

## Proposed Structure of the Council's Corporate Plan 2007 – 2010

Section Title	Proposed Changes	Lead Officer
1. Welcome & Introduction to Rossendale	To be up-dated	CW
2. Our ambitions – What matters to local people?	Reduce the overall length of the section by removing section on capacity building. Up-date with the Council's new priorities.	LN
3. Keeping our Promises – Achievements in 2006/7	Up-date with new achievements as from Council's CPA Self-Assessment . Requires further editing to reduce overall length	CW/LN
4. What local people can expect to get better and by when?	Re-structure actions from Business Plans & performance measures under the Council's 6 Priorities	LN/HoS
5. Major Strategic Risks – what could stop us meeting the needs of local people	Up-dated with the Council's strategic risks for 2007/8	PS
6. The Council's Performance Management Framework	Reduce overall length but retain the Council's 'Golden Thread' section. Still to be done	LN
7. Managing our resources to deliver our priorities	Up-dated with new financial information	GG
8. Corporate Governance Arrangements	Up-dated with new information in relation to Corporate Governance	LF
9. The Council's performance 2005/6	Up-dated with overall performance results for 2006/7 & 3 year targets for BVPI's	LN

## **Section One: Welcome**

Welcome to our Corporate Plan for 2007 to 2010. This is where we set out our corporate priorities – those things we will be making the focus of our effort over the next three years.

The past year has been a busy one. We have been working hard to put in place all those things we set out in last year's plan. Many have been achieved, and milestones met for those longer-term projects we are working on.

The Council has changed – our 'can-do' culture has been recognised by awards such as the North West Charter for Member Development and Investors in People.

We are proud of how far we've come – and we pay tribute to the energy and commitment of Councillors and employees, as well as partners and local people, that have made all this possible. We want to achieve even more. We want to make our full contribution towards Rossendale being a Cracking Place to Live! We have set out here what we intend to do next.

Please take the opportunity to read this Plan and let us know what you think.

C  
ouncillor Duncan Ruddick

Carolyn Wilkins

## Introduction: Rossendale – The Borough

We are one of the six boroughs that make up East Lancashire. As well as our Lancashire neighbours, we border with Rochdale and Bury in Greater Manchester and Calderdale in Yorkshire. We are uniquely placed to exploit the potential of both Manchester and Central Lancashire City Regions.

We have a population of 66,000<sup>1</sup> with 3.5% from a minority ethnic background<sup>2</sup>. Christianity is the main faith, with 2.9% people of Muslim faith. The borough is a mix of urban and rural areas, resulting in a population density of 470 people per square kilometre - much less than neighbouring areas which are two to three times more densely populated.

Our environment is a strong part of our identity. The development of Rossendale has been heavily influenced by its geography and its natural resources. The narrow urban valley of the River Irwell, running between the Pennine uplands, means fabulous scenery but a limited number of accessible sites for housing and employment. The borough has a strong industrial past – the legacy of which is apparent today in many of our buildings. English Heritage described Bacup as one of the best examples of a preserved mill town in the country. We have over 260 listed buildings and 8 conservation areas.

This legacy is also apparent in our strong manufacturing base – which still employ over a quarter of the borough's workforce. Despite this local employment base, economic activity in Rossendale is nearly 20% lower than the national average of 74.7%<sup>3</sup>. This is in part due to our proximity to major employment centres. 14,020 people (46.9% of our working population) commute out of the borough to work – creating transport challenges and the need for a retail and leisure offer to attract spend where people live, not where they work. In addition, almost a fifth of all households are wholly retired from work. Permanently sick or disabled households account for just 4.8% of all households, which is lower than the national average of 5.5%. Unemployment in Rossendale at 3.2% is significantly lower than the national figure of 4.7%, but some wage rates are low.

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<sup>1</sup> 2005 mid year estimates

<sup>2</sup> 2001 Census

<sup>3</sup> ONS December 2004

We have a total of 29,574 residential properties comprising 28,068 households<sup>4</sup>. The housing tenure split is skewed towards owner occupation, with 19,494 (72%) of households owning their own home, 2,768 (10%) private rented sector, and 4,849 (18%) RSL rented (including the former Council stock).

Parts of the borough are well connected via the road network, but rail links are poor. The East Lancashire Railway is currently a heritage railway. Our geography limits our transport infrastructure and there is pressure across our road network.

The 2004 **Index of Deprivation** shows that Rossendale ranks as the 92<sup>nd</sup> most deprived borough in the country. We have six Super Output Areas (SOAs) within the worst 25% in the country, comprising 15.6% of our population. In particular, there is a high degree of health deprivation across the borough (we are a spearhead authority). Life expectancy is below the national average (2 years below for men and over one year below for women). Just over 20% of people are suffering from a limiting long-term illness<sup>5</sup>.

### **Our Ambitions**

We are a small council, but our Councillors and officers have big ambitions – both for the organisation and for the communities we serve. This means at the same time as delivering on our own challenging improvement agenda, we have also driven forward a significant agenda for our borough. We are proud of how far we have come, and are committed to working together to tackle the challenges that still face us.

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<sup>4</sup> (HMR and Strategy Property Database as of October 2004).

<sup>5</sup> 2001 Census

## Section 2 - Our Ambitions – delivering what matters to local people

We are a small council, with big ambitions – both for the Council itself, for our customers and local communities, and for the Borough as a whole. Achieving our ambitions will require us to work effectively with a range of partners from the public, private and voluntary sectors to champion the needs of Rossendale and provide better outcomes for local people.

### Rossendale – A Cracking Place to Live

The Council and the Rossendale Partnership (the Local Strategic Partnership for the borough) share a vision for the Borough’s future “**Rossendale – A Cracking Place to Live**”. The vision was developed in consultation with local people, who told us what was important to them and what they wanted to see for the future in Rossendale. This is set out in **Rossendale Alive**, the Borough’s Community Strategy (2005 – 2020), developed by the Rossendale Partnership. This is a long term strategy that aims to improve the quality of life in Rossendale and is set out under the eight strategic objectives illustrated in the chart below.

Through its ‘Community Leadership’ role, the Council is the lead partner in the effective delivery of the vision for Rossendale. This is reflected in the Council’s overarching strategic framework which includes the eight objectives of the Community Strategy and which the Council shares with the Rossendale Partnership and other key delivery partners.

### The following eight objectives represent the key themes of the Borough’s Community Strategy – Rossendale Alive

<ul style="list-style-type: none"> <li>Community Safety – a place where people do not live in fear of crime</li> </ul>	<ul style="list-style-type: none"> <li>Environment – a place which has attractive rural settings, a fantastic street scene and is easily accessible for all</li> </ul>	<ul style="list-style-type: none"> <li>Community Network – a place where all opinions count and people respect and celebrate difference in gender, sexuality, race, age, ability, culture and religion</li> </ul>
<ul style="list-style-type: none"> <li>Health – a place where vulnerable people are looked after and all residents can look forward to a long and healthy life</li> </ul>	<ul style="list-style-type: none"> <li>Housing – a place where people have a choice of high quality housing which is affordable for all</li> </ul>	<ul style="list-style-type: none"> <li>Culture – a place which is a great place to live for people of all ages and is widely accepted as a major place to visit</li> </ul>
<ul style="list-style-type: none"> <li>Education – a place where people of all ages will be well educated and capable of providing business with the human resource to compete in highly competitive global markets</li> </ul>	<ul style="list-style-type: none"> <li>Economy – a place where job prospects and wages are high and the cost of living is low</li> </ul>	<p>To see the full document visit <a href="http://www.rossendalealive.co.uk">www.rossendalealive.co.uk</a></p>

## **Achieving the vision - Rossendale Council's Strategic Framework**

The Council's over-arching strategic framework is made up of the eight objectives of the Community Strategy, together with a further three objectives belonging solely to the Council. These additional objectives reflect the council's focus on being a well managed Council that is fit for purpose and committed to continual improvement in all it does.

- **Improvement** – the continuous provision of high quality public services built upon the foundation of Finance, Risk, Performance, Procurement and Human Resources management.
- **Customers** – being responsive and proactive to meet the needs of all our customers
- **Partnerships** – increasing our capacity to deliver through effective partnerships .

