



# CORPORATE PERFORMANCE AND IMPROVEMENT PLAN 2007 - 2011



## **RIBBLE VALLEY BOROUGH COUNCIL**



**June 2008**



# CONTENTS

---

CONTENTS .....	0
FOREWORD.....	0
1 INTRODUCTION .....	1
2 PLANNING AND DELIVERING LOCAL SERVICES IN RIBBLE VALLEY .....	2
A PLAN FOR THE FUTURE .....	2
Mission Statement & Vision.....	2
Core Values.....	2
OUR STRATEGIC PLANNING FRAMEWORK .....	3
Figure 1:Planning Framework.....	3
FINANCIAL, RISK AND PERFORMANCE MANAGEMENT .....	4
Our financial position .....	4
The budget process.....	4
Our statement of accounts and annual report.....	5
Corporate Risk Management .....	5
Our Performance Management Framework.....	5
THE LOCAL STRATEGIC PARTNERSHIP AND THE SUSTAINABLE COMMUNITY STRATEGY.....	7
Figure 3:The linkages between the Sustainable Community Strategy, the LAA and the Council's Corporate Performance and Improvement Plan.....	8
LANCASHIRE LOCAL AREA AGREEMENT .....	8
LISTENING TO OUR CUSTOMERS.....	9
Ribble Valley Citizens' Panel.....	9
Best Value Satisfaction Surveys .....	10
Place Survey .....	10
3 MONITORING OUR PERFORMANCE - AUDIT AND INSPECTION .....	12
ANNUAL AUDIT AND INSPECTION LETTER .....	12
The Purpose of the Annual Audit and Inspection Letter (AAIL).....	12
Financial Management and Value for Money (VFM).....	12
Use of Resources .....	12
Figure 5: Use of Resources scoring .....	13
Direction of Travel .....	13
Action needed by the Council.....	13
DATA QUALITY ASSESSMENT 2006 .....	14
Stage 1: Management Arrangements .....	14
Stage 2: Plausibility Checks .....	14
Stage 3: Data Quality Spot Checks.....	14
The Best Value Performance Plan .....	14
Conclusion.....	15
INSPECTIONS.....	15
4 BECOMING A HIGH PERFORMING COUNCIL.....	16
THE NATIONAL AGENDA.....	16
Comprehensive Performance Assessment.....	16
The Council's Response to CPA .....	16
High Level Improvement Plan – CPA Action Plan .....	16
Figure 7. High Level Improvement Plan – CPA Action Plan 2008. ....	16
The Revised Assessment Framework – Comprehensive Area Assessment.....	17
STATEMENT ON CONTRACTS AWARDED DURING THE PAST YEAR, INVOLVING TRANSFER OF STAFF.....	17
5 ORGANISATIONAL STRUCTURE .....	18
6 ACHIEVING OUR CORPORATE STRATEGIC OBJECTIVES.....	19
A WELL-MANAGED COUNCIL PROVIDING EFFICIENT SERVICES BASED ON IDENTIFIED CUSTOMER NEEDS.....	20
Our focus for improvement – the issues.....	20
Core Values - How we want to Work.....	20
Lead the Community .....	20

Strive to achieve excellence - Improving Council Services.....	20
Ensure that access to services is available to all .....	22
Treat everyone equally.....	23
Respect all individuals and their views.....	23
Appreciate and invest in our staff .....	24
The Economy .....	24
TO HELP MAKE PEOPLE'S LIVES SAFER AND HEALTHIER .....	27
Our focus for improvement – the issues.....	27
Safer .....	27
Figure 8: Feeling safe in local neighbourhood (%).....	27
Figure 10: % of respondents who feel issue is a big/fairly big problem in their area .....	27
Healthier .....	28
Our successes.....	29
Priority Outcomes: .....	31
TO PROTECT AND ENHANCE THE EXISTING ENVIRONMENTAL QUALITY OF OUR AREA .....	35
Our focus for improvement – the issues.....	35
Our successes.....	35
Priority Outcomes: .....	37
TO MATCH THE SUPPLY OF HOMES IN OUR AREA WITH THE IDENTIFIED HOUSING NEED.....	42
Our focus for improvement – the issues.....	42
Our successes.....	42
Priority Outcomes: .....	43
7 HOW WE MEASURE UP .....	46
USING THE PERFORMANCE TABLES .....	46
HOW DO WE COMPARE WITH OTHERS?.....	47
ARE WE IMPROVING? .....	48
KEY TO THE PERFORMANCE INDICATORS.....	49

# FOREWORD

---

Required....



*K. P. A. Rowan*

---



*David Jones*

# 1 INTRODUCTION

Welcome to Ribble Valley Borough Council's Corporate Performance and Improvement Plan for 2008.

This document sets out the strategic direction of the Council over the period 2007 - 2011, providing a focus to ensure that the services we deliver meet the needs of our communities, and reports how we are performing in our priority areas. The Plan has a four-year scope but is reviewed annually to ensure that it continues to reflect changes to our priorities that occur over time. Following the next local elections taking place in 2011, we will develop a new Plan.

At that time we will develop the processes needed to produce the new strategy. These include:

- establishing a working group to lead on strategy development;
- developing an action plan with realistic timescales for completion;
- identifying broad strategic objectives; and
- establishing a stakeholder consultation exercise

This Plan explains our performance over the last year and our plans to improve services for the people of the Ribble Valley. It is one of the Council's most important documents, setting out both our achievements and those areas identified for focused improvement over the next three years.

