Encouraging healthy and respectful communities

A healthy lifestyle is important to the quality of life for all residents/communities. The health of people in Rossendale is generally worse than, or similar to, the England average. Respecting the difference within communities is a vital element of a strong and health community. Our focus about building better relationships between people and about recognising and respecting differences. We are working to achieve the following outcomes for our customers and communities:

5.1   People living longer.
5.2   Increased physical activity.
5.3   Respectful communities that get on well together.

Measures and Targets:

- Maintain the number of racial incidents recorded per 1,000 population to less than three.
- Increase the participation of 30 minutes of moderate activity at lease three times a week to over 22.2%.
- Increase the percentage of adults satisfied with sport provision in their area to over 58%.

→ ## Outcome 5.1 People living longer
Key Actions & Projects:

- Deliver a programme of health and wellbeing activities.
- Review of the Disabled and Disability Adaptation Service.
- Promote a range of summer fun activities, underpinned by health promotion, delivered by partners through the Council newspaper.
- Undertake a review of the Council's Leisure facilities with a view to developing sustainable Leisure facilities.

→ ## Outcome 5.2 Increased physical activity
Key Actions & Projects:

- Fund two play coordinators to promote play activities and run work shops within our rural areas.
- Improve the playground at Hill Street, Crawshawbooth.
- Respond to the recommendations of the Leisure Review.
- Working in partnership deliver targeted and innovative programmes aimed at increasing participation in sport.
- Endeavour to identify a private investor for Ski Rossendale.

→ ## Outcome 5.3 Respectful communities that get on well together
Key Actions & Projects:

- Support a range of actions to reduce crime via the development of a Community Safety Plan.
- Encourage open communication and a shared understanding of issues and resolutions in our communities through the revitalisation of the Neighbourhood Forums and development of our Community Cohesion action plan.
- Refresh COMPACT, Rossendale's agreement between the voluntary, community, faith and public sector partners.
- Delivery of the Streetwise Project which engages with primary aged children on community safety issues.
- Develop an Allotments Policy and action plan for better management and development of existing and proposed allotments.
- Support the STAR Centre, Rossendale's dedicated Domestic Abuse Service.

Providing value for money services

The Council is committed to developing high quality value for money services.
We are working to achieve the following outcomes for our customers and communities:
6.1   Effective financial management.
6.2   Councillors that can respond effectively to their communities.
6.3   Delivery of value for money and high performing services.

Measures and Targets:

- Keep the cost of household waste collection per household below £50.

- Increase the percentage of Council Tax Rates collected to 97.8%.

- Maintain the percentage of non domestic rates collected to over 97.5%.

- Increase the amount of creditors paid within 30 days to over 97.5%.

- Reduce average debtor days to 80 days.

- Ensure that 100% of elected Councillors have a Personal Development Plan in place.

- Maintain sickness absence in top quartile performance for District Council's.

→ OUTCOME 6.1 Effective financial management
Key Actions & Projects:

- Development of a 1st draft of Rossendale's Cultural Strategy.

- Deliver a revised Accommodation Plan suitable for the Council's accommodation needs.

- Ensure that grants to voluntary and community organisations are delivering value for money and are effectively performance managed to meet targets and outputs.

- Continue to identify cost saving for the refuse collection service to invest in other Council priorities and deliver more cost effective services.

→ Outcome 6.2 Councillors that can respond effectively to their communities
Key Actions & Projects:

- Provision of training and building up relationships with Councillors and Portfolio Holders to ensure Councillors are aware of planning and probity issues.

- Promote the service provided by Councillors to residents including how to get in contact with your Councillor.

- Deliver an organisational development plan which meets the training needs of Councillors.

- Deliver an annual Consultation Event.

- Lobby the County Council to improve grass cutting, weed clearance and tree maintenance in our role as Community Leader.

→ Outcome 6.3 Delivery of value for money and high performing services
Key Actions & Projects:

- Development or refurbishment of key Regeneration and Employment Sites and Premises within Rossendale.

- Review mobile working for Licensing and Environmental Health, investigating whether service delivery can be improved for licensing and environmental health through reviewing mobile working units.

- Undertake a review of the Pest Control contract.

- Undertake a review of the Homelessness Service.

Section 8

Corporate Risk Management

Corporate Risk Management

Managing Risk

This section identifies our major strategic corporate risks that could stop us meeting the needs and priorities of local people - we call these risks our Corporate Risk Register.

Our Corporate Risk Register identifies the strategic risks identified in our business plans and any other corporate strategic risks. The risk register shows the risks that we can influence and control as well as the risks that we cannot control but still need to aware of and seek to influence.