Together, these eleven objectives make up the Council's over-arching strategic framework as shown in the chart below: ( Chart needs amending -

**Insert Amended S Curve Chart**

## **Achieving the vision - Rossendale Council's Priorities**

**On a regular basis the Council reviews the things to which it wishes to devote its time, effort, and resources – these are the Council's priorities.**

The priorities are supported by the results of quantitative consultation results as well as by the longer term goals set out in the Community Strategy. By adopting these clear and relevant priorities the Council is able to focus upon those areas of greatest importance, and by making progress against the various priorities the Council will, ultimately, achieve the objectives as set out in the Council's Strategic Framework.

The Council's priorities for 2007 – 2010, together with the strategic objective that they relate to are:

- **Delivering quality services to customers (Customers, Improvement)**
- **Delivering regeneration across the Borough (Economy, Housing)**
- **Keeping our Borough clean and green (Environment)**
- **Promoting Rossendale as a cracking place to live and visit (Economy)**
- **Improving health and well being across the Borough (Health, Housing)**

Enabled by:

- **Strong financial management and the delivery of value for money services (Improvement)**
- **Equipping members to fulfil their role as leaders in the community (Community Network)**
- **Effective Human Resource management and maintaining a workforce with the skills to deliver the priorities for the Borough (Improvement)**

## Values & Learning

### Competency Framework

**The Council has agreed five key competencies which reflect the values of the Council and which will influence the way in which we go about delivering our policies and plans.**

These five values make up the Council's competency framework and are seen as essential for Rossendale to achieve sustained improvement in its services to customers:

**Listening and Communicating** - this is concerned with our ability to listen, to improve understanding and decision making and our ability to communicate in a number of different ways

**Loyalty** - this is concerned with our ability to build loyalty, trust and confidence.

**Management of Performance** - this is concerned with our ability to remain focused on setting and delivering objectives as detailed in our Business Plans

**Celebration of Success - this** is concerned about our ability to recognise achievement individually and collectively

**Customers Matter**, this is concerned about our ability to recognise the importance and value of good customer services.

All line managers have attended briefing sessions in relation to the core competencies. Through the annual personal development review process, there will be an opportunity to give employees and line managers feedback in these areas. There will also be a range of training opportunities to develop individual's skills in these areas.



## Rossendale Borough Council Achievements

### Achievements

#### 1. Delivering Quality Services to Our Customers

In asking people how they thought we were achieving against our priorities 68.8% of residents agreed to that 'the Council treats all types of people fairly.'

##### Improvement

Almost 80% of staff feel the Council emphasises the importance of the customer. (58.5% in 2005)

The Benefits Service improved from a judgement of poor in 2002 and is now rated as 'Fair' and compliant with BFI Standards resulting in customer needs being more effectively met. This was achieved through joint working with Department of Work and Pensions.

In 2006 we entered into a ten year, £13m contract with Capita for Revenues, Benefits and Customer Services also demonstrates our increased focus on value for money. This contract, as well as providing for the delivery of step change in performance, means costs at a headline level £190k less than the previous arrangements. In addition, service enhancements are being provided within the cost envelope which would have required investment from us had we retained the service. Six months into the contract (a time of great change for all the staff involved) the majority of performance areas have shown improvement.

BVPI	2003/04	2006/07
Speed of processing - new HB/CTB claims	<b>61.47 days</b>	<b>37.6 days</b>

Achievements in line with  
Corporate Priorities DRAFT-25/05/2007

Housing Benefits Security number of claimants visited	<b>17.16</b>	<b>267.75</b>
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Our own annual telephone survey in 2005 showed 62.5% satisfaction with the Council - a huge improvement from 27% in 2003/04. Since the One Stop Shop was opened in December 2005 there have been over 29,500 customers and 96.3% of respondents are satisfied their experience. The completion of the Equality Impact Assessment led to access to Language Line, hearing loop and 'Mincom' systems being included.

Rossendale's Call Centre opened in September 2006 for revenue and benefits. In December 2006 2986 calls were received, 92% of which were answered within 20 seconds.

Our complaint management process has improved. Satisfaction with the way complaints are handled is up from 22% in 2003/04 to 34% in 2006/07. The Ombudsman is a 'critical friend' for our revised procedure and is piloting a new case management approach with us.

We have successfully implemented the Local Land and Property Gazetteer and achieved status 1. Our web-site is ranked in the top 30 of all local government web site performance as ranked by Site Morse, the highest ranked web site in Lancashire.

We provide an increasing range of on-line services available with 3,312,444 hits in 2006.

BVPI	2003/04	2006/07
E-Government enabled interactions	<b>36%</b>	<b>100%</b>

## Rossendale Borough Council Achievements

Quality Customer Services involves building relationships with our communities too. We want the views, values and community initiatives of everyone in Rossendale to be respected, considered and supported. Our Network has over 600 members. Through our grants programme we invest £216.3k in community and voluntary groups (1.9% of our revenue budget). We have committed to providing each Area Forum with a community chest grant to enable local action and build capacity. Our Compact was agreed in February 2005.

We agreed and successfully project managed the £1.4m rebuild of Whitworth Civic Hall resulting in a new state of the art community centre for the people of

Rossendale and one which has the ability to be self financing in the medium term such that its costs do not unduly impact on Council tax requirements. This decision required Councillors to review priorities and capacity as it was a project which arose as a result of a fire in the existing facility.

We are using our well-being powers to support our communities. We made land available to Stacksteads Riverside Park Group for the construction of a family resource centre. In Edenfield we are working with the community association to use our land to secure a new community centre.

We are one of five authorities in the East Lancashire e Consultation Partnership, and we have worked jointly through this to undertake a number of surveys, including the statutory Best Value Survey. Over the last 2 years more than 1000 people have taken part in consultation activity through Rossendale's Council's "Feedb@ck panel". Our approach to consultation feedback – *"You Said: We Did"* shows people what we do as a result of what they tell us. For example You Said: Dog Fouling was a problem; We have: invested in a

'pooper scooper' machine and increased our enforcement action issuing 64 Fixed Penalty Notices.

We have involved communities in service delivery in a number of ways:

The designs for the project on the Stubblelee Skate Park and Tennis Court area have been worked up by 7 young people.

Stacksteads Recreation Ground improvement includes a Spacelift urban design project involving young people in design and community consultation processes. The total project value is £185,000 with significant match funding secured from external funders such as Barclays Spaces for Sports and Sport England.

Local Democracy Week supports links between the Council and young people. We selected our first Mini-Mayor (a Year 6 pupil) during 2006. We also hosted a question time event at Haslingden High School during Local Democracy Week.

A strong approach to equality and diversity is central to our approach to delivering quality customers.

### Case Study: Equalities and Diversity

- Level 2 of Equality Standard achieved and on target to achieve level 3 in 2008.
- 74.3% of staff aware of our equalities strategy
- Corporate Equalities Group in place
- Equalities Learning Set established in 2006
- Lead Councillor for Equalities
- Training for Councillors and staff provided
- Community Reference Group for staff to consult on equality issues for example accessibility to One Stop Shop and Council Chamber.
- Flexible working policies in place to encourage diversity of our workforce – 62.5% of top 5% earners are women.

## Rossendale Borough Council Achievements

BVPI	2003/04	2006/07
Buildings Accessible to People with a Disability	76%	92%
Top 5% earners with a disability	Not collected	10.04%

### 2. Regenerating Rossendale

Levels of satisfaction with the local area as a place to live are high with 64.0% of residents being either 'very satisfied' or 'fairly satisfied' but there are challenges to be overcome in increasing this level which is why regeneration has been a corporate priority for three years now.

In asking people how they thought we were achieving against our priorities 59.3% say we are making the local area a better place to live.

A key element of our regeneration agenda has focused on improving housing across the borough. The Housing Stock Transfer process was achieved when our Housing Stock transferred to Green Vale in March 2006, releasing £40m investment to improve tenants' homes by installing new kitchens, bathrooms and other improvements.

