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Rossendale Council Corporate Plan 2008 to 2011

**Incorporating Rossendale Council's Best Value Plan
2008/09**

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Section 1 – Introduction

Introduction and welcome to Rossendale

Section One: Welcome

Welcome to our Corporate Plan which sets out our corporate priorities and identifies the main areas of work we will be focusing on over the next three years.

We believe that by having clear priorities and actions to back them up we can make the greatest possible impact on the services we provide and the quality of life for everyone in the borough.

In this plan, we also reflect on what has been achieved during the past year and give information about how we have performed compared with previous years and how this compares with other councils.

Once again we have had a busy year, working hard to do the things that we said we would do in last year's plan. Progress has been good, particularly on the longer-term projects that we have identified and, as Section 4 demonstrates, we have achieved a great deal in a small amount of time. Our performance has continued to improve and many milestones have been reached as we work towards our long term outcomes. We have also been agile and flexible, responding to new challenges as they emerge and taking advantage of new opportunities which contribute towards our overall objectives.

Without a doubt, our biggest achievement has been to shake off the poor reputation that we once had. Following the Comprehensive Performance Assessment carried out by the Audit Commission in April last year, we heard in July that Rossendale was now considered to be a 'Good' Council – recognition for all the work that councillors and council officers had done with our partners and the local community to make the Council better in the last five years.

But being 'good' just isn't good enough – we want to be one of the best, and we want local people to recognise the difference that the Council is making to their lives and the borough as a whole. To do this we must become better at listening to what local people are saying and more responsive to local needs. We need to continue to provide first class customer services and must do more to keep people informed about what we are doing for them and their community.

As we look to the future, we must ensure that we have an organisational structure that is capable of delivering our objectives and making a difference to our communities. Moreover, we must ensure that we foster the right culture within the Council and amongst our partners. Through our capacity building model and competency framework we are developing a 'can-do' culture which puts our customers at the forefront of our work. The culture of the Council will continue to change as we become more focused on making a difference to people's lives and shaping the future.

We are tremendously proud of how far we've come and what we have achieved. We pay tribute to the energy and commitment of our employees and councillors, as well as partners and local people who have helped to make this happen. But we know that local people want more and we are determined to do even better.

From what we have already learned and the relationships we have built with our partners and within the local community, we know that the people of Rossendale are ready, able and willing to do whatever they can make Rossendale a better place.

As a Council, our pledge is to work together to make the borough a better place for everyone. We will do this by doing what is set out in the borough's new Sustainable Community Strategy and by delivering the actions and outcomes set out in this Corporate Plan.

All we ask is that you take the opportunity to read this plan, let us know what you think, challenge us to do better and tell us how you can help to make Rossendale a fantastic place to be.

Introduction: Rossendale – The Borough

Rossendale is one of the six boroughs that make up Pennine Lancashire, sharing borders with Rochdale and Bury in Greater Manchester and Calderdale in West Yorkshire. Being as close to Manchester as to Preston, we are uniquely placed to maximise and exploit the opportunities and potential of both the Manchester and Central Lancashire City Regions.

The borough's population of 66,000 is spread between 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.

Of the 66,000 people, 3.5% are from a minority ethnic background. Christianity is the main faith, with 2.9% people following the Muslim faith.

Rossendale's environment is a strong part of our identity and a key asset for the borough. The geography of the borough and its natural resources have influenced the way that we developed historically and still plays an important role today in terms of land use and future development opportunities.

The narrow urban valley of the River Irwell, running between the Pennine uplands, may mean that we have great access to the fabulous moors but it also means that we have a limited number of accessible sites for housing and employment. Finding the right balance between conserving what we have from the past and looking ahead to the future is a constant challenge.

Rossendale has a strong and proud industrial legacy. Our damp environment was ideal for the production of cotton and a thriving textile and footwear industry developed. The story of our textile industry can be traced through the excellent exhibits at the Weavers Cottage in Rawtenstall and the Textile Museum in Helmshore. The legacy of our industrial past is still evident today in the buildings and mills on our landscape. There are currently more than 260 listed buildings in Rossendale and 9 conservation areas. In the former mill town of Bacup many of the buildings from the past have been preserved and English Heritage have described it as one of the best preserved mill towns in the country.

The industrial legacy is also apparent in the strength of our manufacturing base – which still employs over a quarter of the borough's workforce.

But despite this local employment base, economic activity in Rossendale is nearly 20% lower than the national average of 74.7%. This is in part due to our proximity to major employment centres with 14,020 people (46.9% of our working population) commuting out of the borough to work.

This high level of commuting out of the borough creates some significant economic and transport challenges for the borough, particularly the need to improve retail and leisure facilities so that more people will spend more of their money where they live and not elsewhere.

Transport can also be a problem. Parts of the borough are well connected through the road network, particularly in the west of the borough, but rail links are poor as the East Lancashire Railway is currently only a heritage railway. Therefore, access to employment opportunities and local services is a big issue, particularly for people in rural areas, the young and the old, residents in the east of the borough and those who have to rely on public transport. Our geography limits our transport infrastructure and there is traffic pressure across our road network.

The low level of economic activity in the borough is compounded by the high number of households who are wholly retired from work - almost a fifth. Permanently sick or disabled households account for 4.8% of all households, which is lower than the national average of 5.5%.

Although unemployment in Rossendale at 3.2% is significantly lower than the national figure of 4.7%, per-capita income is held back by low wage rates in some jobs.

There are 30,031 residential properties in borough of which 28,363 are occupied by households. The majority of people own their own home - with 19,494 (72%) classed as owner occupiers. The remaining households are in the private rented sector (2,768 or 10%) or with registered social landlords (4,849 households or 18%). These include tenants of Green Vale Homes who now own the Council's former housing stock.

Despite not being classified as one of the most deprived borough's in the country, Rossendale has significant pockets of deprivation. The 2004 Index of Deprivation shows that Rossendale ranks as the 92nd most deprived borough in the country. However, the borough-wide statistics mask the areas of deprivation.

This can be demonstrated by looking at the Super Output Areas – these are administrative areas which are bigger than the Census Enumeration Districts but smaller than council wards – they are used to collect a wide range of statistical information about every part of the country. In Rossendale, we have eleven Super Output Areas (SOAs) within the worst 25% in the country, comprising 28.3% of our population.

In particular, there is a high degree of health deprivation across the borough. Life expectancy is below the national average (2 years below for men and over one year below for women) with just over 20% of people suffering from a limiting long-term illness. As a result of these health inequalities we have recently qualified for additional health funding as a 'spearhead authority'.

Our Ambitions

We may be a small council, but our Councillors and officers have big ambitions – both for the organisation and for the communities we serve. At the same time as successfully delivering on the Council's own challenging improvement agenda, we have also driven forward a significant agenda for our borough in terms of health policy, access to services, regeneration initiatives and housing improvements.

We are proud of what we have achieved, but conscious that what matters most is being able to have a positive influence on people's lives and the borough as a whole. Over the next twelve months we will begin to deliver our neighbourhood agenda, tailoring services to local needs and becoming more responsive to our local communities. We will help to shape the borough as a whole, creating a sense of pride and place amongst local people. We will work with everyone - our partners, other organisations, local businesses and most importantly the community to develop a shared commitment from everyone to work together to tackle the challenges that still face us.

Section 2

Our Ambitions - delivering what matters to local people

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.

The vision for Rossendale

The Council and the Rossendale Partnership (the Local Strategic Partnership for the borough) share a clear, strategic vision for the Borough's future: **“By 2018, Rossendale will have strong communities with an enhanced environment and heritage. It will be an attractive place to live, where tourists visit and employers invest”**

This vision is set out in the new Sustainable Community Strategy for Rossendale (2008 - 2018) which provides the over-arching strategy for Rossendale and was developed by the Rossendale Partnership - the borough's Local Strategic Partnership – which brings together a wide range of organisations from across the borough to deliver joint projects and actions to help make Rossendale a better place.

Achieving the Vision - Rossendale's Sustainable Community Strategy

The new Sustainable Community Strategy sets out the partnership's long-term vision for Rossendale and the challenging priorities it faces over the next 10 years. The key priorities to be addressed were identified through ongoing community consultation and by investigating various sources of evidence, such as what key health, education, crime, housing and economic statistics indicated as potential priority areas for Rossendale. The Sustainable Community Strategy is built around the achievement of three, interconnected priorities:

- **People**
- **Places**
- **Prosperity**

Achieving the Vision - The Council's Priorities

By identifying clear priorities and actions to back them up, we can make the greatest possible impact upon the services we provide and the quality of life for everyone in the Borough.

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 development of these priorities was informed by a range of consultation activities with local people, and by reviewing what other key sources of data and information about the Borough highlighted as priority areas for Rossendale. The Council's five externally focused priorities for 2007 – 2010, are:

- Delivering quality services to customers
- Delivering regeneration across the Borough
- Keeping our Borough clean and green
- Promoting Rossendale as a cracking place to live and visit
- Improving health and well being across the Borough

The Council has a further, internally focused priority that focuses its ongoing commitment to being a **'Well Managed Council'** which it will demonstrate through:

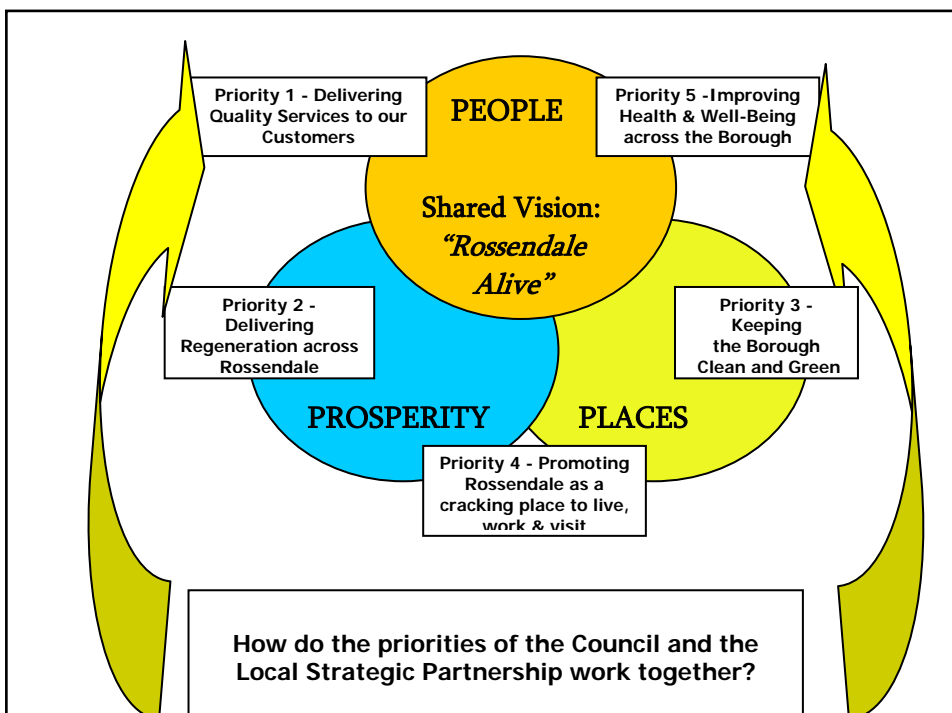
- Strong financial management and the delivery of value-for-money services
- Equipping members to fulfil their role as leaders in the community
- Effective Human Resource management and maintaining a workforce with the skills to deliver the priorities for the Borough

Achieving the Vision – The Strategic Framework for Rossendale

Through its 'Community Leadership' role, the Council is the lead partner in the effective delivery of the vision for Rossendale and we are committed to working in effective partnership with our Local Strategic Partnership and other key agencies to deliver the vision.