The Corporate Performance and Improvement Plan June 2008:

- illustrates the connections between improving the performance of services and the overall aims and ambitions of the Council;
- describes how this plan links with other strategic planning processes at national and local levels;
- summarises the results of the Comprehensive Performance Assessment and our Service Improvement Reviews;
- outlines our progress on implementing improvements;
- indicates how the Council's performance compares to similar local authorities; and
- reports on how well the Council has performed against the targets set in last year's Plan and looks at the 'corporate health' of the organisation.

# 2 PLANNING AND DELIVERING LOCAL SERVICES IN RIBBLE VALLEY

## A PLAN FOR THE FUTURE

---

### ***Mission Statement & Vision***

The Council has adopted the following statement that sets out its role and responsibilities in relation to the communities it exists to serve:

“The Council will provide high quality, affordable and responsive public services that develop the social and economic well-being of the Borough whilst safeguarding the rural nature of the area”

Our VISION, which is shared with the Local Strategic Partnership, remains constant. By no later than 2016 we aim to ensure that Ribble Valley will be:

***“An area with an exceptional environment and quality of life for all; sustained by vital and vibrant market towns and villages acting as thriving service centres meeting the needs of residents, businesses and visitors.”***

We believe that this VISION reflects our shared aim for the Borough which has the highest quality of environment for those who live in and visit the area. It recognises that people must have a high quality of life; that suitable homes are available to meet their diverse needs and that they should be safe and feel safe. People should also be able to access the best services without having to travel long distances to receive them.

This Plan will help us achieve what is expected of a modern progressive local authority over the next 2 years to improve the social, economic and environmental well-being of the Ribble Valley.

### ***Core Values***

In pursuing our priority actions, the Council will continue to deliver the services people want, in a fair and consistent manner. It is important that we explain exactly what our values are. These values guide and influence our actions as we continuously improve the services we deliver. We will:

- Lead the Community
- Strive to achieve excellence
- Ensure that access to services is available to all
- Treat everyone equally
- Respect all individuals and their views, and
- Appreciate and invest in our staff.

In order to deliver its Vision (see above) and provide a focus for how it delivers services, the Council has agreed a set of overriding ambitions and priorities.

Above all ***‘we aim to be a well-managed Council*** providing efficient services based on identified customer needs’ overarches all of our Ambitions, whilst recognising the importance of securing a diverse,

sustainable economic base for the Borough. The three Ambitions which the Council has agreed it will work towards are:

- To help make people's lives SAFER AND HEALTHIER
  - especially to ensure that we have safe and trouble free communities with healthy life styles
- To PROTECT AND ENHANCE the existing ENVIRONMENTAL QUALITY of our area
  - especially to protect the natural and built environment and ensure that we provide clean streets and open spaces
- To MATCH the SUPPLY OF HOMES in our area with the IDENTIFIED HOUSING NEED
  - especially to ensure that there are sufficient affordable homes for local people who are in housing need

We recognise this is ambitious and will not be easy to achieve. However we have set ourselves a target of achieving this by 2016. We report our progress on each of these Ambitions at page 27.

## **OUR STRATEGIC PLANNING FRAMEWORK**

---

This Plan forms one part of a framework of plans reflecting several themes:

- the Sustainable Community Strategy, formulated by the Local Strategic Partnership and other partnership plans;
- the Council's vision: "Ribble Valley: an area with an exceptional environment and quality of life for all: sustained by vital and vibrant market towns and villages acting as thriving service centres meeting the needs of residents, business and visitors."
- national agendas, including the Government's programme to modernise local authorities and improve the way councils carry out their functions;

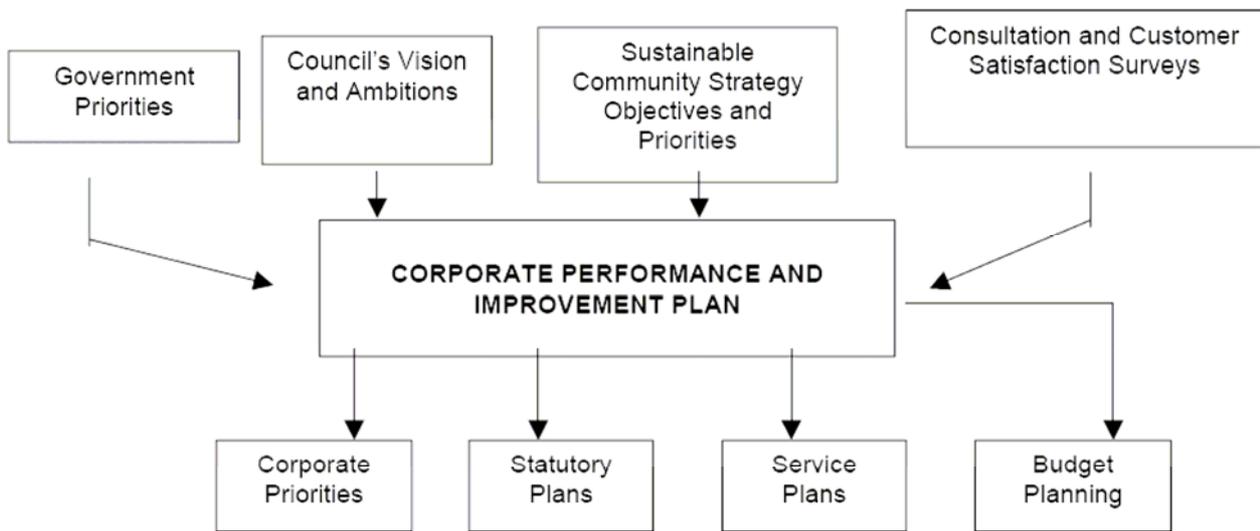
The Plan provides a platform for more detailed planning and implementation through service plans and budgets, produced annually across the Council, and through a range of statutory plans.

