

Subject: The Council's Corporate Improvement & BVPP

Status: For Publication

Report to: Special Council

Date: 29th June 2006

Report of: The Chief Executive

Portfolio

Holder: Leader of the Council & Portfolio for Performance Management

Key Decision:

Yes

Forward Plan
Relevant Box

General Exception

Special Urgency

"X" In

1. PURPOSE OF REPORT

- 1.1 To request that Members approve the final draft of the Council's Corporate Plan and Best Value Performance Plan following their engagement in the process of its development and approval of the earlier drafts of the plan.
- 1.2 **Please note that the plan is currently being professionally designed in preparation for printing. There are still some very minor additions to be made, which will be incorporated when the first 'designed' draft is brought for approval, alongside a final check for accuracy, prior to going to print.**

2. CORPORATE PRIORITIES

- 2.1 The Corporate Improvement Plan & BVPP clearly lays out the Council's priorities and the actions it intends to undertake to achieve those priorities.

3. RISK ASSESSMENT IMPLICATIONS

- 3.1 The Council's Strategic Risk Register is contained within the Corporate Improvement Plan.

4. BACKGROUND AND OPTIONS

- 4.1 The Council's Corporate Improvement Plan also serves as the Council's Best Value Performance Plan and is the Council's primary strategic plan.

4.2 The BVPP is a 'statutory document' that must be published by the 30th June and accurately reflect the Council's Performance against the full range of Best Value Performance Indicators for 2005 – 6, together with targets against each of those indicators for the next 3 years.

4.3 Following approval of the 'designed' draft of the Corporate Improvement Plan and BVPP, an electronic copy will be placed on the Council's web-site by the 30th June, 2006.

4.4 When the plan has been printed it will be distributed throughout the Council; placed in various agency reception points throughout the Borough; and, mailed to a wide range of stakeholders such as the Audit Commission, neighbouring councils & LSP Partners.

5. COMMENTS OF THE HEAD OF FINANCIAL SERVICES

5.1 There are no immediate financial implications arising from this report.

6. COMMENTS OF THE HEAD OF LEGAL AND DEMOCRATIC SERVICES

6.1 There are no specific legal issues arising from the proposals set out in this report.

7. COMMENTS OF THE HEAD OF HUMAN RESOURCES

7.1 There are no immediate Human Resources implications arising from this report.

8. CONCLUSION

8.1 Engaging with Members in the development of the Corporate Improvement Plan is seen as having a number of advantages, but particularly in creating a situation where the Full Council can take ownership of the Improvement Plan for the municipal year in a way that a report solely on a statutory plan at a later stage will not.

8.2 Approval of the final draft completes this process and enables the Council to satisfy statutory requirements. Distributing the published edition of the Corporate Improvement Plan to a wide range of stakeholders clearly expresses to them the Council's priorities; demonstrates the actions it intends to undertake to achieve these priorities; and, the outcomes that will be achieved on behalf of local people.

9. RECOMMENDATION(S)

9.1 The Cabinet is recommended to approve the final draft of the Council's Corporate Improvement Plan and BVPP.

10. CONSULTATION CARRIED OUT

- 10.1 Chief Executive, Director of Resources, All Head of Services, Leader of the Council & Portfolio Holder for Performance Management, The Cabinet, O&S Policy & Development Committee and Member Development Training Event.

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Corporate Improvement Plan 2006 – 2009

Chapter	Title & Sub-Heads	Page Numbers
1	<p>Welcome and Introduction to Rossendale</p> <ul style="list-style-type: none"> ▪ Introduction to Rossendale, today and in the future. 	
2	<p>Our Ambitions – What Matters to Local People</p> <ul style="list-style-type: none"> ▪ Rossendale Borough Council Mission & Objectives ▪ Corporate priorities for improvement ▪ Capacity Building Approach to Local Governance ▪ Community Leadership ▪ Community Cohesion 	
3	<p>Keeping Our Promises - Achievements in 2005/2006</p> <ul style="list-style-type: none"> ▪ Housing ▪ Culture ▪ Economy ▪ Community Network ▪ Partnerships ▪ Customers ▪ Improvement 	
4	<p>Key Success Indicators</p> <p>The Council’s contribution to the Vision is defined by its over- arching mission of ‘8 x 8 by 2008’.</p>	
5	<p>3 Year Goals – What Local People Can Expect To Get Better and by When</p>	

6	Major Strategic Risks	
	What could stop us meeting the needs of local people	
7	The Council's Performance Management Framework	
8	Managing Our Resources To Deliver Our Priorities	
9	Corporate Governance Arrangements	
10	Our Performance during 2005/6	

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Corporate Improvement Plan 2006 - 2009

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Translation etc	

Section One:

Welcome to Rossendale Borough Council's Corporate Improvement Plan

Welcome to our Corporate Improvement Plan for 2006–2009. This Plan sets out what our main goals are for the next three years. We have based it on those things local people, Councillors, staff and partners have told us are important to them as well as on feedback from formal inspections.

"Overall, good progress has been made in the last year"
Audit Commission, February 2006

In this document we look forward as well as back. We set out what we have achieved from our first Plan published in 2005, as well as our ideas for the future so that local people, together with other interested parties know where we are going and how we intend to get there.

The Council is clear about its role in delivering ambitions for the local community
Audit Commission, February 2006

We now have a track record of improvement we are proud of. This Plan shows how we intend to build on our successes. It also shows how the Council, through its Mission of '8x8 by 2008,' contributes to the District Vision - 'Rossendale Alive.' We are proud of being a key player in delivering this vision. In order to succeed it is important that Councillors and staff understand how their individual contributions combine to make the aspirations of local people a reality.

The past year has been a good one for Rossendale. There are many examples of us delivering what we set out to. We would like to take this opportunity to pay tribute to Councillors and staff as it is their dedication, hard work and enthusiasm that has made the achievements of the past 12 months possible.

The real success for any local council is to serve local people well. Please take the opportunity to read this Plan and let us know what you think.

- Do the ambitions and key goals reflect what is important to you?
- Are we working on the right priorities?
- Are we providing the services you need?
- Do you think our services are of good quality?

Duncan Ruddick
Leader of the Council

Carolyn Wilkins
Chief Executive

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Introduction to Rossendale – Today and in the Future

Rossendale's environment is what makes us unique. The narrow urban valley of the River Irwell, running between harsh Pennine uplands, is what shapes the borough's character and sets it apart from other Lancashire districts. The development of Rossendale has been dictated by its geography, its natural resources and its response to commercial and industrial opportunities. Everyone lives close to the countryside and there is a strong sense that resident's quality of life is bound up with the landscape and with the heritage urban streetscape.

Rossendale is in South East Lancashire and has a slowly increasing population of just under 66,000 (3.5% from a minority ethnic background). The communities of Rossendale represent the gateways between the industrial towns of east Lancashire to the north and the city of Manchester just 18 miles to the south. The former mill towns – Bacup, Rawtenstall, Haslingden – run east-west along the narrow valley floor, the western end being connected to the motorway network via the M66 and the M65 in the north.

Together with its strategic location, Rossendale is an area of high landscape and recreational value and we have many programmes aimed at enhancing the cultural aspect of the natural environment such as the East Lancashire Regional Park and the Adrenaline gateway.

Rossendale's "golden valley" was built up from its textile heritage and through the manufacture and export of footwear. Rossendale's built environment is characterised by the remains of this industrial heritage – there are over 260 listed buildings and 8 conservation areas. English Heritage has described Bacup as one of the best examples of a preserved mill town in the country.

The location of the borough makes it a great place to live, with many people then commuting to work in other boroughs. Local identity remains strong with affection for, and pride in, each local town.

This is the context in which we are working. We want to make the most of the borough's natural environment and industrial heritage. This means ensuring we care for our environment at the same time maximising our assets for local people and by developing the borough as a tourist destination. Major schemes such as the Adrenalin Gateway and the Transforming Pennine Lancashire programme are central to this.

We want the borough to be a cracking place to live. This means we want good quality housing in safe, clean neighbourhoods. We are working in the Bacup and Stacksteads area through the Elevate Programme to improve housing and the environment and have transferred our housing stock to GreenVale Homes in order to maximise investment. Feeling safe is important to people living, visiting and working in the borough. The Council and the police have a great partnership approach to tackling crime and disorder to make sure Rossendale is a place where people feel safe in their everyday lives. We also want people to work and shop within the borough. We are striving to secure a new shopping centre for Rawtenstall as part of a wider regeneration programme for the town and the borough.

Rossendale has challenges. Its geography, as well as being a strength, imposes limits on the transport infrastructure and means we don't have large sites to develop for employment opportunities. We have low unemployment in the borough, and manufacturing still employs a quarter of the borough's workforce. But wage rates are low so we are looking to secure quality jobs for local people, and ensure they have the necessary skills and qualifications to access them.

On the index of multiple deprivation, Rossendale ranks 92nd among English councils. Aspects of deprivation such as crime and employment show few extremes, but there is a high degree of health deprivation in the borough. We want good access to the necessary health services as well as promoting healthy life styles for local people so we can all enjoy the best quality of life possible.

We need to work together to build on what Rossendale has to offer to meet the challenges it faces.

Section Two: Executive Summary

To be inserted following consultation on draft

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Section Three: Our Ambitions – what matters to local people?

“Rossendale – A Cracking Place To Live”

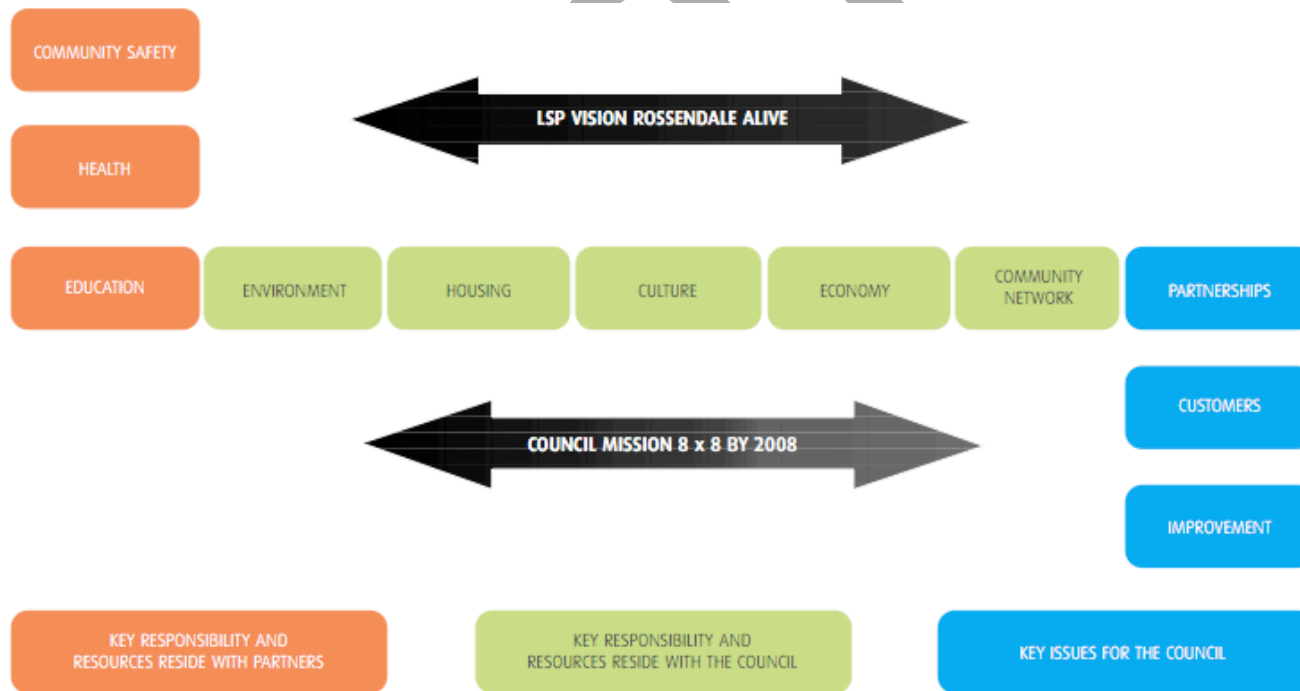
Both the Council and the Rossendale Partnership (the Local Strategic Partnership for the borough) have agreed a vision for the Borough’s future called ‘Rossendale Alive’.

It sets out a long term strategy to improve the quality of life in Rossendale which is contained in eight strategic objectives:

- Community Safety – a place where people do not live in fear of crime
 - Environment – a place which has attractive rural settings, a fantastic street scene and is easily accessible for all
 - Community Network – a place where all opinions count and people respect and celebrate difference in gender, sexuality, race, age, ability, culture and religion
 - Health – a place where vulnerable people are looked after and all residents can look forward to a long and healthy life
 - Housing – a place where people have a choice of high quality housing which is affordable for all
 - Culture – a place which is a great place to live for people of all ages and is widely accepted as a major place to visit
 - Education – a place where people of all ages will be well educated and capable of providing business with the human resource to compete in highly competitive global markets
 - Economy – a place where job prospects and wages are high and the cost of living is low
- To see the full document visit www.rossendalealive.co.uk

The Council sees itself as a key partner in delivering this Vision – and ensures that in achieving its improvement agenda it is also contributing to the wider agenda for the borough.

The chart below shows how the objectives of the Rossendale Partnership and the Council are shared. It demonstrates those Strategic Objectives where the lead is taken by another partner organisation such as Police (Community Safety); Social Services and Primary Care Trust (Health); Local Education Authority and Rossendale & Accrington College (Education), where objectives are shared (environment, housing, culture, economy and community network) and those objectives that the Council has identified for itself (partnerships, customers and improvement).



Our Corporate Improvement Plan does not contain every action we are working on – some targets and outcomes are contained within the Community Strategy and many actions are contained within individual service plans. This Plan focuses on those things for which we are directly accountable, or those which we see as significantly important to the borough for us to take forward the leadership role on behalf of the community.

The three strategic objectives where the lead is primarily taken by other agencies are set out below with examples of the key actions the Council is taking to support their delivery:

Health

Public health by tackling noise nuisance, inspection of food premises and pollution
Smoke Free Rosendale campaign
Health Campus for Rossendale

Community Safety

Funding three Police Community Support Officers
Working to establish the Multi Agency Problem Solving Team with other crime and disorder agencies
Town Centre alcohol ban
Duties under the Clean Neighbourhoods Act 2005
Licensing duties

Education

Supporting staff and Councillor Learning and Development
Children and Young People Plan for the Council
Educational activities around environmental issues such as recycling

Our Ambitions – what matters to local people?

Rossendale Borough Council –Mission and Objectives

Rossendale Borough Council is ambitious for the borough and for itself. The Council is committed to securing improved services for local people, whether these are provided directly by the Council or by other agencies. We recognise that delivering the vision for the borough means championing local people and the borough of Rossendale itself.

The Mission for Rossendale Borough Council is 8x8 by 2008

Rossendale Borough Council's contribution to the District Vision is defined by its overarching mission of 8 X 8 by 2008. This means that by 2008 the Council is determined to have 8 out of 10 customers satisfied with its services. In addition, the Council will seek to have 8 out of 10 of its corporate priority indicators meeting local targets and/or in the top quartile of performance by 2008.

Rossendale Borough Council – Strategic Objectives

Similar to the Community Strategy, the Council has eight Strategic Objectives – of which five, as shown above, are shared with the Rossendale Partnership. These are:

- Environment
- Housing
- Culture
- Economy
- Community Involvement

In addition to these shared objectives, the Council has three internally focused strategic objectives which are:

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

Rossendale Borough Council – Corporate Priorities for Improvement

Priorities have broad cross-party ownership, are supported by staff, and reflect local people's concerns.
Audit Commission February 2006

Across the eight Rossendale Borough Council Strategic Objectives, local people and Councillors have identified priorities for improvement. The aim of the prioritisation process is to ensure that the Council's resources and business plans are focused on delivering the things that really matter to the well-being of Rossendale residents. These priorities have been updated since last year to reflect the fact we have progressed some things and fully achieved others. It also demonstrates new areas the Council wishes to take. The following is the list of priorities for improvement together with their associated Strategic Objective.

Priorities for Improvement

- Embedding our customer promise (Customers)
- Delivering Regeneration across the Borough (Economy)
- Streetscene and Liveability Strategic Partnership (Environment)
- Revenues and Benefits Strategic Partnership (Partnerships)
- Promoting Rossendale (Economy)

Enabled by:

- Financial Management (Improvement)
- Implementing the Member Development Strategy (Community Network)
- Implementing the Human Resources Strategy (Improvement)

In addition to the priorities for improvement, Elected Members have also identified those priorities that will be delivered through existing Council resources and those that will be delivered through greater levels of external resources.