The Council has developed its corporate strategic framework to provide alignment towards the priorities and targets in Rossendale's Sustainable Community Strategy, together with the regional priorities and targets for Lancashire in 'Ambition Lancashire' and Lancashire's Local Area Agreement 2008 – 2011.

By doing this the Council is able to focus and direct its effort and resources to maximise its own contributions towards the achievement of the priorities and targets identified for Rossendale. The model illustrated below demonstrates how the five priorities of the Council relate to those set out in the Sustainable Community Strategy for Rossendale.



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.

Sections 3

Our Achievements

Customer Service highlights

1. As council services continue to improve there is anecdotal evidence that customer satisfaction is improving. Feedback from customers to front-line employees indicates that more people are happier with the services provided than previously. However, we cannot quantify the extent of this improvement until the next customer satisfaction survey is carried out. As part of the Local Government Reputation Campaign we produced an A to Z of Council services to demonstrate the breadth of services provided by the Council and to help local people access the services they need quickly and efficiently.
2. Our comments and complaints scheme was re-launched during the year and is now supported with attractive leaflets and posters to publicise the scheme. During the year the number of complaints has remained steady. However, the latest complaint statistics from the Local Government Ombudsman show a big improvement in the Council's response times to enquiries from the Ombudsman. The average response time to first enquiries is down from 41.1 days in 2006/7 to 22.8 days in 2007/8. This is more than twice as quick as 2005/6 when it was 52 days. The total number of complaints has remained at 23, down from 35 in 2005/06.
3. Through working with our customer service partner, Capita, we are delivering a 'Right First Time' approach to customer service and our Revenues and Benefits service has seen some big improvements. The amount of time taken to process a new benefits claim is down from 37.6 days to 25.8 days and the number of days taken to make changes to an existing claim is down from 19.32 days to 14.4 days. We have also worked harder to make sure that the Council collects all the Council Tax that is owed and that everyone pays their fair share. The Council Tax collection rate is up from 96.4% in March 2007 to 97.3% in March 2008.
4. We have continued to make improvements to our Planning service by delivering a Planning Service Improvement Plan. We are getting better at processing and determining 'major' planning applications within the national benchmark of 13 weeks - 65% of our 'major' applications' are now decided within 13 weeks.
5. We have increased the number of services provided through the free phone service in the One Stop Shop and ensured that the services are better advertised.
6. The Council continues to take into account the needs of individual customers and is in the process of implementing an Equalities Action Plan. We have also carried out several involvement and engagement projects during the year to find out local people's views and act on them where we can. The action taken in response to community consultation has also been publicised so that local people are aware that they are being listened to.
7. We have implemented improvements to the way that our Neighbourhood Forums operate making them more relevant to local people and giving them a greater say in how council resources are allocated. Each Forum now has a dedicated budget to spend on good projects in each community.
8. We have reversed the decline in the number of people voting in local elections and seen a small increase in electoral turnout from 35% in 2007 to 36% in 2008. To encourage young people to vote we have introduced welcome cards for young residents who turn 18.
9. We have continued to engage with young people in Rossendale to ensure that their voice is heard and taken into consideration. Once again the Council participated in Local Democracy Week, forming a youth cabinet in partnership with local schools, holding an open day for schools at the Council Chamber and selecting the borough's second mini-mayor. We have also listened to young people living near 'The View' in

Bacup and brought in community artists to work with the young residents to improve play facilities.

10. By working in partnership with Lancashire County Council we became the first borough in the County to develop a joint Locality Plan for the area which sets out how the two councils can provide better services to local people by working together more effectively.

Regeneration Achievements

1. The Borough's new Economic Regeneration Strategy has been agreed following extensive consultation with the local business community and local and regional partners. The strategy sets out a clear direction for the Council's economic regeneration priorities and actions.
2. Good progress has been made on the component parts of the Local Development framework for the borough.
3. Consultation has begun on plans for a top class town square to be developed in the centre of Bacup. This will kick start a five year programme of action to improve Bacup Town Centre.
4. In Waterfoot we have embarked on drawing up plans for regeneration of the Baltic Bridge site. An architect has been selected to work with the Council and the wider community to produce a commercially viable scheme for the site.
5. Our Elevate funded Housing Market Renewal programme continues to go from strength to strength. For the first time the programme has made a significant impact with housing in Bacup. During 2007/8, 124 homes in Rossendale benefited from the regeneration scheme with £2.2m spent during the year.
6. The Decent Homes Assistance scheme has been revised and re-launched to help private owners to improve the quality of their homes.
7. We have made good progress on tackling the issue of affordable homes in the borough and now have an affordable housing policy. The Council secured £2.3m of investment from the Housing Corporation for 70 additional units of affordable housing during 2007/8 with a major initiative agreed for the former Brookville site in Whitworth.
8. We are also tackling the shortage of affordable homes by implementing our Empty Homes Strategy and have already brought 40 empty homes back into use this year.
9. We have secured approval for £4m of external investment funding for the Rossendale Sustainable Economic Development Programme from the North West Development Agency (NWDA) aimed at increasing the economic prosperity of the borough.
10. We have established a joint regeneration delivery office at Futures Park in partnership with Lancashire County Developments Ltd and are working on plans for a new office development at Rising Bridge targeting small and medium sized business.

Clean and Green Achievements

1. We have exceeded our target of recycling 6339.89 tonnes of domestic waste. This is up from 5333.55 in 2007.
2. Green Flag Audits for Whitaker Park in Rawtenstall, Victoria Park in Haslingden and Stubblelee Park in Bacup are now complete which will enable us to develop action plans for delivering the required improvements and raise funding for major revamps of these parks in order to achieve a Green Flag award for each.
3. During 2007/08 the Council has renewed play equipment in 11 parks and play areas in the borough including the toddler area at Whitaker Park and the new play area at

Maden Rec as part of our commitment to delivering our Play Strategy. The strategy extends the choice that young people have and improves the quality of our play grounds making them valued to a wider age range.

4. During 2007-08 we organised and lead 20 community clean-ups – exceeding our target of 15 per year.
5. We have continued to make improvements to our street cleaning service. The amount of land free from litter has improved from 88% in 2007 to 89.5% in 2008. We have also recruited a team of 4 town centre caretakers to look after and maintain the appearance of our main towns and villages.
6. We have reached agreement with Lancashire County Council to ensure that the main gateways and corridors coming into the borough and its towns are kept clean and well maintained in the future.
7. The Council formally agreed to approve a new Environmental Policy in March 2008 and has formed a “Green Team” of staff from all council services to help to implement the action plan which accompanies the strategy.
8. We organised and hosted a successful Environmental Fair in June 2007 to bring together the various organisations in the borough who are involved in supporting environmental works and campaigns.
9. Through our partnership with Groundwork Pennine Lancashire we have secured more than £2.5m of external investment since 2006 for environmental improvement projects from sources such as the Big Lottery Fund, Aggregates Levy and Landfill Tax Credits.
10. We have delivered some big improvements in people’s neighbourhoods through our Neighbourhood Management programme which is funded by the Elevate Housing Market Renewal Initiative. Improvements include new alley gates, community bin stores, replacement street furniture and better car parking facilities for residents.

Health and well-being Achievements

1. The Council has played a key part in securing a commitment from the local Health Service to the development of improved health services at a new site opposite the existing health centre in Rossendale. The new £10m centre will include facilities to provide many services that are currently only provided at nearby hospitals outside the Borough.
2. We have worked with the Police, the Health Service and other councils in East Lancashire to produce a 3-year action plan to reduce the harm caused by alcohol. The East Lancashire Alcohol Reduction Strategy was launched in March.
3. We have produced a draft Health & Wellbeing Strategy during the year and delivered a Healthy Workplace initiative which encourages local businesses to do more to encourage healthy lifestyles amongst their employees. The programme provides information, advice and practical support to businesses and their employees as well as a Health MOT project.
4. We played a key part in the successful and smooth implementation of the national Smokefree legislation in July 2007. Compliance locally has been very high and our Environmental Health Team has only had to warn a very small number of people and premises owners to ensure that they comply with the legislation.
5. Work on the new Lifestyle Centre at Haslingden Leisure Centre is now underway.
6. The Council has been fully supportive of an ambitious plan for a sports village at Marl Pitts being proposed by former Manchester United player Bryan Robson and a variety of user groups at the site. This will bring about a big investment and improvement in the borough’s sports facilities.

7. We have worked with Rossendale Leisure Trust to ensure that the Council is receiving value for money from the grant it provides to the Trust and that the Trust is on course to deliver on its new three-year business plan.
8. Our homelessness advice service, provided in partnership with Green Vale Homes, has achieved a significant reduction in the amount of time that people spend in temporary accommodation.
9. Our Housing Renewal Initiatives team has provided grants and assistance to improve the suitability of 78 homes for older people and people with disabilities. We also secured an additional £15,000 for Disabled Facilities Grants.
10. Working with our Local Strategic Partnership, the Council has begun to implement a Community Cohesion action plan so that the communities of Rossendale feel more involved and social exclusion is reduced. We are working in partnership with a local voluntary organisation called Positive Start to deliver a series of projects to improve community cohesion within the Borough.

