infrastructure support from Lancashire County Council, boosting the number of local businesses
- To attract new investment into the borough through the promotion of Futures Park Employment Village
- Strengthen our offer for visitors to raise the profile of the borough's attractions and develop an improved accommodation offer
- Secure Government support and funding for the City Valley Link rail extension from Greater Manchester to Rawtenstall
- Delivering on a specific plan to support businesses recover from the Covid pandemic
- Reducing the number of derelict buildings through conversion or disposal
- Work with schools, colleges and businesses to match future business opportunities with the right skill provision, to boost the number of apprenticeships and ensure more local people can benefit from local job opportunities



HIGH QUALITY ENVIRONMENT

The high quality of our natural environment is something local people love and take pride in. The council recognises the value of our physical and built environment and the particular importance of our Pennine uplands and villages.

The council declared a climate change emergency in 2019. We recognise the world is changing and we must meet the challenge of global climate change by playing a positive local role leading by example.

Rossendale will be a place where sustainability is at the heart of our work and where people take pride in the clean and attractive environments found here.

We will lead by example with local businesses to promote carbon reduction actions.

We recognise residents often most value smaller scale environmental improvements to their local area.

We will prioritise making sure local people live in clean and attractive places.

We will lead by example with local businesses to promote carbon reduction actions.



OUTCOMES

By 2025 we will have delivered on the following key outcomes:

- A high quality 'clean and green' local environment where people feel proud to live
- Reduced our carbon footprint
- Improved the waste recycling rate across the borough

STRATEGIC PRIORITIES

To achieve these outcomes we will focus on the following strategic aims:

- To ensure all year round we have a clean and attractive borough, with a particular focus on our streets and green spaces
- To ensure pro-active use of education and our enforcement powers to ensure that the borough is welcoming and creates a positive impression of our town centres
- To support strong local voluntary groups like Rossendale Civic Pride, Bacup Pride and Whitworth In Bloom to bring brightness and imagination to our public open spaces
- Reduce our carbon footprint through enhancements to walking, cycling, public transport, buildings, influencing residents' behaviour change and promoting renewal energy
- To create a new Rossendale Forest
- To recycle 50% of the borough's household waste
- To improve our parks which local people are proud to visit and which appeared loved
- Tackle persistent fly-tipping and littering hotspots
- To manage the impact of increasingly frequent flooding on local communities



OUR PLACE
OUR PLAN

We will lead
by example with
local businesses to
promote carbon
reduction
actions.

HEALTHY AND PROUD COMMUNITIES

Having access to a good quality home to either rent or buy plays a fundamental part in our residents' quality of life. We want people to live long lives and take pride in their communities

This will include boosting the numbers of homes which are affordable for local people to rent or buy. The age profile of our residents is increasing and their health demonstrates that ageing healthily is a challenge.

We want local people to have good access to facilities and services to improve both physical and mental wellbeing and to lead healthier, more active, lifestyles as a consequence.

We want to support communities to be vibrant, sustainable and for people to be proud of where they live.

We already work closely with a wide range of voluntary organisations and this will continue to grow in importance.

We want to support
communities to be vibrant,
sustainable and for people to
be proud of where they live.



OUTCOMES

By 2025 we will have delivered on the following key outcomes:

- To have delivered more new homes and a good mix of housing tenures
- Improved the health of residents through access to better leisure facilities and health services
- A more joined up approach to physical and mental wellbeing which is more rapidly reducing health inequalities
- Residents share a sense of pride in their immediate community and the wider borough