Existing Resources

- Improving performance across the 8x8 by 2008 indicators (Improvement)
- Delivering on the District Vision (Partnerships)
- ELEVATE – Housing Market Renewal Initiative (Economy)
- Equalities (Community Network)

External Resources

- Improving Leisure facilities in the Borough (Culture)
- Spatial Development and Building Control (Environment)

This is shown in the following diagram:

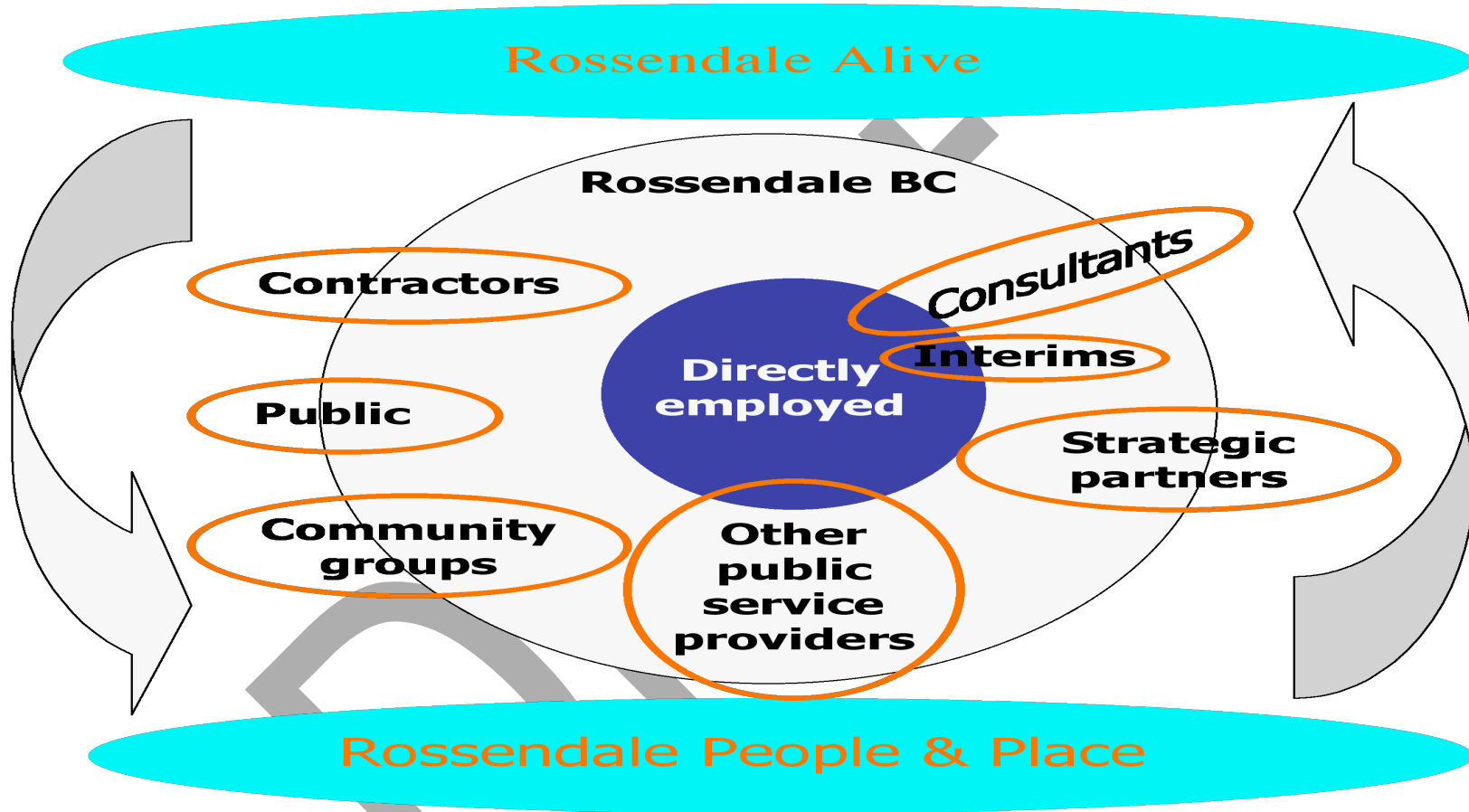
Insert Diagram

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Capacity Building Approach to Local Governance

We recognise we do not have the capacity to deliver our ambitions alone. For some things we can put the approach in place – but need others to do their share. Recycling is a great example of this – we work with local people to achieve our objectives. In other areas we don't provide the services directly – so need to work to influence the way they are provided to achieve what's important for us locally – Lancashire County Council, Rossendale Leisure Trust and health service providers are among those we work with on behalf of local people. In other areas we have traditionally been the service provider but there are now opportunities to bring greater investment or capacity in to the borough by providing these services in different ways. We are developing a 'Capacity building model' of local governance to take this approach forward.

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Strong Communities and Thriving Neighbourhoods

Our capacity building model includes working with communities, partners and other providers of services. There are many people and organisations committed to the borough, and whose work and strategies impact on our people and our neighbourhoods. We are working within this system of 'nested governance' to make sure changes locally contribute to improvements at a sub-regional and regional level - but also that we get the

greatest possible benefits from projects and developments taking place in other places. We are also striving to make sure that all services are delivered to a consistently high standard for all.

This system of governance can be shown as follows:



In order to have strong communities and thriving neighbourhoods we need to make sure Rossendale is a borough in which all people have pride and where all communities understand and respect each other. Our approach to 'Working In and With Neighbourhoods' is now being developed and will be agreed later this year. It will encompass:

- NEAT Teams

- Neighbourhood Charter
- Neighbourhood Safety Plans

Values And Learning

Our approach also means developing and strengthening our skills so we can work in new ways. We have identified five key competencies which reflect the values of our Council. These are:

- Listening and Communicating
- Loyalty
- Management of Performance
- Celebration of Success
- Customers Matter

These competencies can be observed in key behaviours of staff, of Councillors and of the Council as a whole. They are supported by a strong approach to learning and Rossendale BC is focused on becoming a 'learning organization'. In its Organizational Development Plan the Council defines this as: "...a flexible organization where employees will accept and adapt to new ideas and changes through the shared vision of Rossendale Alive delivering organisational improvement and greater customer satisfaction." The main outputs in delivering Rossendale Borough Council as a Learning Organisation are:

- Development of employees to enable effective problem solving
- Flexibility to enable the organisation to respond to change
- Creativity to enable improvements in performance and build capacity
- Improved social interaction to enable more effective teams
- Improved customer satisfaction

Community Leadership

Rossendale BC is committed to developing its role as Community Leader and 2006 will see the adoption of our Community Leadership Policy Statement and Action Plan. This has been informed by the Community Leadership Fitness Check the I&DeA carried out earlier this year.

In Rossendale Borough Council, Community Leadership is taken forward under three main themes. These are:

- ✓ **Leading By Example**
Rossendale Borough Council as a well managed, efficient and effective organisation which sets an example within the borough and beyond.

Examples of Actions to be taken:

- Investors in people
- Level 3 of Equality Standard
- Effective pay and grading system
- embed strong performance management culture
- embed strong corporate and ethical governance
- effective financial management (including capital strategy and asset management)

- ✓ **Developing Skills and Capacity**
Ensuring the necessary skills and capacity are in place across the borough

Examples of action

- 5 key competencies for Rossendale Borough Council staff
- North West Charter for Member Development
- Community Engagement and Involvement Strategy
- Member Support Service in place
- Grants to Outside Bodies

- ✓ **Strong links between the Council and the local community**

Examples of Action

- Youth Council
- Ward Walks Programme
- Increased Electoral Turnout
- Improved Area Forums
- Lancashire Locals
- Know Your Ward Councillor
- Local Democracy week programme of activity
- Community Portal
- Mini Mayor
- Strong role within LSP and other partnerships to contribute to the District Vision
- Engage local people

This work is underpinned by our approach of 'Listen, Action and Feedback' (LAF)

Community Cohesion

We are committed to our role in supporting and developing strong, cohesive communities where diversity is viewed in a positive way and seen as a real strength for the borough, both now and in the future. During 2006 we will develop our Community Cohesion Policy Statement and deliver against the Cohesion Action Plan recently adopted by the Rossendale Partnership. We will take a full and active role in the LSP review of activity that supports community cohesion.

We believe that everyone should have an equal chance to fulfil their potential and enjoy the best possible quality of life. We are committed to removing barriers which lead to disadvantage and inequality and to reviewing our policies to make sure these are helping us in achieving this.

In our role in Community Cohesion we will:

- deliver level 3 of the Equality Standard
- support Credit Unions to reduce financial exclusion
- work to understand the issues which bring the borough together as well as those that cause tension (Cohesion Study on bridging and bonding social capital)
- review how people are getting on across the borough using regular surveys

- support the Community Network and deliver a strategic approach to Community Engagement and Involvement
- facilitate a review through the LSP on the contribution all partners make to the cohesion of the borough

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Section Four: Keeping Our Promises – Achievements in 2005/06

The following represents some of the highlights in terms of achievement against the Corporate Objectives set for 2005/2006. These are by no means all that we have achieved but provide a snap shot of how we have improved against our key priorities.

The last year has seen a transformation in the way the Council operates. The Council's Corporate Improvement Plan 2005 – 2008 clearly set out our intended strategic focus and the achievements we planned to deliver on behalf of local people.

Our Improvement process is one of securing the provision of services designed to genuinely meet the needs of local people and provide demonstrably better value for taxpayers in terms of improved performance and service quality. The last three year's have seen a steady rise in the Council's performance against a wide range of Best Value Performance Indicators, with over two thirds of indicators continuing to show improvement.

As the way that we work as a council changes, our approach to our customers is changing and the adoption of a Customer Services Strategy during 2005 has seen a dramatic increase in customer satisfaction from 27% in 2003 to 65% in 2005 - clearly demonstrating that customers are a key priority for the Council and the approach is having a positive impact.

The past year has been a year of 'delivery' for Rossendale. There are many examples of us achieving what we set out to do and therefore making a real and meaningful difference to the communities we serve. We detail some of our key achievements on the following pages.

It is the dedication, hard work and enthusiasm of Councillors and staff that have made the achievements of the past 12 months possible - their efforts are worthy of thanks, recognition and celebration.

1. THE ENVIRONMENT – a place which has attractive rural settings, a fantastic street scene and is easily accessible for all

The environment is currently the Council's highest profile issue. The vast majority of our customers identify it as an area of interest and it is one of the council 8 corporate priorities.

“The Council is playing an active part in making the environment work for residents and visitors and, with its partners; it recognises that the borough's cultural and economic future is bound up with the environment. Corporate policies give priority to the management of environmental assets.” Audit Commission, June 2006

Our Streetscene and Liveability Service takes the lead on delivering the council's environmental services and has made very good progress during 2005 and 2006. This has been alongside continuing heavy demands on the service as well as the process of restructuring and reorganisation. The Council's recycling services have improved with latest figures showing that almost 24% of the borough's waste is now being recycled. Services have also been extended to include cardboard, textiles and more households with garden waste recycling and home composting. This together with the introduction of new, fully digitised, collection rounds in April 2006 will optimise service delivery, further reduce the number of 'missed bins' and enable the service to re-act more quickly to any complaints.

We have also introduced Neighbourhood Environmental Action Teams (NEATs) in Whitworth, Bacup, Haslingden, Rawtenstall and Edenfield. The NEAT teams take a 'hands on' approach to managing a full range environmental issues from fly tipping to cleaning up graffiti. The NEATs teams are being supplemented by 'Hit Squads' and traditional manual street cleaning barrows have been reintroduced. The NEAT teams are also taking the lead in the fight against dog fouling with powers to issue fines to inconsiderate dog owners and a new Super Dooper Pooper Scooper at their disposal.

Streetscene and Liveability make a significant contribution to the safety of the borough through support to Rossendale's Crime and Disorder Reduction Partnership and through joint working with the police. Crime levels are falling in the borough, with a significant reduction of the number of burglaries, robberies and vehicle crimes taking place.

2. HOUSING – a place where people have a choice of high quality housing which is affordable for all

Our Key Achievements

The successful conclusion of the Housing Stock Transfer Process (HST) at the end of March 2006 unlocked £40m of investment, meaning that over the next six years tenants' will benefit from a planned repair and improvement programme that includes the installation of new kitchens, bathrooms, double glazing and central heating in their homes.

The HST process, which was effectively completed in just 18 months, saw 82.5% of the tenants who voted, voting in favour of transferring council homes to Green Vale Homes, a new, independent, not for profit housing organisation set up with the help of Rossendale Council.

The effective completion of this complex process in a relatively short time period, when compared with many other Council's, bears testimony to our ability not only to 'stick to' and effectively carry through tough decisions, but also: ***“stay focused on priority areas despite a number of significant projects”***, as was commented upon by the Audit Commission in their Progress Assessment Review of the Council in 2005.

The housing improvement programme is already underway with the installation of new double-glazing and door replacements. The Council will work closely with Green Vale Homes, monitoring progress to ensure that the 'Customer Promises' made to tenants are delivered to their satisfaction.

Following closely on the heels of this success came the news that Green Vale had been successful in their bid for a grant of £670,000 to build 20 new affordable rent flats in Newchurch. Building work is expected start in February 2007. Green Vale will be working with the Council to bid for funding for more schemes like this within the borough over the coming year, which help to alleviate some of the housing problems cause by continued increases in house prices within the borough.

The Council continues to be an effective partner in the Elevate Housing Market Renewal Programme and has received a further allocation of £4million for housing and regeneration in Bacup, Stacksteads and Britannia over the next 2 years. This second phase of Elevate funding will allow the Area Action Plan to be completed and will continue to fund housing refurbishment works in Stacksteads, before moving on into other parts of Bacup and Britannia. Community and recreational facilities in the area are also benefiting, for example Elevate funding has helped with the refurbishment of the Gordon Street Play area.

Elevate funding will continue to be used for environmental improvements and to support Neighbourhood Management activities that focus upon the co-ordination and delivery of better services to local people.

Whilst the Council's housing stock has been transferred, we are developing a strong strategic housing service. Work is well underway for developing the Borough's first affordable housing strategy, which will look at new innovative ways of helping first time buyers and households with low income to be able to afford a property within Rossendale and stay within the Borough. In a bid to help the owners of privately owned properties the Council has also developed an equity release scheme which helps homeowners to raise the capital needed to make necessary improvements to their own homes.

These key achievements, together with other Council involvement within the private and social housing sectors, clearly demonstrates the Council's ability to deliver real, sustainable improvement in areas of significant benefit to the lives of local people; as was commented upon in the Audit Commission's Progress Assessment: "***The Master Planning exercise for Stacksteads and Bacup is resulting in visible improvements to private sector housing***"

3. CULTURE - A place which is a great place to live for people of all ages and is widely accepted as a major place to visit.

Our Key Achievements

Rossendale is alive with many exciting and varied events going on throughout the year that bring the local community together. These included the Bike Show, Firework Displays, Rossendale Carnival, the Alive! Festival and the Christmas Lights. All of these events add significantly to the culture and economy of the Borough and with the council's continued support have flourished.

We are also proud to have hosted the national launch of 'Jogathon 2006' an event aimed at encouraging the whole community, from couch potatoes to trained athletes, to take up jogging, running, or walking. The Jogathon attracted extensive media coverage and helped raise money for Sports Aid to support the Olympians of the future.

Sports and leisure play an important part in community life in Rossendale and the Rossendale Leisure Trust is our key partner in delivering better opportunities for local people.

The Council has transferred the management & ownership of its five leisure & sporting facilities to the 'Rossendale Leisure Trust' and this has not only resulted in reduced costs to the Council, but just as importantly has seen an increase in

attendances, with 54,000 extra visits taking place and a rise in customer satisfaction. The Rossendale Trust is continuing to work well and achieving the targets set within its Business Plan.

Exciting plans for an Adrenaline Gateway' have been developed by Rossendale Leisure Trust and the Local Strategic Partnerships Regeneration Board over the last year. The project has already been long listed for the Big Lottery Living Landmarks Programme and a decision on the £50m bid will come later this year. If successful, the project will bring a major boost to the borough's sporting, leisure and tourism facilities and the borough will become a national centre for action oriented activities, adrenaline sports and adventurous pastimes..

Tourism is an area of economic potential for the borough. A review has been carried out to identify Tourism opportunities for Rossendale and to assess the best way to support tourism in the borough in the future. This has resulted in changes to the way that we provide visitor information and to the development of a new tourism marketing action plan which identifies what is needed to attract more visitors to the borough.

In developing the borough's cultural and leisure facilities it is important that young people in the borough are not left out. The Council is a key partner in the Borough's youth provision strategy, which aims to provide local youth focused leisure facilities. Its focus is on providing legitimate, safe gathering places for young people such as skate parks and youth shelters. This benefits the wider community, by reducing the nuisance that some young people cause, and are unfairly perceived to cause, to other residents when they congregate in large groups.