Promoting Rossendale Achievements

1. By working with our partners Mid Pennine Arts and Groundwork Pennine Lancashire we have delivered the eye catching 'Halo Panopticon' and an environmental improvement scheme at Top O' Slate to create a fantastic leisure attraction to residents and visitors alike.
2. More than 5,000 people attended the annual fireworks display and more than 5,000 attended the annual Rossendale Alive Weekend which included the food festival and Mela. The Council also funded the Christmas Lights switch on events and the 'K' for Kids festival as part of four major celebratory events during the year which help to bring people together to build a more cohesive community.
3. We have worked with our partners and the LSP to produce a new Sustainable Community Strategy for Rossendale. The strategy was developed following an extensive consultation exercise and is based on a robust set of statistical information about the Borough. Key partners from the public, private and voluntary sector have been involved in drawing up the strategy.
4. We have begun the process of making the information that is available about the Council's performance more accessible. A regular performance column has been established in the Rossendale Alive newsletter and on the Council's website and a distinctive graphical style has been adopted.
5. Our tourism partner, Brighter Business Solutions, have attended a number of trade fairs in the UK in order to promote Rossendale and encourage people to visit. They have also worked with local visitor attractions to advise on how to improve local facilities.
6. The Council has once again produced a bright and attractive Visitor Guide to help promote the area and make it easy for visitors to get all the information they need in one handy publication.
7. We secured more than £300,000 of external funding for the first phase of ambitious plans for an Adrenalin Gateway in the borough. A series of exciting and challenging new bike trails have now been completed around Lee Quarry in Stacksteads which has already benefited from national exposure through hosting a round of the National Mountain Biking Championship. The new bike trails are already attracting new visitors to the area.

8. During 2007/08 the Council's Executive Directors undertook a total of 12 ward walks alongside local Councillors in order to identify the priority areas where the Council could help to improve the quality of life in local communities.
9. We were commended as one of the Most Improved Councils in the country at the annual LGC Awards.
10. We have developed an online events form for local people to advertise their events on the Council website. During the past 12 months we processed more than 100 event forms. The online form was produced in response to feedback from local people wanting to know more about what was going on in Rossendale.

A Well Managed Council highlights

1. Our biggest achievement during the past 12 months was achieving a 'Good' rating from the Audit Commission during our Comprehensive Performance Assessment – one of only two councils at the time to have moved from 'Poor' to 'Good' between assessments.
2. We have continued to reduce the cost of providing our services, achieving £690,000 in efficiency savings since April 2007. This takes the cumulative total efficiency savings since April 2004 to £3.4 million.
3. During 2007/08 we demonstrated further progress to the Audit Commission during our Use of Resources inspection – although the overall score remains at 2 out of 4 we made good progress with some of the factors that make up the overall score.
4. Our approach to consulting with local people and informing them about the financial position of the Council and the financial decisions that we take was praised by the Chartered Institute of Public Finance and Accountancy (CIPFA) in their annual Public Reporting and Accountability Awards.
5. We have worked hard to make it easier for local people to get in touch with their councillors. Posters and adverts to promote Councillors' surgeries have been revamped and we have circulated contact information for Councillors to homes in the borough at least twice during the year.
6. During 2007/08 our Councillors took part in 418 hours of training and development activities to ensure that they are well informed, able to take complex decisions and have the skills required to be an effective councillor. Our approach to Member development meant we were a finalist in the 2007 MJ Awards for Councillor Development.
7. Our Overview and Scrutiny Committees have carried out 7 reviews during the year which have resulted in a number of changes to council policy and procedures. This included playing a key part in deciding on the direction of the Council's litterbin replacement policy.
8. The 2007 staff survey demonstrated significant improvements in a wide range of staff attitudes including an increase in the number of staff who feel that they are valued by the organisation from 7.5% in 2006 to 51%. There was also a 91% improvement in the number of staff who felt that internal communication within the Council had improved.
9. Through the employee engagement strategy developed in 2007 we have seen an improvement in staff morale. During 2007 staff voted Rossendale Council as the third best council to work for in the whole country and we won a special award for our approach to training and development.
10. We have modernised our decision making procedures through a review of Corporate Governance and provided updated information for Councillors through a new Code of Conduct for Members.

Section 4

Corporate Priorities

Corporate Priority 1 - Delivering Quality Services to Our Customers

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

- 1.1 Accessible well used and high quality public services delivered through a wide range of efficient channels.
- 1.2 Greater community involvement in the design and delivery of local services.
- 1.3 A stronger relationship between the Council and communities and localities.

Performance Measures and Targets

Outcome 1.1 - Accessible well used and high quality public services delivered through a wide range of efficient channels

By 2011 we will:

1. Increase the percentage of people who say they are satisfied with the way that Rossendale Council runs things to at least 54%, which is the average for all councils.
2. Increase the proportion of people who are satisfied with the way in which Rossendale Council handles their complaint to at least 34% which is the average for all councils.
3. Increase the percentage of people who are satisfied with the way that the Council runs the Benefit Service to 66%.
4. Increase the percentage of people who say they are satisfied with the way in which the Council runs the Planning Service to 68%.

Actions

1. Developing and implementing a corporate approach to enforcement activity.
2. Work to improve the overall quality of the customer experience and embed customer service standards.
3. Implement a specific customer care improvement plan within the Planning Service.
4. Implement the specific action plans to improve the quality of Revenues and Benefits Services.
5. Deliver a technology improvement programme which will enable us to respond to customers more accurately and more quickly.

Outcome 1.2 - Greater community involvement in the design and delivery of local services

By 2011 we will:

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

Actions

1. Implement the Council's Equalities Action Plans.
2. Improve the way in which we carry out the 4 involvement and engagement projects we undertake each year and share the results with the public.
3. We will review the way we engage with people in their neighbourhoods and aim to produce action plans for each neighbourhood tailored to local needs.

Outcome 1.3 - A stronger relationship between the Council and Communities

By 2011 we will:

1. Increase the percentage of people who are satisfied that the Council keeps them well informed to 47% which is the average for all councils.
2. Increase electoral turnout to a minimum of 36%.
3. Increase the percentage of people who feel their neighbourhood is a good place to live to 75% which is the average for all councils.

Actions

1. Implement the Pride in Rossendale initiative.
2. Actively promote opportunities to become involved in the democratic process and create new way for people to express their views to the Council.
3. Improve the way in which all the agencies working in the Borough combine their efforts to meet the Borough's specific needs.
4. Conduct a community governance review to identify whether there is an interest in and demand for more parish councils in Rossendale.

Corporate Priority 2 – Delivering Regeneration across the Borough

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

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

Performance Measures and Targets

Outcome 2.1 - A thriving local economy

By 2011 we will:

1. Create at least 250 new retail jobs within the Borough.
2. Secure at least £60m of private sector investment in the Borough.
3. Bring four vacant Brownfield sites back into use.

Actions

1. We will begin the process of implementing the new Economic Strategy for the Borough and develop an action plan to target sources of external funding to support delivery of the Strategy.
2. Secure scheme approval from the North West Development Agency for the Rossendale Office Village, Baltic Bridge and Haslingden Public Realm schemes.
3. Deliver a range of activities designed to improve skill levels within the Rossendale workforce.
4. Progress the delivery of an effective planning framework for the Borough.
5. Exploit the opportunities presented by joint work with neighbouring Councils in Pennine Lancashire such as the City Development Company to secure improved economic outcomes for Rossendale.

Outcome 2.2 - Well performing town centres

By 2011 we will:

1. Introduce over 300 new car park spaces in Rawtenstall.
2. Reduce vacant commercial sector property in Bacup Town Centre by 30%.
3. Increase town centre visitor satisfaction levels.

Actions:

1. Work with the developer to secure the delivery of the redevelopment of the Valley Centre in Rawtenstall, now that planning permission has been granted.
2. Work with local stakeholders and partners to undertake a five year programme of action to improve the vitality and viability of Bacup Town Centre as part of the Bacup Renaissance Programme.
3. We will build improved relationships with the business community across the Borough to ensure there is greater understanding of our shared goals.
4. We will implement the action plan already agreed by Councillors to improve the car parks owned by the Council.

Outcome 2.3 - A well balanced housing market

By 2011 we will:

1. Deliver the outputs of the Elevate Housing Market Renewal Programme in Bacup, Stacksteads and Britannia.
2. Reduce the number of long term empty properties in the Borough at a rate of 30% year on year.
3. Secure £2m in private sector contributions to the development of new affordable housing.

Actions:

1. We will spend over £2m each year on an agreed programme of work to improve residential properties and the surrounding environment in Bacup, Stacksteads and Britannia. This will improve 146 properties in the first year.
2. We will use agreed planning policies to secure affordable housing contributions and develop new relationships with Registered Social Landlords to deliver houses with these contributions.
3. We will continue to implement the Empty Homes Strategy aiming to bring at least a further 40 long term empty home back into use each year.

Corporate Priority 3 – Keeping our Borough Clean and Green

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

- 3.1 People feeling safer in their communities
- 3.2 A better environment for all

Performance Measures and Targets

Outcome 3.1 - People feeling safer in their communities

By 2011 we will:

1. Reduce the number of crimes in the Borough in line with the Crime and Disorder Reduction Partnership's targets and the Local Strategic Partnership's target of making Rossendale the safest Borough in Lancashire.
2. Improve feelings of safety in the Borough from 67% in 2007 to 72%.

Actions:

1. Deliver the actions for the Council set out in the Community Safety Plan.
2. We will conduct a comprehensive review of by laws to ensure that they contribute to addressing anti-social behaviour.
3. We will review our policies on key aspects of activities which we have to licence to ensure that what we do contributes to people feeling safer in the Borough.

Outcome 3.2 - A better environment for all

By 2011 we will:

Improve the amount of land free from litter and detritus from 88% in 2007 to 94%.

1. Increase recycling in line with the targets agreed with the Lancashire Waste Partnership.
2. Achieve at least 1 Green Flag Award.
3. We will take action to reduce Rossendale's carbon footprint in line with the targets in the Local Area Agreement for Lancashire.

Actions:

1. We will organise 15 community clean-ups each year.
2. We will ensure our town centres, gateways and the main corridors through the Borough are clean and well maintained.
3. We will improve the quality of our open spaces and play facilities through implementing the agreed strategies for developing these facilities which are major assets for Rossendale.
4. We will put in place the infrastructure and organisation that will deliver further increases in recycling.
5. We will implement the actions for the Council within the Lancashire Climate Change Strategy.

Corporate Priority 4 – Promoting Rossendale as a cracking place to live, visit and invest

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

- 4.1 More people satisfied with Rossendale as a place to live.
- 4.2 A thriving visitor economy
- 4.3 Improved awareness and understanding of the Council and its achievements

Performance Measures and Targets

Outcome 4.1 - More people satisfied with Rossendale as a place to live.

By 2011 we will:

- 1. Increase the percentage of people who are satisfied with Rossendale as a place to live to at least 75% which is the average for all councils.

Actions:

- 1. Deliver the actions for the Council set out in the Community Safety Plan.
- 2. Implement the Pride in Rossendale initiative.
- 3. Implement the Environmental Improvement Programmes funded by the Council and the Elevate Housing Market Renewal Programme.

Outcome 4.2 - A thriving visitor economy

By 2011 we will:

- 1. Increase the number of visitor stays in the Borough.