#### Improvement

By December 2006 the stock transfer had resulted in:

- 169 sets windows and doors
- 329 kitchens
- 370 central heating installations
- 118 bathrooms
- 38 new roofs
- footpath and handrail replacements at 4 sheltered

#### Quote

We lived in a terraced house which was depressingly in need of refurbishment, and moved into a static caravan in July last year. We had been on the council list for nearly 4 years. You came to our rescue and offered us a choice....and we moved in October. You even did the kitchen for us before we moved because of my husband's bad health....

Green Vale Homes Tenant

The development of a strategic infrastructure for Housing has also been a key area for the Council, alongside ensuring the skills and capacity is in place to deliver it. Key outcomes have been:

- Fit for Purpose Housing Strategy, incorporating the completed Housing Needs Assessment, setting the strategic approach for addressing housing need issues in the Borough up until 2008.
- Affordable Housing Strategy in place with £670,000 of Housing Corporation funding secured for 20 New Build flats in Rossendale.
- Improved homelessness service developed in partnership with Green Vale Homes. This includes a revised Homelessness Strategy and re-launched Rossendale Homelessness Forum. In addition accommodation for the M3 Project was provided in partnership with Ashiana Housing Association (the M3 project provides supported lodgings for young homeless people).

BVPI	2005/06	2006/07
Repeat homelessness	1.83	0

## Rossendale Borough Council Achievements

Length of stay in temporary accommodation (hostel)	1	0
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- Accredited Landlord Scheme in place to improve conditions in the private rental sector. Nominations Agreement Policy implemented with all RSL's to reduce the levels of homelessness and alleviate the pressures on the Housing Register in June 2006.
- The Landlords Forum met on 3 occasions during 2006/2007 with the meetings focussing on training and information
- Empty Homes Policy in place with 84 empty homes returned into use.
- At the beginning of 2006 a detailed Strategic Housing Improvement Plan was developed and implemented, supported by £60,000 invested in services to strengthen the Strategic Housing function.

### Achievement

Strategic Housing Service found to be a 'fair' service with promising prospects for improvement

**Audit Commission 2007**

We were successful in being included in the Housing Market Renewal Pathfinder Scheme as part of Elevate East Lancashire. **(Elevate Evaluation Study)**. We have consistently delivered to programme, meeting all target outputs, including:

- face lift to 114 stone built terraced houses
- 128 properties refurbished
- 14 properties were included in a Group Repair scheme

- 12 commercial properties were included in a shop front improvement programme
- 57 households received disabled facilities grants with works managed by the Housing Renewal Team as an Agency Service

Our focus on physical regeneration has led to us championing the transformation of Rawtenstall Town Centre through direct action and partnership working on a number of flagship projects. We commissioned Arup to develop the Area Action Plan to provide a strategic vision for the spatial development of the town.

We worked in partnership with English Heritage and a private developer to enable the transformation of Ilex Mill, a Victorian Grade II Listed Building. This former cotton mill had been derelict for 15 years. It is now a quality development with 92 apartments overlooking the River Irwell and Rawtenstall Cricket Ground.

We completed an options appraisal for the best way forward for the old shopping precinct. This has resulted in a partnership with the shopping precinct owners CNC Ltd to bring forward a £33.5m scheme for the redevelopment and enlargement of the "Valley Centre" shopping centre. We put forward the scheme to the design review by CABE, (Commission for Architecture in the Built Environment). A consultation exercise was then undertaken of the revised design. As part of our commitment to the project in December 2005 we relocated the majority of our employees from the old Town Hall to Futures Park, freeing up our land holding.

The need to redevelop the town centre means that Members of the Development Control Committee sometimes have to make difficult decisions in relation to applications that come forward. In summer 2005 a scheme for New Hall Hey was refused although there was significant public and media support for it. We subsequently worked with the developer and a more

## Rossendale Borough Council Achievements

appropriate scheme was approved in 2006, securing a Homebase store in the town.

Since 2000 the 'Building a Better Bacup' Single Regeneration Programme (SRB) has invested £5million of Challenge Fund Grant resource. We have acted as accountable body for the SRB Programme and worked with the Bacup and Stacksteads Community Partnership Board (charged with delivering the programme), supporting them to achieve the following outputs:

- lever in almost £4million from the private sector and £9.5 million of other public sector resource.
- create over 300 new jobs,
- train 800 people in new qualifications,
- advise over 500 businesses,
- improve over 10 hectares of open space

The Futures Park Development has seen us secure £2.6m investment from NWDA for the acquisition, remediation and servicing of a 4.66 hectare contaminated brownfield site to create much needed employment land in the east of the borough. We have brought a further £2.8m investment in the development of a landmark business and training centre (Kingfisher Centre) in which 21 businesses are currently located. We have marketed the remaining plots on the site and negotiated development agreements with two large property development companies that will result in 6,000sqm of new business floorspace, lever private sector investment of £4.8m and create employment opportunities for over 100 people.

We have focused on building the Council's capacity in this area, through a partnership with Lancashire County Developments Limited and the North West Development Agency to develop a Regeneration Team for the council (secured £450k over three years). At the same time we held a major review of Economy theme group. The Regeneration

Board was then established, to oversee the strategic regeneration of the Borough.

Central to our regeneration plans are a comprehensive spatial policy and well performing planning team. The main building blocks of the Local Development Framework are being put in place. The Core Strategy and Rawtenstall Area Action Plan will be submitted for examination later this year. Policies addressing key issues such as housing and planning obligations have been developed in the interim.

In 2004/05 we achieved top quartile performance for minor and other applications – and were no longer a planning standards authority for this type of application. Our performance for the year is 77.7% for minor applications and 90.74%. The processing of major applications is at 58.77% heard within 13 weeks – an improvement from 34.78% in 2005/06. In March 2007 we received a letter from Baroness Read informing us, that as we had met the national targets (as at Dec 2006) in relation to all planning targets we were no longer subject to intervention with regard to these areas.

In part this has been achieved through our capacity building partnership with Urban Vision. The Improvement Plan for our Development Control Service is focused on sustainable performance improvement and customer care.

Economic exclusion is a real issue in the borough. We provide funding for three local credit unions. We have worked with partners to launch RELi (Rossendale Enterprise Loan Initiative) in October 2006. Since then it has provided over £40k of loans to 13 local businesses who would not otherwise have been able to secure venture finance. We support PEER (People Encouraging Enterprise in Rossendale) which operates through a fifty strong community board of local people. It was the UK's first Enterprise Facilitation project based on the Sirolli™ approach to local regeneration. We

## Rossendale Borough Council Achievements

have developed a good practice approach to enterprise support which is now being rolled out across East Lancashire. Between April 2006 and January 2007 PEER helped the formation of 16 new businesses (target of 20 start-ups or expansions in 2007/08).

### 3. Keeping Our Borough Clean and Green by creating quality spaces people respect and are proud of.

In asking people how they thought we were achieving against our priorities 65.8% agree we are working to make the area cleaner and greener and 50.4% of residents agreed that we are working to make the area safer.

We are providing leadership for improving our environment through the LSP Environment Theme Group and the creation of an Environmental Strategy. We have signed up to the Nottingham Climate Change Charter (a key area for us within the LAA).

The Environment Inspection in 2006 assessed the Council as providing a fair service, with promising prospects for improvement

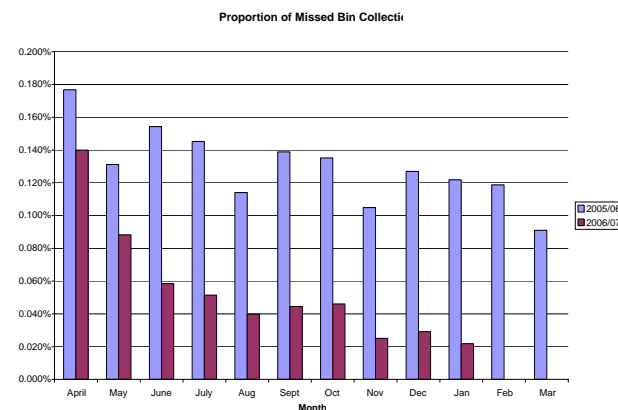
#### Quote

The Council recognises that it has rich environmental assets, and rightly makes managing the environment a high priority. Some imaginative and exciting ideas are emerging, aided by an unusually self-reliant and entrepreneurial community voice. There is also an improvement in the quality of the natural environment, open spaces and the built environment.