The Corporate Performance and Improvement Plan is a 'link' document. It links:

- the Government's priorities for local government
- the priorities and objectives of the Ribble Valley Sustainable Community Strategy
- the views of our customers; and
- the Council's vision and ambitions.

The Plan draws together these different strands and creates a framework for more detailed planning, implementation and monitoring. The way this process works is set out in the following diagram:

Figure 1: Planning Framework



This Plan has been developed as an integral part of the Council's Performance Management Framework and is designed to integrate operational service delivery with our priorities. The Council provides a wide range of services each of which produces its own annual Service Plan. These set out how each service contributes to achieving the Ambitions of the Council.

## FINANCIAL, RISK AND PERFORMANCE MANAGEMENT

---

### *Our financial position*

Each year we try to keep our share of the Council Tax as low as possible whilst continuing to deliver the wide range of services people depend on. The Council Tax increase for the financial year beginning 1 April 2008 is 3.6%.

Our budgeted net revenue spending for 2008/09 is £6.83 million – an increase of 3.5%. This covers day-to-day spending on staff, supplies and services.

General funding from the government, raised from business rates and general taxation, will be £3.86 million or 5.6% of the revenue budget. This is an increase of £145,000 (3.9%) over last year. The remaining 44% of the budget is funded by Council Tax.

The 2008/09 Capital Programme (spending on long-term assets and improvements, such as new vehicles) totals £1.1 million – a substantial investment in facilities for our future services.

### *The budget process*

We have a Medium Term Financial Strategy, with financial plans stretching over three years. This has been assisted by the government announcing a grant settlement covering the three years 2008/09 to 2010/11.

The process to set the budget and Council Tax for 2008/09 started in summer 2007, with the preparation of the initial forecast which set out the spending pressures on our budget for the next three years. In March 2008 the Council approved a budget for 2008/09 which included £442,000 of efficiency savings and a further £550,000 savings from use of reserves.

## ***Our statement of accounts and annual report***

Each year we publish a statement of accounts to provide a detailed, formal record of our financial position for the year. The statement is agreed by the council's external auditor. We also publish a summary annual report of the formal accounts, which includes a summary of performance information for the year.

Previous years' financial statements are available at:

[http://www.ribblevalley.gov.uk/site/scripts/documents\\_info.php?documentID=443&pageNumber=1](http://www.ribblevalley.gov.uk/site/scripts/documents_info.php?documentID=443&pageNumber=1)

## ***Corporate Risk Management***

Every organisation faces uncertainties which threaten its ability to achieve its objectives. However, we have to manage a particularly wide variety of risks due to the diverse nature of our activities and the rapid pace of change affecting local authorities.

Our approach to risk management is well-established and allows us to identify, manage and monitor risks to achieving our goals and targets. Risk management helps us encourage investment and innovation and supports a culture of openness and creativity, whilst carefully balancing risks and opportunities when we make decisions and launch new projects. We do not aim to eliminate risk, rather to keep it at a level which maximises opportunities and minimises threats.

Strategic risks are those which could prevent us achieving our medium- to long-term objectives. For example:

- failing to maintain one of our critical front-line services;
- significant loss of or damage to ICT systems; or
- missing opportunities to improve services.

Strategic risks are monitored regularly by members and Corporate Management Team to make sure:

- we identify new risks;
- we monitor changes to existing risks; and
- risk control measures continue to be effective.

Operational risks, associated with running day-to-day services, are identified, monitored and reviewed through our service-planning process. Risks to achieving service plan objectives are managed and monitored by service managers.

## ***Our Performance Management Framework***

Performance Management is the term applied to the process that enables an organisation to realise its ambitions, by being clear about what its top priorities are and what needs to be done to achieve them.

The overall goal of any performance management system is to enable an organisation to have a clear strategic overview of:

- Where the organisation is today
- Where the organisation wants to be
- How the organisation is going to get there.

This requires an organisation to have a clear 'Vision' and a set of realistic 'SMART' objectives, which are in turn supported by strategies aligned to the achievement of our Ambitions.

In a dynamic environment it is unlikely that any strategic plan will be fully achieved as originally envisaged. Therefore mechanisms need to be established to enable progress towards the achievement of 'the Vision' to be monitored.

Following an external inspection in 2004 we recognised that we needed to improve the way we manage our performance. We revised and improved our approach and commitment to more effective performance management including improvements to our service planning process, and formal systems to monitor and evaluate our performance.

The development of structured service and financial performance management arrangements, in order to ensure that our resources are made available and are used effectively, has been vitally important. We have taken steps to ensure that our policy documents are linked together where appropriate and that the budget setting process is clearly linked to our priorities for action.