Actions:

- 1. We will work with tourism businesses in the Borough to improve both the overall visitor offer and the way it is marketed.
- 2. We will hold four celebration events each year as a focus for attracting visitors.
- 3. We will seek to use the opportunities provided by working more closely with our neighbours to secure benefits for Rossendale's visitor economy.

Outcome 4.3 - Improved awareness and understanding of the Council and its achievements

By 2011 we will:

1. Increase the proportion of people who feel they know how the Council is performing to at least 47% which is the average for all councils.
2. Achieve the 'Gold' Level in the Local Government Association's Reputation Campaign.
3. Increase the accessibility of information about and awareness of the Council's performance.

Actions:

1. We will maintain a regular flow of well presented and easy to use information to residents helping them understand what we do, why we do it and how well we do it.
2. We will implement the Local Government Association's Reputation Campaign aimed at improving the reputation of the Council and Local Government as a whole.

Corporate Priority 5 – Improving health and well being across the Borough

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

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

Performance Measures and Targets

Outcome 5.1 - Increased life expectancy

By 2011 we will:

1. Have an agreed programme of work in place with partners to address issues of health inequality aiming to narrow the difference in life expectancy between different parts of the Borough by 10% by 2020.
2. Work with our partners to develop the Borough's health offer.

Actions:

1. Provide support for East Lancashire Primary Care Trust in the development of the Rossendale Health Campus.
2. Undertake interventions in workplaces, homes and leisure settings targeted to address those factors which have a negative impact on life expectancy.

Outcome 5.2 - Increased levels of physical activity by people living in the Borough

By 2011 we will:

1. Work with our partners to develop an Olympic legacy by increasing the number of adults participating in 30 minutes of physical 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 facilities to at least 58% which is the average for all councils.

Actions:

1. Work with partners to deliver the Sports Strategy developed by the Sports and Physical Activity Alliance using resources secured from Sport England.
2. Deliver the actions arising from the Council's White Paper on Leisure.
3. Secure delivery by Rossendale Leisure Trust and CLAW of their business plans.
4. Act as an exemplar by putting in place a strategy and action plan to promote physical activity within the Council's workforce.

Outcome 5.3 - Improve well being in local communities

By 2011 we will:

1. Increase the proportion of people who feel their neighbourhood is one where people from different backgrounds get on to at least 79% which is 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 Local Area Agreement for Lancashire and maintain activity at a similar level subject to the availability of resources from central government.

Actions

1. We will implement the Community Cohesion Action Plan so that communities in Rossendale feel more involved and social exclusion is reduced.
2. We will work with our partners to actively promote take up of benefits and other entitlements by the over 60's.
3. We will complete the implementation of the improvement plans for the Homelessness Service set out in the updated Homelessness Strategy.
4. We will implement the action plan contained in the Supported Housing Strategy for the Borough.

Corporate Priority 6 –A Well Managed Council

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

6.1 Strong financial management and the delivery of value for money services

6.2 Councillors equipped to fulfil their role as leaders in the community

6.3 Effective Human Resource management and maintaining a workforce with the skills to deliver the priorities for the Borough.

Performance Measures and Targets

Outcome 6.1 Strong financial management and the delivery of value for money services

By 2011 we will:

1. Be maintaining a score of 3 in the annual Use of Resources assessment by the Audit Commission.

Actions:

1. We will undertake an ongoing review of our cost base with the aim of reducing costs by £0.4 - £0.5m each year.
2. We will secure a single headquarters building for the Council which will assist in reducing costs.
3. We will complete a review of the council's various assets and bring forward an asset disposal strategy in order to support the Council's investment requirements without there being an impact on the Council Tax.
4. We will implement our action plans to deliver continuous improvement in the way in which we manage our financial and other resources.

Outcome 6.2 – Councillors equipped to fulfil their role as leaders in the community

By 2011 we will:

1. Maintain accreditation under the North West Charter for Member Development and strive to achieve level 2 recognising exemplary practice.
2. Have increased the proportion of people who can recognise their ward councillor from 35% in 2007 to at least 44%.

Actions:

1. We will continue to support councillors' personal development by delivering the Member Development Strategy.
2. We will promote the service provided by all councillors to the community and improve the support we give them in their work, including providing every household with details of who their councillor is.

3. We will promote the role of Mayor as Civic Leader as part of our work to create Pride in Rossendale.

Outcome 5.3 – Effective Human Resource management and maintaining a workforce with the skills to deliver the priorities for the Borough

By 2011 we will:

1. Increase the percentage of staff who feel valued to 70%.
2. Keep staff absence through sickness at a level that is better than ? days which is the average for all councils.
3. Maintain our Investors in People status.

Actions:

1. Implement the review of the Council's organisation to ensure that staff resources are directed to priority areas for activity.
2. Implement and continually review the Organisational Development Plan to meet the changing needs of the Council.
3. Continue staff engagement initiatives.

Section 5

Mayor Strategic Risks – What could stop us meeting the needs of local people?

Section 5 – Major Strategic Risks – what could stop us meeting the needs of local people?

Based upon a risk matrix developed with our partners Zurich, the following risks represent those that have been identified as having the greatest potential to happen and the greatest impact should they occur. The following table also highlights what action will be taken to reduce the risk and what action will be taken if the risk becomes a reality. Other risks are managed through a combination of business plans and the operational register process.

We profile our risks using a standard matrix (shown below) which is based on our making two judgements about each potential risk faced by the Council

1. How likely is it that the risk may occur (likelihood)?
2. If the risk did occur, how serious might be the consequences (impact)?

Therefore a risk rated A1 is the highest risk rating and a risk of F4 is the lowest rating.

Likelihood	A				
	B				
	C				
	D				
	E				
	F				
		4	3	2	1
	Impact				

The references below, in the first column, relate to service business plans and the appropriate risk number within that service plan (e.g. R1)

- CP** Community & Partnerships
- CS** Customer Services & e-Government
- ER** Economic Regeneration
- ET** Executive Team
- FS** Financial Services
- POD** People & Organisational Development
- LDS** Legal & Democratic Services
- SD** Spatial Development
- SSL** Street Scene

The following risks have been categorised according to the Council's primary corporate priority, however in some instances the risk will, in addition, cut across other corporate priorities.

Council Priority – Delivering Quality Services to our Customers

Ref.	Risk	Category	Risk Score as at 30/06/07	Actions in Place	Current Risk Score as at 30/06/08	Further Actions	Target Risk Score	Impact on Business Plan Actions
CP R1	Local Strategic Partnership (LSP) does not maintain green	Reputation Risks People Risks	D2	Robust delivery plan review and regular performance management of theme group targets	F2	Review LSP improvement plan to bring targets back in line with needs of the community	E2	LSP receives poor rating Negative impact on partnerships across Borough and morale of LSP and staff
CP R1.02	The Council fail to work with its partners to help achieve the targets in the LAA	Financial	C2	Regular performance management of LAA at Executive meeting SMART targets	D2	Share best practice in delivery of targets	E2	Service delivery is not improved Unable to bring in financial rewards
CS R2	Failure to meet Customer Service expectations.	Strategic Business	C4	Promotion of Customer Service Standards Development of Customer Access Strategy	F4	Review and revise Customer Access Strategy Increase monitoring of Customer Service Standards Increase customer consultation and use customer feedback more effectively Increase communication	F4	Reduced customer satisfaction levels

						activity around council services improvement		
ET R2	Failure of enhanced two tier proposals in delivering improvements to customers	Strategic	C1	Performance Management Framework Lancashire Locals Lancashire Leaders and Chief Executives Forum	C2	Reinforcement of agreed priorities and delivery mechanisms Active participation in Team Lancashire activities	D2	Business Plan Actions though achieved in isolation miss the opportunity of wider collective action and impact

Council Priority – Delivering Regeneration across the borough

Ref.	Risk	Category	Risk Score as at 30/06/07	Actions in Place	Current Risk Score as at 30/06/08	Further Actions	Target Risk Score	Impact on Business Plan Actions
ER R3	Valley Centre project does not go ahead	Business	D1	Regular meetings with developer to review progress and plan ahead	D3	Professional advice to Council from specialist lawyers and town centre retail development consultants	F1	Failure to deliver key regeneration projects
ER R5	Lancashire County Council is not able to commit sufficient funding to development of suitable new Rawtenstall bus interchange	Business	B2	Regular meetings with LCC	B2	Pre-planning application consultations Design review of proposals	E1	Delay in delivery

ER R6	External funding is not forthcoming from Elevate and Northwest Development Agency	Business	C2	Regular liaison with funders and submission of funding proposals	C2	Ongoing review of alignment of regional, sub-regional and local strategies to maximise local access to external funding	D3	Key projects will not be delivered
LDS R4	Failure to support regeneration projects	Business	C3	Regular meetings of the Land Disposals Group	C3	Regular review of actions taken	D4	Adverse impact on regeneration opportunities
LDS R6	Planning failure to respond to appeal dates	Business	C3	Supervision training	D4	Regular review in relation to specific cases	D4	Damage to reputation Planning decision not implemented
SD R1	Failure to progress the Local Development Framework	Strategic	B3	Resources identified and progress monitored	B2	Delivery of actions as set out in the Business Directive Business Plan	C3	Adverse impact on the Council's ability to shape development within, and secure the regeneration of, the borough

Council Priority – Keeping our borough clean and green

Ref.	Risk	Category	Risk Score as at 30/06/07	Actions in Place	Current Risk Score as at 30/06/08	Further Actions	Target Risk Score	Impact on Business Plan Actions
SSLR1	Waste Management Strategy – ability to avoid additional costs of co-mingled recycle.	Strategic	A2	Feasibility Study undertaken to ensure all areas are investigated Funding progressed through Lancashire County Council & future partners	A2	Member approval Public consultation Regulatory approval if required	D3	Efficiencies and savings not being realised Negative impact on delivery of the Council's Medium Term Financial Strategy

Council Priority – Improving health and well being across the borough

Ref.	Risk	Category	Risk Score as at 30/06/07	Actions in Place	Current Risk Score as at 30/06/08	Further Actions	Target Risk Score	Impact on Business Plan Actions
CP R5	Rossendale Leisure Trust (RLT) performance	Strategic Financial Reputation	B2	Six-weekly meetings with RLT to ensure delivery against agreed targets as set out in partnership and business plans £1.2M redevelopment of Haslingden Sports Centre	D2	Identify areas of under-performance and produce improvement plan	C2	Cost to council of RLT not performing Customer satisfaction and health negatively impacted