Audit Commission February 2006

Achievements in line with  
Corporate Priorities DRAFT-25/05/2007

We have increased cost-effectiveness and customer satisfaction through the introduction of new technologies. Our fully digitised collection rounds and satellite tracking of vehicles have reduced missed bins from 193 bins per 100,000 in 2004/05 to current levels (54 in 2006/07).



The procurement of new waste fleet resulted in equivalent of £100,000 savings per annum on previous lease contract, with three staff redeployed and a capital receipt of £80,000. Two additional Road Sweepers were purchased through savings in vehicle procurement

The implementation of new sweeping routes from October led to increased sweeping frequency on all roads and footpaths and BVPI 199 is on target to reduce from 18% in 2005/06 to 12% in 2006/07. On top of this the survey of all litter bins in the borough led to a capital bid of £100,000 over five years for replacement and we have revised litterbins emptying schedules.

Improvements also include street cleansing rounds amended to include parks and open spaces and the introduction of Town Centre Care-takers to provide a complete

## Rossendale Borough Council Achievements

maintenance service including grounds maintenance and litter picking.

As a result of all these changes and improvements in performance, people in Rossendale are feeling more positive about their environment:

In 2006 55% of people were satisfied we had kept land clear of litter and refuse – a 15% increase from 2003/04. We also saw an increase of 15% in the number of people who agreed their neighbourhood has clean and well-maintained town centres.

We have introduced same day collection for seven separate recycled materials – glass, cans, plastics, textiles, paper, cardboard and garden waste.

We have issued 10,500 composting bins – a significant number given only around 15,000 of our properties have gardens.

### Case Study

Paper collections: In October 2006 we piloted a scheme for higher capacity 140litre grey wheeled bins for the collection of paper and card. The trial targeted 1500 properties (approx 5% households) - almost 70% of those targeted joined the scheme. This has meant an increase in paper tonnages of almost 20% going from an average of 455.46 per quarter so far this year to 521.12 for the last 3 months. We are currently distributing another 1,000 to other bins parts of the Borough.

Our recycling rate is now 28.91%:

BVPI	2003/04	2006/07
% of Household Waste Recycled	11.22%	21.54%

% of Household Waste Composted	4.11%	7.37%
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People are increasingly satisfied with our services. In 2006/07 67% of people stated they were happy with local recycling facilities (an increase from 63% in 2003/04). In addition, satisfaction increased to 70% (06/07) from 65% (03/04) for the service for collection of items for recycling

The amount of waste collected has reduced from 480 kgs per head in 2000/01 to 371.7 kgs per head this year (against a target of 378 kgs per head) – a 22% reduction. This is against the national trend which is an increase in 2.1% of waste arisings – ours are down by 4.99%.

At the same time as these improvements we have also brought the cost of waste collection down from 7.2% below average in 2004/05 to 28.4% below in 2005/06 – top quartile performance.

Our Neighbourhood Environmental Action Teams (NEAT)' have been a huge success. Since they were set up in April 2005 they have responded to 2,761 requests for service. They have organised a series of community clean-ups and visit schools to promote environmental education and recycling

Fast track removal of abandoned vehicles means that we are removing 100% of problem vehicles within 24 hour. This has reduced the number of reports of abandoned cars by approximately two-thirds between September 2005 and April 2006 from 39 per month to 13 per month.

Our leadership role also includes us using our influence and our statutory powers taking action against those who are having a negative impact on, or are actually damaging our environment. We have issued 64 fixed penalty notices for dog fouling and served 84 notices under the Environmental Protection Act.

## Rossendale Borough Council Achievements

### Improvement

101 properties/pieces of land selected for direct action and prosecution in the first 6 months of our Section 215 Enforcement Project - 26% of owners complied with our letters/notices (amounting to approx £100,000 - £120,000 of improvements). A prosecution is scheduled for March 2007.

We work with Groundwork, Civic Pride and other organisations on projects such as cleaning up of the riverbanks in the Valley and development of multi-user games areas across the borough. A number of physical improvement schemes have contributed to improving the environment and to the regeneration of the borough:

**Britannia Gateway Improvements, delivering** environmental improvements along Rochdale Road opposite Britannia school and on other adjacent sites; signage, landscaping and public art installations all incorporating consultation with Britannia residents groups and school.

**Gordon Street Play Area Improvements:** - £52,000 investment in increased play facilities and open spaces improvements

**Spring Terrace** – Development of community garden and safe play space together with provision of bin storage areas for recycling

**Bankfield Street** – provision of bin storage areas and extra parking facilities together with improved drainage and streetworks.

**Rossendale Crescent** - Improvements to a play area, which include, planting, improvements to paths and fencing, in line with secure by design principles.

Part of the 'Clean and Green' agenda is focused on making sure people respect and feel safe across the borough.

Our Crime and Disorder Strategy shows the highest performance in the country in terms of crime reduction and with crime figure 17% down (December 2006) on the same period last year (on top of an 11% reduction the previous year). This is made up from:

- criminal damage down by 24.3%.
- 11.8% reduction in burglary
- Focused action taken, for example the Staghills Youth Shelter opening in August 2006 following complaints about youth related anti-social behaviour,
- Almost 900 Year 6 pupils attended Operation Streetwise 2006 delivering advice to the young people
- The third Outdoor Alcohol Control Zone (Bacup) in direct response to complaints from residents and businesses.

### Quote

When questioned whether they felt safe in their neighbourhood over two thirds of the respondents from Rossendale agreed that they felt safe. This is a 13% increase on the survey's 2004 result and shows that Rossendale is becoming a safer place to live.

Living and Working in East Lancashire Survey  
2006

We are working with the Rossendale Partnership to share the Vision and ambitions with communities and partners. We use a wide variety of tools and techniques as set out in our [Communication Strategy](#) including [Rossendale Alive Newsletter](#) to highlight decisions and achievements on a quarterly basis. There is a separate LSP site within our award winning web-site.



## Rossendale Borough Council Achievements

We place a strong emphasis on communication – using a range of methods to get our messages across and listen to what people are saying. A series of high profile events, including hosting the National Jogathon, the ‘K for Kids Festival and an annual mela, help promote what we are doing. We host **LSP Assembly events**, providing the opportunity to involve a wider group of people in the work of the LSP, share learning and develop our ideas. Assemblies have focused on issues such as Children and Young People, Older People and Neighbourhood Working.

The learning achieved throughout this process is informing the development of the Sustainable Community Strategy for Rossendale (Autumn 2007). This will be translated into more local action through four Neighbourhood Plans as well as the Theme Groups Delivery Plans – providing geographic and thematic focused action.

The Panopticon (Halo) is bringing £540,000 of regeneration funding to the borough. The Northern Way programme has picked Halo as one of six major landmark projects for the ‘Marketing the North to the World’ programme. A major national and international media campaign will support their investment.

‘Transforming Pennine Lancashire’ is focused on rebranding East Lancashire and promoting it as an area to live and invest. Rossendale is contributing to this programme. The Adrenalin Gateway is a major project within this, raising Rossendale’s profile as a major centre for Adrenalin sports activity. Partnership funding has been secured to develop the brand and projects within the brand which will build on the existing Rossendale offer: Mary Townley Loop, Valley of Stone, Irwell Valley Sculpture Trail, Water-Skiing (Whitworth Reservoir), Mountain Biking and of course, Ski Rossendale.

Locally we commissioned Brighter Business Solutions to implement the first phase of our Tourism Action Plan including the Visit Rossendale web-site, guide and a dedicated Rossendale tourism telephone line.

We have joined the LGAs Reputation Campaign and have reached the silver level, with the aim of reaching gold by 2009.

Our Communication Strategy is focused on promoting the Council externally to customers, residents and partners as well as internally to Councillors and staff. There was a 10% increase in staff feeling communication is good compared to 2004. We have adopted the Rossendale Alive brand (linked to the LSP) and have used it to raise our profile through new vehicles, new uniforms, leaflets and other Council literature and a phased replacement of signage (linked to renewal and replacement).