Other risks not shown in the corporate risk register are managed through a combination of business plans and the operational register process.

Risk Matrix

Having identified our corporate risks we need to identify which risks it is most important to focus on - we do this by use a risk matrix to score each risk and highlight the most important risks.

The risk matrix shown below has been developed with our partners Zurich. Each risk is classified according to two factors:

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

Those show as red according to the risk matrix are clearly the most serious and those classified as green are less important.
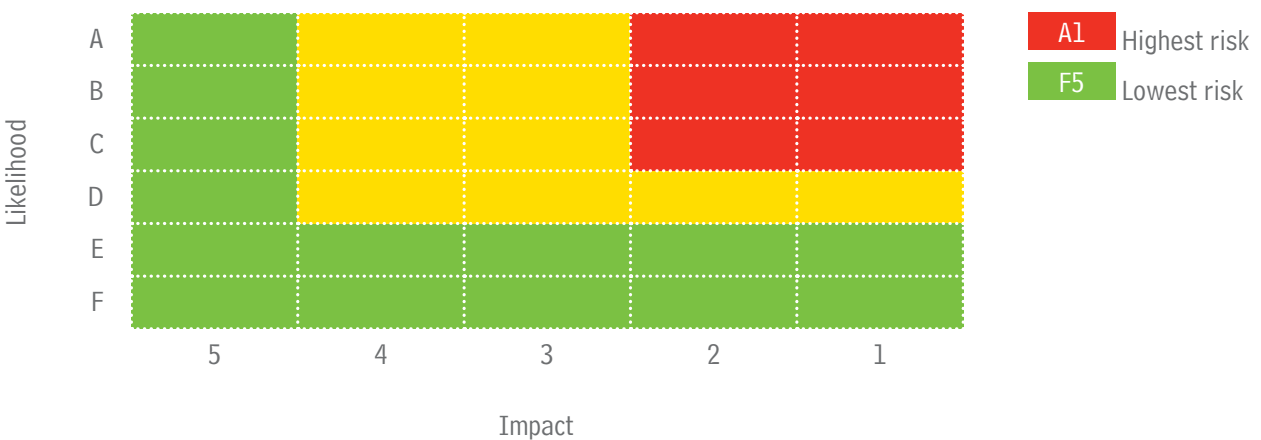
Corporate Risk Register

The risk register published on the following pages shows the actions we currently have in place to manage particular risks, the further action we will take if the current measures are not sufficient and the impact that the risk will have on our Business Plans if we cannot successfully manage or mitigate the risk.

The risk register also shows how we are aiming to reduce the seriousness of the risks over time.

Each risk has been allocated a unique reference number based on the service area with which the risk belongs. The codes for each service area are as follows:

Cmt	Communities
CS&ICT	Customer Services & ICT
Rg	Regeneration
C&MS	Committee and Member Services
Plan	Planning
BC	Building Control
EH	Environmental Health Service
Op	Operations
Res	Resources
Elec	Elections

Each risk has also been categorised according to the corporate priority that it most closely relates to. However, in some instances the risk will cut across other corporate priorities.

Risk Register

Delivering quality services to our customers

Ref.	Risk	Category	Original Risk Score	Actions in Place	Current Risk Score	Further Actions	Target Risk Score	Impact on Business Plan Actions
EH 1	Business continuity through loss of key staff.	Operational & Reputational	B2	Transfer knowledge and information to staff. Continuity Planning arrangements developed. Succession planning strategies in place. Robust organisational development & learning opportunities in place.	B2		B5	Inability to operate.

Delivering regeneration across the Borough

Ref.	Risk	Category	Original Risk Score	Actions in Place	Current Risk Score	Further Actions	Target Risk Score	Impact on Business Plan Actions
Plan 1	Delivery of the Local Development Framework.	Regulatory / legal	C2	Local Development Scheme in place and Core Strategy being prepared.	C2	Regularly review progress.	D2	Housing Planning Delivery Grant not maximised / regeneration impact on delay.
Plan 2	Delivery of affordable housing.	Regulatory	C2	Interim policy in place to ensure the delivery of affordable housing.	C2	Regular review.	D3	Targets not reached and provision for residents reduced.