CP R4	Community Cohesion action plan not delivered	Reputation	C2	Robust baseline developed and monitored Secure funding to ensure action plan delivered	D2	Find ways to reassure public and deliver against action plan Allocate Area Based Grant central funding	D2	Issues around Community Cohesion not raised and action not taken to address cohesion issues in Borough Community leadership role not recognised Customer satisfaction negatively impacted
	Creation of a new Marl Pits Leisure Village	Financial Regulatory Operational Reputation	A2	Member resolution to support the concept Potential capital source identified as part funding of the project	A2	Detailed Business Case to be prepared		Missed opportunities in possible additional financial benefits to Rossendale Leisure Trust Missed opportunity in tourism and general health & well being of Rossendale residents

Council Priority – A well managed Council

Ref.	Risk	Category	Risk Score as at 30/06/07	Actions in Place	Current Risk Score as at 30/06/08	Further Actions	Target Risk Score	Impact on Business Plan Actions
FS R1	Instil the need across the authority for rigorous Financial Management	Financial	D2	Audit Commission Study, CIPFA follow-up, Medium Term Financial Plan, Capital Strategy, Asset Management Plan, Treasury Strategy	E3	Delivery of actions set out in the Financial Services Business Plan	F2	The current business plan actions have been designed to consolidate the progress to date and further instil the need for Financial Management throughout the Council
FS R3	Inadequate Internal Control and governance	Financial Strategic Reputation	C2	Internal audit Heads of Service assurance statements Corporate Governance Use of Resources action plan	D2	Instilling the need for Financial and Risk Management First annual governance statements as part of 07/08 Annual Report and Statement of Accounts	D3	Targeting of annual internal audit plan to ensure a robust Statement of Internal Control
FS	Accommodation strategy	Financial Reputation	A2	April 2005 accommodation strategy previously approved by Members Valley centre development	A2	Need to agree future location of the One Stop Shop and the consolidation of permanent civic and office facilities on a single site	E2	Potential risk to service provision from amongst other things the One Stop Shop

CS R7	Sungard contract management	Strategic Business	C2	<p>Establish formal liaison meetings between Rossendale and Sungard</p> <p>Existing contract has been fully analysed and any redundant variation orders have been removed from the contract</p> <p>New technologies deployed which remove further costs from the contract and improve quality of service</p>	A1	Contract contingency plans	D2	Full benefits of the contract do not materialise
CS R8	Develop ICT Business Continuity Management (BCM)	Strategic Business	C1	<p>Developed BCM for all Revenues & Benefits applications including Electronic Documents Management System (EDMS). A Disaster Recovery Strategy (DR) has been implemented across four data centres two of which are located in Germany and</p>	A1	A full Disaster Recovery Strategy needs to be developed for all other council systems	D1	Council fails to deliver frontline customer services

				America respectively				
CS R6.04	Centralised Back up process	Centralised Back up process	A!	Negotiations are currently taking place with regard to the future of the contract	A!	An implementation plan will be developed following the resolution to the air conditioning issues	F!	Contract Litigation resulting in the cancellation of the Sungard contract The Council's ICT Team, taking over the full management of all ICT for Rossendale The selection and implementation of a data centre to provide server hosting facilities An options delivery strategy has already been produced which outlines the various technical data centre hosting options available to Rossendale
LDS R1	Successful legal challenge to Council activity	Business	C3	Supervision training	D4	Regular reviews of open cases	D4	Risk of costs Adverse publicity
LDS R3	Lack of community leadership	Strategic	B2	Management Review One-Ones Team Meetings	E2	Regular review of practice	C3	Poor representation for the community
LDS R7	Failure to consider Human Rights Act 1998.	Business	C3	Supervision training	D4	Regular review of practice	D4	Damage to the standing of the Council

								Risk of compensation
ET R1	Changes as a result of Local Government Reorganisation distract the Council from its Corporate Plan and Priorities	Strategic	B1	Performance Management Framework and regular monitoring	D1	Reinforcement of Corporate, Service Business Plans and Personal objectives i.e. "The Golden Thread"	C2	Business Plan actions may not be fully delivered

Section 6

Using our resources to deliver our priorities

Section 6 – Using our resources to deliver our priorities

In order to deliver the projects identified elsewhere in this plan and continue to deliver our core services we need to ensure that we use all the various resources at our disposal and focus them on the Council's priorities.

The resources we have are:

- Money
- People (our staff)
- Our buildings and land
- Our vehicles
- Our information and IT systems

This section of the Corporate Plan explains the resources we have at our disposal and how we use them to address the Council's priorities.

Money

The Council spends money in two ways:

- On day-to-day spending including things such as paying our staff, which is called revenue spending.
- On improving or buying assets which have longer term uses such as new buildings or IT systems. This is called capital spending.

The Council has set a revenue budget for 2008/09 of £11.5m, which is allocated to our priorities as shown in the graph below:

Quality services	25%
Regeneration	11%
Clean & Green	37%
Promoting Rossendale	2%
Health & Wellbeing	11%
Well-managed Council	14%

The information will be presented in a Pie Chart

The largest part of the spending is to pay housing and council tax benefits which are fully funded by specific government grants.

Benefit Payments	53%
Employees	21%
Supplies & Services	21%
Transport	3%
Premises	2%

The information will be presented in a Pie Chart

Expenditure in 2008/09 incorporates the Council's theme of 'Pride in Rossendale as a place to live, work and visit'. This includes:

Pride in our environment

- Funding for Rossendale in Bloom – providing more floral displays and brightening up our streets.
- Working with the county council to improve maintenance of the main gateways to towns.
- Giving Neighbourhood Forums a say in how we improve street furniture.

Pride in our service people

- Free leisure facilities for regular servicemen, servicewomen and their families in Rossendale.
- Better maintenance of our war memorials and memorial gardens and a new war memorial for service people who have lost their lives since 1945.

Pride in Rossendale's quality of life

- Improved environmental enforcement, with higher standards as a deterrent to fly-tipping and littering.
- Reviewing our by-laws, particularly in parks, to improve our environment and authorising the issuing of fixed penalties for environmental crimes.
- Effective development planning – the right development in the right place for the right reasons.

A renewed sense of civic pride

- Celebrating the contribution of volunteers.
- Encouraging more people to vote.
- Detailed plans for a new single-site civic centre.

We pay for this spending in a number of ways: from grants for specific activities such as benefit payments, to charges for services such as building regulation inspections, together with government funding through the Revenue Support Grant (RSG) and a share of our non-domestic rates (NNDR) which the Government allocates us. In addition, there is the income we get from the Council Tax.

Government Grants	57%
RSG & NNDR	17%
Council Tax	15%
Fees & Charges	10%
Interest	1%

The information will be presented in a Pie Chart

The Council is very committed to becoming more efficient and has made a commitment through its Value-for-Money Strategy to make a minimum of £375,000 of cash-releasing savings each year for the next three years. This is in addition to the £2.3m achieved over the last three years.

Improving our efficiency in this way will help us achieve the central objective in the Council's Medium Term Financial Strategy which is to bring our share of the Council Tax bill closer to the average of other East Lancashire district councils.

This will be done over time by Rossendale Council limiting its share of the Council Tax increase to a maximum of 3% per year and by not using the Council's reserves to artificially reduce the level of Council Tax.

Over the last two years this approach has led to a reduction, after taking inflation into account, of 2.4% in Rossendale's share of the Council Tax.

Looking to the future, considerable financial pressure remains. In particular our annual general Formula Grant Settlement is set to increase by only 0.5% in each of the next two years. Hence, our efficiency target is set at a level that will allow us to continue modest investment in service improvement.

Looking at investment in assets and the infrastructure of the borough, the chart below shows how our current programme addresses the priorities we have set:

Regeneration	73%
Clean & Green	16%
Quality Customer Services	2%
Well-managed Council	9%

The information will be presented in a Pie Chart

Whilst this clearly shows our current focus, the Council is also consulting on, or developing plans for significant investment in a number of areas, including:

- Improvements to leisure facilities where a £1.2m privately-financed investment at Haslingden Leisure Centre is under negotiation and where plans for further investment, including a replacement for Haslingden Swimming Pool are being developed.
- A long-term accommodation strategy which aims to bring all the Council's office based staff together on one site.
- Strategies for Play and Open Spaces which identify significant long-term investment requirements.

There are a number of ways in which the Council can pay for capital investment and the funding of the current programme is illustrated in the next chart:

Government Grants	62%
Stock Transfer Proceeds	20%
Property Disposals	15%
Revenue Contribution	3%

The information will be presented in a Pie Chart

In addition to these sources of finance, the Council can borrow money in the same way as people take out a mortgage to buy a house. However, having been able to repay all £28m of

previous external borrowing as a result of the transfer of the Housing Stock to Green Vale Homes, the Council has agreed only to borrow money if the investment it relates to generates savings or new income which more than meet the costs of borrowing.

This reduces the pressure to increase Council Tax. However, looking to the future, it does mean that in order to sustain investment at current levels we will need to actively identify opportunities to dispose of assets which are not contributing to the achievement of our priorities. A process to identify assets for disposal is a key task included in this Corporate Plan.

People

We employ 204 full-time equivalent staff (a full-time equivalent equates to 37 hours per week) to deliver our services. However, we also indirectly pay for the services of a large number of staff delivering, for example, leisure services (through Rossendale Leisure Trust and CLAW in Whitworth), Revenues, Benefits and Customer Contact (through Capita), and homelessness services (through Green Vale Homes).

Our staff are important to us because they are the element of our resources that most directly impacts on the quality of service which customers receive, and we have taken steps to ensure that we manage this precious resource as well as possible, including:

- Achieving Investors in People accreditation for the whole Council which validates the systems we have in place to ensure that the organisation's values run through the whole Council.
- Implementing a Reward and Recognition Strategy to develop the Council into an employer of choice.
- Achieving the Times Best Council Award Winner for Training and Development and overall third in the Times Best Council.
- Completing the job evaluations of all posts within the Council to contribute to the development of a fair pay and grading system.
- Introducing an electronic time management system to ensure the control and maximum use of available productive time.

The key issues in relation to our people, over the period of this plan, relate to:

- The impact of the job evaluation exercise and organisational review
- The development and implementation of a health and well being strategy and booklet to maximise the mental health and well being of all employees.

The Council is obliged to comply with the legislation that relates to the transfer of staff to other employers and to make a statement that it has done so in this plan.

The Council complies with the Code of Practice on Workforce Matters when letting service contracts which involve a transfer of staff under the Transfer of Undertakings (Protection of Employment) Regulations (“TUPE”) from the Council to the Service Provider, or where staff originally transferred out from the Council under out sourcing and are subsequently transferred to a new provider under a re-tender of a service contract.

The Code recognises that there is no conflict between value-for-money and quality of service and it is intended to prevent the emergence of a ‘two-tier workforce’. No employees were subject to transfer under TUPE in 2007/2008.