### 5. Health and Well Being

We worked in partnership with English Heritage and the Primary Care Trust to develop and implement one of the first operational LIFT centres in the Country for Bacup. This £5.5m scheme brought back into use a dangerous and derelict former textile mill in the middle of a conservation area. The building now provides high quality Health Care provision for local people.

Environmental Health was restructured in April 2006 to reflect the new public health agenda and the need to prioritise services to improve health and reduce health inequalities.

In Bacup and Stacksteads 136 families have joined the smoke free homes scheme (22% of preschool families living in the area with 205 children living in those homes), 41 received a follow-up fire safety home visit by fire service, and 25 have been referred to smoking cessation services.

## Rossendale Borough Council Achievements

Leisure has a significant role to play in improving health and wellbeing. Cultural opportunities can impact positively on mental wellbeing. In 2004 we agreed the setting up of Rossendale Leisure Trust in order to manage our leisure facilities and develop the leisure offer in the borough. This has seen increased attendance at Council facilities with 54,000 extra visits, including out of school activities and holiday clubs. Customer satisfaction increased from 50% in 2003/04 to 55% in 2006/07. Visitor numbers at our facilities have also increased - 12.43% increase between 2003/04 and 2004/05 and a further 10.93% increase between 2004/05 and 2005/06. We have seen a significant increase in the number of visitors to Rossendale Museum, particularly from school pupils:

BVPI	2003/04	2006/07
Visits to and Use of Museums - School Groups	<b>53</b>	<b>708</b>

The K Festival for kids was the first children’s arts festival in the North of England to receive Arts Council funding and demonstrates effective partnership via the LSP’s Arts Alliance to deliver a regionally significant event

The Youth Provision Strategy is delivering improved services for young people with 5 Multi-Use Play Areas, 3 skate parks and youth shelters being provided.

We have completed a comprehensive Open Space Audit and commissioned the Open Space Strategy involving multi-agency working to enable a joined up approach to provision for the next 12 years.

Our Play Strategy has influenced the children’s play area developments in Festival Park, Whitworth and Gordon’s Street, Bacup. Both have increased in size and diversity of provision in line with the Strategy.

Achievements in line with  
Corporate Priorities DRAFT-25/05/2007

### Quote

Rossendale has established a clear vision and scope for play, which builds strongly on an understanding of the widest range of formal and informal free play opportunities.

Play England

Business and Financial

The enabling priorities focus on making sure we have the relevant systems, processes and capacity in place in order to deliver our 5 outward facing priorities.

Key successes in these areas have included:

#### 1. Attendance Management

BVPI	2005/06	2006/07
Working Days Lost Due to Sickness Absence	<b>13.53</b>	<b>6.9%</b>

2. Efficiency savings worth £1½m – 70% above the Government’s target.

3. ‘Green light’ status for our Local Strategic Partnership - the best possible and the first of its type in the country to get the top grade. This recognises our partnership work and the LSPs ability to successfully implement the Community Strategy Delivery Plan.

3. Excellent member development – In total, during 2005/06 the Council’s 36 Members undertook a total of 865 hours of development activity. We have been awarded the North West Charter for Elected Member Development and shortlisted for the MJ Award for Member Development..

## Rossendale Borough Council Achievements

4. We have made significant investment in training over the last three years. In 2006/07 the budget for development was £107k (almost 1% of the total Council budget); an increase of £38 per head from £344 in 2005/06 to £382. This compares well against an average local government spend of £216 per employee.

Achievement

- 7 staff completed CMS
- 2 staff on DMS
- 18 staff completed Introductory Certificate in First Line Management (since April 2006)
- East Lancashire Leadership programme for senior managers

ces e.g. saving on  
An E-procurement  
solution is incorporated within the new financial systems. A Procurement Strategy and dedicated post are now in place. Modernised contract procedure rules have been introduced. We are a partner in the award winning East Lancashire e Partnership's procurement work stream with cashable savings of £80k already identified, joint consultation exercises carried out and a joint approach to recruitment advertising has been agreed.

7. Achieved Investors in People accreditation for the whole council in March 2007.

8. 72% of staff feel valued at least some of the time, compared to just 7% in 2004/05.

9. New ICT Strategy which sets out our future requirements. It has already helped to achieve:

- A new web site, intranet and extranet with integrated content management systems.

- A new firewall with ISO 27001 accreditation.
- Remote access and mobile working.
- A new file server.
- Robust Business Continuity Systems for ICT.
- In the top 30 of all local government web site performance as ranked by Site Morse.
- Increased range of on-line services available with 3,312,444 hits in 2006.
- revenue savings of more than £100,000 per year.

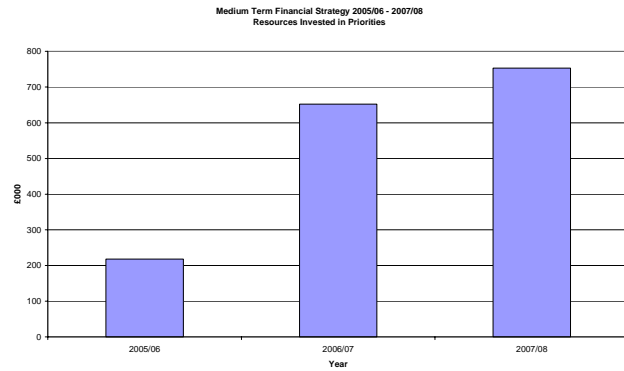
10. Council tax increases at 3% or less from 2006/07 onwards. In order to achieve this for 2005/06 and 2006/07 budgets the Council has delivered the following cashable efficiencies (as counted in the Annual Efficiency Statement)

	<b>Actual</b>	<b>Gershon Target</b>
	£'000	£'000
2005/06	447	315
2006/07	660	630
2007/08	967	945

This has delivered Council Tax increases below the rate of inflation as measured by RPI for 2006/07 and 2007/08 amounting to a real terms reduction in Council Tax of 1.5%.

11. In total, over the last three budgets such processes have resulted in £1.6m being directed into the Council's priority areas:

## Rossendale Borough Council Achievements



12. A Capital Strategy (rated 'good by GONW) and Asset Management Plan allocate capital resources in line with priorities. Our Risk Management approach (developed with the support of the Audit Commission and Zurich) is focused on identifying and mitigating potential risks to achieving the priorities.

13. Human Resources Strategy and Organisational Development Plan in place.

## **Corporate Priority 1 – Delivering Quality Services to Our Customers**

**Contributes to the Corporate Objectives of: Customers, Improvement, Partnerships, Community Network**

### ***What is it that we will achieve in this priority area?***

Outcome 1.1	Accessible, well used and high quality public services delivered through a wide range of efficient channels
Outcome 1.2	Greater community involvement in the design and delivery of local services
Outcome 1.3	Stronger relationship between Council and Communities

### ***What are the key priority projects we will deliver to achieve these outcomes?***

- Borough-wide approach to Working In and With our Neighbourhoods
- Review of Area Forums
- Develop and deliver '**Rossendale – Right First Time**' Approach across the Council.
- Equality Agenda

<b>Corporate Priority 1 – Delivering Quality Services to Our Customers</b>		
<b>What we intend to do</b>	<b>Actions to be taken</b>	<b>Lead Portfolio &amp; Deadline</b>
<b>Outcome 1.1 – Accessible, well used and high quality public services delivered through a wide range of efficient channels – Cabinet Member for customer Services &amp; E government &amp; Cabinet Member for Community and Partnerships</b>		
<p>We will increase the percentage of residents who say they are satisfied with the delivery of services provided by the Council* (*LAA – S30 - local services ( all districts) 2006/7 – no target set. Target for 2007/8 &amp; 8/9 are 9 out of 13 services)</p> <p>By 2010 we will increase the percentage of citizens who are satisfied with the overall service provided by the Council, to above the average performance that is achieved by all District Councils. (*Baseline 37% in 2005- Target for 2007/8 – 50%)</p> <p>By 2010 we will increase the number of appropriate Council Services accessible through the One Stop Shop and Contact Centre from <b>Baseline:</b> ?% to <b>Target:</b> ?% by - <b>CS1.1</b></p> <p>By 2010 we will increase the number of transactions our Customers are able to make through the Council’s website from <b>Baseline</b> to % <b>CS</b></p>	<p><b>Rossendale BC: Right First Time Approach: delivered by:</b></p> <p>An increase in the number of services available through the Council’s One-Stop-Shop, supported by further process further business process mapping for selected service areas (<b>CS1.1</b>)</p> <p>An increase customer awareness of the level of service they should receive from the council by undertaking .....(?) (<b>CS1.2</b>)</p> <p>An improved approach to the Council’s management of complaints process to ensure that it is easy to access by our customers and through improved monitoring and analysis we will also improve the way we use the information provided by complaints to improve services. <b>CS1.4</b></p> <p>Working with out partners we will identify the best way forward to deliver a ‘ Shared Service Contact Centre’ and improve customer relationship</p>	<p>Customer Services Ongoing LAA - S30</p> <p>Customer Services April 2007</p> <p>Customer Services March 2007 LAA - S30 + S26</p> <p>Customer Services February 2007 LAA - S30 + S26</p> <p>Customer Services April 200</p>