The youth provision strategy has so far delivered X new Multi User Games Areas, X skate parks and the Staghill's Youth Shelter. These improvements are being delivered within the context of an overall Open Spaces Strategy, which was approved in the last year.

4. ECONOMY – a place where job prospects and wages are high and the cost of living is low

Our Key Achievements

Getting the local economy right is vital for the long term future of Rossendale. Decisions taken now will still have an effect in 30 years time. That's why it is important that we get the borough's planning framework right and ensure that we continue to support economic development and regeneration within the borough.

The council has taken a lead on several vitally important projects including the Valley Centre redevelopment, a new Bus Station for Rawtenstall, Future's Park and Housing Market Renewal.

We are pleased to be working constructively with a wide range of partners in the borough to support the local economy for example, supporting Tesco and ASDA in their search for new stores, and we have worked with Lancashire County Developments Limited to support local businesses, as well as the broader regeneration area.

But the most exciting plans are for the redevelopment of the Valley Centre and the work being done to develop the borough as an Adrenaline Gateway.

Plans for a £33m redevelopment of the Valley centre have been agreed between the Council and CNC Developments. High profile retailers are being encouraged to come to Rawtenstall and the new centre will bring more shoppers into the borough. A planning application has been submitted and the developer is making arrangements to consult with various interested people. The centre will also be renamed.

In order to ensure that the borough's economy develops in a sustainable way the Council has also made strong progress with its Local Development Framework (LDF). All of the main building blocks for the LDF are now in place including the core strategy and statement of community involvement. Area Action Plans for Rawtenstall and Bacup, Stacksteads and Britannia have also progressed well and will shortly be finalised. More people than ever before have been involved in drawing up the new plans which replace the borough's time expired Local Plan..

5. COMMUNITY NETWORK – a place where all opinions count and people respect and celebrate differences in gender, sexuality, race, culture and religion.

Key Achievements

All of the partners in the Local Strategic Partnership (LSP) are working hard to bring the community together and to give local people a genuine voice in the key decisions that will affect the borough for many years to come. The LSP is driving forward the delivery of the Community Strategy with the aim of improving the lives of those that live in the Borough.

This genuine willingness to work together towards the common aims set out in the Rossendale Alive Community Strategy has helped the LSP to achieve an amber/green rating from the Government. This is the best rating achieved by any LSP in the North West that is not receiving Neighbourhood Renewal Funding. The Local Strategic Partnership has improved beyond all

recognition over the last few years and is a credit to all the various partners, including the Community Network of over 400 voluntary sector groups. There is a collective understanding that there is still much work to do particularly in the areas of Health and Housing but the appetite to deliver is strong.

The benefits of partnership working have clearly been demonstrated through the recent review of Youth Provision in the borough undertaken by the LSP's Assembly involving 70 local community leaders and representatives and several young people. The Assembly praised the joint working on implementing the Borough's Youth Provision Strategy, the extended schools programme and the healthy schools initiative. They also concluded that : **"Young People in Rossendale are getting better services as a result of joint working co-ordinated by Rossendale's Strategic Partnership"**.

In order to ensure that the Council has a fit for purpose decision making structure for the future we have initiated widespread constitutional and administrative changes in the last 12 months and provided more opportunities for local people to have their say.

As a result the Council has formally adopted a Cabinet system of governance resulting in wide ranging changes to the constitution. Throughout the process Councillors have taken the lead in developing the Cabinet Model with Cabinet Portfolios clearly focused on the Council's priority areas and two Overview and Scrutiny Committees covering the key areas of Policy and Performance. The new system has been introduced following close collaboration with partners such as the Improvement Development Agency (I&DEA).

The Council recognises that effective Members are the key to achieving further success and that members must rise to the challenge of providing a greater level of community leadership. Our highly successful Member Development Strategy underpins this key area of work, providing training and development opportunities for all members to enable them to carry out their work more effectively. Crucially, Members have been at the heart of producing their own developing programme with more than 90% of members identifying their own needs through a Personal Development Plan. The Improvement and Development Agency stated that **"The high participation rate was very positive, given that the process was ultimately a voluntary one"**.

Our Member Development programme also received a formal commendation from the Municipal Journal's Annual Awards in recognition of the significant improvement journey that members have undertaken and their overall contribution to leading the Council's improvement. Indeed improved leadership was also highlighted in the recent Progress Assessment from the Audit Commission which said: **"Political and officer leadership is strong and characterised by a much more positive approach"**.

One of the changes resulting from the new constitution is an Overview and Scrutiny function. Over the last 12 months the Overview and Scrutiny Committees have been positively involved in reviews of services for both older and younger people in Rossendale.

This shows the developing role for Councillors in the community leadership agenda; defining the services that the communities they represent require and looking beyond those services provide by the Council to those provided by partner agencies, and, going about securing them. This has been strongly demonstrated by the Council's involvement scrutinising the reform programme being proposed for various local health services. A special meeting of the full Council was held in January to scrutinise the effects of NHS re-organisation of the borough and members expressed strong concerns about the potential negative impacts the changes would have on access to 'health services' for local people. This has led to the development of the 'Health Campus' concept and strong lobbying by the Council for accessible health services for local people.

6. PARTNERSHIPS – increasing our capacity to deliver through effective partnerships

Rossendale is a small Council that needs to work in partnership with other organisations in order to achieve its corporate priorities. By working with others we can bring in outside expertise and resources to generate additional capacity for the benefit of Rossendale and its people.

One of our biggest success in the last 12 months has been the decision to transfer the council's housing stock to Green Vale Homes. This decision has already resulted in improvements to XX homes in the borough and over the next 6 years £40m will be spent to improve former council homes. One of the reasons why stock transfer was able to progress so smoothly and quickly (we believe it may have been one of the fastest stock transfers in the country) is that we already had experience from the establishment of Rossendale Leisure Trust 12 months earlier.

Without a doubt the Leisure Trust has been a great success, accessing additional funding and increasing visitor numbers to the various sports and recreation facilities managed by the Trust. The Council has also benefited from an agreement with Salford's Urban Vision to support the processing of 'major' planning applications on our behalf.

The Council also continues to work in partnership with Lancashire Audit Services, Sunguard Vivista for ICT services, and Lancashire County Development Ltd for economic regeneration and business support.

The last 12 months has seen good progress made on two very significant potential partnerships. The Customer Contact Project has been through a formal tendering process and Capita has been agreed as the preferred bidder. Our intention is to have the new arrangements operational by Autumn 2006. This will lead to significant improvements in the Council revenues and benefits service and customer contact through the One Stop Shop and telephone enquiries.

Good progress has also been made with developing plans for a new way of delivering Streetscene services which will ensure that the council can benefit from the knowledge, expertise and investment that an external partner can bring.

7. CUSTOMERS – “ Customer First” - being responsive and proactive to meet the needs of all our customers

As the way that we work as a council changes, our approach to our customers is changing. It is fair to say that in the past the Council has not been as customer focused as it should have been. In 2003 our customer satisfaction rate as only 27%.

However, with the adoption of a Customer Services Strategy during 2005 and the wider changes across the Council our satisfaction rate has risen dramatically to 65% clearly demonstrating that customers are now a key priority for the Council.

The most noticeable change has been in the way that we provide services to those customers who prefer face to face service. The new One Stop Shop is clean, bright and welcoming. Our customers receive a prompt and efficient service and are treated courteously and professionally. We are also now moving to being able to offer appointments in people's own homes if they have genuine mobility difficulties or other impediments.

Further customer service improvements have been brought about through the Customer Services Strategy and the introduction of Customer Service Standards for all council staff. For the first time the Council has set out clearly to all its staff our customer service ethos and have provided full training to all front -line staff. Whilst there is still some way to go before we can claim that these are being consistently applied, there is no doubt that improvements have already resulted. As this any major change initiative of this type it will take time for the benefits of this to be fully realised.

One of the biggest improvements in the last 12 months has been the progress made by the Council's benefits service The number of days taken to process a new claim has fallen from 69 days to 21 and the recent BFI inspection graded the service as being 'fair' with good prospects for improvement.

The Council has also made a significant effort to improve its communication with residents and other stakeholders through traditional newsletters and to reach out to new customers and provide more services electronically.

The Council's new website, launched in August 2005 has already been rated as the best council website in Lancashire by an independent Internet consultancy. The website has also been instrumental in the council increasing its e-government performance indicator 47% to 100% at the end of 2005. We have had 162,107 individual visits by different customers to the web site and the number of transactions that can be completed online is increasing

Communication with residents has also been improved with the new Rossendale Alive newsletter being delivered to residents three times a year. The newsletter provides information to residents about council services and how to access them. A more proactive approach to the local media has also led to more information about council initiatives being printed in the local press. We have our first Communication Strategy and Action Plan in place.

8. IMPROVEMENT - The provision of high quality public services built upon the foundations of Finance, Risk, Performance, Procurement and Human Resource Management.

Our Key Achievements

The priorities that the Council have set itself for internal improvement were seen by the Audit Commission as ***“ a sensible approach, to enable a wider focus on improving service outcomes and much has been achieved in transforming the Council's structures and processes in relation to this objective”***.

Improvement is still required across many parts of the council, but good progress is being made. Our focus is on those service areas that support the Council as a whole, namely Finance, Risk, Performance, Procurement and Human Resource Management.

Financial management within the Council has improved greatly within the past three years and the Council is in a better financial position than it has been for some time. From a position of having no reserves to call on in 2002 we are on course to replenish its reserves in excess of the recommended prudential level of £500K ahead of schedule. Thanks to Housing Stock Transfer the Council has also now cleared its long-term debts as well as ensuring that housing investment can take place.

At the same time the Council has set one of the lowest Council Tax rises in the country of 2.2%, whilst continuing to improve the services it delivers – more than 2/3rds of our Best Value Performance Indicators have improved in the last 12 months.

Value for money from the Council has also improved noticeably. In the recent 'Value for Money' assessment undertaken by the Audit Commission it was recognised that ***“Members and senior managers have identified and pursued opportunities to reduce costs and improve VFM. There is evidence that improvement planning is now leading to service improvement and better VFM in some priority areas”***.

The improved financial position and continued good financial management and value for money will be embedded into the council's operations through the recently approved second Medium Term Financial Plan. This sets out the Council's Financial Framework for the next three years linking to and supporting the corporate mission for the next three years. It has ensured that the 2006/07 budget setting process has been fully integrated with our corporate priorities.

We are particularly pleased that we have been able to involve the wider community in this year's budget setting process through consultation with Rossendale's Community Network, the LSP Executive and local people through the Council's internet website and media coverage in the local papers. As a result of this consultation process the local community were able to consider a number of budget priorities and options and Members were able to take these into account before finalising the budget.

Improvement within the Council is also being supported through a rigorous approach to performance management. Performance management is being used to maintain the pace of change across the council and focus on turning its priorities and plans for action into actual outcomes that are of benefit to local people.

The focus on performance over the last year has resulted in improvements in 2 out of 3 performance indicators. The introduction of the 'Covalent' performance management system is resulting in better quality and more timely management information being produced so that management action can be taken swiftly to respond to poor performance.

This improvement is recognised in the recent independent review of the Council's Performance Management Arrangements which concluded that: ***“The building blocks of an effective performance management framework have been put in place within the Council and the introduction of the Covalent monitoring system is being extended across this framework”***.

Improvement within the Council is also being sustained through a strong focus on effective Human Resource management.

A Human Resources Strategy is being implemented with the goal of building the Council's capacity to deliver by ensuring that the skills and competencies of the workforce are developed to deliver and maintain high performance and customer satisfaction. The work of the Human Resources Team has recently been recognised by the award of Investors in People status.

The Council is on track to ensure that all staff participate in an annual performance development appraisal in the context of the Council's 'Golden Thread'. Training needs identified through the appraisal are then supported through a wide range of training opportunities from basic IT courses in Word and Excel to the Council's participation in the University of Central Lancashire's Postgraduate Management Diploma.

Over the last 12 months effective internal communication has been identified as a key component of an effective human resource strategy. Staff have been involved and consulted on a wide range of key corporate issues including the accommodation relocations, the customer contact project and future partnership arrangements for Streetscene. Formal communication with staff throughout the organisation has been much improved with the introduction of a regular team briefing system, three editions of the Staff Newsletter Grapevine and the introduction of Daily Message email.

The Council has also achieved level 2 of the Equality Standard and is now working to reach level 3. All new policies and strategies are carefully evaluated prior to their introduction to ensure that the Council is acting in a fair and equitable manner to every section of the community that it serves by taking their differing needs into account.

Our latest staff survey (carried out in January 2006) shows we are moving in the right direction in terms of staff engagement and morale. We are not complacent and will continue to make sure the staff of Rossendale Borough Council perform to the highest standards – but we are pleased with this year's results. The headline messages are set out below:

In 2005/6 Staff felt:

Customers

59.6% feel people in the organisation show a good attitude to customers (up from 48% in 2004/5)
81.3% are aware of the customer complaints policy (up from 63.9% in 2004/5)

Council as Employer

41.7% feel the Council is a good organisation to work for (up from 25.6% in 2004/5)

36.8% feel the future of the Council looks promising (up from 15.8% in 2004/5)
28.1% felt valued (up from 7.4% in 2004/5)

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Section Five: What Local People Can Expect To Get Better and By When

The following tables highlight the key outputs and outcomes that local people can expect from the Council over the next three years. This is not the total list of what we plan to do – here we set out the main elements of our agenda and improvement programme which will help make the long term vision of Rossendale Alive a reality. The tables demonstrate where, through its actions, the Council is contributing to the current Delivery Plans for the Community Strategy (CS) and addressing issues identified in the Progress Assessment (PA).

Outcomes	Outputs	Corporate Objective	Target Date	Lead	Source	CS & PA Actions
1. Putting Customers First – improved levels of customer satisfaction and access to services	Implementation of Customer Services Best Value Review Plan	Customers	June 2006	Cabinet Member for Customer Services Head of Customer Services and E-Government	Customer Services and E-Government Business Plan	PA Action (embed)
2. Improved awareness and understanding of the role of Elected Members	Introduction and development of councillor engagement mechanisms such as 'Know Your Councillor', Lancashire Locals and Area Forums	Community	July 2006	Cabinet Member for Human Resources and Member Development Head of Legal and Democratic Services	Legal and Democratic Services Business Plan	
3. Improved staff morale and sense of recognition leading to higher levels of employee performance	Introduction of Rewards and Recognition mechanisms for staff	Improvement	July 2006	Cabinet Member for Human Resources and Member Development Head of Human Resources	Human Resources Business Plan	

Outcomes	Outputs	Corporate Objective	Target Date	Lead	Source	CS & PA Actions
4. Improved car parks within the borough	Car Parking – improvement programme and funding options considered by Cabinet	Economy	August 2006	Cabinet Member for Regeneration Head of Legal and Democratic Services	Legal and Democratic Services Business Plan	
5. Improved performance for major planning applications and customer contact	Determine and implement way forward for Development Control Service	Improvement	August 2006	Cabinet Member for Regeneration Deputy Chief Executive	Spatial Development Business Plan	
6. Staff are informed and involved in the Council's improvement and change agenda	Action Plan developed to address the outcomes of the 2006 staff survey	Improvement	August 2006	Cabinet Member for Human Resources and Member Development Head of Human Resources	Human Resources Business Plan	
7. Core skills for Rossendale's capacity building model delivering improved performance and customer focus	Implementation of the competency framework	Improvement	August 2006	Cabinet Member for Human Resources and Member Development Head of Human Resources	Human Resources Business Plan	PA Action
8. Statutory Planning Guidance that will shape the future spatial development of the borough over the next ten years.	Core Strategy submitted to GONW	Economy	August 2006	Cabinet Member for Regeneration Head of Spatial Development	Economic Regeneration and Spatial Development Business Plan	

Outcomes	Outputs	Corporate Objective	Target Date	Lead	Source	CS & PA Actions
9. Statutory Planning Guidance that will shape the future spatial development of Rawtenstall over the next ten years	Rawtenstall Town Centre Area Action plan (AAP) submitted to GONW Planning Inspectorate for approval	Economy	August 2006	Cabinet Member for Regeneration Head of Spatial Development	Economic Regeneration and Spatial Development Business Plan	CS Action
10. Rossendale recognised as the Adrenalin Gateway for Pennine Lancashire and the region.	Pre-feasibility study completed.	Economy	August 2006	Cabinet Member for Regeneration Head of Economic Regeneration and Strategic Housing	Economic Regeneration and Spatial Development Business Plan.	CS Action
11. Improved environment equity	Open Spaces Strategy completed	Environment	September 2006	Cabinet Member for		CS Action
12. Managers able to monitor the standards as part of ensuring a customer service ethos embedded	Monitoring Toolkit for Customer Services Standards	Customers	September 2006	Cabinet Member for Customer Services Head of Customer Services and E-Government	Customer Services and E-Government Business Plan	PA Action (embed)
13. An ICT platform, which enables the business processes and efficiency.	ICT Strategy developed	Improvement	September 2006	Cabinet Member for Customer Services Head of Customer Services and E-Government	Customer Services and E-Government Business Plan	