The Council has introduced a structured performance management framework for all of our services. This provides clear, publicly available information to show our progress. Comprehensive service plans have been produced and these are reviewed and monitored annually to ensure continuous service improvement.

On a quarterly basis, performance information is presented to Overview and Scrutiny (Resources) Committee, and half-yearly to Overview and Scrutiny (Services) Committee. Key performance indicators, which monitor our key objectives are tracked against the targets set out within this document, and monitored to ensure that performance is improving. Weak areas are closely monitored to ascertain reasons for poor performance and remedial action is taken to ensure that they improve where possible.

Analysis of 2005/06's performance indicators shows that 42% had improved over the previous twelve months, reflecting a steadily improving picture, whilst 26% had maintained performance.

We are developing a Performance Management Framework that will ensure we measure, on a quarterly-basis, the achievement of our objectives. The performance indicators set out in Chapter 7 of this Plan along with our actions outlined against each of our Corporate Objectives (Chapter 6) demonstrate how we intend to achieve our priorities.

One of our major priorities for the next few years is to improve the way we monitor and manage the performance of our services. Our Performance Management Framework will ensure that everyone is able to see clearly the progress we are making against our agreed national and local objectives.

One of the key elements of the framework is the ability to measure how well services are being delivered. We do this by developing measures or indicators for each service, which also monitor our achievements against corporate objectives. These vary in nature and include measures of quality, quantity and/or cost. Constant monitoring and reporting of these indicators means that any changes can be identified quickly, so enabling managers to take corrective action and improve performance. A full list of our Performance Indicators is provided at page 57.

Performance indicators are referred to extensively throughout the following sections of this Plan to illustrate the progress we have achieved against our corporate objectives.

A diagram of the Strategic Planning and Performance Management Framework is shown on the following page.

# THE LOCAL STRATEGIC PARTNERSHIP AND THE SUSTAINABLE COMMUNITY STRATEGY

---



## LINKING COMMUNITIES

### Ribble Valley Strategic Partnership

The Council has been instrumental in creating the Local Strategic Partnership (LSP) - Ribble Valley Strategic Partnership (RVSP). The Partnership encompasses a wide range of partner organisations from the public, business, community and voluntary sectors. The RVSP was established in 2003 to deliver the objectives of the Sustainable Community Strategy.

The LSP's activity has benefited from improved co-ordination through the agreement to use income generated from council tax on second homes. This includes the appointment of an LSP Officer who provides much needed dedicated support.

Ribble Valley Borough Council works closely with our key partners and local communities through the RVSP. Each of the partners/agencies within the Partnership contributes towards the achievements of the Sustainable Community Strategy through its own actions and joint actions with others.

The Sustainable Community Strategy 2007- 2013 focuses on achieving realistic improvements in the economic, social and environmental well-being of Ribble Valley over the next five years. It is the key strategy for the Borough, sets a clear framework on what to aim for, and agrees targets on achievement of objectives. There is clear ownership of the Strategy from all members of the RVSP.

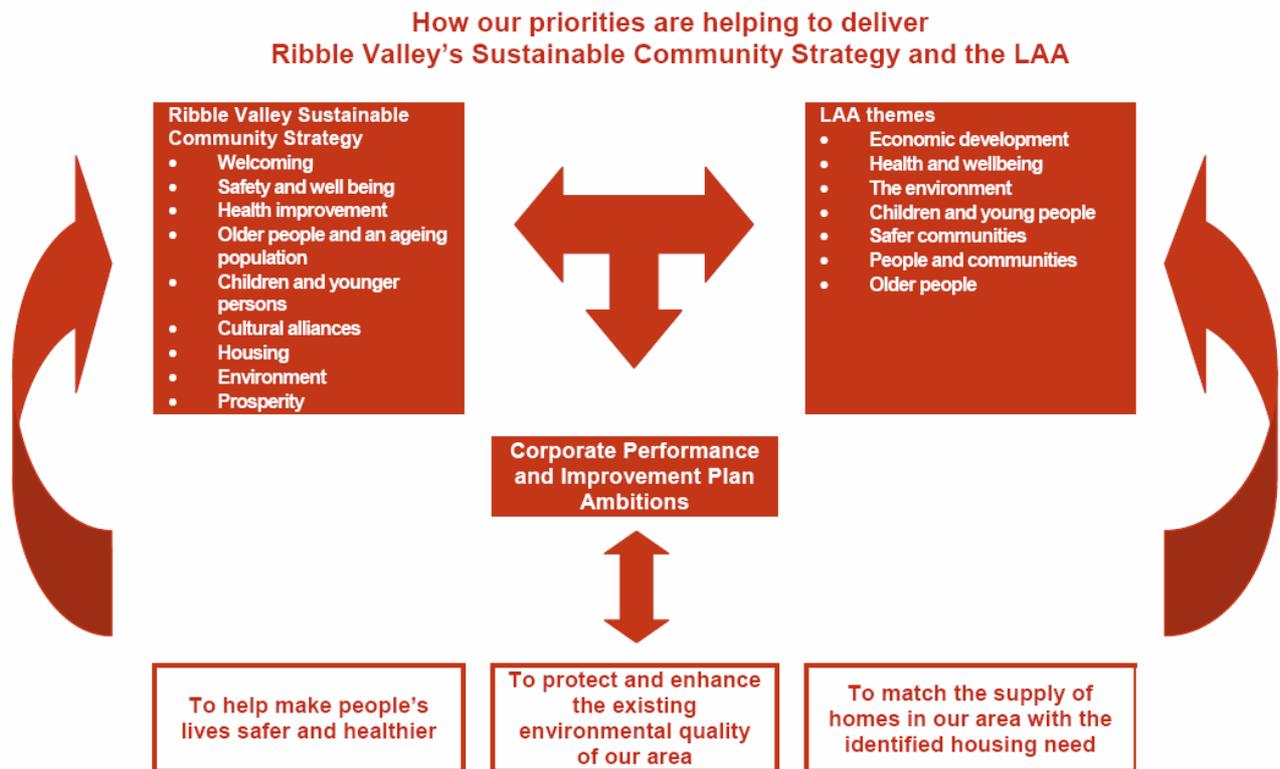
In order to realise its vision the RVSP focuses on an agreed set of themes:

- Welcoming
- Safety and Well-being
- Health improvement
- Older people and an ageing population
- Children and younger persons
- Cultural alliances
- Housing
- Environment
- Prosperity

In the future it is intended to continue to work with the thematic groups to ensure they also follow a performance management framework to fully document their progress against identified priorities.

The corporate planning process for the Council for 2009-2010 will begin with considering priorities identified by the strategic partnership. This will ensure the Council's Corporate Performance and Improvement Plan and departmental service plans flow from RVSP's agenda. This Plan shows how the Council will contribute to the realisation of the priorities and objectives set out in the Ribble Valley Sustainable Community Strategy.

Figure 3: The linkages between the Sustainable Community Strategy, the LAA and the Council's Corporate Performance and Improvement Plan



## LANCASHIRE LOCAL AREA AGREEMENT

---



In March 2006 the Council entered into an agreement with central government to improve the quality of locally delivered public services. The Local Area Agreement (known as the LAA) is a three-year agreement between central government and a group of public, voluntary, community and faith sector service providers (known collectively as the Lancashire Partnership).

In developing the Agreement, the Council worked closely with its partners to identify priority outcomes for Lancashire and to develop new ways of working to deliver them. The bodies within the Partnership will work together towards an agreed set of outcomes designed to make a lasting difference to the people of Lancashire. The Agreement was signed on 23<sup>rd</sup> March 2006 and runs for 3 years until March 2009.

In late 2007 the Lancashire partnership began work developing a 2<sup>nd</sup> LAA and are currently in negotiation with Government Office North West.

The new agreement took effect in June 2008 and is again a three-year plan for delivering the aims and objectives of Ambition Lancashire. It contains targets set against up to 35 new performance

improvement national indicators as well as 16 mandatory Department for Children, Schools and Families indicators, together with local indicators and targets that reflect priorities for Lancashire.

Following approval from the Lancashire Partnership, the final set of indicators will be available at [www.lancashirepartnership.co.uk](http://www.lancashirepartnership.co.uk).

## **LISTENING TO OUR CUSTOMERS**

---

We believe that the best way of finding out whether our services are meeting the needs of users is to ask them.

To do this we have developed a range of consultation techniques that highlight where existing services are not meeting expectations and also help us to identify new services that are required to meet the changing needs of our communities.

We have also developed a Consultation Strategy and this was revised in June 2007. This strategy describes our approach to consulting our citizens on a wide range of issues.

Here we provide a summary of some of the main initiatives that have taken place.

### ***Ribble Valley Citizens' Panel***

The Panel was established in 2004 as a joint venture between five councils in East Lancashire – Ribble Valley, Burnley, Hyndburn, Pendle and Rossendale. Across the area as a whole nearly 6000 citizens receive regular questionnaires and are invited to feedback their views about local issues. This information is used to develop and improve the quality of our services and those of our partner organisations. Recent surveys have looked at a range of issues including:

- Equality and Diversity, Citizenship, Financial Information and Clitheroe Market (December 2007)
- Accessibility, environment, employment and affordable housing (February 2007)
- Future of the Refuse Collection Service Survey (October 2005)
- Open Spaces Survey (February 2005)

As part of the wider East Lancashire Citizens' Panel the following surveys have been conducted:

- Citizen Panel Satisfaction, Electoral Registration and general satisfaction with council services and quality of life (February 2008)
- Community Safety, Work Opportunities, Small Businesses, Sustainability of Neighbourhoods and Climate Change Survey (May 2007)
- Living and Working in East Lancashire Survey (September 2006)
- Well Being Survey (health, diet, and exercise) (April 2006)
- Contacting Your Council (June 2005)
- Licensing Survey (October 2004)
- Community Safety Survey (July 2004)

Other surveys have been conducted that haven't used the Citizens' Panel these include:

- Cashier Satisfaction Survey (April 2007)

- Employee Satisfaction Survey (August 2004 and March 2007)
- Council Tax Satisfaction Survey (November 2006)
- Summary Accounts Survey (October 2006)
- Internal Communications Survey (November 2005)

Full reports on each of these issues can be found on our website [www.ribblevalley.gov.uk](http://www.ribblevalley.gov.uk).