<b>Corporate Priority 1 – Delivering Quality Services to Our Customers</b>		
<b>What we intend to do</b>	<b>Actions to be taken</b>	<b>Lead Portfolio &amp; Deadline</b>
We will increase the percentage of people that are satisfied with the way that the Council handles their complaint from <b>(baseline)</b> to <b>(target) - BV4</b> .	management <b>CS1.5</b>  Using learning from both customers and staff involved with providing the service we will develop a Customer Access Strategy <b>(CS1.6)</b>	LAA S30, S26,H28 <b>7</b>
By 2010 we will increase the overall satisfaction of our customers with the Benefit Service provided by the Council from (baseline) to (target) - <b>BV80</b>	Develop monitoring and reporting procedures for all service areas	Street Scene & Liveability
By 2010 we will increase the overall satisfaction of our customers with the Planning Service provided by the Council from (baseline) to (target) - <b>BV111</b>		
<b>Outcome 1.2 – Greater Community Involvement in the design and delivery of local services</b>		
By 2010 we will achieve Level 4 of the Equality Standard for Local Government by 2010 <b>(Baseline: Level 2 in 2006/07)</b>	We will implement the Council's Equalities Action Plan <b>(needs to be placed in the in HR Bus Plan)</b>	Human Resources

<b>Corporate Priority 1 – Delivering Quality Services to Our Customers</b>		
<b>What we intend to do</b>	<b>Actions to be taken</b>	<b>Lead Portfolio &amp; Deadline</b>
	We will carry out consultation with young people to help develop the Council's on strategy for young people ( <i>Activities detailed in individual business plans ( ? )</i> <b>HR01.4</b> )	Human Resources August 2007 LAA - C1,C2,C4,C5
	We will carry out 4 Citizen' s Panel surveys occur throughout 2007/8 and communicate the results to the public via: ' <b>You said: we did</b> ' <b>CPO1.13</b>	Community & Partnerships March 2008  LAA S20,S26,S30
	We will embed the Community Involvement and Engagement strategy throughout the Council <b>CP01.7</b>	Community & Partnerships  Ongoing LAA – S5,S20, S33, S34,S35,S36
<b>Outcome 1.3 Stronger relationship between Council and Communities</b>		
By 2010 we will increase the percentage of people who are satisfied that they can influence the decision making process in their area. ( <b>Target: ?%</b> <b>Baseline</b> 31%)	We will develop stronger links with Community through extending our approach to neighbourhood management <b>SSL1.4</b>	Street Scene & Liveability
	We will review our approach to Area Forums in line with the Council's standards for Community Involvement & Engagement <b>CP.1.10</b>	Community & Partnerships -March 2008 S26, S26b



<b>Corporate Priority 1 – Delivering Quality Services to Our Customers</b>		
<b>What we intend to do</b>	<b>Actions to be taken</b>	<b>Lead Portfolio &amp; Deadline</b>
<p>in 2006).</p> <p>By 2010 we will increase the number of people who are satisfied that the Council keeps them well informed . (<b>Target</b> % by 2010. <b>Baseline:</b> 34.7% in 2006/07)</p> <p>By 2010 we will increase the percentage of electors who can identify their ward councillors LDS 7.4 (<b>Target</b> 44% by 2010. <b>Baseline:</b> 34.7% in 2006/07)</p>	<p>We will work with both young and older people to improve their engagement in the democratic process ( <b>LDS 1.3</b>)</p>	<p>Legal &amp; Democratic Services November 2007 LAA – C3, H26, C3</p>
	<p>We will work in partnership with young people in schools during Local Democracy Week, hold a ‘Question of Time event’ at local High School and hold a further ‘Mini Mayor’ competition. <b>LDS 1.4</b></p>	<p>Legal &amp; Democratic Services March 2008 LAA – C3, H26, C3</p>
	<p>To encourage participation in the democratic process we will implement the improvement action plan developed for Area Forums and the Full Council- .<b>LDS1.11</b></p>	<p>Legal &amp; Democratic Services LAA S5, S26, S33, Ongoing</p>

## **Corporate Priority 2 – Delivering Regeneration Across the Borough**

**Contributes to the Corporate Objectives of:** Economy, Environment, Health, Community Network, Culture, Customers, and Improvement.

***What is it that we will achieve in this priority area?***

- Outcome 2.1    **Thriving local economy**
- Outcome 2.2    **Well-performing town centres**
- Outcome 2.3    **Well-balanced housing market**

***What are the key priority projects we will deliver to achieve these outcomes?***

- Regeneration Strategy
- Rawtenstall Town Centre Redevelopment
- Bacup Renaissance
- Local Development Framework
- Housing Strategy Implementation
- Elevate HMR Programme
- Financial Exclusion

<b>Corporate Priority 2 – Delivering Regeneration Across the Borough</b>		
<b>What we intend to do</b>	<b>Actions to be taken</b>	<b>Lead Portfolio &amp; Plan with target date</b>
<b>Outcome 2.1 Thriving local economy</b>		
<p>By 2010 we will work with our partners to :</p> <ul style="list-style-type: none"> <li>⇒ Create 250 new retail sector jobs within the Borough</li> <li>⇒ Secure £60m private sector investment in the Borough</li> <li>⇒ Increase number of older people receiving appropriate benefits to 2550 (cumulative target by 2009) (baseline: 1571).</li> <li>⇒ Bring x% of previously developed land back into use. BV106 New Homes built on previously developed land (Baseline:73.2% 2003/4, Target: 60% 2009/10)</li> </ul>	<p>We will develop, agree and implement a 5 year Economic Regeneration Strategy for the Borough that will provide a clear direction and justification for the Borough Council's economic regeneration priorities and actions. <b>ERSH2.2</b></p>	<p><b>Economic Regeneration &amp; Social Housing</b> Strategy agreed by Cabinet and by the Regeneration Board – March 2008</p>
	<p>Secure funding and programme approval for Rossendale Sustainable Economic Development Programme aimed at increasing the economic prosperity of the Borough - <b>ERSH2.6</b> ( S37, H20, H18, H19)</p>	<p><b>Economic Regeneration &amp; Social Housing</b> 3 year investment programme secured by May 2007</p>
	<p>We will develop the remaining plots at Futures Park, Bacup to allow the creation of new employment premises. <b>ERSH2.7</b></p>	<p><b>Economic Regeneration &amp; Social Housing</b> Ongoing project Commencement phase 1 summer 2007 with completion of all plots by Spring 2010</p>

<b>Corporate Priority 2 – Delivering Regeneration Across the Borough</b>		
<b>What we intend to do</b>	<b>Actions to be taken</b>	<b>Lead Portfolio &amp; Plan with target date</b>
	Complete component parts of the Local Development framework - SD2.6	August 2008
<b>Outcome 2.2 Well-performing town centres</b>		
By 2010 we will: <ul style="list-style-type: none"> <li>⇒ Introduce 379 new car park spaces</li> <li>⇒ Reduce vacant commercial sector property in Bacup Town Centre by 50%</li> <li>⇒ Increase town centre visitor satisfaction (baseline and targets to be established in 2007/08).</li> </ul>	We will redevelop the Valley Centre in Rawtenstall to provide a mix of retail, leisure & residential premises <b>ERSH2.3</b>	Planning approval Summer 2007 & development agreement signed Autumn 2007. Demolition in Spring 2008 and construction commences in summer 2008 with completion by Spring 2010.
	We will work with local stakeholders and partners to undertake a five year programme of action to improve Bacup Town Centre and create more employment opportunities as part of the Bacup Renaissance Programme. <b>ERSH2.8</b>	Consult Spring 2007 Prepare programme and begin funding bids Spring and Summer 2007. Ongoing delivery of projects within