Outcomes	Outputs	Corporate Objective	Target Date	Lead	Source	CS & PA Actions
14. Provision of affordable homes in the borough to ensure an accessible housing market.	Implementation of an Affordable Housing Strategy to aid the Strategic framework for addressing Affordable Housing in the borough over the period 2006-08.	Housing	September 2006	Cabinet Member for Regeneration Head of Economic Regeneration and Strategic Housing	Economic Regeneration and Strategic Housing Business Plan	CS Action
15. Improved Community Leadership	Community Leadership Policy Statement and Action Plan adopted	Community Network	October 2006	Leader Head of Legal and Democratic Services	Legal and Democratic Services Business Plan	PA Action
16. Improved performance of revenues and benefits service and the customer contact provided by the Council.	Revenues, Benefits and Customer Contact Partnership negotiations completed and contract implementation begun	Partnership	October 2006	Cabinet Member for Customer Services Head of Customer Services and E-Government	Customer Services and E-Government Business Plan	
17. Clear way forward for leisure provision within Rossendale providing quality leisure services for local people.	Strategic Review of Leisure completed	Partnership	October 2006	Cabinet Member for Customer Services Head of Community and Partnership	Community and Partnership Business Plan	

Outcomes	Outputs	Corporate Objective	Target Date	Lead	Source	CS & PA Actions
18. To continue to build a financial base upon which the Council can deliver its priorities and ensure Council buildings are fit for purpose for both staff and customers	Asset Management Plan and Capital Strategy completed	Improvement	October 2006	Cabinet Member for Finance and Risk Management Head of Financial Services	Financial Services Business Plan	PA Action
19. A community based facility for Whitworth	Rebuild Whitworth Civic Hall	Customers	November 2006	Cabinet Member for Finance and Risk Management Head of Financial Services Leader	Financial Services Business Plan	
20. Corporate and community delivery, monitoring and evaluation of the Housing Strategy	Fit for purpose Strategic Housing Service	Housing	December 2006	Head of Economic Regeneration and Strategic Housing	Economic Regeneration and Spatial Development Business Plan	
21. Residents and businesses of Bacup and Stacksteads have an opportunity to state their priorities as to how the ELEVATE programme will be delivered in their area.	Bacup and Stacksteads Area Action Plan is submitted to GONW Planning Inspectorate for approval.	Economy	December 2006	Cabinet Member for Regeneration Head of Spatial Development	Economic Regeneration and Spatial Development Business Plan	CS Action

Outcomes	Outputs	Corporate Objective	Target Date	Lead	Source	CS & PA Actions
22. Promote Rossendale as a visitor destination (Phase One of Marketing Rossendale)	Promotion of Rossendale as a place to live, work, invest and visit.	Economy	December 2006	Cabinet Member for Regeneration Head of Economic Regeneration and Strategic Housing	Economic Regeneration and Strategic Housing Business Plan	CS Action
23. Improved management of parks and open spaces addressing the needs in relation to the Children and Young Peoples Plan and Community Safety	Develop a short, medium and long term strategy for parks and open space maintenance	Environment	December 2006	Cabinet Member for Streetscene & Liveability Head of Street Scene and Liveability	Street Scene and Liveability Business Plan.	CS Action
24. Deliver sustainable way forward for waste disposal for the borough	Way forward for Waste Transfer Station identified	Environment	December 2006	Cabinet Member for Streetscene & Liveability Head of Street Scene and Liveability	Street Scene and Liveability Business Plan.	
25. Community engagement and social inclusion encouraged	Community Portal introduced	Community Network	December 2006	Cabinet Member for Customer Services Head of Customer Services and E-Government	Customer Services and E-Government Business Plan	

Outcomes	Outputs	Corporate Objective	Target Date	Lead	Source	CS & PA Actions
26. More effective internal communications and improved corporate memory	Implement a new corporate Intranet	Improvement	December 2006	Cabinet Member for Customer Services Head of Customer Services and E-Government	Customer Services and E-Government Business Plan	
27. Effective management of spatial data	Local Land and Property Gazetteer (LLPG) linked to the National Land and Property Gazetteer (NLPG)	Improvement	January 2007	Cabinet Member for Customer Services Head of Customer Services and E-Government	Customer Services and E-Government Business Plan	
28. People supported to keep warm in winter	Affordable Warmth/Fuel poverty Strategy	Health	January 2007	Cabinet Member for Regeneration Head of Economic Regeneration and Strategic Housing	Economic Regeneration and Strategic Housing Business Plan	
29. Improved productivity in Revenues and Benefits processing resulting in an improved service to customers.	Implementation of an effective DIP system that fully integrates into the CRM system used in the One Stop Shop and Telephone Contact Centre	Improvement	February 2007	Cabinet Member for Customer Services Head of Customer Services and E-Government	Customer Services and E-Government Business Plan	

Outcomes	Outputs	Corporate Objective	Target Date	Lead	Source	CS & PA Actions
30. Improved responsiveness of services at a local level	Borough wide approach to neighbourhood working adopted (including community safety)	Community Safety	March 2007	Cabinet Member for Streetscene and Liveability/Leader	StreetScene and Liveability Business Plan	CS Action
31. Employees have clear understanding of their roles and responsibilities and how they contribute to the overall vision of Rossendale Alive leading to improved performance levels.	Achieve Investors in People across the Council	Improvement	March 2007	Head of StreetScene and Liveability Cabinet Member for Human Resources and Member Development Head of Human Resources	Human Resources Business Plan	PA Action (embed)
32. All sites on Futures Park developed for use and basis for economic development set in motion.	Close down of Futures Park Project Management	Economy	March 2007	Cabinet Member for Regeneration Head of Economic Regeneration and Strategic Housing	Economic Regeneration and Strategic Housing Business Plan	

Outcomes	Outputs	Corporate Objective	Target Date	Lead	Source	CS & PA Actions
33. CPA Assessment of Fair raising the profile and reputation of the Borough and its ability to influence stakeholders in the delivery of the overall vision for the borough.	Audit Commission Corporate Performance Assessment completed	Improvement	March 2007	Leader Chief Executive	Policy and Change Management Business Plan	
34. Make good brownfield sites for future economic development and regeneration	Brownfield programme is delivered in line with targets in its project plan	Economy	March 2007	Cabinet Member for Regeneration Head of Economic Regeneration and Strategic Housing	Economic Regeneration and Spatial Development Business Plan	
35. Evaluation of the success and sustainability of the SRB programme	SRB Programme closed down and sustainability and end of scheme arrangements completed	Economy	March 2007	Cabinet Member for Regeneration Head of Economic Regeneration and Strategic Housing	Economic Regeneration and Spatial Development Business Plan	
36. Effective Elected Members with the skills to deliver the Council's agenda and community leadership role	Implement Member Development strategy	Improvement	March 2007	Cabinet Member for Human Resources and Member Development Head of Legal and Democratic Services	Legal and Democratic Services Business Plan	PA Action
Outcomes	Outputs	Corporate	Target	Lead	Source	CS &

		Objective	Date			PA Actions
37. Strengthened approach to use of resources and probity issues.	Improved performance in relation to Council's Use of Resources judgement	Financial Management	March 2007	Cabinet member for Finance and Risk Management	Financial Services and Legal and Democratic Services Business Plans	PA Action
38. All customers aware of the level of service they should receive from the Council	Full suite of service standards introduced and communicated	Customer	April 2007	Executive Director for Resources Cabinet Member for Customers	Customer Services and E-Government Business Plan	PA Action
39. Learning from staff, partners and Councillors captured	Staff. Partner and Councillor Comments and Suggestion Schemes introduced.	Improvement	April 2007	Head of Customer Services and E-Government Cabinet Member for Member Development and Human Resources	Human Resources Business Plan	PA Action
40. Ensure partner and Council activity is effectively focussed on bringing the communities of Rossendale together.	Overview and Scrutiny to conduct a review of impact of LSP on Community Cohesion in Rossendale Rossendale BC Policy Statement on Community Cohesion prepared	Community	April 2007	Head of Human Resources Cabinet Member for Customer Services Head of Community and Partnership	Community and Partnership Business Plan	

Outcomes	Outputs	Corporate Objective	Target Date	Lead	Source	CS & PA Actions
41. To deliver affordable and modernised conditions of service and reward systems to ensure an appropriately skilled and motivated workforce delivering improved services.	Deliver Job Evaluation and establish an effective pay and grading system	Improvement	April 2007	Cabinet Member for Human Resources and Member Development Head of Human Resources	Human Resources Business Plan	
42. The provision of high quality, value for money Streetscene services	Preferred partner identified for StreetScene and Liveability	Environment	June 2007	Cabinet Member for Streetscene & Liveability Head of Streetscene and Liveability	Streetscene and Liveability Business Plan	
43. To increase effective engagement with the community to ensure services are meeting local needs	In conjunction with Community Network develop a community engagement and involvement strategy	Community	December 2007	Cabinet Member for Customer Services Head of Community and Partnership	Community and Partnership Business Plan	CS Action PA Action

Outcomes	Outputs	Corporate Objective	Target Date	Lead	Source	CS & PA Actions PA Action
44. To ensure appropriate opportunities are provided for stakeholders to express views and informed policy development and service improvement takes place.	Fit for purpose consultation strategy and framework	Improvement	December 2007	Cabinet Member for Customer Services Head of Community and Partnership	Community and Partnership Business Plan	
45. The character of Rossendale preserved as the borough is developed for the future.	Character Appraisals completed for 8 Conservation Areas	Economy	January 2008	Cabinet Member for Regeneration Head of Spatial Development Leader	Economic Regeneration and Spatial Development Business Plan Economic Regeneration and Spatial Development Business Plan	
46. Investment of £4m over two years in housing and environment as part of the regeneration of the area	Housing Market Renewal – Deliver ELEVATE programme in Bacup and Stackstead are	Economy	March 2008	Head of Economic Regeneration and Strategic Housing	Economic Regeneration and Spatial Development Business Plan	
47. Equality of access to services and diversity of workforce ad communities celebrated.	Achieve Level 3 of the Equality Standard	Customer	March 2008	Cabinet Member for Human Resources and Member Development Head of Human Resources	Human Resources Business Plan	
48. A modern, accessible and safe bus station that meets the bus transport need of local	New Bus Station for Rawtenstall completed	Economy	April 2008	Cabinet Member for Regeneration Head of Economic	Economic Regeneration and Strategic Housing Business Plan	

Outcomes	Outputs	Corporate Objective	Target Date	Regeneration and Strategic Housing Lead	Source	CS & PA Actions
people						
49. A spatial framework which has been developed with local people and ensures the buildings, architecture and general environment of the Valley matches their aspirations for the future	Local Development Framework completed	Economy	April 2008	Cabinet Member for Regeneration Head of Spatial Development	Spatial Development Business Plan	
50. A council venue providing civic, cultural and conference facilities for the people of Rossendale and South East Lancashire	Completion of civic facilities as a part of the Rawtenstall town centre Area Action Plan	Economy	December 2008	Cabinet Member for Regeneration Head of Economic Regeneration and Strategic Housing	Economic Regeneration and Spatial Development Business Plan	
51. Quality services for local people	Council's Mission of 8x8x2008 delivered	Improvement	December 2008	Leader		PA Action
52. A major contribution to the regeneration of Rawtenstall Town Centre, and Rossendale as a whole creating jobs and improving retail and leisure facilities.	Valley Centre redevelopment completed	Economy	March 2009	Chief Executive Cabinet Member for Regeneration Head of Economic Regeneration and Strategic Housing	Economic Regeneration and Spatial Development Business Plan	CS Action

SECTION 6

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 should the risk become a reality. Other risks are managed through a combination of service business plans and the operational risk register process.

	Risk/Impact	Risk Profile	What action will be taken to reduce the risk?	Lead Responsibility	What action will be taken if the risk becomes a reality	Lead Responsibility
1	CPA target of '2 Star' may be impacted by the Audit Commissions decision to consult further with District Authorities regarding the new model for future CPA inspections. Potential for timescale for reassessment to be lengthened beyond 2006/07	A1	Consultation with both the Audit Commission and Office of the Deputy Prime Minister	Chief Executive	Report to Executive with recommendations for action	Chief Executive
2	Customer service P.I.'s not embedded across all services	A2	Set up staff engagement workshops in areas where non compliance greatest to establish reasons and improvement plans	Head of Customer Services & E Gov	Closely monitor achievement of customer P.I.'s and implement corrective actions where necessary	Head of Customer Services & E Gov
3	Council fails to find and manage, appropriately, a Revenues and Benefits strategic partner.	B1	Procedure plans in place to identify the best partner for the council including the creation of a dedicated client management team	Head of Customer Services and e-Government	Review alternative methods of service delivery.	Head of Customer Services and e-Government

4	Customer satisfaction levels do not increase	B1	Embedding customer service standards throughout the organisation, communications strategy being developed, significant capital investment into housing following the transfer of Council Housing to Green Vale Homes	Head of Customer Services and e-Government	Review the degree to which customer standards are adhered to throughout the Council. Plan and implement according to customer satisfaction surveys.	Head of Customer Services and e-Government
5	Council does not adhere to the key assumptions of the Medium Term Financial Strategy or identify a means of bridging the funding gap.	B1	06/07 Budget in line with MTFS principles. Funding gap sources currently under review (eg additional income generation)	Executive Director of Corporate Resources	Increased Member development and financial training	Executive Director of Corporate Resources
6	Council fails to deliver its improvement agenda through its various strategic partnerships (eg: Local Strategic Partnership, Lancashire County Council, Green Vale Homes, Revenues & Benefits, etc)	B1	Members training and organisational review to ensure that Members and Officers perform lead roles in the various partnership	Chief Executive	Review and revise strategy within the Corporate Improvement Plan	Chief Executive
7	Local Government White Paper distracts the Council (Members and Officers) from its improvement agenda and corporate priorities.	B1	Performance management framework (including the regular monitoring of all strategic, service business and personal plans) and	Chief Executive	Re-enforcement of the corporate and personal objectives	Chief Executive

			"The Golden Thread" continues to be embedded throughout the organisation.			
8	Sale of assets are not realised therefore the Council does not secure capital receipts to fund its accommodation activity.	B2	Business Case Development	Property Services Manager	External funding increased	Property Services Manager
9	Bus station is not a viable project – i.e. project costs are above £4m	B2	Business Case Development	Head of Economic Regeneration	External funding increased	Head of Economic Regeneration
10	Decline in industrial Relations and Staff Morale	B2	Implement Staff Survey Action Plan	Head of Human Resources	Increase all communication forums available	Head of Human Resources
11	The Council is dependent on the establishment of: OSS/shared contact centre/RBS partnership to embed a customer centric ethos, increase satisfaction and embed across authority	B2	Regular progress reports on OSS/Call centre/RB Partnership development to SMT	Head of Customer Service	Escalation of issues with appropriate recommendations to SMT	Management Team

12	The Rebuild of Whitworth Civic Hall Project Overpsent	B2	Design and Build fixed price contract, with professional project management	Head of Financial Services	Report to Executive with recommendations for action	Head of Financial Services
13	Performance Management is not embedded in the organisation resulting missed opportunities in terms of service improvement for local people	B2	Regular scrutiny of performance through O&S Committee, Leader & Chief Executives Forum together with the full implementation of appraisal for every employee and the introduction of the Covalent PM system	Head of Performance & Change Management / Head of Human Resources	Review performance management system and make recommendations to the Executive for action	Head of Performance & Change Management/Head of Human Resources
14	Staff absence does not decrease	B2	Absence management policy has now been implemented. Areas of significantly poor performance have since or are planned to transferred to partnering arrangement. Rewards scheme planned.	Management Team	Further embed absence management procedures	Management Team