Other Resources

The Council has been making significant improvements in the way it manages its other resources in particular:

- Completing condition surveys for all our buildings, incorporating the results into a comprehensive Asset Management Plan which is rated as “Good” by the Government and allocating resources to address the identified condition issues.
- Adopting and implementing an IT Strategy which, as well as delivering significant cash savings, also underpins many of the improvements that we have already made or plan to make in the way we interact with our customers. This investment will also strengthen business continuity assurance for our essential operations.
- Putting in place new contractual arrangements for the core of our vehicle fleet, which have generated revenue savings and more environmentally-friendly working practices and implementing an overall replacement programme for all vehicles.
- Working with partners across East Lancashire to negotiate contracts for the supply of agency staff which will reduce costs and speed up the sourcing of staff when required.

Over the next few years, this corporate plan indicates significantly changed demands in these resource areas, in particular:

- The need to establish and reduce our carbon footprint and operate in more environmentally friendly and energy-efficient ways.
- The need to re-engineer the way we do things, supported by more effective IT systems, so that we can both provide more effective customer service and free up resources for investment in our priorities.

Section Seven

Organising ourselves to deliver our priorities

Council Members

If we are to deliver the important projects outlined elsewhere in this plan then we need to organise ourselves and manage our business effectively. On a political level, the Council is organised as **set out in the diagram on the following page. Diagram to follow.**

This structure comprises a number of strands:

- The Full Council which sets the policy framework and makes major decisions such as setting the levels of Council Tax.
- The Cabinet which makes most of the decisions about the day-to-day operation of services. It currently comprises the Leader of the Council and five other members called portfolio holders each of whom is responsible for a range of services aligned with the Council's priorities.
- Community Engagement bodies. These bodies allow the Council to engage with people locally as part of a two-way dialogue.
- Regulatory bodies which control activities such as the development of land in the borough, the licensing of taxis and the sale of alcohol. However, there are a range of internal regulatory functions concerned with standards of conduct, the controlled environment and the Council's accounts.
- Overview and Scrutiny bodies. These bodies review proposals for new Council policies along with the Council's performance. They also make proposals for how to improve the working of the Cabinet.
- Other bodies are set up by the Council and other councils from time-to-time in order to oversee joint projects.

All of these bodies meet in public, unless they are discussing matters which are confidential (for example staffing issues). Meetings are held in the evening and, with the exception of Area Forums, are usually held at Hardman's Mill in Rawtenstall. Details of the time, venue and agenda for all meetings are published on the Council's website (www.rossendale.gov.uk/meetings).

Council Staff

It would not be practical for councillors to directly manage all our services and for that reason the Council employs staff and contractors to deliver the various services for which we are responsible. We organise these staff under the leadership of the Chief Executive.

At the time of writing, changes are being made to the Council management structure in order to focus more clearly on work in and with communities and this is reflected in the diagram on page XX.

Council staff are responsible for advising Councillors on policy issues and the decisions that are necessary to implement the Council's policies. In order to ensure that the Council's business can be carried out as efficiently as possible, the vast majority of day-to-day

decisions are taken by council officers, including the issuing of licences and the vast majority of planning applications in circumstances which are not controversial.

The Council's constitution (its internal rule book) sets out who is able to make particular decisions within the Council. The Constitution can be viewed on the Council's website. Some of the Council's staff, such as the Executive Director of Business, have specific legal duties to ensure that the Council takes decisions in a properly informed way and is fully aware of the implications of any decisions which it takes. Councillors have to listen carefully to the advice given by these officers and properly consider it before making decisions.

Each of the various service areas within the Council produces an annual business plan which demonstrates how it is going to contribute to delivering the Council's priorities for the coming year. These plans are all available on the Council's website.

Diagram of Council's Committee Structures to follow

Diagram of Organisational Structure to follow

Section 8

Managing our Performance/Rossendale Performance 2207/2008

The Council's Performance

Performance Management is a high priority in Rossendale. The Council is committed to improving on an on-going basis how it operates and to improve the services it delivers to the people who live in, work in and visit Rossendale.

How we manage performance

To help us do this we have a 'Performance Management Framework'. The purpose of this framework is to allow us to regularly keep track of how we are performing and see if we are actually achieving our ambitions and improving our services on the ground.

The Council is working to instil this ethos amongst its staff and partners – to bring about a culture of high performance in everything that the Council does.

Rossendale's Performance Management Framework

Within the Council, the main planning document is the Corporate Plan, and this is the backbone for the Performance Management Framework. This sets out what the Council will do over a three-year period in order to improve services and satisfy community priorities. It shows the actions that the Council intends to take and by when.

Supporting the delivery of the Corporate Plan are the comprehensive business plans for the Council's 'Business' and 'Place' directorates, supplemented by business plans for 'Finance' and 'People & Policy'.

Each of these business plans clearly show what they will deliver over a three year period, and how each function of the Council will contribute to the priorities and targets contained in the delivery plan of the Sustainable Community Strategy and those of the Local Area Agreement for Lancashire.

At a day-to-day or operational level, various 'Action Plans' are set by teams within the Council. These action plans show how specific targets and projects will be achieved and contribute to the overall business plan.

All Council staff have a Personal Development Interview. This enables staff to see how their contributions link to the 'bigger picture' by giving staff personal objectives and targets and ensuring that they have the necessary skills and experience to achieve them.

How all these levels of planning come together is illustrated through 'Rossendale's Golden Thread'.

Rossendale Council's Golden Thread

The 'Golden Thread' is a term that is used in local government to describe a clear flow of information from national priorities for improvement through to regional and local plans for improvement.

Having a strong 'Golden Thread' in place is important, as it shows how each level of planning and action contributes to the next level. It also makes clear to Council staff how their jobs contribute towards achieving Rossendale 'Community Priorities'.

The diagram below describes how we make this work in Rossendale.



Improving the Council's data and information to support decision making

Effective performance management is based upon the use of accurate and reliable data and information. This is used to help us to make decisions about how we can most effectively manage the services we provide, and also to account for their performance.

The Council is committed to using better quality data, on which it bases its decisions and policies, by adopting, voluntarily, best practice, and has set out how it will do this in the **'Council's Performance Management and Data Quality Strategy'**.

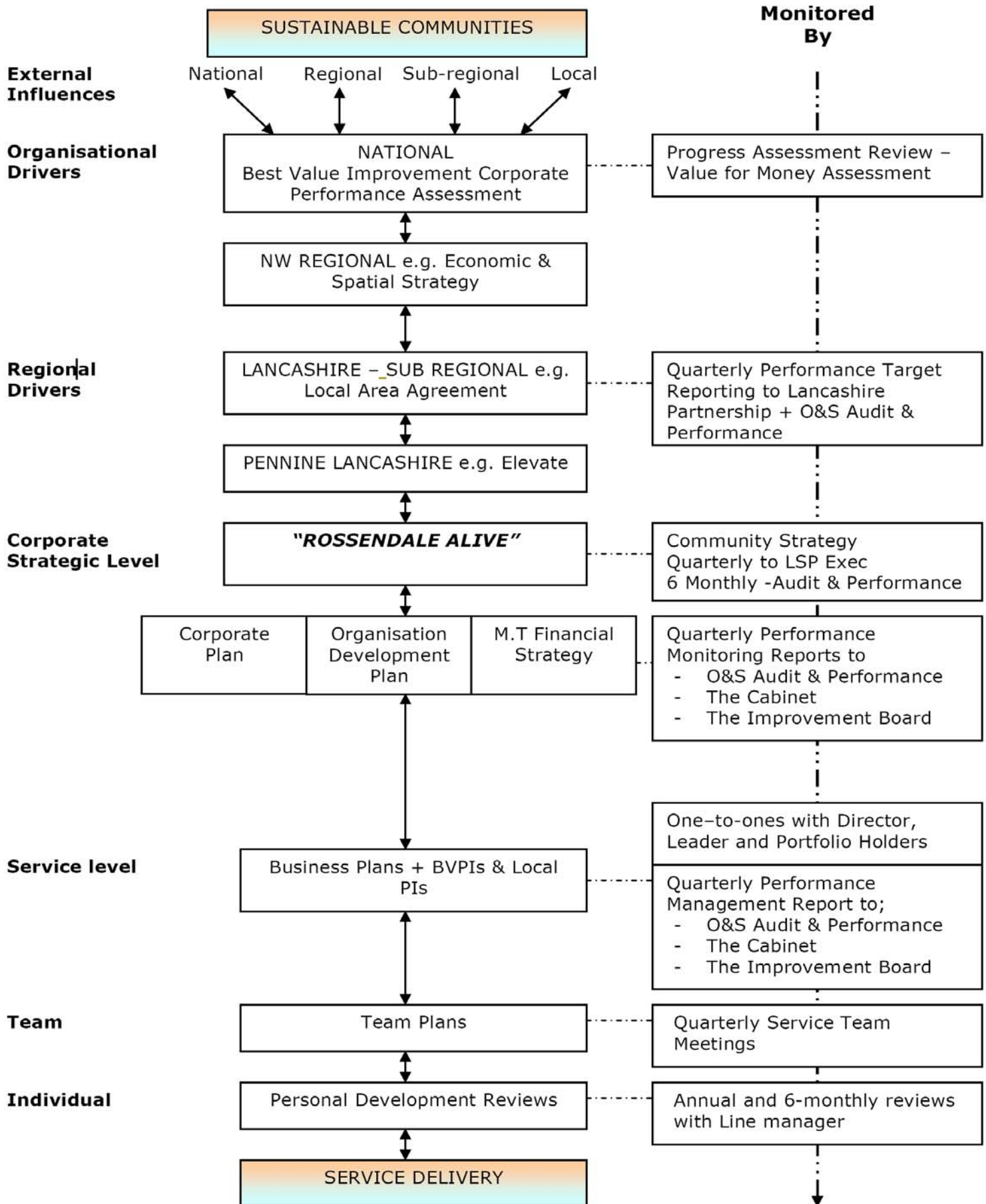
This strategy, which is available on the Council's web-site, sets out our standards and objectives for data quality, together with the roles and responsibilities of staff, managers and Members in achieving these standards. It also shows how we will support staff in achieving these standards and how we aim to continually improve the quality of the Council's data and information.

The strategy is supported by an action plan that will also help the Council to ensure it continues to get quality data and put controls in place for the use of that data.

This provides a framework of management standards encompassing:

- The governance of data quality.
- The policies and procedures for data recording and reporting.
- The systems and processes in place to secure data quality.
- The knowledge, skills and capacity of staff to achieve the data quality objectives.
- The arrangements and controls in place for the use of the data.

ROSSENDALE'S PERFORMANCE MANAGEMENT FRAMEWORK



How have we performed?