<b>Corporate Priority 2 – Delivering Regeneration Across the Borough</b>		
<b>What we intend to do</b>	<b>Actions to be taken</b>	<b>Lead Portfolio &amp; Plan with target date</b>
		programme 2008 – 2013.
<b>2.3 Well-balanced housing market</b>		
<p>By 2010 we will:</p> <ul style="list-style-type: none"> <li>⇒ Deliver the outputs of the Elevate Programme</li> <li>⇒ Return empty properties to occupation by a rate of 50% a year</li> <li>⇒ Secure £2m private sector affordable housing contributions (Baseline 2006/07: £0m)</li> <li>⇒ Meet the Decent Homes standard across the borough</li> </ul> <p>BV64 – Number of non local authority owned vacant dwellings returned into occupation as a direct result of action by local authority?? (Baseline: 2003/4 – 20 Target: 2009/10 – 50)</p>	<p>We will deliver the Housing Market Renewal programme for 2007/2008 to improve residential properties within the agreed budgets and timescales and prepare Rossendale's contribution to the HMR Prospectus for 2008 – 2010. <b>ERSH2.12</b></p>	<p>All projects must be completed and spent by 31.3.08</p>
	<p>We will implement the revised decent homes assistance scheme (including a review of targets to ensure compliance with Governments targets) to increase take-up of the scheme by those eligible. <b>ERSH2.13</b></p>	<p>August 2007</p>
	<p>We will commence implementation of the Empty Homes Strategy to bring empty homes back into use. - <b>ERSH2.14</b>, LAA H13 + H14</p>	<p>June 2007</p>
	<p>We will increase affordable housing in the Borough by developing an affordably housing policy, working more closely with partners, including Registered Social Landlords and delivering 70 units of affordable housing during 2007/8. Housing initiatives <b>ERSH2.15</b></p>	<p>December 2007 (?)</p>

### Corporate Priority 3 – Keeping our Borough Clean and Green

Creating quality spaces (town centres, neighbourhoods, parks and open spaces) that people respect and are proud of

#### *What is it that we will achieve in this priority area?*

- Outcome 3.1 - More people satisfied with Rossendale as a place to live
- Outcome 3.2 - People feeling safer in their communities
- Outcome 3.3 - Better environment for all

#### *What are the key priority projects we will deliver to achieve these outcomes?*

- Respect Rossendale Campaign
- StreetScene and Liveability Strategic Partnership.
- Borough-wide approach to Working In and With Our Neighbourhoods

<b>Performance Measure</b>	<b>Project Hi-lights</b>	<b>Lead Portfolio &amp; Plan Deadline</b>
<b>Outcome 3.1 People feeling safer in their communities</b>		
Reduce crime in the borough to 3902 overall crimes by 2008. (Baseline: 4321 in 2005/06 )  Improve performance against the “Respect Rossendale’ indicator basket.	Deliver the RBC contribution to implementation of the Crime & Disorder Strategy ( needs to go in SSL Business Plan)	

Performance Measure	Project Hi-lights	Lead Portfolio & Plan Deadline
Improve feelings of safety in the borough to 77% from ( <b>Baseline:</b> 67% 2006 to		
<b>Outcome 3.2 Better environment for all</b>		
Increase the number of people satisfied that RBC has kept land clear of litter and refuse to 80% by 2010 (67% by 2008) (Baseline: 54.7% in 2006)	We will implement the Open Spaces Strategy <b>SSL2.3</b> (S13, 14, 16 20 C3, S20, 21, H17, 18)	August 2007 - 2020
We will increase recycling rates from (baseline ) to ( target) in 2010	We will implement the the Play Strategy to extend the choice that young people have and improve the4 quality and age range of our play grounds. <b>SSL2.4</b> (S13, 14, 16, 17 & 20 C3 S20, 21, H17, 18)	August 2007 - 2020
Improve our performance against the Cleanliness Index ( <b>Target:</b> 6% <b>Baseline</b> 12% in 2006/07)	We will ensure our town centres, gateways and corridors are clean and well maintained <b>SSL4.3</b>	April 07 - 10
Achieve 30% statutory recycling rates ( <b>Baseline</b> 27.5% in 2007)	We will organise and lead on 15 community clean-ups each year (SSL)	Mar 2010
Achieve 1 Green Flag award by 2008. ( <b>Baseline:</b> None)	We will develop a basket of measures and targets relating to carbon emissions by 2008.	
We will increase the take up of efficiency grants (H18) , from (?) in 2006/7 to (?) in 2010		

## **Corporate Priority 4 – Promoting Rossendale as a cracking place to live and visit**

**Contributes to the Corporate Objectives of: Economy, Environment, Culture, Improvement, Partnerships**

### ***What is it that we will achieve in this priority area?***

Outcome 4.1      More people satisfied with Rossendale as a place to live  
Outcome 4.2      Thriving Visitor Economy  
Outcome 4.2      Improved awareness and understanding of the Council and its achievements.

### ***What are the key priority projects we will deliver to achieve these outcomes?***

- Visitor and Tourism Contract
- Halo Panopticon
- Adrenalin Gateway
- Reputation Campaign



<b>Corporate Priority 4 – Promoting Rossendale as a cracking place to live and visit</b>		
<b>Performance Measures</b>	<b>Project Hi-lights</b>	<b>Lead Portfolio &amp; Deadline</b>
<b>Outcome 4.1 We will work closely with our partners so that more people are satisfied with Rossendale as a place to live</b>		
<p>We will continue to work with the police to reduce the number of overall crimes within the borough to 3902 overall crimes by 2008. (Baseline: 4321 in 2005/6)</p> <p>Improve the percentage of people who say they feel safe in the borough to 77% (Baseline: 67% 2006) by 2010</p> <p>Increase the percentage of people who are satisfied with Rossendale as a place to live from (2007 baseline) to?? in 2010</p>	<p>Deliver the RBC contribution to implementation of the Crime &amp; Disorder Strategy (needs to go in SSL Business Plans)</p> <p>‘Respect Rossendale’ project to be developed by autumn 2007 including the development of baseline measures and targets</p>	

Performance Measures	Project Hi-lights	Lead Portfolio & Deadline
<b>Outcome 4.2 – Thriving Visitor Economy</b>		
We will increase the number of Visitors to the borough from ( 2007 baseline to target ?? 2010)	Monitor tourism contract to ensure it increases the number of business partnerships with improved tourist offerings and increases the number of people visiting the borough. (Any specific contract outputs that could be included? ) <b>CP4.1</b>	Community & Partnerships 2007/8 LAA- E9, E10
We will increase the percentage of residents who are satisfied with museums and galleries (BVPI 119c baseline 2004/5: 41%)	Hold four celebration events for the next three years – offers for 2006/7 include: Fireworks event; Christmas Lights Festival, K for Kids event; and, Rossendale Alive Weekend. <b>CP4.4</b>	Community & Partnerships 2010 Ongoing LAA- S20
The percentage of residents satisfied with arts and activities and venues in the Borough ( BVPI 119d)	We will implement the Local Government Association reputation campaign, aimed at improving the reputation of Rossendale Borough Council and local government as a whole. <b>CS4.5</b>	e-Gov & Customer Services January 2008
	Promote Rossendale’s ‘Halo Panopticon’ regionally, nationally and internationally. <b>CS4.7</b>	e-Gov & Customer Services
Performance Measures	Project Hi-lights	Lead Portfolio & Deadline
<b>Outcome 4.3 Improved awareness and understanding of the Council and its achievements</b>		