STRATEGIC PRIORITIES

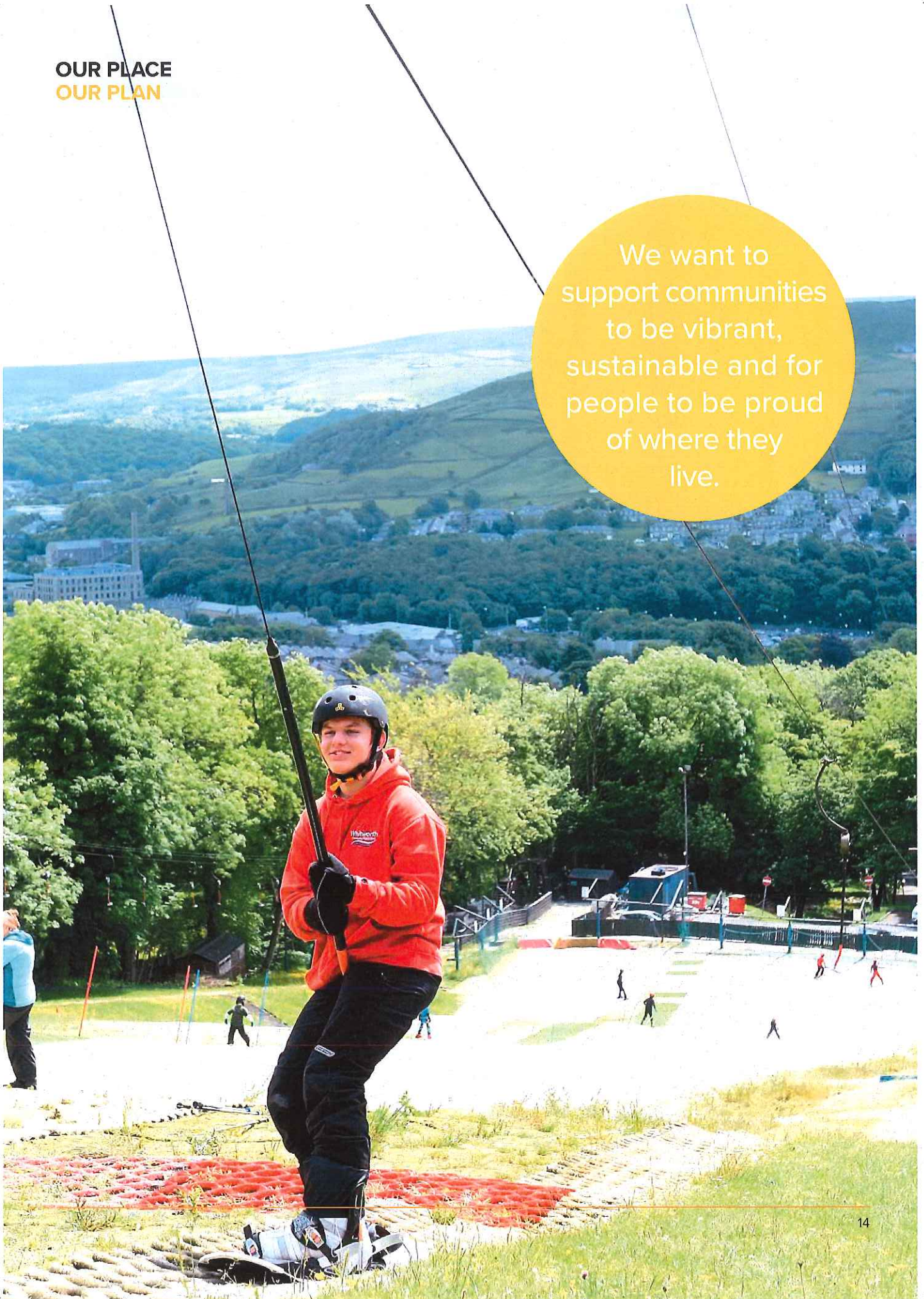
To achieve these outcomes we will focus on the following strategic aims:

- Increase the number of good quality new homes and associated infrastructure built through both direct provision and by working with Registered Social Landlords and private sector developers
- Enable residents to remain in their own homes and live independent lives through a comprehensive adaptations programme and working closely with health partners
- Better access to and take up of health and wellbeing activities including improved leisure facilities
- Engaging more local people and visitors to make better use of our excellent outdoor environment to improve their health
- A more joined up approach working with health partners, Lancashire County Council and the voluntary sector to improve the mental health of local people
- Supporting vulnerable individuals and families to recover from the Covid pandemic
- Working with the police to ensure strong neighbourhood policing and traffic enforcement



OUR PLACE
OUR PLAN

We want to support communities to be vibrant, sustainable and for people to be proud of where they live.