Risk Register (continued)

Ref.	Risk	Category	Original Risk Score	Actions in Place	Current Risk Score	Further Actions	Target Risk Score	Impact on Business Plan Actions
Delivering regeneration across the Borough								
Rg 6	Significant reduction in Housing Market Renewal resources.	Financial	C2	There is flexibility within the team to accommodate this in terms of delivery. However, there remains significant subsequent impact from the loss of revenue through the Housing Market Renewal programme. Ensure that Elevate Board are fully informed as to the programme and Neighborhood Management priorities.	C2	Other funding streams may be used to support the costs of those team members funded through Housing Market Renewal.	D2	The number of properties improved and environmental schemes would be significantly reduced potentially leading to a loss of confidence in the Housing Market Renewal programme.
Rg 1	Continued national economic decline has a negative impact on Council and private sector regeneration plans and aspirations.	Financial	B1	Ongoing monitoring of trends nationally, regionally and locally. Regular contact with private sector investors and developers. Ongoing work to publicise regeneration initiatives and support and 'talking up' the Borough's economic prospects. Business grants programme being piloted and better links established with business support and advice services. Lancashire County Developments Ltd involved in discussions about site acquisition.	B1	Continue to manage public expectations. Individual regeneration projects amended to respond to the economic climate. Further promotion of business support services in particular Business Link services in Rossendale. Explore funding opportunities provided through the Multi Area Agreement to acquire/ develop sites.	C1	Difficulty in delivering public and private sector regeneration initiatives e.g. Valley Centre. Lack of developer in Rossendale's key sites has an impact on the Borough's contribution to the Regional Spatial Economic Development Strategy.

Risk Register (continued)

Keeping our Borough clean, green and safe

Ref.	Risk	Category	Original Risk Score	Actions in Place	Current Risk Score	Further Actions	Target Risk Score	Impact on Business Plan Actions
Op 1	Impact of legislative changes regarding reclassification of waste on strategic recycling and division targets.	Operational/ Financial/ Reputational	D3	A Waste Reduction Strategy for Rossendale Council is currently being drafted. In addition a new waste strategy infrastructure is being developed through Lancashire County Council which will further reduce Lancashire's reliance on landfill.	D3	Work with the Lancashire Waste Partnership on increasing recycling opportunities.	E3	Waste reduction targets will fail to be met.
Op 2	The cost of implementing the Health and Safety Action Plan against the management of customer expectations.	Reputation	B2	Program of phased approach to the delivery of action plan combined with robust communications plan.	B2	Consider alternative methods of collection.	D3	Risks associated with operational activities increase.
Op 3	The cost of meeting the requirements of the Landfill Directive.	Operational / Financial / Reputational	E1	A waste reduction strategy for Rossendale County is currently being drafted. In addition a new waste infrastructure is being developed through Lancashire County Council which will further reduce Lancashire's reliance on Landfill.	E1	Work with the Lancashire Waste Partnership on increasing recycling opportunities.	E3	Failure to meet waste reduction targets.

Risk Register (continued)

Providing value for money services

Ref.	Risk	Category	Original Risk Score	Actions in Place	Current Risk Score	Further Actions	Target Risk Score	Impact on Business Plan Actions
Res 3	Failure to rationalise accommodation.	Reputational & Financial	C2	Accommodation project working group established and delivering the project.	C2	Seek and explore alternative opportunities.	E2	Potential risk to service provision.
Res 5	The Council does not achieve the financial savings identified in the Medium Term Financial Strategy which are necessary to deliver its priorities within a balanced budget.	Financial	C2	Councillors and Officers are aware of the efficiency targets required by Council.	C2	A number of key projects have been identified to deliver efficiencies.	D2	Corporate priorities are either not achieved or are delayed.
BC 1	Not achieving self financing status within the Building Control service function after three year accounting period.	Financial	A2	Disestablish technical post; explore and engage in partnership working to generate income.	D3	Review financial position quarterly with accounts manager.	E3	Unable to deliver effective function.
Rg 5 Rg 8	Failure of partners and contractors to deliver against specified outcomes and standards.	Financial/ Reputational/ Operational	D1	Regular meetings are established to monitor performance. Any issues are identified at an early stage and appropriate actions agreed. Monitoring the partnership register. Upholding existing contractual arrangement.	D3	Use of enforcement measures as appropriate. Enhanced scrutiny of performance. Review of governance arrangements.	F4	Consider alternative ways of delivering the services.
Cmt 2	Failure to deliver the outcomes of the Leisure Review.	Reputational & Financial	D2	Service Development Officer - Culture allocated to manage development.	D2	Key partnerships developed to support the completion of the leisure strategy.	E2	Poor reputation of the Council. Lack of resources to deliver other corporate priorities.

