

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.

Outcomes	Outputs	Corporate Objective	Target Date	Lead	Source
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
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
4. Provision of affordable homes in the borough to ensure an accessible housing market.	Strategic framework for addressing Affordable Housing in the borough	Economy	July 2006	Cabinet Member for Regeneration Head of Economic Regeneration and Strategic Housing	Economic Regeneration and Spatial Development Business Plan
5. Improved car parks within the borough	Car Parking – improvement programme and funding	Economy	August 2006	Cabinet Member for Regeneration	Legal and Democratic Services Business

	options considered by Cabinet				Plan
6. Improved performance for major planning applications and customer contact	Determine and implement way forward for Development Control Service	Improvement	August 2006	Head of Legal and Democratic Services Cabinet Member for Regeneration Deputy Chief Executive	Economic Regeneration and Spatial Development Business Plan
7. 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
8. 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	Human Resources Business Plan
9. 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	Head of Human Resources Cabinet Member for Regeneration Head of Spatial Development	Economic Regeneration and Spatial Development Business Plan
10. 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
11. Clear way forward for leisure provision within Rossendale providing	Strategic Review of Leisure completed	Partnership	August 2006	Cabinet Member for Customer Services	Community and Partnership Business Plan

quality leisure services for local people.					Head of Community and Partnership	
12. 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	Timescale? ?	Cabinet Member for Human Resources and Member Development	Head of Human Resources	Human Resources Business Plan
13. 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
14. An ICT platform, which enables the business processes and efficiency.	ICT Strategy developed	Improvement	Sept 2006	Cabinet Member for Customer Services	Head of Customer Services and E-Government	Customer Services and E-Government Business Plan
15. 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	September 2006	Cabinet Member for Customer Services	Head of Customer Services and E-Government	Customer Services and E-Government Business Plan
16. To continue to build a financial base upon which the Council can deliver its priorities and to ensure that 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

17. A community based facility for Whitworth	Rebuild Whitworth Civic Hall	Customers	November 2006	Cabinet Member for Finance and Risk Management	Financial Services Business Plan
18. Corporate and community delivery, monitoring and evaluation of the Housing Strategy	Fit for purpose Strategic Housing Service	Improvement	December 2006	Head of Financial Services Leader	Economic Regeneration and Spatial Development Business Plan
19. 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	Head of Economic Regeneration and Strategic Housing Cabinet Member for Regeneration Head of Spatial Development	Economic Regeneration and Spatial Development Business Plan
20. Promote Rossendale as a visitor destination (Phase One)	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
21. 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.
22. 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.

23. 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
24. 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
25. 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
26. 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
27. 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 Spatial Development Business Plan
28. CPA Assessment of Fair raising the profile and reputation of the Borough and its ability to influence	Audit Commission Corporate Performance Assessment completed	Improvement	March 2007	Leader Chief Executive	Policy and Change Management Business Plan

	stakeholders in the delivery of the overall vision for the borough.					
29.	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
30.	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
31.	Effective Elected Members with the skills to deliver the Council's agenda and community leadership role	Implement Member Development strategy		March 2007	Cabinet Member for Human Resources and Member Development	Legal and Democratic Services Business Plan
32.	Strengthened approach to use of resources and probity issues.	Improved performance in relation to Council's Use of Resources judgement		March 2007	Head of Legal and Democratic Services Cabinet member for Finance and Risk Management	Financial Services and Legal and Democratic Services Business Plans
33.	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	Executive Director for Resources Cabinet Member for Human Resources and Member Development Head of Human Resources	Human Resources Business Plan
34.	Ensure partner and	Overview and Scrutiny to	Community	April 2007	Cabinet Member for	Community and

	Council activity is effectively focussed on bringing the communities of Rossendale together.	conduct a review of impact of LSP on Community Cohesion in Rossendale			Customer Services Head of Community and Partnership	Partnership Business Plan
35.	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
36.	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
37.	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		Cabinet Member for Customer Services Head of Community and Partnership	Community and Partnership Business Plan
38.	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	Economic Regeneration and Spatial Development Business Plan
39.	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	Leader Head of Economic Regeneration and Strategic Housing	Economic Regeneration and Spatial Development Business Plan
40.	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	Human Resources Business Plan

41. A modern, accessible and safe bus station that meets the bus transport need of local people	New Bus Station for Rawtenstall completed	Economy	April 2008	Resources Cabinet Member for Regeneration	Economic Regeneration and Spatial Development Business Plan
42. 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	Head of Economic Regeneration and Strategic Housing Cabinet Member for Regeneration Head of Spatial Development	Economic Regeneration and Spatial Development Business Plan
43. 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
44. 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	Cabinet Member for Regeneration Head of Economic Regeneration and Strategic Housing	Economic Regeneration and Spatial Development Business Plan