### ***Best Value Satisfaction Surveys***

Following the introduction of the duty of Best Value to local authorities by the Local Government Act 1999, all councils have been required to undertake tri-annual surveys within their communities to ascertain the levels of satisfaction experienced by users of their services. The first such surveys took place in 2000 and were carried out again in 2003 and in 2006. The set of surveys comprises four separate surveys consulting the views of users of the following services:

- Planning
- Council Tax and Housing Benefit
- Housing Tenants
- General Household Satisfaction (GHSS) - (the largest of the set, requiring a sample size of 1100 respondents to express their level of satisfaction with a range of local services provided by the Council)

The way in which surveys are carried out is clearly defined by Government guidance to ensure that the results from all councils can be compared on an even basis. The results of these surveys can be found within the Performance Tables beginning on pages 57 listed under BVPI's 3,4, 74-75, 80a-80g, 89-90 and 111. In addition the General Household Satisfaction survey asks some useful questions around quality of life issues.

### ***Place Survey***

A new performance framework is being introduced which focuses on improving outcomes for local people and places – rather than on processes, institutions and inputs. It is recognised that no single organisation can achieve success on the complex issues of improving public health, reducing poverty, tackling crime or sustainable economic development. The challenges are too complex and the needs often too local for all solutions to be imposed from the centre. Everywhere, solutions will need effective co-operation.

Central to this is the importance of capturing local people's views, experiences and perceptions, so that the solutions for an area can reflect local views and preferences. More than this, it is vital to track people's changing perceptions, as a way of determining whether interventions made in an area result in the right outcomes for local people – i.e. do people feel happier, healthier, safer? The new Place Survey is a way of doing this.

As part of the new performance framework for local government, a new national indicator set has been announced, and was introduced in April 2008. This provides a single set of indicators reflecting national priorities across government and replaces Best Value Performance Indicators. There are 20 indicators that are proposed for collection through a single survey (the Place Survey), to be administered by local authorities. The Place Survey is due to be carried out during the autumn of 2008.

With changes to Best Value legislation, all Best Value Performance Indicators, apart from those for Police Authorities, will be discontinued in England from 31 March 2008. As a result, the Best Value Performance Indicator User Satisfaction Surveys will also cease.

The survey is intended to be relevant to anyone living in the area, not specific to any one agency or service, and not specific to any particular client group.

# 3 MONITORING OUR PERFORMANCE -

## Audit and Inspection

As a publicly accountable body all of the Council's activities are subject to audit and scrutiny by external agencies. Currently PricewaterhouseCoopers undertake the external audit function for the Council and the Audit Commission carries out the external inspection activity. The Audit Commission will undertake the external audit function of council activity undertaken from 1 April 2008.

At the beginning of each year a programme of audit and inspection work is agreed and at the end of the year the auditors report their findings in an Annual Audit and Inspection Letter (AAIL). The AAIL relating to 2006/07 was presented to the Council's Audit and Accounts Committee in April 2008.

### **ANNUAL AUDIT AND INSPECTION LETTER**

---

#### ***The Purpose of the Annual Audit and Inspection Letter (AAIL).***

The Council's auditors are required, under the Audit Commission's Code of Practice, to issue an Annual Audit Letter to the Council on completion of their audit, demonstrating that the code's objectives have been addressed and summarising all issues of significance arising from their work.

The Letter also takes into account the results of any inspection work undertaken by the Audit Commission's Relationship Manager. It is therefore referred to as the "Annual Audit and Inspection Letter" (AAIL).

#### ***Financial Management and Value for Money (VFM)***

Our appointed auditor reported separately to the Council on issues arising from the 2006/07 audit.

#### ***Use of Resources***

The Use of Resources report is an assessment of how well the Council is managed based on how effectively it uses its resources such as finances, assets and staff. The Use of Resources score is derived from the assessments made by the auditor in the following areas -

- Financial Reporting (including the preparation of the accounts of the Council and the way these are presented to the public).
- Financial Management (including how the financial management is integrated with strategy to support council priorities).
- Financial Standing (including the strength of the Council's financial position).
- Internal Control (including how effectively the Council maintains proper stewardship and control of its finances).
- Value for Money (including an assessment of how well the Council balances the costs and quality of its services).

For 2006/07 the auditors scores were as follows:

Figure 5: Use of Resources scoring

Theme	2005/6 Score	2006/7 Score	2007/08 Score
Financial Reporting	3	3	4
Financial Management	2	2	2
Financial Standing	2	3	3
Internal Control	1	3	3
Value for Money	2	2	2
<b>Overall Score</b>	<b>2</b>	<b>3</b>	<b>3</b>

*Annual Audit and Inspection Letter 2006/2007*

Overall assessment of the Audit Commission 3 out of 4.

*(Note: 1=lowest, 4=highest)*

An action plan has been developed to deal with the key issues arising from the assessment.

### ***Direction of Travel***

During the past year the Council has delivered good levels of improvement across a number of priority services, for example benefits and planning.

Additional resources have been invested to address priority areas such as the recent introduction of three stream waste collection into the borough. The Council is not achieving the speed of improvement in performance of the highest performing councils but overall public satisfaction remains high, as do most service satisfaction levels.

Partnership working with key partners in the Local Strategic Partnership continues to improve and the Council is making good progress in contributing to wider community outcomes. This is helping to deliver low levels of crime and to address housing needs. The Council is now developing its role with partner councils across East Lancashire and the county. However the approach to diversity and equality has been slow to develop.

Value for money is improving and the Council is delivering efficiency savings. A draft Sustainable Community Strategy has been developed with partners and the Council has aligned its Corporate and Improvement Plan to this strategy. Progress on implementing the Corporate Plan is monitored and reported. Capacity is being strengthened but remains stretched.