Risk Register (continued)

Ref.	Risk	Category	Original Risk Score	Actions in Place	Current Risk Score	Further Actions	Target Risk Score	Impact on Business Plan Actions
CS&ICT 1	Data / Information security.	Financial/ Reputational	A1	Rossendale is currently working to implement the data standards as prescribed by Government Connect. All data security is currently maintained and managed by a combination of business processes and individual management control. Rossendale is going to provide a technical solution that will protect all Council data/information and meet the restricted data requirements.	A1	Corporate rollout of encryption software for all laptops.\n\nImplementation of centralised port blocking software.\n\nEmployee/Councillor briefing sessions to explain the new information security standards.	C1	Failure to implement will result in Rossendale not being able to access Department of Work and Pensions information that is required to deliver both Revenue and Benefits Service.
Res 6	Litigation.	Regulatory/Legal	E1	Use barrister/solicitor opinion as appropriate.	F3	Training and appropriate support of managers.	F3	Incur costs which impacts on Council priorities.
Res 7	Payment of Payroll.	Reputational/ Regulatory/Legal	E3	IT & Finance Continuity Plans in place. Staff Development.	F2	Explore partnership working linked to workforce planning strategies.	F5	Employees not getting paid results in poor reputation and falling morale.
Res 8	Unmanaged Open Space and Land.	Regulatory/ Reputational/ Financial/Legal	C2	All land identified and populated in the Council's Asset Management System All organised events are risk assessed and advised by the Council's "Events Safety Advisory Group."	C2	The Council is looking to formulate a strategic approach to the management of Open Space.	D2	This area has a direct impact on the Council's priorities "Safe and Promoting the Borough." Resources must be identified to support these priorities.

Risk Register (continued)

Ref.	Risk	Category	Original Risk Score	Actions in Place	Current Risk Score	Further Actions	Target Risk Score	Impact on Business Plan Actions
CS&ICT 2	ICT Business Continuity/ Disaster Recovery.	Financial/ Reputational	A1	Rossendale is currently working to have all of their ICT systems backed up in a secondary data centre. This will provide the Council an alternative ICT data centre in case of any emergencies or disasters. The new disaster recovery solution will provide resilience for all Council systems and will meet all the prescribed central government standards.	C1	Develop network infrastructure to both the primary and secondary data centres. Build virtual environment in secondary data centre. Visualise where possible the existing Rossendale server infrastructure.	D2	The project will directly inform and influence the development of incident management and Business Continuity Plans for Rossendale and should enable the Council to understand their business priorities.
EH 3	Risks to business continuity if we fail to begin to adapt to the effects of climate change.	Operational/ Financial/ Reputational	B2	Management controls are included within Business Continuity Plans which include action to adapt to the effects of climate change.	B2	Planning - to implement actions in response to the findings of the Internal Audit Report dated January 2009. Climate Change - to implement the mitigation and adaptation actions contained within the Rossendale Council Climate Change Action Plan 2009/10.	C3	The achievement of all or any parts of Business Plans is at least partly reliant on successful business continuity planning. Many impacts on Rossendale are not within the Council's influence or control but a competent response to those impacts can be planned and managed.
C&MS 2	Community Governance Review not commenced - not complied with legislation.	Regulatory/ Legal	D1	Need to establish lead for project. Project Team to be set up.	D1	Ensure attendance at relevant events.	D5	

Risk Register (continued)

Ref.	Risk	Category	Original Risk Score	Actions in Place	Current Risk Score	Further Actions	Target Risk Score	Impact on Business Plan Actions
Elec 5	Failure to hold robust and efficient Local (constituency/district), National and European Elections.	Regulatory / Legal / Reputational / Financial / People	B2	Project plan in place.	E1	Review significant event review from last election.	F1	Election Petition / lack of confidence in electoral process.
Rg 4	Damage to the Council's reputation where the Council is not responsible for the delivery of the project.	Reputational	B2	Agree communication strategy with partners. Use communication medium to keep Members and the public informed in relation to progress of key projects.	B2	Regular meetings with the local press to keep them informed.	D3	Lack of confidence in the Council to deliver. Poor customer satisfaction.

→ Section 9
Using our Resources

Using our resources effectively to deliver our priorities

In order to deliver our Corporate Priorities, 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. Examples of 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 achieve the Council's priorities.
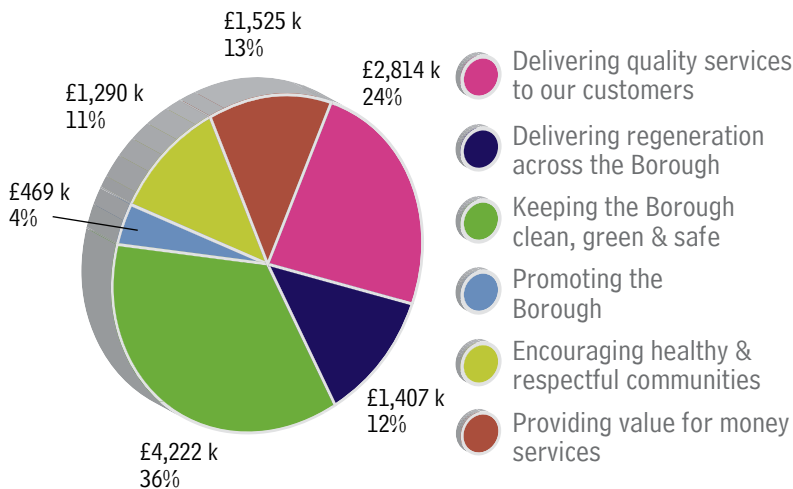
Money