EFFECTIVE AND EFFICIENT COUNCIL

It is important that we are an effective and efficient council - one with ambition, clear direction, which delivers good quality services and which provides good value for money to our residents.

Our customers will receive a responsive service from us.

We will invest in digital technology to improve the way in which we interact with our residents.

As a democratic organisation we will be transparent and accountable in our decision-making.

Where it benefits residents and adds value we will work in partnership with organisations in the public, private and voluntary sectors.

For a relatively small council we have a number of large projects.

We will ensure these projects are managed effectively, making a positive impact for local people.



OUTCOMES

By 2025 we will have delivered on the following key outcomes:

- Provide good quality and responsive services embracing new technology
- Be a financially sustainable council with a commercial outlook whilst always considering social value
- Provide sound governance to enable key decisions and major projects to be progressed in an efficient and professional way
- Have a skilled and happy workforce, where we are able to retain and attract good staff

STRATEGIC PRIORITIES

To achieve these outcomes we will focus on the following strategic aims:

- A constitutional system and processes which support sound governance, are widely understood and support transparency and accountability
- A robust approach to managing projects well
- To ensure our portfolio of assets maximise income and/or support service delivery
- To have a digital strategy in place which is customer focused and moves us towards being a digitally enabled council with cost effective and responsive customer services
- A financially sustainable organisation with a financial strategy which supports good decision-making
- Securing significant external funding to deliver projects and services
- To promote staff welfare, development and satisfaction
- To be recognised as a good council with a reputation for improving residents' lives
- To effectively manage any future transition to a unitary local authority and that the views and needs of Rossendale are effectively represented





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Rossendale
BOROUGH COUNCIL

OUR PLACE, OUR PLAN
CORPORATE PLAN OBJECTIVES 2021/22

No.	Corporate Plan strategic objective	Operational objectives/project	Accountable officer	Completed
A. Thriving local economy				
A1	To transform Bacup town centre by delivering a mix of new residential, new employment opportunities and improving the physical environment and heritage buildings	High Street Heritage Action Zone (HAZ) project outputs defined in letter of offer, which includes improving 22 properties and installing a public realm scheme by March 2024.	Mhorag Saxon	On-going (complete 2024)
		Identify an alternative external funding bid source for the Market Square development	Guy Darragh	Q3
A2	To significantly improve Haslingden by reshaping the town centre by creating new public space and redeveloping Deardengate	National Lottery stage 2 year 1 outputs as defined by the letter of offer	NLHF (post being recruited)	On-going (complete 2026/27)
		Develop a feasibility plan for the development of Cockerill Square	Cath Burns	Q2
A3	To further improve the retail and leisure time offer in Rawtenstall town centre	To deliver town square landscaping project	Megan Eastwood	Q3
A5	To develop the M66 Rossendale Valley Growth Corridor with infrastructure support from Lancashire County Council, boosting the number of local businesses	Prepare Rossendale Valley Growth Corridor Masterplan and develop strategy to bring forward individual sites	Cath Burns	On-going (complete 2022/23)
A6	To attract new investment into the borough through the promotion of Futures Park Employment & Leisure Village	Complete plot 1 development	Guy Darragh	Q3
		Complete the infrastructure improvement works	Cath Burns	Q4
A7	Strengthen our offer for visitors to raise the profile of the borough's attractions and develop an improved accommodation offer	Deliver year 1 of the visitor economy action plan including 3 town centre based wayfinding walking/cycling routes	Megan Eastwood	On-going
		Deliver year 3 of the Whitaker National Lottery project	Emily Vynne	On-going
A8	Secure Government support and funding for the City Valley Link rail extension from Greater Manchester to Rawtenstall	To produce a strategic outline business case in partnership with Lancashire County Council	Guy Darragh	Q4
		Gain support of key stakeholders and undertake public support campaign	Guy Darragh/Viva PR	On-going