### ***Action needed by the Council***

Provide clear and consistent leadership of the Council's approach to diversity and equalities to ensure it is prioritised and integrated into service planning and delivery.

Review and prioritise the HR work programme in order to ensure that key tasks such as workforce planning are delivered within the available resources. Consider which elements of the HR work programme could be delivered by a more corporate approach and direct involvement from heads of services.

Develop the Council's role in sub-regional partnerships in order to address challenges such as health inequalities, economic development and regeneration.

Sustain recent improvements in the use of resources assessment by focusing future improvement efforts on financial management and value for money.

Address the areas for development identified in the latest corporate assessment inspection.

## **DATA QUALITY ASSESSMENT 2006**

---

In 2006/07, the Audit Commission developed a new three stage approach to reviewing data quality (DQ) at local authorities, representing a significant shift in the level of work carried out by auditors in this area. The DQ assessment forms part of the mandatory work for the 2007/08 audit year and was completed in Autumn 2007. Part of the work also has a direct impact on our 2006/07 Use of Resources assessment.

The DQ assessment was completed in three stages:

### ***Stage 1: Management Arrangements***

This was a review of overall management arrangements to ensure data quality using a Key Lines of Enquiry designed by the Audit Commission. The work involved review and testing of the our self-assessment (against the DQ criteria) together with follow up interviews with key officers.

Our auditors concluded that the Council's DQ arrangements in place during the 2006/07 financial year justified a score of level 2. This translates into 'adequate' for the purposes of concluding upon the Use of Resources Code criterion 4.

Areas for improvement have been identified in respect of the Council's existing systems and processes and an action plan drawn up.

### ***Stage 2: Plausibility Checks***

This entails variance analysis in relation to the 2006/07 Best Value Performance Indicators (BVPIs) data submitted to the Audit Commission, and other reasonableness checks (e.g. variance, plausibility and range) of calculations for non-BVPIs) including:

- Investigation of variances identified by the Audit Commission regarding changes in reported BVPI performance between 2005/06 and 2006/07;
- reasonableness, completeness, mathematical and accuracy checks for a selected number of 2006/07 non-BVPIs; and
- comparison of PI data reported in the Council's Corporate Performance and Improvement Plan against the information submitted to the Audit Commission Electronic Data Collection system (consistency checks).

### ***Stage 3: Data Quality Spot Checks***

In-depth review of a sample of PIs (from a list of specified BVPIs and non-BVPIs).

### ***The Best Value Performance Plan***

Audit work on the Council's 2006/07 BVPP that was issued in June 2006, resulted in an unqualified audit report being provided to the Council in December 2006.

Auditors were pleased to report that they had completed the majority of work in relation to the Council's 2007/08 BVPP (this work forms part of the 2007/08 audit work). The results of this were reported to the Council separately and an unqualified opinion was issued.

### ***Conclusion***

The Council has demonstrated that its DQ arrangements met the overall minimum DQ performance standards in 2006/07. However, the Council should seek to continue to improve its performance and position in 2007/08 by successfully implementing the agreed actions contained within the 'Action Plan'.

## **INSPECTIONS**

---

Of the seven inspections carried out prior to 2006, three of the services concerned have been judged to be "Good" and three as "Fair", with one not scored. On the probability of improvement, all six of the scored reviews were judged to have 'uncertain' prospects of improvement.

In May 2006 the Audit Commission carried out an inspection of the Council's Environment Services and judged the service to be '**A Good service with Promising prospects for improvement.**'

Recommendations were made and incorporated into action plans. Progress is detailed on our website at ...

# 4 BECOMING A HIGH PERFORMING COUNCIL

## THE NATIONAL AGENDA

---

The Government has set improving public services as its top priority and has an increasing role in setting targets for improving local services. The Local Government Act 1999 conferred a new statutory duty of Best Value on to local authorities to secure continuous improvement to their services. Building on this the Audit Commission introduced a framework for assessing the overall performance of councils. This is called Comprehensive Performance Assessment or CPA.

### *Comprehensive Performance Assessment*

In 2002 the Government introduced Comprehensive Performance Assessment as a tool that brings together the most significant elements of their audit and inspection work to form a single judgement about the performance of councils and their arrangements for improving services. CPA work is carried out by the Audit Commission – an independent body responsible for ensuring that public money is spent economically, efficiently and effectively, to achieve high quality local services for the public.

In 2003 the Audit Commission undertook the first Comprehensive Performance Assessment of the Council. The assessment considers two main questions – ‘How well are local services delivered?’ and ‘How well is the Council run?’ The process considers a range of evidence then awards an overall judgement of excellent, good, fair, weak or poor. Ribble Valley was judged to be ‘Fair’. The assessment identified areas where the Council had achieved successes but also several issues that need to be improved. These formed the basis of our Improvement Plan.

In 2007 we submitted a successful request to the Audit Commission to be re-inspected. The inspection, which was carried out in January 2008 judged the Council to be ‘Good’.

### *The Council's Response to CPA*

In response to the CPA we have drawn up an Improvement Plan which sets out our priorities for improvement at both corporate and service levels.

### *High Level Improvement Plan – CPA Action Plan*

Figure 7. High Level Improvement Plan – CPA Action Plan 2008.

