

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

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

***We are working to achieve the following outcomes for our customers and communities:***

- |             |   |
|-------------|---|
| 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   |

### **Delivering the Outcomes: Targets and Actions**

#### **Outcome 1.1 – Accessible, well used and high quality public services delivered through a wide range of efficient channels**

**By 2010 we will:**

1. Increase the percentage of people who say they are satisfied with the way that Rossendale Council runs things from 35% in 2007, to above the average level of performance that is achieved by all Council's
2. Increase the percentage of people that are satisfied with the way that the Rossendale Council handles their complaint from 32% in 2007, to above the average level of performance that is achieved by all Council's
3. Increase the percentage of people that are satisfied with the way that the Council runs the Benefit Service from 65% in 2007 to above the average level of performance that is achieved by all Council's
4. Increase the percentage of people who say that they are satisfied with the way that the Council runs the Planning Service from 64% in 2007 to 68%

#### **Actions:**

**Rossendale BC: Right First Time Approach: delivered by:**

1. Improved management of the Council's complaints process to ensure that it is easy to access and that we use the information provided by complaints to improve services

2. Introduction of an improved Customer Relationship Management System
3. Improve customers' awareness of the level of service they should receive from the council
5. Increase the number of appropriate Council Services that our customers can access through the Council's One Stop Shop and Contact Centre
6. Increase the number of transactions our customers are able to make through the Council's website
7. Achieve service targets for Revenues and Benefits Services
8. Completion of the Planning Service Improvement Plan

## **1.2 Greater Community Involvement in the design and delivery of local services**

### **By 2010 we will:**

1. Achieve Level 4 of the Equality Standard for Local Government
2. Increase the percentage of people who feel they can influence decisions in their area from 31% in 2006 to above the average level of performance for East Lancashire
3. Increase the number of people who feel the Council acts on the concerns of local people from 37% in 2007 to above the average for all councils.

### **Actions:**

1. Implement the Council's Equalities Action Plans
2. We will engage with young people in an appropriate way to help develop our strategy for under 19's in the Borough
3. We will carry out four involvement and engagement projects each year and communicate the results to the public via: 'You Said: We Did'
4. We will review the way our Neighbourhood Forums operate and allocate resources which will be available for them to address specific local issues.

## **Outcome 2.3 Stronger relationship between Council and Communities**

### **By 2010 we will:**

1. Increase the number of people who are satisfied that the Council keeps them well informed from 32% in 2006 to above average performance for all Councils
2. Increase electoral turnout from 35% in 2007 to 36%
3. Increase the percentage of people who feel their neighbourhood is a good place to live from 49% in 2006 to above the average level for all councils.

### **Actions:**

1. Deliver our Neighbourhood Management Project to improve links with the Community
2. We will work with both young and older people to improve their engagement in the democratic process
3. We will work in partnership with young people in schools during Local Democracy Week, hold a 'Question of Time event' at a local High School and hold a further 'Mini Mayor' competition
4. Complete a review of Polling Stations within the Borough
5. Actively promote the electoral process
6. Develop a Locality Plan for the Borough in partnership with Lancashire County Council

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

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

***We are working to achieve the following outcomes for our customers and communities:***

- Outcome 2.1      A thriving local economy
- Outcome 2.2      Well-performing town centres
- Outcome 2.3      A well-balanced housing market

### **Delivering the Outcomes: Targets and Actions**

#### **Outcome 2.1 Thriving local economy**

**By 2010 we will:**

1. Create 250 new retail sector jobs within the Borough
2. Secure £60m private sector investment in the Borough
3. Increase the number of older people receiving appropriate benefit entitlements, baseline to be established during 2007/08
4. Bring four vacant Brownfield sites back into use

**Actions:**

1. 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.
2. Secure funding and programme approval for Rossendale Sustainable Economic Development Programme aimed at increasing the economic prosperity of the Borough
3. We will develop the remaining plots at Futures Park, Bacup to allow the creation of new employment premises.

## **2.2 Well-performing town centres**

### **By 2010 we will:**

1. Introduce over 300 new car park spaces
2. Reduce vacant commercial sector property in Bacup Town Centre by 30%
3. Increase town centre visitor satisfaction (baseline and targets to be established in 2007/08)

### **Actions:**

1. Continue to develop and complete the component parts of the Local Development framework in accordance with the agreed programme -
2. Carry out the ongoing regeneration programme for the Valley Centre in Rawtenstall to provide a mix of retail, leisure and residential premises
3. 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.