15	Recruitment and retention of key staff and skills	B2	A workforce development plan will be delivered which focuses on existing skills of staff and the skills required for the future.	Head of Human	Accelerate workforce plan arrangements. Partnership arrangement to acquire key skills	Head of Human
16	Strategic Partnership for Street Scene & Livability fails business case	B2	£100k budget investment to manage the project and develop the business case	Head of Street Scene & Livability	Alternative options investigated eg scaled down option as to service provision required,	Head of Street Scene & Livability
17	Waste transfer station arrangements are not developed for Rossendale	B2	Resources identified to develop the business case and to lobby Lancashire CC	Head of Street Scene & Livability	Investigate alternative resources and options	Head of Street Scene & Livability
18	Valley Centre project does not go ahead	C 1	Effective client side support. Development of alternative options.	Head of Economic Regeneration	Alternative options are developed and brought forward	Head of Economic Regeneration
19	The Council has not sufficiently developed & progressed to achieve a '2 Star' CPA rating	C1	CPA Project Plan produced with 'SMART' criteria with monthly progress reports for SMT	Head of PCM & Management Team	The Council will review its arrangements for continual improvement in the context of the findings of the	Management Team

					CPA and other Audit Commission inspections	
20	The Council is not able to work within the financial resources as set out in the 06/07 Budget	C1	Regular monitoring of Council finances, increased training, awareness and embedding of the principles of Financial management. Risk assessment made as part of budget consultation and approval. Audit commission assessment of "adequate performance" in Use of Resources score.	Head of Financial Services	Risk assessment made as to adequacy of Council General Reserves ability to absorb any material and unforeseen expenditure outside the budget	Head of Financial Services
21	Technical problems incurred in the integration of various ICT systems within the One Stop Shop and the Shared Contact Centre	C1	Head of ICT now appointed.	ICT Manager	Fundamental review of all Council ICT operations	ICT Manager
22	Local Development Framework: - is not delivered according to the target milestones - is contravened by Members so that decisions are not in line with policy	C2	Agreed action plan and resources are in place. Member training, pre-application meetings, Scheme of Delegation.	Head of Spatial Development	Resources reallocated increase in Member redevelopment programme	Head of Spatial Development

23	Job Evaluation: - preferred method GLEA meets staff and Trade Union resistance - significant financial impact	C2	Staff consultation on methodologies and financial contingences identified	Head of Human Resources / Executive Director of Corporate Resources	Council has final choice of schemes. Use of financial contingences	Head of Human Resources / Executive Director of Corporate Resources
24	The Council fails to achieve the Equalities level 3 status	C2	Action plan and Equalities Action Team in place. Equalities training mandatory for all Staff	Head of Human Resources	Revision of action plan and training programme	Head of Human
25	The partnership agreement between Rossendale Leisure Trust and the Council fails to deliver the agreed outputs. Business case for investment are not robust.	C2	New client arrangements in place to cover finance and performance. 2 Members on the RLT board taking on the role of community leadership. Council scrutiny and due diligence of all material investment proposals. Council reviewing its strategy on the provision of leisure.	Head of Community and Partnerships	Implement the finding of the leisure strategy review.	Head of Community and Partnerships

26	Investors In People (IIP) is not achieved by the Council as a whole across all areas of service.	C3	All relevant personnel policies are now in place. The Human Resources department has achieved IIP in its own right	Management Team	Further training and embedding of personnel policies	Head of Human
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2005/06 Risks No Longer Applicable

1	Housing Stock Transfer – Potential 'No vote' with cost to General Fund	A1	Allowance made in Capital Programme	Head of Finance	Capital Programme Review	Head of Finance
2	Accommodation strategy impacts on Corporate Performance Improvement	A1	Create Project Steering Board Chaired by Chief Executive with external project manager and representation from Elected Members and the Trade Unions	Executive Director of Resources	Review the phasing of the strategy and revisit performance management framework	Executive Director of Resources
7	Housing Benefits Verification Framework and Operational Plan not implemented	B1	Monthly reporting will identify issues quickly and allow further action to take place	Head of Customer Services & E Gov	Review VF /ops plans and methodology used to calculate increased grant, Seek advice from other authorities	Head of Customer Services & E Gov

					and BFI contacts	
8	High risk savings for 2005/6 are not identified resulting in failure to fund 2005/6 commitments and replenish reserves to targets set	B2	Consultation with staff and unions – new working practices	Executive Director of Resources	RBC needs to reconsider future service enhancements	Executive Director of Resources
11	Council does not secure funding for Anti Social Behaviour officer – cannot continue with Crime & disorder priorities	B2	Ensure projects are successful and demonstrate need for continued funding	Head of StreetScene & Liveability	Funding for post needs to be secured	Head of StreetScene & Liveability
12	Decriminalising of car parks does not progress to extend enforcement to off street park – anticipated revenue is not realised	B2	Report to Members to ensure awareness of parking and funding implications	Head of StreetScene & Liveability	Budget needs to be established to continue agreement with LCC	Head of StreetScene & Liveability
14	General Election preparation is disrupted as a result of National Media Scrutiny	B2	Media Training together with Internal Audit Quality Assurance for Election night preparation	Chief Executive	Agree way forward with key stakeholders and implement	Chief Executive

Section 7 - The Council's Performance Management Framework

The Council is committed towards improving the services it delivers to the people who live, work and visit Rossendale. Embedding an effective performance management framework throughout the Council will enable us to continually check whether we are achieving our stated ambitions by turning our plans for the improved delivery of services into action on the ground.

Performance Management is regarded as a high priority in Rossendale. The Council is committed towards the continual improvement of its performance management framework and embedding a culture of performance management throughout the Council and in its work with partners.

To achieve this the Council has put in place a robust Performance Management Framework, based upon the use of accurate and reliable information. The purpose of the framework is to enable the Council to monitor progress towards achieving Rossendale's corporate vision and priorities by continually checking the delivery of a wide range of projects and targets .

Embedding a Performance Management Framework that is robust, transparent and accountable will enable:

- **Members & Directors** to manage and lead with a clear Vision; clearly focus on achieving strategic objectives and priorities that answer the needs to the local community and to monitor progress towards achieving the Vision
- **Heads of Service** to produce Business Plans that demonstrate how they will contribute to the Council's & Communities Objectives and Priorities and manage and monitor their implementation
- **Service Teams** to produce action plans that support the projects and targets in their Service Business Plans
- **Council employees** will be able to make a direct connection between what they do, and how by achieving corporate and service priorities, they can benefit the community they serve.
- **The Community** and Council stakeholders to check, monitor and challenge the Council's performance and see whether the Council is on track to achieve its stated objectives and priorities

Rossendale's Performance Management Framework is built around eleven objectives, five of which are shared with the **Local Strategic Partnership** and three of which are internal to the Council's improvement. This framework, as shown on page xxxx forms the strategic level of Council's 'Golden Thread' and highlights how the needs of local people will be met not only by the Council, but by other key partners such as the Police, Primary Care Trust and County Council through the three year **Delivery Plan of Rossendale's Community Strategy**.

At the corporate strategic level the **Council's Corporate Improvement Plan** is the Council's primary strategic planning document and forms the backbone of the Council's Performance Management Framework. It shows the objectives, priorities and the Council's 3 year goals that it is seeking to implement by showing a clear set of actions that demonstrate what local people can expect to get better and by when.

At the operational service level, the **Council's Eight Business Plans** show the contribution that they will make to the corporate, community & the Lancashire Local Partnership's Local Area Agreement goals and targets.

At the service team level, Team **Action Plans** support specific projects contained in Service Business Plans & show how specific targets and projects will be achieved.

All Council staff participate in 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 skill and experience to achieve them.

The Lancashire Partnership's Local Area Agreement

Local Area Agreements (LAA's) present an opportunity to deliver services in partnership in innovative and exciting ways for the people of Lancashire. A Local Area Agreement (LAA) is an agreement between central and local government about priority outcomes and targets which are important in a particular authority area and will be the process through which the community strategy will be delivered. Working through the Lancashire Partnership, it brings together funding streams and encourages agencies to co-ordinate planning and will transform service delivery by working in partnership.

In two tier areas such as Lancashire, the County Strategic Partnership is the body that will negotiate with Government Office North West and Lancashire County Council are the accountable body who will hold the merged funding streams. Rossendale Council has been playing a full role in influencing and shaping the agreement and has entered into a voluntary partnership working arrangement with our four East Lancashire neighbouring authorities to adopt a joint approach towards this.

The LAA is divided into 4 blocks:

- **Safer and Stronger Communities**
- **Children and Young People**
- **Healthier Communities and Older People**
- **Economic Development and Enterprise**

A 'Lead Officer' from RBC has been appointed for each of the blocks to liaise between RBC, the East Lancashire Authorities and the Lancashire Partnership and are currently participating in the on-going negotiations regarding the adoption of targets for each of the blocks shown above. Following such agreement RBC's contributions will be built into the Performance Management Framework.

The Council's Performance Measurement Framework

To manage performance well the Council needs to focus upon capturing and using information about the actual levels of performance being achieved as this provides a valuable management tool that supports the decision making processes around service improvement priorities. Effective Performance Measurement within the Council will:

- **Promote accountability**
- **Help the management of service improvements**
- **Measure actual levels of service improvement**
- **Provide a benchmark against which to measure service improvement – both internally and against other Councils**

The Council's approach to the production and use of Performance Management & Measurement information is as follows:

The Leader of the Council - holds the portfolio for Performance Management & 'Champions' effective Performance Management throughout the Council and the role of Members in scrutinising the Council's performance.

The Head of Policy & Change Management - is responsible for the overall strategic development of the Council's Performance Management Framework, supporting users in its application and providing regular performance reports upon the Council's performance to a range of stakeholders that clearly demonstrate performance.

Heads of Service – are responsible for setting targets for service improvement and using performance information to help manage improvement for PI's which lie within their service area. They are also responsible for ensuring the timeliness, accuracy and reliability of performance information that lies within the service area.

BVPI Responsible Officers – are responsible for collecting data that is accurate, reliable and complies with the definition & maintaining a robust audit trail to demonstrate this. They are also responsible for ensuring

Standards for Better Quality Data

The Council is committed towards the adoption of the voluntary standards for producing high quality data based upon standards of best practice to formalise its approach towards the production of performance information. To achieve this the Council will develop a 'Better Data Quality Policy', together with a strategy and action plan which will demonstrate how it intends to implement the policy.

This will provide 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**

The Council's 'Covalent' Performance Management System

To help improve the Council's performance information and management arrangements and integrate key management processes the Council has been working hard to develop and implement its use of the Covalent **Performance Management System**.

Good progress has been made in using the system to collect, monitor and report upon a wide range of Best Value and Key Success Indicators and over the next year its use will be extended beyond a system that monitors performance information to one which helps managers, staff and members understand how the performance framework fits together and monitors progress against a wide range of aims and objectives.

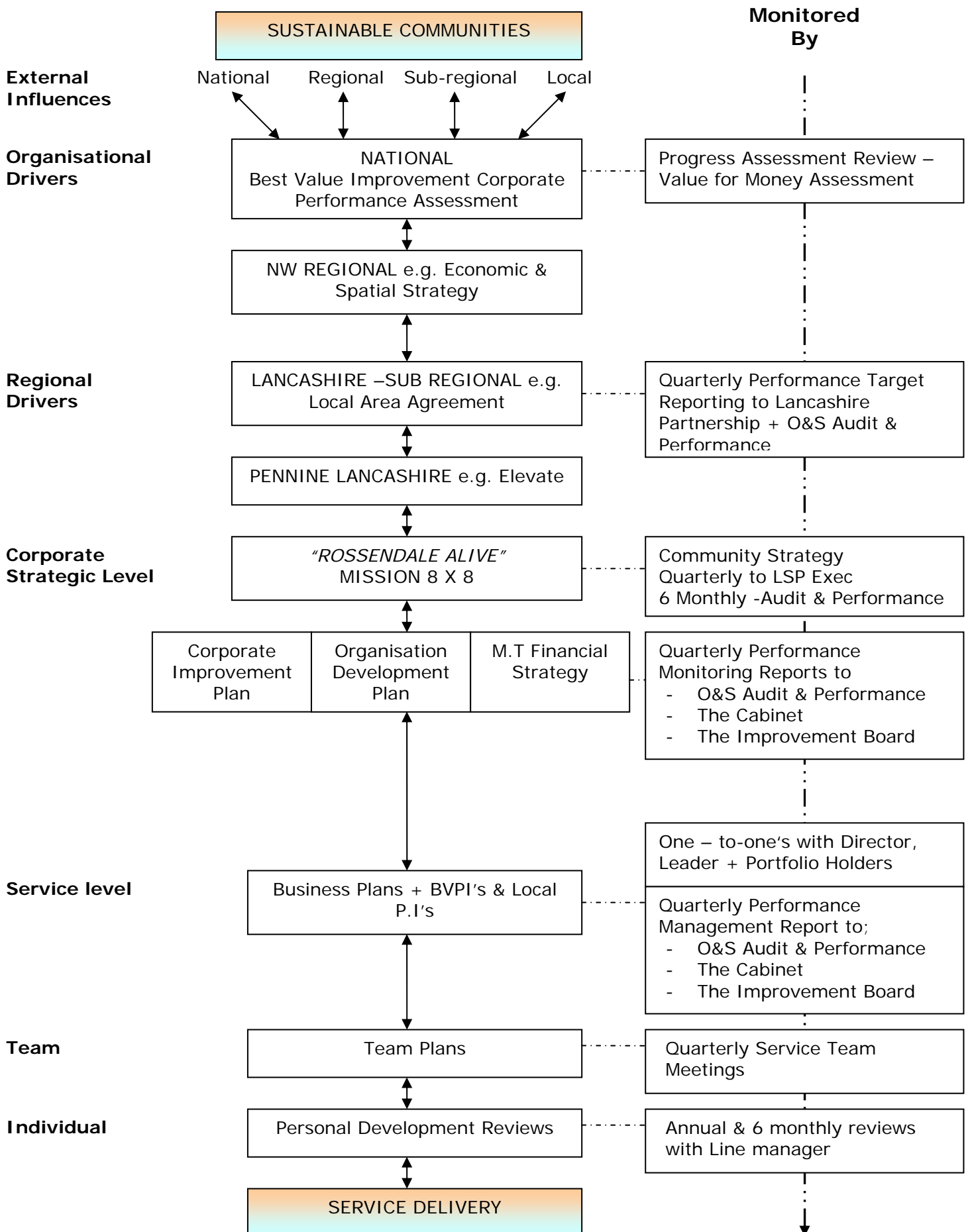
The purpose of the continued application of the Covalent System is to:

- **To help understand the impact and links of actions in achieving community and corporate goals**
- **Integrate the key management processes of performance and risk management**
- **To standardise the monitoring of achievement against goals and actions as set out in:**
 - **The Community Strategy 3 Year Delivery Plan**
 - **The Corporate Improvement Plan**
 - **The Council's Eight Business Plans**
 - **Action plans attached to key projects and strategies**
- **To collect , monitor and report upon progress towards targets against a wide range of Performance Indicators**
- **To widen access and understanding to the information mangers, staff, members and partners**
- **To provide timely and relevant management information for mangers, staff, members and partners**
- **To ultimately improve the councils performance in all areas.**

ROSSENDALE COUNCIL'S GOLDEN THREAD



ROSSENDALE'S PERFORMANCE MANAGEMENT FRAMEWORK



Section 8

Resources – Managing Our Resources to Deliver Our Priorities

Rossendale Council intends to respond positively to the challenges and opportunities it is facing. In order to achieve this we are committed to making the most effective use of all of the Council's resources in order to deliver the councils stated objectives and priorities.

Human Resources

Given the scale of changes that are facing Rossendale we need to ensure that we to continue to develop the skills and competencies of Members, Managers and Officers. Our aim is to develop their full potential to enable them to effectively champion the needs of our community and deliver better services to our customers. Much has already been done to strengthen the Council's capacity by ensuring we have the right leadership, effective organisational structures and people with the right skills and competencies to deliver improvement and transformation. Nevertheless, we recognise there is still more to be done.

The Council is committed to the ongoing development and effectiveness of its workforce and during 2004-2005 adopted a new Human Resources Strategy and continued to build upon its employee personal development, the appraisal process and its organisational development plan.

Our top priorities in relation to Human Resources are to continue to:

- Build our organisational capacity by working with partners
- Recruit and develop the skills & competencies of our employees
- Review organisational structures in light of corporate priorities and partnership working
- Contribute to the management of performance and sickness absence

Organisational Review

In December 2004, the Council completed a major Organisational Review in order to increase the skills and capacity of the Council and its ability to focus upon its priorities. The review resulted in the successful introduction of a new management structure, which included the following new appointments :

- Executive Director of Resources
- Head of Policy & Change Management
- Head of Street Scene & Liveability
- Head of Economic Regeneration & Spatial Development
- Head of Community Partnerships
- Head of Customer Services & E-Government

The adoption of the new management structure was the first step in the creation of an organisational infrastructure aligned to the delivery of the council's objectives and priorities. Since the commencement in post of the new Management Team, the review has been extended throughout the organisation. The purpose of the review is to focus resources in areas of priority for the Council and to establish a corporate function which is fit for purpose.