The Council spends money in two ways:

- On day-to-day spending including things such as paying for goods and services used to deliver day-to-day services, including 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.
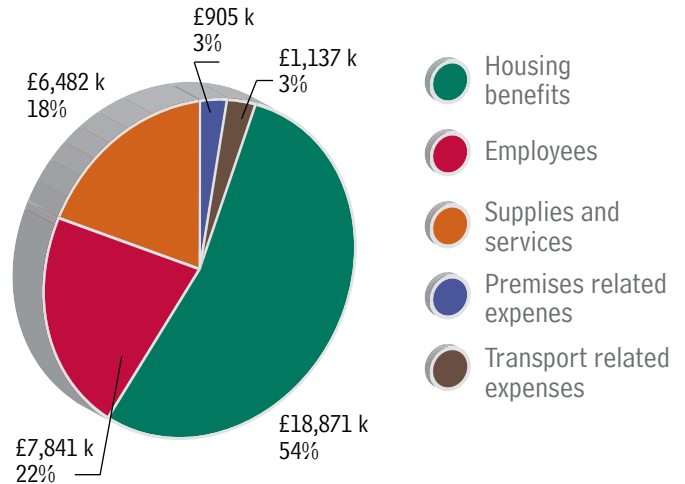
The Council has set a revenue budget for 2009/10 of £11.7m, which is allocated to our priorities as shown in the chart below:

Corporate Priorities

£1,525 k
13%

£2,814 k
24%

£1,290 k
11%

£469 k
4%

£4,222 k
36%

£1,407 k
12%

- Delivering quality services to our customers
- Delivering regeneration across the Borough
- Keeping the Borough clean, green & safe
- Promoting the Borough
- Encouraging healthy & respectful communities
- Providing value for money services

The largest part of the spending is to pay Housing and Council Tax Benefits which are almost fully funded by specific government grants.
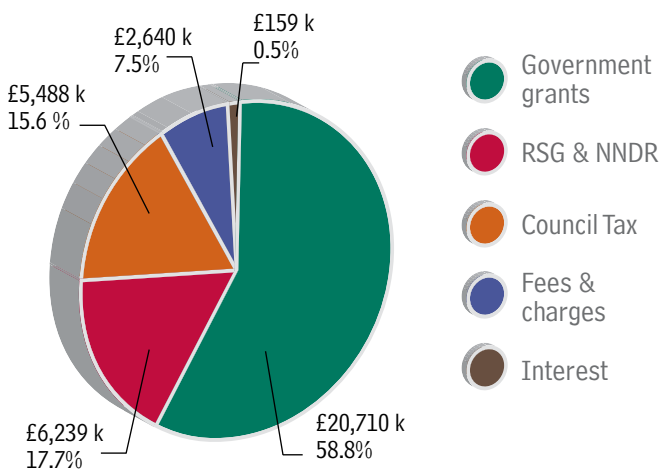
Main areas of spending

£905 k
3%

£1,137 k
3%

£6,482 k
18%

£18,871 k
54%

£7,841 k
22%

- Housing benefits
- Employees
- Supplies and services
- Premises related expenes
- Transport related expenses

Spending in 2009/10 continues the Council's theme of 'Pride in Rossendale as a place to live, work and visit'.

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 the non-domestic rates (NNDR) national pot which the Government allocates to us. In addition, there is the income we get from the local residents through the Council Tax.

Resources available

£2,640 k
7.5%

£5,488 k
15.6 %

£159 k
0.5%

- Government grants
- RSG & NNDR
- Council Tax
- Fees & charges
- Interest

£6,239 k
17.7%

£20,710 k
58.8%

The Councils' priorities show its pledge towards becoming more efficient and this includes commitments to continue to make cash-releasing savings each year for the next three years. In 2009/10 over £1m of savings have been identified, in addition to the £727k reported for 2008/09.