## **Outcome 2.3 Well-balanced housing market**

### **By 2010 we will:**

1. Deliver the outputs of the Elevate Programme
2. Reduce the number of long term empty properties in the Borough at a rate of 30% year on year.
3. Secure £2m private sector affordable housing contributions
4. Increase the number of homes that meet the Decent Homes Standard across the borough

### **Actions:**

1. We will deliver the Housing Market Renewal (HMR) 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.
2. We will implement the revised decent homes assistance scheme (including a review of targets to ensure compliance with the Government's targets) to increase take-up of the scheme by those eligible.

3. We will commence implementation of the Empty Homes Strategy to bring long term empty homes back into use.
4. We will increase the supply affordable housing in the Borough by developing an affordably housing policy, working more closely with partners, including Registered Social Landlords and secure funding for 70 units of affordable housing during 2007/8

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

***We are working to achieve the following outcomes for our customers and communities***

Outcome 3.1 - People feeling safer in their communities

Outcome 3.2 - Better environment for all

### **Delivering the Outcomes: Targets and Actions**

#### **Outcome 3.1 – People Feeling Safer in their Communities**

**By 2010 we will:**

1. Reduce the number of crimes in the borough from 4,321 in 2006 to 3,902 by 2008.
2. Develop a baseline position against the “Respect Rossendale” indicator basket.
3. We will improve feelings of safety in the borough from 67% in 2007 to 72%

**Actions:**

1. Deliver the Council’s contribution to implementation of the Crime and Disorder Reduction strategy
2. Develop and implement a “Respect” Action Plan for the Borough

#### **Outcome 3.2 - Better environment for all**

**By 2010 we will:**

1. Improve the amount of land free from litter from 88% in 2007 to 94%
2. Increase recycling to 35% as agreed with our Lancashire Partners from 27.5% in 2007
3. Achieve 1 Green Flag award
5. We will increase the take up of energy efficiency grants from an average of 395 per year to 500 per year in line with the targets set out in the Lancashire Local Area Agreement

**Actions:**

1. We will implement the Open Spaces Strategy
2. We will implement the Play Strategy to extend the choice that young people have and improve the quality and age range of our play grounds.
3. We will ensure our town centres; gateways and corridors are clean and well maintained.
4. We will organise and lead on 15 community clean-ups each year
5. We will put in place the infrastructure and new policies required to deliver further increases in recycling.
6. We will develop a basket of measures and targets relating to carbon emissions by 2008



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

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

***We are working to achieve the following outcomes for our customers and communities***

- |             |   |
|-------------|---|
| 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. |

### **Delivering the Outcomes: Targets and Actions**

#### **Outcome 4.1 – Promoting Rossendale as a cracking place to live and visit**

**By 2010 we will:**

1. Increase the percentage of people who are satisfied with Rossendale as a place to live from 64% in 2006/7 to above the average of all councils.

**Actions:**

1. Deliver the RBC contribution to implementation of the Crime and Disorder Reduction Strategy
2. Develop and implement a “Respect” Action Plan for the Borough
3. Deliver the environmental improvement programmes funded by the Council and the Elevate HMR Programme.

#### **Outcome 4.2 – Thriving Visitor Economy**

**By 2010 we will:**

1. Increase the number of visitors stays in the borough (Baseline and targets to be developed during 2007/08)

**Actions:**

1. 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.
2. Hold four celebration events for the next three years – offers for 2006/7 include: Fireworks event; Christmas Lights Festivals, K for Kids event; and, Rossendale Alive Weekend.
3. Promote Rossendale's 'Halo Panopticon' regionally, nationally and internationally.

**Outcome 4.3 - Improved awareness and understanding of the Council and its achievements****By 2010 we will:**

1. Increase the number of people who feel they know how the Council is performing from 24.6% in 2007 to above the average for all councils.
2. Achieve Gold level of the LGA Reputation Campaign
3. We will increase the accessibility and awareness of the Council's performance.

**Actions:**

1. Deliver the Community Leadership Action Plan and Policy to provide enhanced community leadership through activities such as: Citizens Handbook and increasing awareness of the public about democracy and Council services.
2. To undertake regular Ward Walks with Elected members
3. 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.
4. We will implement the Local Government Association reputation campaign, aimed at improving the reputation of Rossendale Borough Council and local government as a whole.