The Government requires all Councils to collect a range of performance indicators determined by them that cover areas of the Council's activity such as waste collection, planning and housing benefits. These are called Best Value Performance Indicators (BVPI's) and are simply a way of measuring how the Council is performing compared to previous years and other similar councils in the country.

We also keep careful track of how we perform by monitoring several other measures of our performance. For example, our key success indicators, which are local targets related to areas of high priority for the Council. We also monitor the effective completion of projects and actions contained in the Council's Corporate Plan and the Council's nine Business Plans.

By doing this we have a rounded view of how the Council is performing in achieving the priorities and objectives it has set itself and this is what we mean by 'Performance Management'.

Monitoring our performance demonstrates that during 2007 – 2008 we have continued to improve in most of our priority areas. Whilst we recognise that there are still areas that need improvement, the Council can be proud that we have continued to build upon our successes and can demonstrate year-on-year improvement over a four year period.

Best Value Performance Indicators

Our BVPIs show that Rossendale Borough Council is generally continuing to improve its performance year-on-year. During 2007/8, a total of 69 BVPIs were collected, monitored and reported upon using the Council's Performance System - Covalent. When we evaluate our performance indicators we look at the following three things:

- Have we achieved the targets which we have set ourselves?
- Have we improved against the previous year(s)?
- Where do our results rank nationally?*

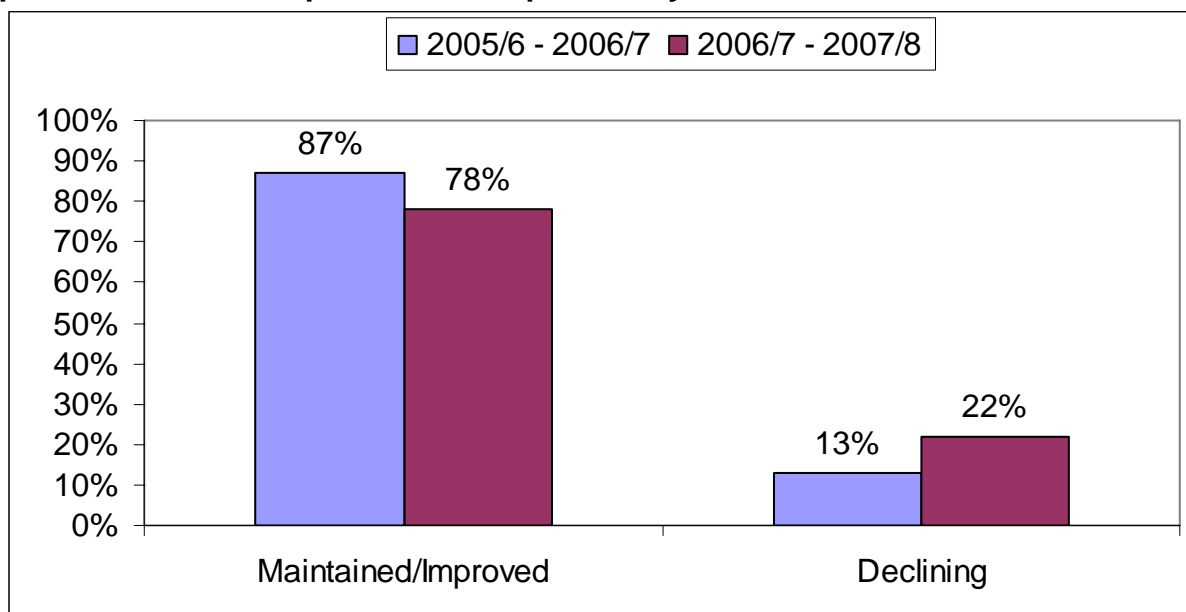
* We can only do this by looking at which of the 4 quartiles (top, bottom, 2nd or 3rd) we would have been in, based on the performance indicators published by every council in the previous year.

Are we improving?

Our BVPIs for 2007/08 compared to 2006/07 show that the Council is moving in the right direction i.e. improving generally.

Legend		Status	BEST VALUE PERFORMANCE INDICATORS (BVPIs)		LANCASHIRE LOCAL AREA AGREEMENT (LAA) INDICATORS	
			No	%	No	%
Improving	↑	The performance indicator has maintained or improved it's position from 2006/7	46	78%	8	100%
Declining	↓	The performance indicator has declined in position from 2006/7	13	22%	0	0%
Contextual			10			
2007/8 Total			69		13*	

Figure 1 – Number of indicators which have improved, maintained or fallen in performance in comparison to the previous year.



Have we achieved our target?

Each Head of Service is responsible for setting annual targets for the next three years for all performance indicators that lie within their service area. The table and graph below shows that at the end of 2007/8, the Council reached or exceeded 42 (74%) of our BVPI targets.





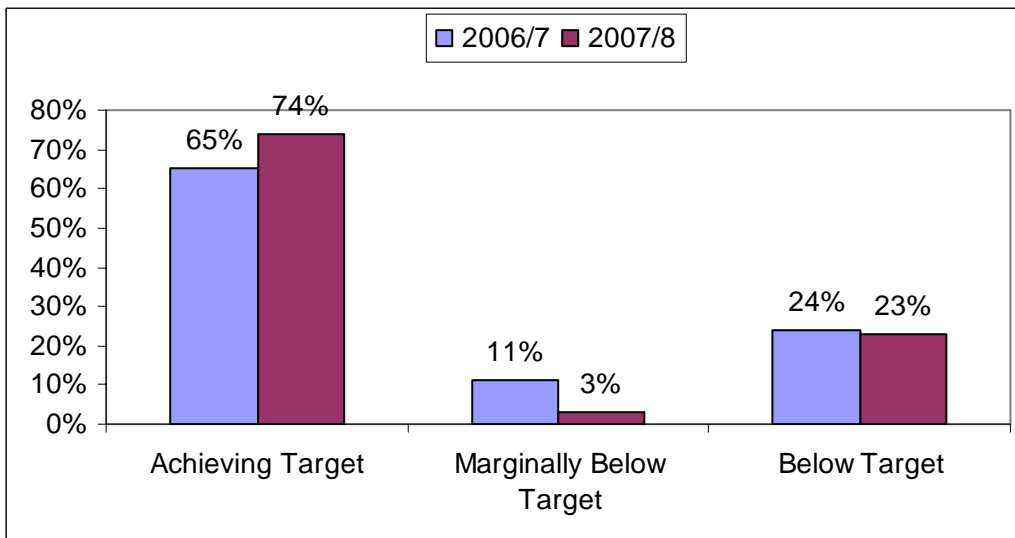
Legend		Status	BEST VALUE PERFORMANCE INDICATORS (BVPI's)		LANCASHIRE LOCAL AREA AGREEMENT (LAA) INDICATORS	
			No	%	No	%
On Target		The performance indicator has achieved or exceeded its end of year target	42	74%	7	87.5%
Marginally Below Target		The performance indicator is currently 5% or less from achieving its target	2	3%	0	0%
Below Target		The performance indicator is currently more than 5% off achieving its target	13	23%	1	12.5%
Contextual		Not measured against a target	12			
2007/8 Total			69		13*	

Figure 2 – Indicators which were above or below their target for 2007/08 compared with 2006/07



We do have a number of BVPIs that are not showing improvement but we have action plans in place to improve each of these indicators. The Council is committed to carefully monitoring these under-performing BVPIs over the following year.

Quartile Positions

Each year, the Audit Commission analyses every councils performance against each performance indicator. Each indicator is assessed in comparison to that of other councils and given a 'quartile' position.

The quartile positions for 2006/7 were not published by the Audit Commission until December 2007, therefore we cannot expect 2007/8 quartile positions to be available until late 2008.

In 2006/7, a total of 78 BVPIs were assigned quartile positions. Of these 78:

- 16 or 28% are in the top quartile compared with 15 or 21% in 2005/6.
- 10 or 17% are in the 2nd quartile compared with 13 or 18% in 2005/6.
- 14 or 24% are in the 3rd quartile compared with 19 or 26% in 2005/6.
- 18 or 31% are in the bottom quartile compared with 20 or 27% in 2005/6.

Corporate Improvement Plan – Completion of Actions

Each year the Council sets out in its corporate plan a series of actions or projects that it intends to effectively complete, together with target dates for completion. We show this in Section 4 - “What People can expect to get better and by when?”




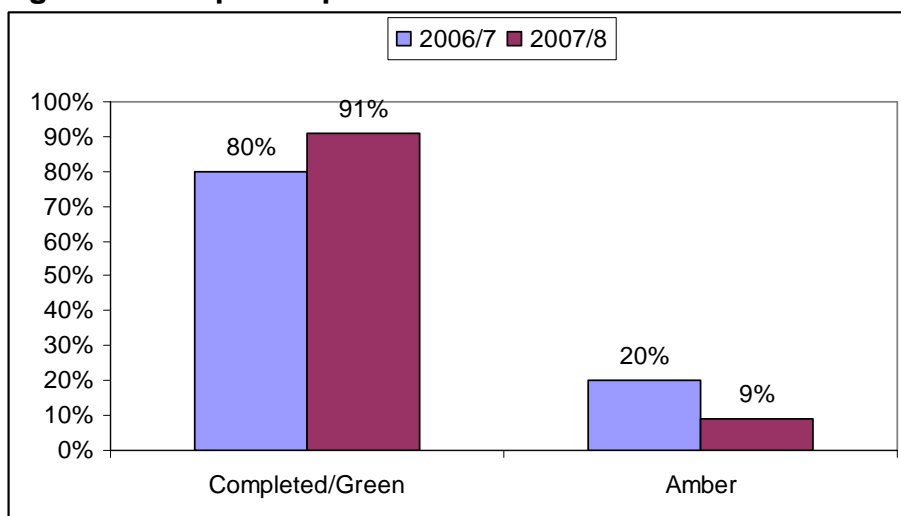
Corporate Plan Actions			
Legend	Status	No	%
	Project Completed	38	84%
Green 	Project on track, no substantial issues or risks which require action from the Council's Programme Board	3	7%
Amber 	Some issues or risks which require action from the Council's Programme Board to keep the project on track	4	9%
Red 	Project in jeopardy – serious issues or risks needing urgent action	0	0%
	Total number of actions	45	

Figure 3 – Corporate plan actions 2007/8



Evaluation of the effective completion of actions and projects that we said we would complete in last years Corporate Improvement Plan for 2007-10, shows that of the 45 actions with a due date before Sept 2008 - 41 (91%) of the actions have been fully completed or are on track to complete by the due date. A further four actions (9%) have not been fully completed, but a revised deadline has been agreed and these actions will be carried over into our new work programme.

The Council's Risks

Refer to Section 5 on Risks.

Rossendale's Performance in 2006/7 – Best Value Performance Indicators

The following pages provide a detailed overview of our current performance against the full range of Best Value Performance Indicators collected by the Council, together with the targets we have set ourselves for achievement within the next three years.