Improving our efficiency in this way will help us achieve the central objective in the Council's Medium Term Financial Strategy which is to reduce the amount of Council Tax which people pay and bring our share of the Council Tax Bill closer to the average of other Pennine Lancashire district councils.
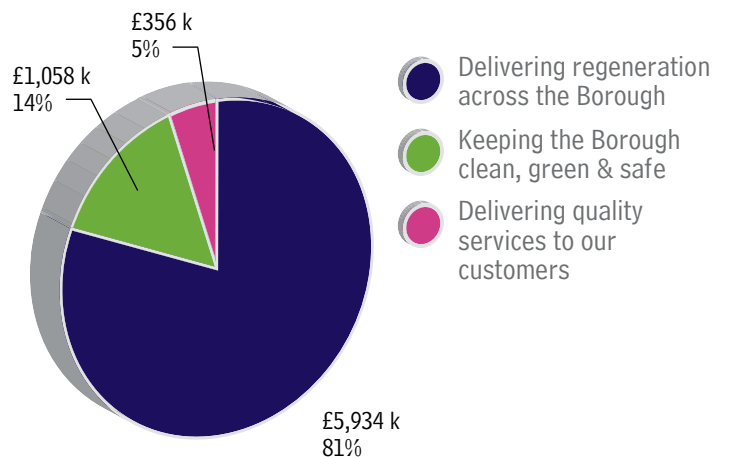
This will be done over time by Rossendale Council limiting its share of the Council Tax increase to a maximum of 3% per year without using the Council's reserves to artificially reduce the level of Council Tax.

Cumulatively, over the last three years, this approach has led to Rossendale's share of the Council Tax falling below general inflation by 4.5%.

Looking to the future, the current economic climate is likely to impact upon the Council's available resources. In particular our annual central government grant allocation is set to increase by only 0.5% in 2009/10 and 2010/11, with future years possibly even lower. To balance the budget Rossendale Council is proactively setting operational efficiency targets at a level that will allow us to continue modest investment in service improvement for customers.

Looking at investment in assets and the infrastructure of the Borough, the following chart shows how our current programme of capital spend is allocated across our agreed corporate priorities.

Capital programme by priorities

£356 k
5%

£1,058 k
14%

- Delivering regeneration across the Borough
- Keeping the Borough clean, green & safe
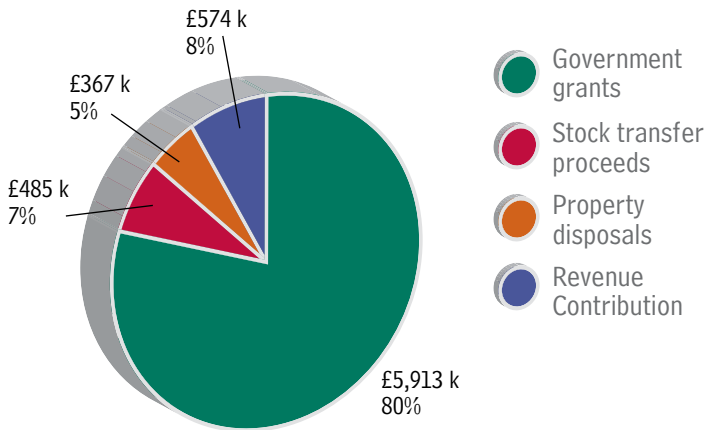- Delivering quality services to our customers

£5,934 k
81%

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

- A complete review of the leisure services provision within the Borough.
- A long-term accommodation strategy which aims to create an efficient use of asset base.
- 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:

Capital resources available

£574 k
8%

£367 k
5%

£485 k
7%

- Government grants
- Stock transfer proceeds
- Property disposals
- Revenue Contribution

£5,913 k
80%

It is clear from the above that the vast proportion of capital funding is provided by central government grants. In addition to this source 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 in 2006 all £28m of previous external borrowing as a result of the transfer of housing stock to Green Vale Homes, the Council has taken the prudent decision only to borrow money if the investment it relates to projects that generate long term savings or new sources of income which more than meet the costs of borrowing.

This reduces the pressure on the Council 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.

People

The Council employs staff to develop, plan, organise and deliver our services. Our staff are important to us because they are the element of our resource that most directly impacts on the efficiency and the quality of service which customers receive, and we have taken steps to ensure that we manage this precious resource as well as possible.

The Council has a robust Organisational Development Plan which is linked to our Corporate Priorities. This plan is informed by the personal development review process which is embedded for employees and Councillors. It is also informed by our workforce development plans which are integrated into our Business Planning process.

The emphasis for the Council is on connecting the Council with its communities, and strengthening the capacity to deliver through working in partnership. A key strand of the development of this approach has been the delivery of a management development programme based on the Council's core values.