The next stage of the organisational review will focus upon the restructuring on some of the Council's resource management functions, primarily, finance, legal and democratic services and policy & change management. These functions exist solely to facilitate the delivery of the council's front line services yet are central to the Council's improvement journey. Each of these three services areas is at different stages of development and face different issues. A key aim is to use this process to bring these services together so that they maximise the value they bring to the organisation.

Staff and their representatives are being fully consulted about these proposals and changes may occur as a result of these consultations. Implementation of the new structure will take place over the next six months and will be fully operational by the end of the financial year.

East Lancashire Partnership

A number of members from within the Council are participating in the East Lancashire Member Development programme which enables Members from across Lancashire to share areas of common interest. In addition the current Leader has participated in the Leaders programme delivered from Warwick University.

The Council's Organisational Development Plan

The National Pay and Workforce Strategy identifies the need for a competent and confident workforce as one of the major routes to the improvement of public sector services. During 2004-2005 the Council made a significant investment in providing training for its workforce as an integral part of delivering its change programme. Training and staff development have a crucial role to play in ensuring that the workforce are equipped with the skills and expertise to deliver a quality service. During 2004-2005 employees participated in a wide range of training opportunities spread across all levels of the organisation and encompassing all grades of staff.

The 2003-2004 programme focused predominantly on the development of core skills in relation to Equalities, Customer Care, use of Information Technology and technical skills. The 2004-2005 programme continued the programme of 2003-2004, but built on this by focusing on management development, project management, performance management, NVQs, apprenticeships. The 2005-2006 programme illustrates the changes within the Council and focuses on issues such as service level agreements, contract management, financial management, partnership working, leadership,

teambuilding and additional one off programmes to develop management capacity e.g. effective delegation.

Member Development

The Council's Elected Members continue to participate in a wide range of Member Development Activities. An Annual Training Schedule provides development workshops for Cabinet Members and Overview & Scrutiny Members and Leadership workshops for Cabinet Members and Committee Chairs. The Council has now moved to a position where Member development and self-development is seen as routine business and is valued by members as an important part of their commitment to continuous improvement.

Member Development will continue to happen in a clear and structured way through updating and implementing a revised Member Development Strategy. This strategy provides a personal development plan for each Member on a one to one basis from appropriately trained officers. The strategy and member development are also supported by the well established Member Working Group, which enables Members to take ownership of the development process for themselves. Members have participated in training programmes provided by: The East Lancashire Member Development Programme; The Audit Commission; North West Employers Association;

The Improvement & Development Agency; In-house events, and, visits to other Councils. A quarterly Member Development Programme highlights a range of internal and external development opportunities to all Members.

Development & training themes include:

- Cabinet and Leadership Development
- Scrutiny and Challenge
- Community Leadership
- Other Council Skills (Regulatory and Functional areas)
- Performance Management
- Council Modernisation and New Constitutional Arrangements
- Budgets, Finance
- Risk Assessment
- Induction of New Members
- Managing Yourself
- Communication Skills
- Surgery and Related Skills
- Media Relations
- General Meeting Skills
- Information and Communication Technology (ICT)
- General Issues and Knowledge

East Lancashire Leaders Programme

The Council along with other East Lancashire Authorities is a part of a joint programme aimed at meeting the following objectives:

- To build the confidence of those in leadership positions
- To focus in particular on community leadership
- To equip members and managers with the skills needed to deal with transformational change
- To build a strong base for developing further capacity through effective partnerships

Our Financial Resources

Medium Term Financial Strategy

The Council had identified strengthening its financial management arrangements and the completion of its medium term financial strategy as a corporate priority. Our financial planning arrangements determine how we can best allocate our financial resources to deliver our priorities and objectives. The Council is committed to improving its services but also ensuring that they are also affordable. This means we must work hard to ensure that budgets for providing services are spent efficiently and effectively, and that the Council gets value for money in the goods and services it buys.

We are currently in the process of developing the Council's Medium Term Financial Strategy. This will provide the framework for financial planning within the Council over the next three years. It will enable the Council to make informed financial decisions about how it can use its resources to deliver the services and outcomes that the local community wants to see. The Medium Term Financial Strategy will also set out an approach to help us to achieve the efficiency targets resulting from the Gershon Review.

Where the Council gets its money from and how it is spent?

Our financial plans estimate that it will cost the Council £30.4m during 2004-2005 to provide and deliver its services. The pie charts overleaf shows how much the Council spent during 2004-2005 and how much we will spend on providing services to the local community in 2005-2006.

Like any other organisation we also have to spend money on support services such as IT, Financial Services, Human Resources. These budgets are also included.

Our spending plans are influenced by national, regional and local priorities such as building sustainable communities. This years budget will help us to deliver these priorities and achieve our corporate objectives and priorities.

The Council's spending is split into two main categories, Capital and Revenue spending. All of the Councils day-to-day expenditure on providing services is classed as revenue expenditure. For 2004-2005, we budgeted that revenue expenditure would be £9.381m. The amount that we actually spent was £9.132m, a saving of £249,000.

Where does the money come from?

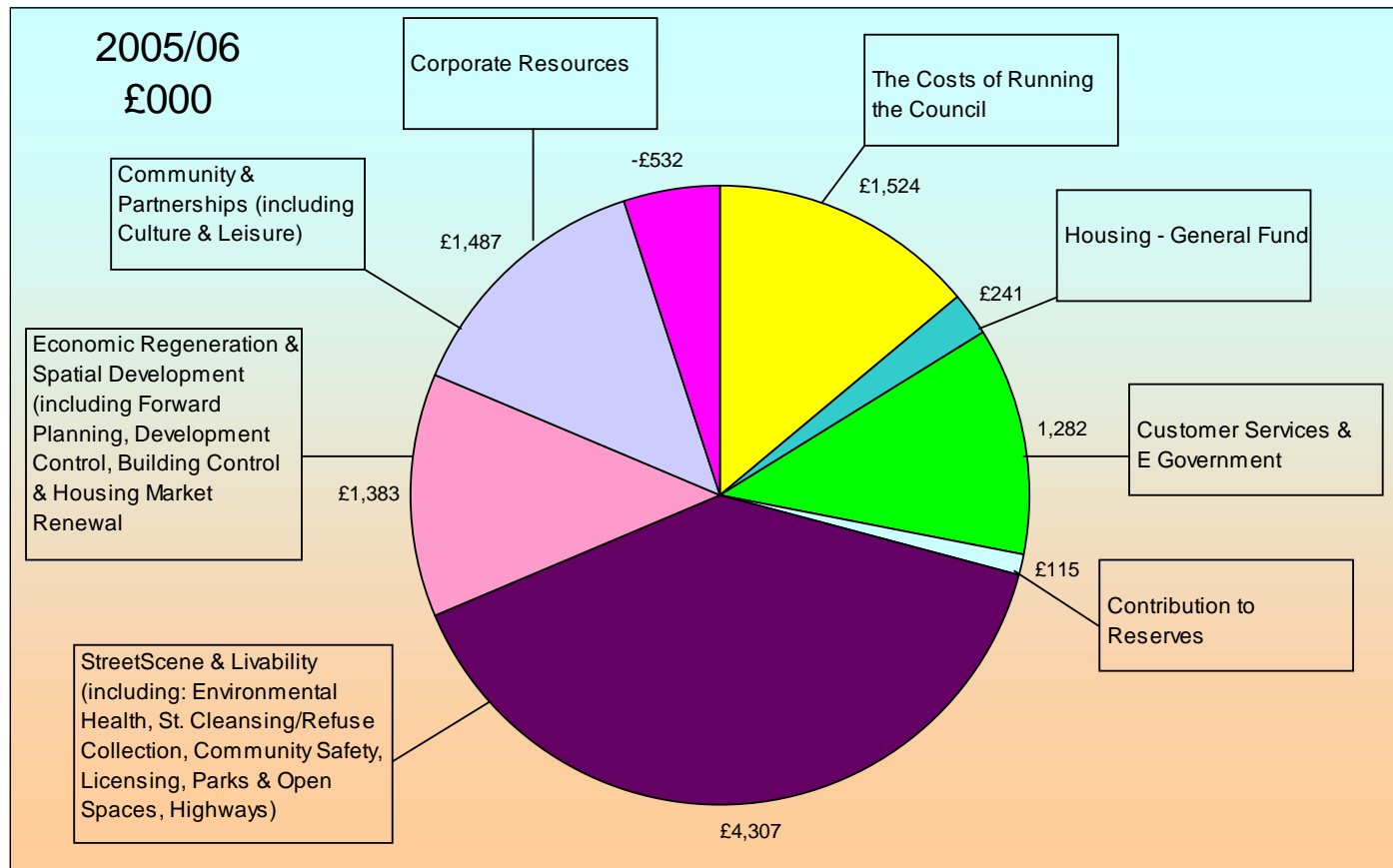
The three main sources of revenue are shown in the table below:

	2004/5 £000	2005/6 £000
Central Government Revenue Support Grant	3,105	3,146
Business Rates	1,793	1,904
	4,483	4,759

Council Tax		
TOTAL INCOME	9,381	£9,809

Both the Revenue Support Grant and the Council's share of Business Rates are determined nationally by Central Government. The Council Tax is the major source of income over which the Council has local control.

How much the Council spends on providing services?



Capital Expenditure

The other type of Council spending is Capital expenditure. Capital expenditure is money spent to acquire or improve assets that will last for more than one year. Some examples of capital expenditure include improving or repairing our buildings and land or giving home improvement grants.

Reserves and Balances

Rosendale has a legal responsibility to maintain a sensible level of working balances and reserves. As part of the Medium Term Financial Strategy the Council has committed itself to replenishing its reserves to a more prudent level of £0.5m. This has now been achieved.

Financial Monitoring

We intend to continue to improve the way in which we monitor our finances so that we have a clearer picture of how much funding we receive and where it is spent. The results of this process will be reported publicly to the Council's Executive on a regular basis.

Section 9

Corporate Governance Arrangements

Corporate Governance is the way we organise ourselves to get the Council's business done. The critical aspects of corporate governance are about:

- **Ensuring that Councillors and the Council's staff have clearly defined roles within the organisation.**
- **Ensuring that the Council is open and transparent in its processes, and engages with local people as part of its decision making processes.**
- **Ensuring that the Council is focused on delivering for the people it serves.**

The Council is working towards achieving good practice in corporate governance and has consulted with local stakeholders on a range of possible options that has led to major changes in the way that we make decisions.

The Council's corporate plan and our service business plans are also key elements in driving good corporate governance and in ensuring that the Council's resources are focused on those things which Councillors, acting

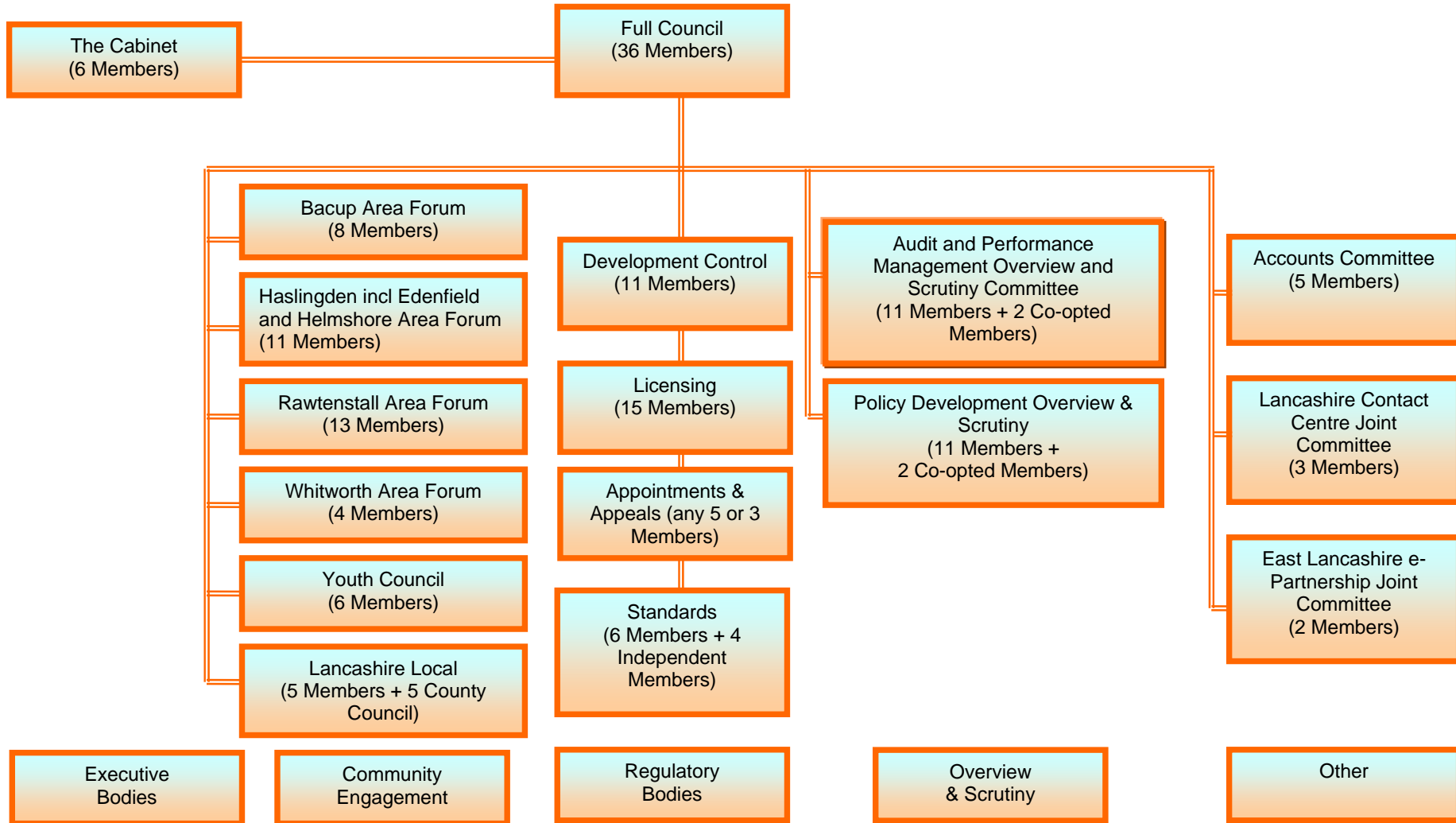
as 'Champions' "Community Leaders" for their community, have identified as priorities.

Councillors' Role in Decision Making

All the key policy decisions of the Council are made by the Full Council of 36 Members representing the whole Borough. Full Council meets bi-monthly and is responsible for agreeing major policies, which are part of the policy and budget framework. There are some decisions which only the Council can take such as approving the annual budget and setting the level of Council Tax.

However, it would not be practical for the Full Council to take all the decisions which have to be taken by Councillors. Some decisions are therefore delegated to Cabinet/Committees made up of smaller numbers of Councillors. The diagram overleaf shows how these committees relate to the Full Council and is followed by a more detailed description of the various functions which each Committee performs.

Committee Structures



In October 2005, following consultation with local people, Rossendale Borough Council adopted the formal Cabinet model to streamline its decision making processes. A new Constitution came into effect at that time.

The Cabinet comprises the Leader of the Council and 5 Portfolio Holders. The majority of the Council's Executive functions are carried out by the Cabinet. The Cabinet is responsible for delivering the Policy and Budget framework set by the Council and for making operational decisions which are not delegated to the Council's Management Team. Each Portfolio Holder has a specific defined area of responsibility and the current portfolios are set out below: Each Portfolio holder has a role description agreed by the Cabinet to ensure the roles of respective portfolios are clearly understood.

Leader of the Council

Specific responsibility for legal and constitutional issues, performance management, external relations and the Legal and Property Services functions, which on a temporary basis also includes licensing.

Deputy Leader and Portfolio Holder for Regeneration

The portfolio covers the Spatial Development and Economic Regeneration and Strategic Housing Service Units.

Portfolio Holder for Finance and Risk Management

The portfolio covers the Financial Services Service Unit.

Portfolio Holder for Street Scene and Liveability

The portfolio covers the Street Scene and Liveability Service Unit.

Portfolio Holder for Customer Services

The portfolio covers the Community and Partnerships and Customer Services and e-Government Service Units.

Portfolio Holder for Human Resources and Member Development

The portfolio covers the Human Resources Service Unit and the Democratic Services function.

Area Forums provide an opportunity for local people to engage with elected members to discuss local issues which are specific to the areas they represent. Area Forums allow the Council to actively consult local people on issues that might affect them. Area Forums do not

make Council decisions, but this is an option that will be considered in the future.

Regulatory Committees - these committees make decisions on behalf of the Council on planning applications, licensing applications, standards of conduct by Councillors and certain appointments and appeals issues. Councillors who sit on these Committees are required to undertake specific training to ensure that they exercise their duties properly and within the law.