LEGEND

 Top Quartile

 3rd Quartile

 2nd Quartile

 Bottom Quartile

BVPI Code	BVPI Title	2006/7 Top Quartile of all English Councils	Direction of Travel	RBC 2006/7 Outturn	RBC 2007/8 Outturn	RBC 2007/8 Target	Target Achieved?	RBC 2008/9	RBC 2009/10	RBC 2010/11
CORPORATE HEALTH										
BV 2a	Equality Standard for Local Government			level 2	level 3	level 2		level 3	level 4	level 4
BV 2b	Duty to Promote Race Equality	84		58%	58%	68%		No longer being collected		
BV8	Percentage of invoices paid on time	97		76.37%	95.87%	95.00%		97.50%	97.50%	97.50%
BV 9	Percentage of Council Tax collected	98.48%		96.84%	97.20%	97.00%		98.00%	Subject to individual contractual obligation	
BV 10	Percentage of non-domestic rates collected	99.30%		98.80%	98.81%	98.80%		97.50%	Subject to individual contractual obligation	
BV 11a	Top 5% earners: women	43.56%		60.24%	54.50%	50.00%		No longer being collected		
BV 11b	Top 5% earner: minority ethnic communities	4.53%		0.00%	0.00%	0.75%		No longer being collected		
BV 11c	Top 5% earners: with a disability	5.49%		10.04%	0.00%	7.84%		No longer being collected		
BV 12	Working days lost due to sickness absence	8.09 days		6.96 days	8.70 days	8.0 days		8.50 days	8.00 days	7.50 days
BV 14	Percentage of early retirements	0.18%		3.43%	0.54%	2.00%		No longer being collected		
BV 15	Percentage of ill health retirements	0.00%		0.00%	0.00%	0.33%		No longer being collected		
BV 16a	Percentage of employees with a disability	4.43%		5.71%	5.12%	4.37%		6.00%	6.25%	6.50%
BV 16b	Percentage of economically active disabled community population		Contextual	17.90%	17.90%	17.90%		No longer being collected		

BVPI Code	BVPI Title	2006/7 Top Quartile of all English Councils	Direction of Travel	RBC 2006/7 Outturn	RBC 2007/8 Outturn	RBC 2007/8 Target	Target Achieved?	RBC 2008/9	RBC 2009/10	RBC 2010/11
BV 17a	Percentage of black and ethnic minority employees	5.2%		2.4%	2.3%	2.0%		2.50%	2.50%	3.00%
BV 156	Buildings accessible to people with a disability			93.00%	79.00%	98.00%		99.00%	100.00%	100.00%
HOUSING										
BV 64	Number of private sector dwellings returned into occupation	95		35	40	40		45	50	
BV 183b	Length of stay in temporary accommodation – Hostel	0.00 weeks		0.00 weeks	4.71 weeks	3.00 weeks		2.00	1.00	
BV 202	Number of Rough Sleepers	0		0	0	0		0	0	
BV 213	Housing Advice Service: Preventing Homelessness	5		1	2	1		2	2	
HOUSING BENEFIT & COUNCIL TAX BENEFIT										
BV 76b	Housing Benefit Security – Number of investigators per 1000 caseload		Contextual	0.23	0.28	0.33		No longer being collected		
BV 76c	Housing Benefit Security – Number of investigations per 1000 caseload		Contextual	33.85	33.53	30.00		No longer being collected		
BV 76d	Housing Benefit Security – Number of prosecutions and sanctions per 1000 caseload		Contextual	7.45	7.29	7.00		No longer being collected		
BV 78a	Speed of processing new claim to HB/CTB	24.5		37.6	25.8	29.0		20.0	Subject to individual contractual obligation	
BV 78b	Speed of processing changes of circumstances to HB/CTB	7.8		19.3	14.4	16.0		No longer being collected		
BV 79a	Accuracy of HB/CTB claims	99.20%		97.40%	97.80%	99.50%		No longer being collected		

BVPI Code	BVPI Title	2006/7 Top Quartile of all English Councils	Direction of Travel	RBC 2006/7 Outturn	RBC 2007/8 Outturn	RBC 2007/8 Target	Target Achieved?	RBC 2008/9	RBC 2009/10	RBC 2010/11
BV 79b i	Overpayments recovered as % of all HB overpayments	80.61%		76.50%	89.17%	75.00%		90.00%	Subject to individual contractual obligation	
BV 79b ii	Percentage of recoverable overpayments recovered (HB)	38.38%		27.30%	40.60%	57.00%		60.00%	Subject to individual contractual obligation	
Bv 79b iii	Accuracy of recovering overpayments - Housing Benefit (HB) overpayments written off		Contextual	25.49%	4.63%	8.00%		No longer being collected		
WASTE & CLEANLINESS										
BV 199a	Local street and environmental cleanliness - Litter and Detritus	7.0%		12.0%	10.5%	12.0%		Will form part of NI 195		
BV 199b	Local street and environmental cleanliness - Graffiti	1		1%	1%	1%		1%	1%	1%
BV 199c	Local street and environmental cleanliness - Fly-posting	0		1%	0%	1%		1%	1%	1%
BV 199d	Local street and environmental cleanliness - Fly-tipping	1		3	3	3		3	2	2
BV 82a i	Percentage of household waste recycled	22.88%		21.59%	26.07%	24.50%		26.50%	27.50%	28.50%
BV 82a ii	Tonnage of household waste recycled	16862.25		5333.55	63339.89	5900.25		No longer being collected		
BV 82b i	Percentage of household waste composted	15.53%		7.31%	8.21%	6.20%		7.50%	7.50%	8.50%
BV 82b ii	Tonnage of Household waste composted	10795.86		1805.78	1956.76	1540.37		No longer being collected		
BV 84a	Household Waste Collection: kilograms	395.0 kgs		374.9 kgs	360.7 kgs	378.0 kgs		378 kgs	378 kgs	378 kgs
BV 84b	Household Waste Collection: % change	-1.78%		-0.55%	-2.68%	0.00%		No longer being collected		

BVPI Code	BVPI Title	2006/7 Top Quartile of all English Councils	Direction of Travel	RBC 2006/7 Outturn	RBC 2007/8 Outturn	RBC 2007/8 Target	Target Achieved?	RBC 2008/9	RBC 2009/10	RBC 2010/11
BV 86	Cost of household waste collection per household	42.04		£38.80	£45.35	£50.00		£50.00	£50.00	£50.00
BV 91a	Kerbside Collection of Recyclables: one recyclables	100.0%		95.0%	95.5%	95.0%		No longer being collected		
BV 91 b	Kerbside Collection of Recyclables: two recyclables	100.0%		95.0%	95.5%	95.0%		No longer being collected		
ENVIRONMENT & ENVIRONMENTAL HEALTH										
BV 166a	Environmental health checklist of best practice	100.0%		100.0%	100.0%	95.0%		97.0%	100.0%	100.0%
BV 216a	Remediation of Contaminated Land		Contextual	444	425	440		No longer being collected		
BV 216b	Information on Contaminated Land	10		3%	3%	1%		3%	3%	3%
BV 217	Pollution Control Improvements	100%		100%	92%	90%		90%	90%	90%
BV 218a	Abandoned Vehicles - Investigation	98.55%		100.00%	100.00%	98.00%		98.00%	99.50%	99.50%
BV 218b	Abandoned Vehicles - Removal	97.87%		95.00%	100.00%	98.00%		100.00%	100.00%	100.00%
PLANNING										
BV 106	New homes on previously developed land	96.92%		31.58%	44.20%	50.00%		55.00%	60.00%	
BV 109a	Planning applications: Major applications	80.65%		58.33%	65.22%	60.00%		65.00%	68.00%	68.00%
BV 109b	Planning applications: Minor applications	83.38%		77.77%	85.71%	78.00%		80.00%	85.00%	85.00%

BVPI Code	BVPI Title	2006/7 Top Quartile of all English Councils	Direction of Travel	RBC 2006/7 Outturn	RBC 2007/8 Outturn	RBC 2007/8 Target	Target Achieved?	RBC 2008/9	RBC 2009/10	RBC 2010/11
BV 109c	Planning applications: 'Other' applications	92.46%		90.74%	94.31%	80.00%		85.00%	90.00%	90.00%
BV 200a	Plan Making – Development Plan		Contextual	Yes	Yes	Yes		Yes	Yes	Yes
BV 200b	Plan Making - Milestones		Contextual	Yes	Yes	Yes		Yes	Yes	Yes
BV 204	Planning Appeals	25.6		36.4%	34.6%	30.0%		25.0%	20.0%	20.0%
BV 205	'Quality of Planning Services' Checklist	100.0%		88.9%	88.9%	100.0%		100.0%	100.0%	100.0%
BV 219b	Conservation Areas - Character Appraisals	43.63%	Contextual	0.00%	50.00%	25.00%		50.00%	75.00%	
CULTURE & RELATED SERVICES										
BV 170a	Visits to/usage of museums per 1000 population	1067		167	152	175		175	182	187
BV 170b	Visits to museums in person per 1000 population	620		167	151	174		174	180	187
BV 170c	Visits to museums & galleries by pupils in organised groups	8866		708	612	743		743	773	803
COMMUNITY SAFETY & WELL-BEING										
BV 126	Domestic burglaries per 1000 household	5.8		9.2	8.9	10.2		No longer being collected		
BV 127a	Violent Crime per 1000 population	13.1		14.8	15.7	18		No longer being collected		
BV 127b	Robberies per 1000 population	0.3		0.4	0.3	0.5		No longer being collected		
BV 128	Vehicle crimes per 1000 population	7.0		11.0	8.3	13.9		No longer being collected		
BV 174	Racial incidents per 100,000		Contextual	1.00	1.00	5.00		3.00	3.00	

	population		al							
BVPI Code	BVPI Title	2006/7 Top Quartile of all English Councils	Direction of Travel	RBC 2006/7 Outturn	RBC 2007/8 Outturn	RBC 2007/8 Target	Target Achieved?	RBC 2008/9	RBC 2009/10	RBC 2010/11
BV 175	Racial incidents with further action	100.00%		100.00%	100.00%	90.00%		100.00%	100.00%	
BV 225	Actions against Domestic Violence			45.0%	45.0%	45.0%		No longer being collected		
BV 226a	Advice and Guidance Services: Total Expenditure		Contextual	£225,043	£149,849	£241,418		No longer being collected		
BV 226b	Advice and Guidance Services: CLS Quality Mark			31.71%	51.00%	30.00%		No longer being collected		
BV 226c	Advice and Guidance Services: Direct Provision		Contextual	£20,169	£12,000	£23,000		No longer being collected		