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

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

***We are working to achieve the following outcomes for our customers and communities***

- 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

### **Delivering the Outcomes: Targets and Actions**

#### **Outcome 5.1 - Increased life expectancy**

##### **By 2010 we will:**

1. By 2010 we want to work with partners to reduce health inequality within the Borough and by 2020 narrow the difference in life expectancy between different parts of the Borough by 10%.
2. We will work with our partners to reduce mortality from stroke, Coronary Heart Disease and associated diseases (per 100,000 population under 75) to 82 (baseline: 170.5 1996) by 2008.
3. Work with our partners to develop the Borough's Health Offer

##### **Actions:**

1. Produce a 3 year action plan linked to East Lancs Alcohol Strategy aimed at reducing the harm caused by alcohol
2. Development and implementation of 'Health in the Home' project incorporating indoor air pollution, home safety and energy efficiency targeting areas of highest need
3. Development of Healthy Workplace network with implementation of a programme of advice and information for businesses and their employees
4. We will provide assistance and guidance on the implementation of the smoke-free indoor environment legislation

## **Outcome 5.2 - Increased levels of activity by people living in the borough**

### **By 2010 we will:**

1. Work with our partners to develop an Olympic legacy by increasing the number of adults participating in 30 minutes activity to 30% by 2015 from 21.6% in 2006
2. Complete the Lifestyle Centre at Haslingden Leisure Centre.
3. Increase the percentage of residents satisfied with sports and leisure activities from 53% in 2007 to above the average for all councils

### **Actions:**

1. Performance management of Leisure Trust activities through the next three year business plan.
2. Deliver the action plan arising from the Council's White Paper on the future of leisure facilities
3. Develop with our partners a physical events programme linked to the Sports Strategy produced by the Sports Alliance.

## **Outcome 5.3 - Improve well-being of local communities**

### **By 2010 we will:**

1. Increase the proportion of people who feel their neighbourhood is one where people from different backgrounds get on from 53% in 2007 to above the average for all councils.
2. Through the work of our housing advice service maintain levels of repeat homelessness which are below the national average
3. Adapt 200 homes for life changes by 2009 in line with the targets set out in the Lancashire Local Area agreement

### **Actions:**

1. 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
2. Work with partners to develop a coherent approach to the issue of financial exclusion in the Borough

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3. Run two benefit take up campaigns each year targeted at the over 60's.
4. We will develop and implement an improvement plan for the Homelessness Service to deliver improved services to homeless households and vulnerable people.
5. We will develop and implement a Supported Housing Strategy to provide improved choice for vulnerable groups

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

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

***We are working to achieve the following outcomes for our customers and communities***

- Outcome 6.1 - Strong financial management and the delivery of value for money services
- Outcome 6.2 - Equipping members to fulfil their role as leaders in the community
- Outcome 6.3 - Effective Human Resource management and maintaining a workforce with the skills to deliver the priorities for the Borough

### **Delivering the Outcomes: Targets and Actions**

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

**By 2010 we will:**

1. Achieve level 3 in the Audit Commission review of the Council's 'Use of Resources' by the Audit Commission by 2010

**Actions:**

1. 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
2. We will develop and implement an action plan to consolidate the Council's Use of Resources scores
3. We will continue to improve financial management throughout the organisation by applying the Chartered Institute of Finance and Accountancy (CIPFA) Financial Management Model, which is a good practice benchmark
4. We will review the Council's financial procedure rules to better reflect council operations and improve the understanding of these rules by Members, managers and staff.

**FINAL VERSION – 19<sup>TH</sup> JUNE, 2007 –**

5. We will complete comprehensive review of the Council's land and property holdings.

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

#### **By 2010 we will:**

1. Maintain accreditation under the North West Charter for Member Development and strive to achieve level 2 of the Charter through the delivery of exemplary practice.
2. Increase the number of people who can identify at least one of their ward councillors from 35% in 2007 to 44%.

#### **Actions:**

1. We will continue to support Members by delivering the Member Development Strategy
2. We will promote the service provided by all councillors to the community, including providing every household with details of who their councillor is
3. We will promote the role of the Mayor as Civic Leader

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

#### **By 2010 we will:**

1. Increase the percentage of staff who feel valued from 30% in 2006/7 to 70% in 2010
2. Keep levels of staff absence through sickness at a level which is better than the average for all councils.
3. Maintain our Investors in People Status

#### **Actions:**

1. Develop an organisational development plan to meet the changing needs of the Council
2. We will introduce an employee engagement strategy aimed at improving staff morale and improving performance