Accounts Committee – this Committee considers and approves the Annual Statement of Accounts.

Standards Committee – this Committee's role and function is to promote and maintain high standards of conduct and ethical governance by Councillors and Co-opted members of the Council,, to ensure compliance with the Code of Conduct and monitoring its operation.

Overview and Scrutiny Committees

The scrutiny process provides an opportunity for local people to contribute and give their views on service provision and policies and to be able to challenge decisions made by the Cabinet.

The main functions of the Committees are:

- Scrutiny of decisions of the Cabinet
- Policy review and development including Best Value
- External Scrutiny
- Audit & Performance Management
- Ensuring the Council's Objectives are achieved
- Ensuring corporate priorities are met

These functions will involve the Committees in engaging with Partners, the Public and the Press.

The Overview and Scrutiny Committee carries out its work through a series of task groups looking at specific issues. The Overview & Scrutiny Committees are encouraged to support the Council's community leadership role by looking beyond Council services and challenging the effectiveness of other agencies in the Borough so as to encourage them to work together to achieve the "**Rossendale Alive**" vision.

Other Committees meet as and when necessary to handle specific issues such as the approval of the Annual Statement of Accounts, customer contact centre matters and e-partnership issues.

All Council meetings are held in public unless there are specific legal reasons why this is not possible, for example where matters relating to an individual employee are being discussed. The reports that are considered by Councillors are also available to local people through the Council's One Stop Shop, public libraries, or on the Council's website. Members of the public are also able to ask questions and express their views at most Council meetings. Further details about how to speak at meetings is available on the Council's website.

Councillors do not spend all their time in meetings. They also spend significant amounts of time in their wards dealing with specific local issues. An important part of a Councillor's role is representing the needs and views of their constituents to the Council and to other bodies such as the County Council or health services. Councillors spend a significant amount of time ensuring that the Council and agencies such as the Police work together on the ground to improve the quality of life for everyone in the Borough.

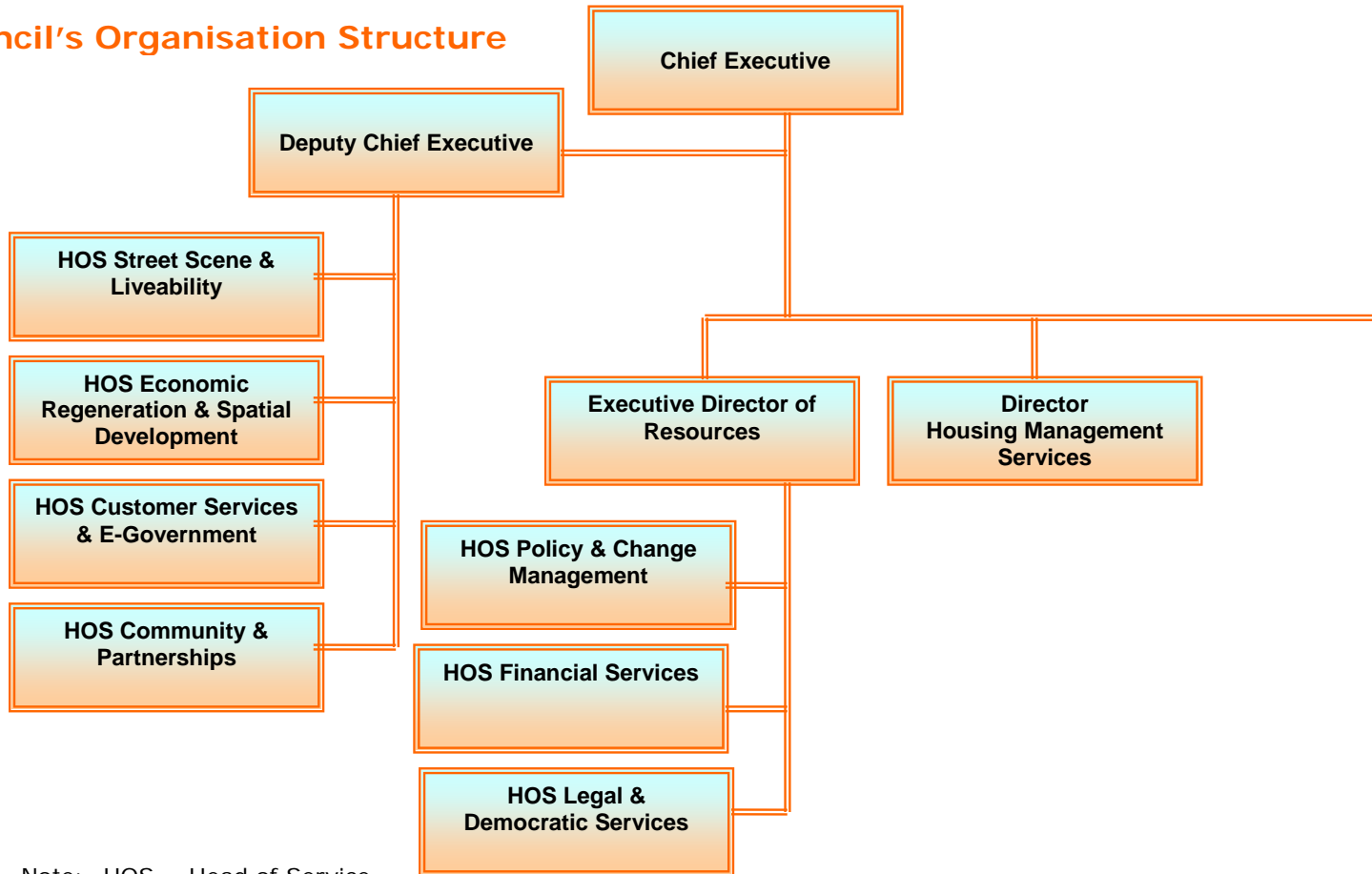
The Council has recognised the importance of providing support and training for Councillors to help them adapt to their constantly changing role and future challenges. Our Member Development Strategy provides a programme of activities which has been tailored to meet the needs of individual Councillors. This Strategy is overseen by a cross-party group of Councillors.

The Role of the Council's Staff

The Council employs about 432 people to ensure that key services are delivered to local people. These employees are sometimes called officers. Council employees work within one of the eight service areas which report directly to the Chief Executive. The Chief Executive provides leadership to all other Council Officers and is the most senior paid employee of the Council.

The following diagram shows how Council staff are organised following an Organisation Review which was completed in December 2004. Staff in the Housing Department may transfer to a new Local Housing Company before 1st April, 2006 if tenants vote in favour of this in Autumn 2005.

Council's Organisation Structure



Note: HOS = Head of Service

Council Officers 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 the 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 Head of Financial Services and the Head of Legal and Democratic Services have specific statutory (legal) duties to ensure that the Council takes decisions in a properly informed way and is fully aware of the implications of any decision 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 in the coming year. These plans are all available on the Council's website. In the next year, the Council will begin to look at changing the way that many of its services operate. The aim will be to increase the amount of focus on the Council's priorities so as to achieve improvements in the performance of services. We will ensure that local people are actively involved in saying what they would like to get from Council services in the future. This will then help us to develop our next sets of corporate and business plans which are such a vital part of the way that the Council makes its decisions and delivers its services.

Section 10

The Council's Performance

We want to improve the way we provide our services to our residents and one of the ways we monitor how we perform is through the use of national performance indicators.

The government requires all councils to collect data on areas such as waste, planning, benefits and housing by collecting and reporting upon the Council's achievement against a range of Best Value Performance Indicators (BVPI's). Tracking our achievement against these BVPI's enables us to monitor whether our performance is improving when compared to what Rossendale Council achieved in previous years and also to compare Rossendale's performance against all other district councils.

"Monitoring our performance demonstrates that we have shown continuous improvement over the last three years".

The analysis demonstrates a positive direction of travel and demonstrates that a steady upward trend in performance is being achieved. The overall picture presented is one of planned and focused improvement as indicators are moving up from the bottom quartile into the higher quartiles. The indicators showing longer-term improvement are generally those considered to be of greatest priority and where initial improvement effort and resources have been directed.

Of greatest concern are the BVPI's that are not showing improvement and each of these BVPI's has been considered and action plans are in place in areas that are considered a corporate priority. It is essential that the Council carefully monitors performance of under-performance throughout the year as this will enable corrective actions to be taken to improve where targets are not being achieved.

The Council is successfully achieving a very rapid pace of improvement and this pace is not being achieved by many other Councils. However, as it is starting from a very low base in comparison with much other Council, Rossendale has to sustain this rapid pace in order to catch up to the levels of achievement of the better performing Councils.

Whilst there is no room for complacency, the Council can be justly proud of the performance it has achieved over the last two years.

Rossendale's Performance – 2005/6

During 2005/6 a total of 90 BVPI's were collected, monitored and reported upon using the Covalent Performance System. It is not possible to compare our performance against all of these, as there are changes year-on-year as the Government introduces new indicators, changes existing indicators, or no longer requires Councils to collect certain indicators. This means that we can only compare performance against indicators which have not been changed and where we have at least two years of data to compare against.

When we seek to evaluate the performance of these indicators we analyse the following three things:

- Have we achieved that targets for performance that we set ourselves?
- Have we improved our performance against the previous year?
- What Quartile positions would our 2005/6 outturns achieved based on 2004/5 comparison information?

Are we Improving?

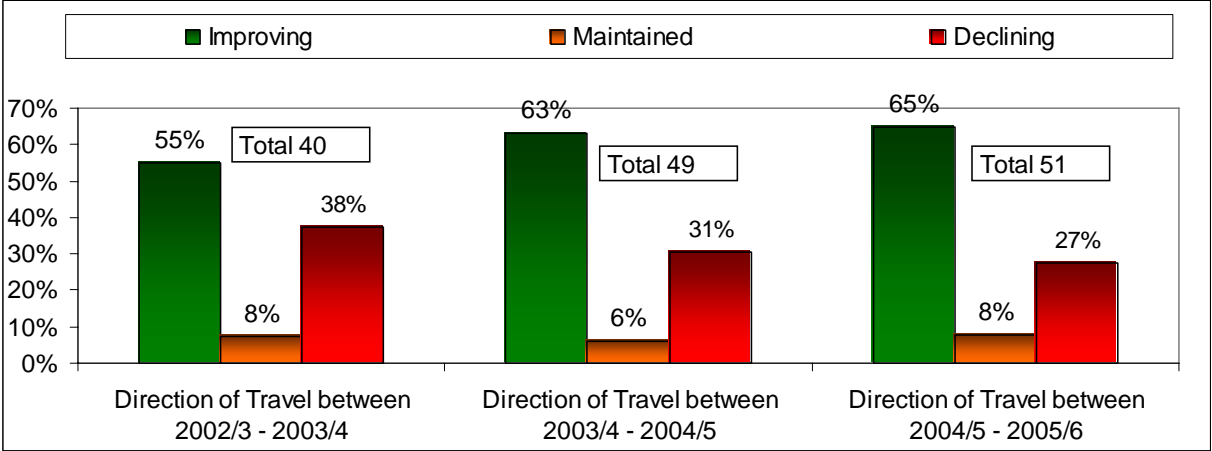
When looking at whether we have improved our performance at the end of the collection year in March 2006 against what we achieved twelve months prior, it shows a very positive direction of travel with 73% of BVPI's having either maintained or improved their position against previous years. Out of a total of 51 BVPI's where it is possible to assess the direction of travel against the previous year:

- **33 or 65% have improved**
- **4 or 8% have maintained the same position**
- **14 or 27% have declined between 2004/5 and 2005/6**

In evaluating improved performance from April 2003 until March 2006, it is also important to note that this represents 'growth on growth' improvement, as many indicators are showing improvement for the third year in succession.

Figure 1 demonstrates a similar profile in the overall direction of travel to that achieved the year prior. Contrasting this against the direction of travel in the 2 years prior in 2003/4, and particularly when considering the higher number of indicators, it can be seen that there is a marked increase in the number of indicators that are either being maintained or showing improvement.

Figure 1 - Number of Indicators which have improved, maintained or declined in performance in comparison against previous years



Have Targets been Achieved ?

Each Head of Service is responsible for setting annual targets for improved performance over the next three years for each of the BVPI's that lie within their service area. At the end of 2005/6 just over two-thirds or 57 reached or exceeded the targets which were set.

Out of a total of 90 BVPI's, (INSERT PIE CHART)

- 57 or 68% are on or above target
- 27 or 32%% are below target

- **3 are contextual and have no set target**
- **3 are Baseline Target*** (*The outturn for 2005/6 will set a baseline for the following years)

Given the challenging nature of many of the targets set, this represents a considerable achievement. Although we still have to consider why a third of the targets set have not been achieved?

This may be partially explained when considering the position of the Council in relation to BVPI's i.e. having to 'run a marathon' to catch up to the average positions being achieved by many other Council's. As a result of this, it is perhaps understandable that in April 2005 the Council's new management team set themselves a series of 'challenging targets' that, with the benefit of hindsight, could be seen as 'overly ambitious'.

In other cases the achievement of an 'ideal' target is affected by factors that are largely beyond the Council's control, for example, the number of medical retirements based on the grounds of ill health.

Nevertheless, in some cases the target has simply not been achieved and as a result of this the Council is reviewing its approach to target setting and the development of 'Action-Plans' to achieve targets and will be implementing this in relation to 2006/7 targets.

Comparing 'Quartile' Performance

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

Top Quartile Performance - is amongst the top 25% of performance of all District Councils

The 2nd Quartile is - above average performance, amongst 50 - 75% level of performance of all District Council's

The 3rd Quartile - is below average performance, amongst the 25 - 50% of all District Council's

Bottom Quartile Performance - amongst the bottom 25% of performance of all District Council's

Comparing 2005/6 outturns to 2004/5 quartile positions shows that whilst the number of BVPI's showing top quartile performance remains the same, over the last 3 years there has been a steady decrease in those BVPI's in the bottom quartile of performance, with a corresponding increase in those in the 'average' quartiles of performance.

This demonstrates a strong and sustained improvement trend, particularly when considering that each year 'the bar is raised' as the achievement needed to reach the higher quartiles increases.

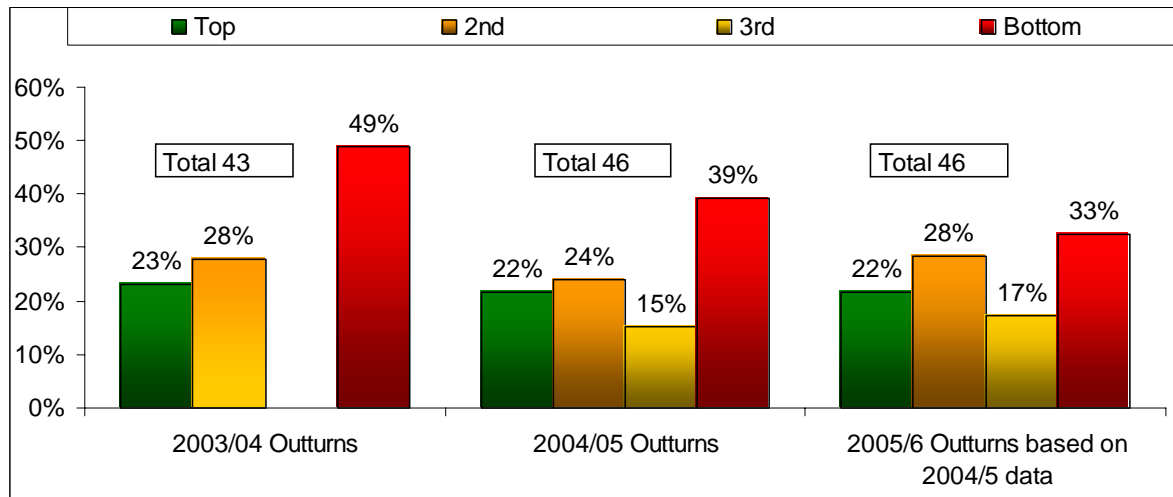
It is important to note that the 2005/6 positions are only an indication, as they are based on the latest Government data available, relating To 'All District Council's positions from 2004 -5, which is 12 months out of date.

Out of a total of 46 BVPI's that can be compared to 2004/5 quartile data;

- **10 or 22%** are in the Top quartile compared with - **10 or 22% in 2004/5**
- **13 or 28%** are in the 2nd quartile compared with - **11 or 24% in 2004/5**
- **8 or 17%** are in the 3rd quartile compared with - **7 or 15% in 2004/5**
- **15 or 33%** are in the Bottom quartile compared with - **18 or 39% in 2004/5**

The graph below shows how we have tracked our performance over the last four years by showing the proportion of indicators in the top, middle (above & below average) and bottom performing District Councils. The following graphs show our performance over time and how we compare to the top and bottom 25% of all district councils.