The Council is extremely committed to its community leadership role and uses organisational activities as a way of supporting and contributing to this. A range of placement and work experience opportunities are offered to young people. The Council has developed a young person mentoring scheme to ensure that young people are supported in the workplace. Opportunities are offered to "looked after children", young people not in employment or training, as well as work experience placements. The Council also looks to attract graduates using a graduate talent pool.

As part of workforce development there is a balance between a robust approach to absence management, and the promotion of health and wellbeing of employees. A Health and Well Being booklet has been produced with information about how to stay fit and healthy, as well as providing information on a number of health initiatives. Part of the healthy workforce agenda is taken forward under health and safety and the Council has built its

capacity through a partnership arrangement with Burnley Borough Council.

The Council promotes itself as an employer of choice and being placed in the top three in the Times Best Council to Work for Award, helped raise the profile and reputation of the Council. It has completed a Pay and Grading review, ensuring an equality proofed grading structure, helping to mitigate recruitment and retention issues.

The Council's workforce development priorities are clearly explained in its Human Resources Strategy and aligned with the Council's Medium Term Financial Strategy. Service Area reviews consider workforce issues including succession planning, delivering efficiency, value for money and the most appropriate service provision methodology (e.g. in-house or partnership arrangement) is also considered. 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). The service reviews during 2008/2009 resulted in combined service efficiencies of £108k.

Ensuring staff feel valued is a core commitment of the Chief Executive, and organisational change is effectively managed. A strong communication and engagement infrastructure is in place for staff including formal and informal mechanisms.

The Council has a robust Equality Strategy and the process of assessing the impact of decisions is embedded in the Council's decision making process. This ensures that the development and delivery of services meet the needs of all the residents of Rossendale. The Council has self-assessed itself as at Level 3 of the Equality Standard and is developing a plan to progress the new Equality Framework.

The Council has committed to being an organisation that learns and has introduced a process of reviewing significant events and a complaints monitoring system. The Council also monitors customer satisfaction and the profile of the people who use our services.

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 issues raised in the survey.

- Adopting and implementing an IT Strategy which, as well as delivering significant cash savings, by bringing the service back in-house, 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 and ensure the new Government Connect accreditation standard.

- 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.

- Pursuing sustainable and collaborative procurement through working with partners across Lancashire to negotiate contracts for the supply of goods and services at a reduced cost to all councils whilst improving quality of service provision.

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

- The need to 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 provide more effective customer service and free-up resources for investment in our priorities.

- The need to continue to enhance engagement with our communities.

Section 10
Glossary

Beacon Authority - An authority that has been awarded Beacon status for demonstrating excellence within a specific service area. An authority remains a Beacon authority for 15 months. Awards are made annually.

Capacity - The capability of a local authority to deliver all-round best performance in relation to changing demands, taking into account available resources - people, expertise, information, money and equipment.

Community Cohesion - A cohesive community is a community that is in a state of wellbeing, harmony and stability. Local authorities have an important role in facilitating community cohesion, through listening to communities, engaging residents and assisting interaction between communities.

Community Engagement - Building relationships of trust between agencies and communities, and allowing communities to influence services and neighbourhood improvements. It also helps to build strong, resilient communities with active citizens and good social networks.

Community Impact Assessment - A tool for identifying the potential impact of a council's policies, services and functions on its residents and staff. It can help staff provide and deliver excellent services to residents by making sure that their needs are taken into consideration when planning, developing and reviewing services and policies.

Community Leadership - Community leadership is about Councils, both Councillors and Officers, enabling local communities to steer their own future. It is not traditional, top-down leadership, but involves Councillors and Officers using all the tools at their disposal to engage communities in making their own difference.

Community Leisure Association of Whitworth (CLAW) - The Community Leisure Association of Whitworth operate sport and leisure facilities in Whitworth including Whitworth Swimming Pool, Whitworth Leisure Centre and many of the activities at the Riverside (Whitworth Civic Hall). They receive an annual grant towards the cost of these facilities from the Council.

COMPACT - An agreement between the Council and voluntary and community organisations about the best way to work together to benefit local people.

Core Strategy - The Core Strategy is a key planning document for the long term future of the Borough. It is part of the Local Development Framework which sets out the policies for future development planning in Rossendale.

Crime and Disorder Reduction Partnership (CDRP) - Also known as Community Safety Partnerships (CSPs), it aims to provide information and resources to help practitioners involved in, or working with, partnerships to make them the most effective possible vehicle for tackling crime, anti-social behaviour, behaviour that adversely affects the local environment and substance misuse at a local level.

Equality Framework - The Council's commitment to demonstrating statutory and non-statutory equalities objectives around the six strands of equality (race, gender, disability, sexual orientation, age and religion).

Equality proofed grading structure - A grading structure which complies with Equality legislation.