Performance Measures	Project Hi-lights	Lead Portfolio & Deadline
Increase the number of people who feel they know how the Council is performing to 65% (Baseline: 24.6%)	To deliver the Community Leadership Action Plan and Policy to deliver enhanced community leadership through activities such as: Regular Wards Walks, Citizens Handbook & increasing awareness of the public about democracy and council services. <b>LD7.1</b> ( LAA - C3,S5,S6,S26,S33,S36)	Legal & Democratic April 2008 & October 2007
Achieve Gold level of the LGA Reputation Campaign	To undertake regular Ward Walks with Elected members <b>SSL7.2</b> (LAA - S20, 21, 22a, 22b, 22c, 1,13, 16, 17 H17, 18)	Street Scene & Liveability May 2007 – April 2008
Publish and distribute to public places the Council's performance on an annual basis	Improve the public's understanding of the Council's performance by providing information about the Council's achievements and performance to the local press and at partner events and by publishing the Council's performance on a dedicated page of the Council's web-site.	March 2008

## **Corporate Priority 5 – Improving health and well-being across the borough**

**Contributes to the Corporate Objectives of:** Health, Community Network, Culture, Customers, Improvement

### ***What is it that we will achieve in this priority area?***

Outcome 5.1      Increased life expectancy  
Outcome 5.2      Increased levels of activity by people living in the borough  
Outcome 5.3      Improve well-being of local communities

### ***What are the key priority projects we will deliver to achieve these outcomes?***

- Development of the Health Offer
- Implementing the Leisure White Paper
- Smoke-Free Rossendale
- Communities for Health Project

<b>Corporate Priority 5 – Improving health and well-being across the borough</b>		
<b>What we intend to do</b>	<b>Actions to be taken</b>	<b>Lead Portfolio &amp; Deadline</b>
<b>Outcome 5.1 Increased life expectancy</b>		
By 2010 we want to reduce health inequality between Rossendale and others by 10%	Produce a 3 year action plan linked to East Lancs Alcohol Strategy aimed at reducing the harm caused by alcohol <b>SSL5.2</b>	Street Scene & Liveability March 2008 LAA - S1, 12, 49, C8,H10, H11, S13, 14, 16, 17 & 20 C3
We will work with our partners to reduce mortality from stroke, CHD and associated diseases (per 100,000 population under 75) to 82 (baseline: 170.5 1996) by 2008	Development and implementation of ‘Health in the Home’ project incorporating indoor air pollution, home safety and energy efficiency targeting areas of highest need <b>SSL5.3</b>	Street Scene & Liveability March 2008 LAA - H1,H14,H17,H18,H32,H33,
	Development of Healthy Workplace network with implementation of a programme of advice and information for businesses and their employees <b>SSL5.5</b>	Street Scene & Liveability March 2008 LAA H32, H33,
Work with our partners to develop Health Offer Prospectus developed November 2007.	We will provide assistance and guidance on the implementation of the smoke-free indoor environment legislation <b>SSL5.6</b>	Street Scene & Liveability December 2007 LAA - H4,H6,H7

<b>Outcome 5.2 Increased levels of activity by people living in the borough</b>		
<p>We will increase the number of adults participating in 30 mins activity to 30% (baseline: 21.6% in 2004/05) by (target date)</p> <p>Complete Haslingden Sports Lifestyle Centre by 2008.</p> <p>Increase the percentage of residents satisfied with sports and leisure activities from (?) in 2007 to (?) in 2010 (BV119a)</p>	<p>Quarterly performance management of Leisure Trust activities ( include some specific Leisure Trust projects CP5.1)</p>	<p>Community &amp; Partnerships Quarterly LAA – H2, C4</p>
<b>Outcome 5.3 Improve well-being of local communities</b>		
<p>Select &amp; insert Home Office Cohesion Measures</p> <p>Through our Housing Advice Service we will help X more instances of assistance and guidance to help prevent homelessness ( baseline</p>	<p>We will implement the Community Cohesion action plan within the council and LSP activities so that communities of Rossendale feel more involved and social exclusion is reduced - CP1.11</p> <p>Work with partners to investigate approaches to issues around financial exclusion including needs within Borough CP1.16</p>	<p>Community &amp; Partnerships April 2008 LAA – S31</p> <p>Community &amp; Partnerships Baseline agreed July 2007. Action plan agreed December 2007 LAA - E1,E2,E7,E8 E13,E10</p>

<p>2006/7) (BV213) (Baseline 2005/6:- 0.08, Target 2010: 2)</p> <p>(only .92 increase – TQ is 5)</p> <p>Through our Housing Advice Service we will aim to reduce the cases of repeat homelessness from (?) in 2006/7 to ( ?) in 2010 - BV214 (Baseline 2005/6: 1.83% Target 2009/10: 0.37%) (2006/7 outturn was 0%)</p> <p>We will adapt X number of homes being adapted for life changes by 2009 - LAA H19</p>	<p>Further publicity to promote income related benefits, particularly those targeted at the over 60's twice a year. <b>CS1.13</b></p>	<p>e-Gov &amp; Customer services November 2007 - LAA-S30, S26, H28</p>
	<p>We will develop and implement an improvement plan for the Homelessness Service to deliver improved services to homeless households and vulnerable people. <b>ERSH1.1</b></p>	<p>Economic Regeneration &amp; Strategic Housing Identify benchmarking requirements May 2007 Collation of data Sept 2007 Report to O&amp;S Committee January 2008 - LAA – H16</p>
	<p>We will develop and implement a Supported Housing Strategy to provide improved choice for vulnerable groups <b>ERSH1.4</b></p>	<p>Economic Regeneration &amp; Strategic Housing Draft by November 2007 Final Strategy by March 2008</p>

## **Corporate Priority 6 – A Well Managed Council**

**Contributes to the Corporate Objectives of:**

***What is it that we will achieve in this priority area?***

Outcome 6.1 - Strong financial management and the delivery of value for money services (Improvement)

Outcome 6.2 - Equipping members to fulfil their role as leaders in the community (Community Network)

Outcome 6.3 - Effective Human Resource management and maintaining a workforce with the skills to deliver the priorities for the Borough (Improvement)

***What are the key priority projects we will deliver to achieve these outcomes?***



<b>Corporate Priority 6 – A Well Managed Council</b>		
<b>What we intend to do</b>	<b>Actions to be taken</b>	<b>Lead Portfolio &amp; Deadline</b>
<b>Outcome 6.1</b> Strong financial management and the delivery of value for money services (Improvement)		
We will achieve level 3 in the review of the Council's 'Use of Resources' by the Audit Commission by 2010	We will undertake a review of the cost base of all services across the Council with an aim to reduce the corporate cost base by £400 – 500k per annum <b>FS6.9</b>	Finance 2008/9
	We will develop and implement an action plan to consolidate the Council's Use of Resources scores <b>FS6.10</b>	Finance 2008/9
	We will continue to improve financial management throughout the organisation by applying the CIPFA Financial Model <b>FS6.11</b>	Finance 2008/9
	We will review the Council's financial procedure rules to better reflect council operations & improve the understanding of these rules by Members, managers and staff. <b>FS6.12</b>	Finance 2007/8
	We will complete comprehensive review of the Council's land and property holdings. <b>LDS6.8</b>	Legal & Democratic Services March 2008 for completion of review, implementation process then ongoing
<b>Outcome 6.2</b> Equipping members to fulfil their role as leaders in the community (Community Network)		

<b>Corporate Priority 6 – A Well Managed Council</b>		
<b>What we intend to do</b>	<b>Actions to be taken</b>	<b>Lead Portfolio &amp; Deadline</b>
Maintain the Member Development Charter	We will continue to support Members by delivering the Member Development Strategy <b>LDS7.10</b>	Legal & Democratic Ongoing
<b>Outcome 6.3</b> Effective Human Resource management and maintaining a workforce with the skills to deliver the priorities for the Borough (Improvement)		
We will increase the percentage of staff who feel valued from x in 2006/7 to x in 2010	Develop an organisational development plan to meet the changing needs of the Council <b>HR8.2</b>	Human Resources May 2007 and May 2008
We will maintain an above average performance against sickness absence, from 6.9 days in 2006/7 to 6.6 days in 2010	We will introduce an employee engagement strategy aimed at improving staff morale and improving performance <b>HR8.5</b>	Human Resources November 2007
We will maintain our Investors In People Status		