**Figure 2 - Quartile Position achieved over a 3 year period
(based on 2004/5 comparison data)**



NB. It is not possible to assign a quartile position to 44 indicators as they are newly introduced, amended or contextual.

Key Success Indicators

In April 2006 the Council introduced a 'basket' of 32 Key Success Indicators (KSI's) that represent the corporate priority areas that the Council is targeting for high performance, and that represents its Mission of **"8 x 8 by 2008"**

Half of these indicators are 'BVPI's' and the Council is targeting these to achieve 'top quartile' performance when compared against other council's by 2008. The other half are locally defined indicators and targets that represent some of the Council's highest priority projects, working either alone, or with partners and show intended milestones and projected project completion dates.

Sixteen of these indicators are BVPI's and have performed as follows:

Target Achieved?		Direction Of Travel	
On or Above Target ✓	9 or 56%	Improving ↑	12 or 80%
Below Target ✗	7 or 44%	Declining ↓	3 or 20%

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(66b is an amended indicator and therefore has not been assigned a direction of travel)

Local Key Success Indicators

The Council also has a number of KSI's which are local targets related to high priority areas. These targets are related to large-scale projects which are to be completed over one or more years with monitoring taking place through Business Plans. Assessment of progress against these projects is of a qualitative nature and relates to either the successful achievement of major milestones in the project or the effective completion of the project. An overall assessment on the achievement against these local KSI's is nearing completion and will be reported at of the Council's O&S Committee – Audit & Performance, see www.rossendalebc.gov.uk (minutes).

Review of Key Success Indicators

The Council has recently reviewed its basket of Key Success Indicators to with a view to ensuring that it contains measures of performance that best reflect the Council's priorities. Given the importance of the Key Success Indicators it is important that the Council continues to develop robust action plans for their achievement and that this achievement is carefully monitored.

Rossendale's Performance in 2005/6 - Best Value Performance Indicators

The Best Value Performance Indicators in the tables which follow, provide a detailed overview of our current performance and future targets in relation to a whole range of Council services and corporate performance.

The Office of the Deputy Prime Minister (ODPM) sets performance standards, in respect of the performance indicators, which must be met. The indicators are listed under the criteria set by the ODPM. Performance results are scrutinised by the Audit Commission, to confirm their accuracy and conformity to these standards by auditing these BVPI's. The audit of 2005/6 indicators is due to take place in July 2006. If, as a result of this audit, it is found that one or more of these indicators has been misstated by more that a variation of + or – 15% of the published results, the Council will be re-publish these results.

BVPP TABLE SEPARATE EXCEL FILE

FOLLOWED BY – ACTIONS COMPLETED TABLE – ESTIMATED 4 PAGES (STILL TO BE WRITTEN)

Legend

	Top Quartile	✓	On or Above Target	↑	Direction Of Travel Improving
	2nd Quartile	✗	Below Target	↔	Direction of Travel Maintained
	3rd Quartile			↓	Direction of Travel Declining
	Bottom Quartile				

SHORT DESCRIPTION		2004/5 TOP QUARTILE OF ALL ENGLISH DISTRICT COUNCILS	RBC DIRECTION OF TRAVEL	RBC 2004/05 OUTTURN	RBC 2005/6 OUTTURN	RBC 2005/6 TARGET	TARGET ACHIEVED?	RBC 2006/7 TARGET	RBC 2007/8 TARGET	RBC 2008/9 TARGET
CORPORATE HEALTH										
BV 2a - KSI	Equality Standard for Local Government		↑	level 1	level 2	level 2	✓	level 2	level 3	level 4
BV 2b	Duty to Promote Race Equality	63.00	↑	52.63	58	57.89	✓	63.16	68.42	73.64
BV 3 - KSI	The percentage of citizens satisfied with the overall service provided		↑	27	60.8	30	✓	50	60	70
BV 4 - KSI	The percentage of citizens satisfied with complaint handling		↓	40	30	50	✗	60	65	70
BV 8 - KSI	Percentage of invoices paid on time	97.00	↑	84.10	84.14	90	✗	92.5	100	100
BV 9 - KSI	Percentage of Council Tax Collected	98.50	↑	96.1	96.37	97.5	✗	98	98.5	99
BV 10 - KSI	Percentage of non-domestic rates collected	99.20	↑	97.5	98.29	98.5	✗	99	99.25	99.5
BV 11a - KSI	Top 5% earners: women	28.93	↑	34.93	62.50	35	✓	50.00	50.00	50.00
BV 11b	Top 5% earner: minority ethnic communities	1.98	↓	4.99	0.00	5	✗	0.5	0.75	1
BV 11c	Top 5% earners: with a disability		New 2005/6		7.84	1	✓	5.50	6.00	7.00
BV 12- KSI	Working days lost due to sickness absence	8.48	↓	12.62	13.53	6.8	✗	12	11	10
BV 14	Percentage of early retirements	0.00	↓	1.68	3.69	1	✗	3.00	2.00	1.00
BV 15	Percentage of ill health retirements	0.00	↓	0.48	1.34	0.16	✗	0.14	0.14	0.14

SHORT DESCRIPTION		2004/5 TOP QUARTILE OF ALL ENGLISH DISTRICT COUNCILS	RBC DIRECTION OF TRAVEL	RBC 2004/05 OUTTURN	RBC 2005/6 OUTTURN	RBC 2005/6 TARGET	TARGET ACHIEVED?	RBC 2006/7 TARGET	RBC 2007/8 TARGET	RBC 2008/9 TARGET
BV 16a	Percentage of employees with a disability	4.10	↑	4.73	4.76	5	×	5.50	6.00	6.50
BV 16b	Percentage of economically active disabled community population		Contextual	17.9	17.90	17.9		17.90	17.90	17.90
BV 17a	Percentage of black and ethnic minority employees	2.5	↑	1.25	1.67	3	×	1.70	2	2.30
BV 17b	Percentage of economically active minority ethnic community population		Contextual	3.8	3.8	3.8		3.80	3.80	3.80
BV 156	Buildings accessible to people with a disability	81.80	↔	79	79.00	100	×	100	100	100
BV 157	E-government: e-enabled interactions	84.69	↑	47	100.00	100	✓	Deleted		
HOUSING										
BV 63	Energy efficiency - Average SAP Rating	67	↑	66.5	67	68	×	Not being collected from 2006/7		
BV 64	Number of private sector dwellings returned into occupation	25.00	↑	27	30.00	30	✓	35	40	45
BV 66a - KSI	Rent collection and arrears recovery: rent collected	98.74	↑	97.97	98.04	98	✓	Not being collected from 2006/7		
BV 66b - KSI	Rent collection and arrears recovery: 7 weeks arrears		Amended 2005/6		3.4	4.5	✓	Not being collected from 2006/7		
BV 66c	Rent collection and arrears recovery: NSPs		Amended 2005/6		15.4	40	✓	Not being collected from 2006/7		
BV 66d	Rent collection and arrears recovery: evictions		Amended 2005/6		1	1	✓	Not being collected from 2006/7		
BV 164	Commission for Racial Equality's code of practice in rented housing		↔	No	No	Yes	×	Not being collected from 2006/7		
BV 184a - KSI	Non-decent Local Authority Dwellings (%)	17	↓	60.42	71	67.5	×	Not being collected from 2006/7		
BV 184b	Non-decent Local Authority Dwellings – change	25.2	↓	-3.2	-5.9	-3.9	×	Not being collected from 2006/7		
BV 212	Average time to re-let Local Authority housing		New 2005/6		22	22	✓	Not being collected from 2006/7		

SHORT DESCRIPTION		2004/5 TOP QUARTILE OF ALL ENGLISH DISTRICT COUNCILS	RBC DIRECTION OF TRAVEL	RBC 2004/05 OUTTURN	RBC 2005/6 OUTTURN	RBC 2005/6 TARGET	TARGET ACHIEVED?	RBC 2006/7 TARGET	RBC 2007/8 TARGET	RBC 2008/9 TARGET
HOMELESSNESS										
BV 183a	Length of stay in temporary accommodation – B&B	1	↓	0	7	3	×	2	0	0
BV 183b	Length of stay in temporary accommodation – Hostel	0	↑	5	1	2	✓	4	3	2
BV 202	Number of Rough Sleepers		↑	3	0	3	✓	3	3	2
BV 203	Number of Families in Temporary Accommodation	-9.40	↑	-50	57.14	0	×	-9.40	-9.40	-9.40
BV 213	Housing Advice Service: Preventing Homelessness		New 2005/6		0.08	0.08	Baseline Target	1	1	1.5
BV 214	Repeat Homelessness		New 2005/6		1.83	1.83	Baseline Target	3	2	1
HOUSING BENEFIT & COUNCIL TAX BENEFIT										
BV 76a	Housing Benefit Security – Number of claimants visited per 1000 caseload	296.60	↑	62.93	207.36	203	✓	204	204	204
BV 76b	Housing Benefit Security – Number of investigators per 1000 caseload		Contextual	0.27	0.25	0.25	✓	0.27	0.27	0.27
BV 76c	Housing Benefit Security – Number of investigations per 1000 caseload	59.53	↓	30.42	28.18	28	✓	28	30	33
BV 76d	Housing Benefit Security – Number of prosecutions and sanctions per 1000 caseload	6.25	↑	2.4	6.24	2.6	✓	6.9	7.4	8
BV 78a - KSI	Speed of processing new claim to HB/CTB	28.0	↑	43.59	39.5	39	×	32	26	20
BV 78b	Speed of processing changes of circumstances to HB/CTB	6.8	↓	7.44	21.4	9	×	9	7	5
BV 79a	Accuracy of HB/CTB claims	99.00	↓	98	96.8	99	×	99	100	100
BV 79b i	Overpayments recovered as % of all HB overpayments		Amended 2005/6		64.88	100	×	85	95	100
BV 79b ii	Overpayments recovered as % of all HB overpayment debt outstanding at start & identified during year	53.59	↑	29.2	38.73	33	✓	80	90	95
BV 79b iii	Overpayments written off as % of total HB overpayment		Amended 2005/6		17.41	10	×	Under 10%	Under 8%	Under 5%

SHORT DESCRIPTION		2004/5 TOP QUARTILE OF ALL ENGLISH DISTRICT COUNCILS	RBC DIRECTION OF TRAVEL	RBC 2004/05 OUTTURN	RBC 2005/6 OUTTURN	RBC 2005/6 TARGET	TARGET ACHIEVED?	RBC 2006/7 TARGET	RBC 2007/8 TARGET	RBC 2008/9 TARGET
WASTE & CLEANLINESS										
BV 82a i - KSI	Percentage household waste recycled	19.33	↑	16.48	17.71	17.5	✓	21.5	24.5	26.5
BV 82a ii	Tonnage of Household waste recycled		Amended 2005/6		4399.81	4348.48	✓	5341.46	6086.95	6583.84
BV 82b i	Percentage of household waste composted	10.55	↑	5.4	6.04	5.8	✓	6.0	6.2	7.5
BV 82b ii	Tonnage of Household waste composted		Amended 2005/6		1500.54	1440	✓	1490.68	1540.37	1863.35
BV 84a	Household Waste Collection: kilograms	380.4	↑	377.06	377	378	✓	378	378	378
BV 84b	Household Waste Collection: % change		Amended 2005/6		-0.01	-0.05	✗	0.05 decrease	0.05 decrease	0.05
BV 86 - KSI	Cost of household waste collection per household	35.66	↑	39.99	34.17	41.52	✓	50.00	50	50
BV 91a	Kerbside Collection of Recyclables: one recyclable	100.00	↔	95	95	95	✓	95	95	95
BV 91 b	Kerbside Collection of Recyclables: two recyclables		Amended 2005/6		95	95	✓	95	95	95
BV 199a - KSI	Local street and environmental cleanliness -Litter	10.0	↑	20	18	20	✓	17	16	14
BV 199b	Local street and environmental cleanliness - Graffiti		New 2005/6		2	3	✓	2	1	1
BV 199c	Local street and environmental cleanliness - Fly-post		New 2005/6		1	3	✓	2	1	1
BV 199d	Local street and environmental cleanliness - Fly-tipping		New 2005/6		454		Baseline Target	2	1	1
ENVIRONMENT & ENVIRONMENTAL HEALTH										
BV 166a	Environmental health checklist of best practice	93.4	↑	36.2	88.8	85	✓	90	95	97
BV 216a	Remediation of Contaminated Land		New 2005/6		450	410	✓	445	440	435
BV 216b	Information on Contaminated Land		New 2005/6		3	1	✓	1.25	1.5	3

SHORT DESCRIPTION		2004/5 TOP QUARTILE OF ALL ENGLISH DISTRICT COUNCILS	RBC DIRECTION OF TRAVEL	RBC 2004/05 OUTTURN	RBC 2005/6 OUTTURN	RBC 2005/6 TARGET	TARGET ACHIEVED?	RBC 2006/7 TARGET	RBC 2007/8 TARGET	RBC 2008/9 TARGET
BV 217	Pollution Control Improvements		New 2005/6		60	50	✓	70	90	90
BV 218a	Abandoned vehicles - Investigation		New 2005/6		98.75	90	✓	95	98	98
BV 218b	Abandoned Vehicles - Removal		New 2005/6		100.00	90	✓	95	98	100
PLANNING										
BV 106	New homes on previously developed land	90.08	↑	73.02	89.02	70	✓	58	58	58
BV 109a	Planning applications: Major applications	71.25	↑	33	36	60	✗	60	60	60
BV 109b	Planning applications: Minor applications	75.28	↓	79	74	65	✓	65	65	65
BV 109c	Planning applications: 'Other' applications	88.01	↓	93	92	80	✓	80	80	80
BV 179	Standard Searches within 10 Days	100.00	↔	100	100.00	100	✓	<i>Deleted</i>		
BV 200a	Plan Making – Development Plan		Amended 2005/6	No	Yes	Yes	✓	Yes	Yes	Yes
BV 200b	Plan Making - Milestones		Amended 2005/6	Yes	No	No		Yes	Yes	Yes
BV 200c	Plan Making – Monitoring Report		Amended 2005/6		Yes	Yes	✓	Yes	Yes	Yes
BV 204	Planning Appeals	24.0	↓	35	43	20	✗	20	20	20
BV 205	'Quality of Planning Services' Checklist	88.9	↑	27.78	44	40	✓	70	100	100
BV 219a	Conservation Areas – Number		New 2005/6		8	8	✓	8	8	8
BV 219b	Conservation Areas – Character Appraisals		New 2005/6		0.00	100	✗	25	75	100
BV 219c	Conservation Areas – Management Plans		New 2005/6		0.00	100	✗	25	75	100

SHORT DESCRIPTION		2004/5 TOP QUARTILE OF ALL ENGLISH DISTRICT COUNCILS	RBC DIRECTION OF TRAVEL	RBC 2004/05 OUTTURN	RBC 2005/6 OUTTURN	RBC 2005/6 TARGET	TARGET ACHIEVED?	RBC 2006/7 TARGET	RBC 2007/8 TARGET	RBC 2008/9 TARGET
CULTURE & RELATED SERVICES										
BV 170a	Visits to/usage of museums per 1000 population	810	↑	76.12	150	140	✓	156	164	170
BV 170b	Visits to museums in person per 1000 population	463	↑	73.92	149	139	✓	155	163	170
BV 170c	Visits to museums & galleries by pupils in organised groups	3181	↑	93	491	156	✓	180	195	210
COMMUNITY SAFETY & WELL-BEING										
BV 126	Domestic burglaries per 1000 household	6.18	Amended 2005/6	10.23	10.18	10.23	✓	10.23	10.23	10.23
BV 127a	Violent Crime per 1000 population	2.42	Amended 2005/6		17.45	17.98	✓	17.98	17.98	17.98
BV 127b	Robberies per 1000 population	5.20	Amended 2005/6		0.41	0.52	✓	0.52	0.52	0.52
BV 128	Vehicle crimes per 1000 population	6.84	Amended 2005/6	13.88	11.85	13.88	✓	13.88	13.88	13.88
BV 174	Racial incidents per 100,000 population		Contextual	4.55	3.03	5	✓	5.00	5.00	3.00
BV 175	Racial incidents with further action	100	↑	33	100.00	90	✓	90	90	100
BV 225	Actions against Domestic Violence		Amended 2005/6		27.3	27	✓	45	45	45
BV 226a	Advice and Guidance Services: Total Expenditure		Amended 2005/6		119710	119710	✓	119710	119710	119710
BV 226b	Advice and Guidance Services: CLS Quality Mark		Amended 2005/6		58.00	58	✓	50	50	50
BV 226c	Advice and Guidance Services: Direct Provision		Amended 2005/6		3342	3341.93	✓	23,000	23,000	23,000