Lancashire Waste Partnership (LWP) - The Lancashire Waste Partnership takes responsibility for agreeing on the best way to manage the refuse and recycling that are produced across Lancashire. Responsibility for waste management is shared between the County Council and the District Council's in Lancashire. The Borough Council collects the waste and the County Council makes arrangements to dispose of it.

Local Area Agreement (LAA) - Local Area Agreements are made between central and local government in a local area. Their aim is to achieve local solutions that meet local needs, while also contributing to national priorities and the achievement of standards set by central government.

Local Development Framework (LDF) - A folder of documents, which includes all the local planning authority's local development documents.

Local Development Scheme (LDS) - The Local Development Scheme sets out the order in which the Local Development Framework will be completed and considers the resource implications for the Local Development Framework.

Local Strategic Partnership (LSP) - Local Strategic Partnerships seek to improve quality of life locally. The Government intends that they be used to coordinate better local service delivery. They should involve all sectors of society: public, private, community and voluntary. LSPs are optional, although required for some local authorities in order to receive Neighbourhood Renewal Funding. Rossendale's LSP is called The Rossendale Partnership.

Medium Term Financial Strategy (MTFS) - The means by which the Council shows how it will use the resources available to it to deliver the policy objectives which it has set following consultation with the communities which it serves.

Multi Area Agreement - Multi Area Agreements exist where a number of different local authorities and other organisations work together towards a number of agreed objectives and get extra money and responsibility from the government in return for agreeing to achieve a number of government targets.

National Non-Domestic Rates (NNDR) - These are commonly known as business rates and are charged to businesses and a number of other on-domestic properties. A small number of exceptions can also be granted. The rates are collected by Rossendale Council and then sent to central government where there are shared out between all councils across the country.

Neighbourhood Management - Neighbourhood management involves partnerships of local residents, together with key agencies and service providers. These partners work with a neighbourhood manager, or a small neighbourhood management team, responsible on the ground, helping to improve and join up services, address service gaps and focus action on local improvements.

Northwest Regional Development Agency (NWDA) - The Regional Development Agency has the strategic responsibility for sustainable economic development and regeneration within the region and are one of the main sources of funding for regeneration initiatives. They are funding the Rossendale Sustainable Economic Development Scheme.

Pennine Lancashire Leaders and Chief Executives (PLLACE) - The Pennine Lancashire Leaders and Chief Executives are working together to bring regeneration, improved housing, better transport and improved skills to the region along with working together to promote the area and attract new investment and visitors.

Place Survey - The Place Survey is carried out in all parts of the country once every two years and measures what local people think of the services in their area.

Revenue Support Grant (RSG) - A grant proved by central Government which is used towards the running costs of our day to day services. It is effectively Rossendale's share of all the business rates that are collected nationalwide.

Sustainable Community Strategy - Local authorities in England and Wales have to produce a community strategy to promote the social, economic and environmental wellbeing of their areas, achieving sustainable communities. The strategy outlines the steps the Council will take towards achieving sustainable improvement, and is reached by a process of community planning. The Sustainable Community Strategy is owned by The Rossendale Partnership.

Rossendale Borough Council

PO BOX 74

Bacup

OL13 0WU

Telephone: 01706 217777

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If you would like a summary of this information in large print, on audio cassette or language other than English, please let us know and we will be happy to arrange it.

Please telephone 01706 217777 or contact
Communications Team
Stubbylee Hall
Stubbylee Lane
Bacup
OL13 0DE

اگر آپ کو ان معلومات کا خلاصہ بڑے حروف میں ، آڈیو کیسٹ پر ، یا انگریزی کے علاوہ کسی اور زبان میں درکار ہے تو براۓ مہربانی ہمیں بتائیں ، ہم خوشی آپ کے لیے اس کا انتظام کریں گے ۔

براۓ مہربانی 01706 217777 پر ٹیلیفون کریں یا پھر کیونی کیشن سیکشن سے اس پتہ پر رابطہ قائم کریں:

আপনি যদি এসব তথ্যের সার সংক্ষেপ বড় হরফের ছাপায়, অডিও ক্যাসেটে অথবা ইংরেজী ছাড়া অন্য কোন ভাষায় পেতে চান তাহলে অনুগ্রহ করে আমাদেরকে জানালে আমরা অত্যন্ত খুশী মনে তার ব্যবস্হা করব।

অনুগ্রহ করে ০১৭০৬ ২১৭৭৭৭ এই নাম্বারে অথবা কমিউনিকেশন সেকশন, টাউন সেন্টার অফিস, রটেন্সটল বি.বি.৪ ৭এল.জেড. এই ঠিকানায় যোগাযোগ করুন।

Other formats available on request.
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