A9	Delivering on a specific plan to support businesses recover from the Covid pandemic	Implement the Covid recovery plan which will include holding 18 business workshops and hold 100 business one-to-ones	Brad Hacking	On-going
A11	Work with schools, colleges and businesses to match future business opportunities with the right skill provision, to boost the number of apprenticeships and ensure more local people can benefit from local job opportunities	Develop year 1 activity plan for the Rossendale employability and skills forum, which includes holding a jobs fair and a careers event	Brad Hacking	On-going
		Secure funding for Rossendale Works and Youth project for April 2022+	Guy Darragh	Q3
B. High quality environment				
B1	To ensure all year round we have a clean and attractive borough, with a particular focus on our streets and green spaces	Income generation ideas to be pursued including bin cleaning service and MOT testing station	Keith Jenkins	On-going
		Street cleansing to be improved by better routing and introduction of new schedules	Pat Killeen	Q1
		Obtaining green flag status for Stubblee Park and raising standards across all parks	David McChesney	Q2
		Contributing to the climate change agenda through tree planting initiatives and transition to battery powered tools	David McChesney	On-going
B2	To ensure pro-active use of education and our enforcement powers to ensure that the borough is welcoming and creates a positive view of our town centres	Continued targeting of those who blight our neighbourhoods by littering and dog fouling through a joint approach of education, publicity and enforcement. Using the services of a third party provider to enhance our own resources	Phil Morton	On-going
		Tender the third party enforcement contract	Phil Morton	Q2
B3	To support strong local voluntary groups like Rossendale Civic Pride, Bacup Pride and Whitworth In Bloom to bring brightness and imagination to our public open spaces	Continue to work closely with groups, including the provision of plants, support for funding bids, such as the improvements to Green Squirrel Square, Haslingden	David McChesney	Q4
B4	Reduce our carbon footprint through enhancements to walking, cycling, public transport, buildings, influencing residents' behaviour change and promoting renewal energy	Engaging with residents, schools and businesses across Rossendale, including partnering with three local climate change partners	Phil Morton	On-going
		Carbon footprint audit completed	Lee Childs	Q2
		Agreeing a new active travel plan	Guy Darragh	Q4
B5	To create a new Rossendale Forest	Identifying council owned sites for potential tree planting projects	David McChesney	Q1

		Work with schools, community groups and Ribble Rivers Trust to access funding to purchase trees for planting in the Autumn	David McChesney	Q3
B6	To recycle 50% of the borough's household waste	Piloting a new recycling approach	Pat Killeen	Q2
		Media campaign to promote recycling	Viva PR	Q1
		Examining feasibility of changes in bin size	Keith Jenkins	Q2
B7	To improve our parks which local people are proud to visit and which appear loved	Implement improvement plan for Rossendale's parks by refreshing the Stubblelee Masterplan and creating a new one for Edgeside Park. This will be followed by the creation of the Victoria Park Masterplan ready for 22/23.	David McChesney	On-going
B8	Tackle persistent fly-tipping and littering hotspots	Increased enforcement activity against both commercial and domestic fly tipping offenders. More effective communication between the Operations team and Public Protection Unit to help collate evidence.	Phil Morton/Keith Jenkins	On-going
		Quicker removal of fly-tipped waste to reduce visual impact	Pat Killeen	Q1
		Creation of a dedicated fly-tip team – piloted for 12 months	Pat Killeen	Q1
		Increased enforcement capability and the use of technology to prevent and detect incidents of environmental crime.	Phil Morton	On-going
		Use of social and other media outlets to publicise and promote issues, problems and successes.	Viva PR	Q2
C. Healthy and proud communities				
C1	Increase the number of good quality new homes and associated infrastructure built through both direct provision and by working with Registered Social Landlords and private sector developers	Produce a housing strategy and action plan that put processes in place to ensure a corporate approach to the strategic housing function.	Strategic Housing post (being recruited to)	Q3
		Enable 180 new houses to be built, of which 25 are affordable.	Mike Atherton/ Strategic Housing post (being recruited to)	On-going
C2	Enable residents to remain in their own homes and live independent lives through a comprehensive adaptations programme and working closely with health partners	Deliver disabled facility grant programme – catching up last year's backlog. Overall target 67 disabled facilities grants completed	Phil Hollows	On-going

