

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

We are a small council, with big ambitions – for the Council itself, for our customers, 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.

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

1. Community Safety – a place where people do not live in fear of crime	4. Environment – a place which has attractive rural settings, a fantastic street scene and is easily accessible for all	7. Community Network – a place where all opinions count and people respect and celebrate difference in gender, sexuality, race, age, ability, culture and religion
2. Health – a place where vulnerable people are looked after and all residents can look forward to a long and healthy life	5. Housing – a place where people have a choice of high quality housing which is affordable for all	8. 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
3. 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	6. Economy – a place where job prospects and wages are high and the cost of living is low	To see the full document visit www.rossendalealive.co.uk

Achieving the vision - Rossendale Council’s Strategic Framework

Through its ‘Community Leadership’ role, the Council is the lead partner in the effective delivery of the vision for Rossendale.

The council contributes to the all of the objectives and takes the lead on several of them. The objectives in the community strategy are reflected in the Council's over-arching strategic framework which includes 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-run 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:

Strategic Framework for Rossendale

Insert Amended S Curve Chart

Take out 8x8x2008 and take out the boxes showing where the key responsibility lies

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 objectives 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)

Being a well managed Council demonstrated 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)

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 individuals' skills in these areas.