C3	Better access to and take up of health and wellbeing activities including improved leisure facilities	Complete a full feasibility study for improved health and leisure facilities	Adam Allen	Q2
C4	Engaging more local people and visitors to make better use of our excellent outdoor environment to improve their health	Explore the feasibility of creating a trailhead cycling facility in Bacup	Guy Darragh	Q3
C5	A more joined up approach working with health partners, Lancashire County Council and the voluntary sector to improve the mental health of local people	To lead on the development of a partnership Health and Wellbeing Strategy	Communities Manager (being recruited)	Q2
		Improving joined up working on health issues	Communities Manager (being recruited)	On-going
C6	To manage the impact of increasingly frequent flooding on local communities	Liaison through the Spaces for Water group and supporting community response in the event of a major flooding incident	Lee Childs	On-going
C7	Supporting vulnerable individuals and families to recover from the Covid pandemic	Managing Government funding to support vulnerable individuals	Communities Manager (being recruited)	On-going
		Promoting local support services through Rossendale Connected Hub	Communities Manager (being recruited)	On-going
C8	Working with the police to ensure strong neighbourhood policing and traffic enforcement	Regular liaison meetings with Lancashire Police Inspector	Neil Shaw	On-going
		Deployment of the mobile traffic enforcement team	Lancashire Police	On-going
D. Effective and efficient council				
D1	A constitutional system and processes which support sound governance, are widely understood and support transparency and accountability	Review of Constitution with specific focus on the Finance Procedure Rules and Code of Conduct for Members	Clare Birtwistle	Q2
		Provide good quality member induction and training programme	Clare Birtwistle	On-going
		Training to officers on the updated Constitution	Clare Birtwistle	Q1
		Update the RIPA policy and provide training and guidance to officers	Clare Birtwistle	Q1
D2	A robust approach to managing projects well	Contract Procedure Rules training to officers	Clare Birtwistle	Q2
		Contract management training to officers	Clare Law	Q2
		Project management training for officers	Project managers	Q2

D3	To ensure our portfolio of assets maximise income and/or support service delivery	Conduct year 1 of the Strategic Asset Review with reviews for 4 wards undertaken.	Lucie Greenwood	On-going
		Undertake rent renewals for industrial properties	Lucie Greenwood	Q4
		Transfer 11 garage sites to the council	Lucie Greenwood	Q3
D4	To have a digital strategy in place which is customer focused and moves us towards being a digitally enabled council with cost effective and responsive customer services	Agree a Digital Strategy and action plan	Andrew Buckle	Q1
		MS 365/Teams roll out and Virtual Phone implementation	Andrew Buckle	Q2
		Deploy customer portals for Citizen Access and Revenues & Benefits Document Management next generation	Andrew Buckle	Q4
D5	To promote staff welfare, development and satisfaction	Agree an Organisational Development strategy	Clare Law	Q1
		Manage post Covid safe return to work	Kelly Forrest	Q1
		Undertake staff surveys and engagement events	Clare Law/Cath Burns	On-going
D6	A financially sustainable organisation with a financial strategy which supports good decision-making	Provision of high quality and timely financial and accountancy advice and support to all council services, managers and projects	Karen Spencer	On-going
		Regular monitoring of financial performance against the Medium Term Financial Strategy	Karen Spencer	On-going
D7	Securing significant external funding to deliver projects and services	Haslingden National Lottery bid funding secured	Guy Darragh	Q1
D8	To be recognised as a good council with a reputation for improving residents' lives	Addressing outcomes from Local Govt Association Corporate Peer Challenge	Neil Shaw	Q2-Q4
		Shortlisted for national local government award	CMT	Q3
		Raised profile through national publications and events	CMT	On-going
		Good news stories and achievements through local and regional media	Viva PR	On-going
D9	To effectively manage any future transition to a unitary local authority and that the views and needs of Rossendale are effectively represented	Managing any actions which arise from the Lancashire Leaders meetings	Neil Shaw	On-going