Action	Description	Status	Due Date	Start Date	Completed Date	Assigned To

Action	Description	Status	Due Date	Start Date	Completed Date	Assigned To

***The Revised Assessment Framework – Comprehensive Area Assessment***

From April 2009, Comprehensive Area Assessment (CAA) will replace CPA. This is a major change. CPA has focused on services provided by local authorities. CAA will look at the public services in an area delivered by councils and their partners, including the private and voluntary sectors.

CAA will provide assurance about how well-run local public services are and how effectively they use taxpayers’ money. But it also aims to be more relevant to local people by focusing on issues that are important to their community. It will develop a shared view about the challenges facing an area – for example, crime, community cohesion, a sustainable environment or public health issues – and look to create a more united approach to public services.

**STATEMENT ON CONTRACTS AWARDED DURING THE PAST YEAR, INVOLVING TRANSFER OF STAFF.**

---

The Council states and certifies that all individual contracts awarded during the past year which have involved a transfer of staff comply, where applicable, with the requirements in the Code of Practice on Workforce Matters in Local Authority Service Contracts.

# 5 ORGANISATIONAL STRUCTURE

**Chief Executive**  
David Morris



Strategic Housing  
  
Personnel, Training & Development, Committee and Mayoral Support

Corporate Services  
Policy, Performance, Consultation, Communications, Contact Centre and e-Government

**Director of Community Services**  
John Heap



Street Scene – Engineering, Grounds Maintenance, Waste Management, Street Cleansing  
Community Development - Culture, Recreation and Leisure, Tourism, Arts and Community Safety

**Director of Development Services**  
Stewart Bailey



Development Control  
Building Control  
Forward Planning  
Regeneration  
Environmental Health

**Director of Resources**  
Marshal Scott



Accountancy  
Internal Audit  
Council Tax  
Benefits  
Information Technology  
Legal services  
Land Charges  
Elections  
Licensing

# 6 ACHIEVING OUR CORPORATE STRATEGIC OBJECTIVES

Our Corporate Strategy, the recently revised Sustainable Community Strategy, and the Lancashire Local Area Agreement (LAA) provide the basis for our commitments over the next few years. The Corporate Strategy and LAA express our key objectives for the immediate future. However, the Sustainable Community Strategy describes our longer-term goals and how we will work with our partners to achieve them.

This section is a Strategy section in which we focus on a number of specific objectives that will bring about the changes required in order for us to meet our 3 Ambitions. For each of the Ambitions over the following pages we provide the background to the issue and specify what we are trying to achieve. Each Ambition is supported by a set of objectives and a list of actions. Together these form the top priorities for the Council over the next 3 years.

In the following section we also provide an update of progress describing achievements we have made towards meeting these objectives.

**Ribble Valley aims to be a well-managed council providing efficient services based on identified customer needs.**

The Council's ambitions:

- **To help make peoples lives SAFER AND HEALTHIER**
- **To PROTECT AND ENHANCE the existing ENVIRONMENTAL QUALITY of our area**
- **To MATCH the SUPPLY OF HOMES in our area with the IDENTIFIED HOUSING NEEDS**

# A WELL-MANAGED COUNCIL PROVIDING EFFICIENT SERVICES BASED ON IDENTIFIED CUSTOMER NEEDS

---

## ***Our focus for improvement – the issues***

People living, working and visiting the Ribble Valley expect to receive excellent Council services. Many of our services are high quality, well regarded and perform well above the average. We aim to provide services that are amongst the best in the country. We will continue to do this by targeting improvement to services where we are currently performing below average or in the bottom quartile of councils.

In order to continue to improve we are investing in the skills of our staff and in the technology they have to deliver high quality services, and increasingly work in partnership with other organisations to provide services.

We are also using our links with communities, through Parish Councils, the Local Strategic Partnership and through consultation such as the [Feedb@ck](mailto:Feedb@ck) Citizen panel to understand better what people need and to provide more flexible services which can meet these needs.

## ***Core Values - How we want to Work***

In pursuing our priority actions, the Council will continue to deliver the services people want, in a fair and consistent manner. These values guide and influence our actions as we continuously improve the services we deliver. Our core values are to:

- Lead the Community
- Strive to achieve excellence
- Ensure that access to services is available to all
- Treat everyone equally
- Respect all individuals and their views, and
- Appreciate and invest in our staff.

## ***Lead the Community***

We demonstrate our community leadership role by working with our partners to create an area with an exceptional environment and quality of life for all; sustained by vital and vibrant market towns and villages acting as thriving service centres meeting the needs of residents, businesses and visitors.”

## ***Strive to achieve excellence - Improving Council Services***

We will put our customers first when making decisions about allocating resources and delivering services to ensure value for money and quality. We are committed to continuous improvement and want, through consultation, to hear what people feel we should do to be a better Council. We will work to make it easier for people to contact us and get a quick response to their query or problem.

Our successes:

- Overall satisfaction with Council services (63%) is the highest in Lancashire and within the Top Quartile of performance for district councils (Best Value General Household Satisfaction Survey May 2007);
- 73.2% of citizens agree that the Council is making the local area a better place to live, (Best Value General Household Satisfaction Survey May 2007) and 87% Ribble Valley respondents rate their neighbourhood as an excellent or good place to live (Living and Working in East Lancashire Joint ELEM Panel survey September 2006);
- Substantial progress on the development of effective performance management arrangements and ethos, including the continued implementation of *Covalent* performance software solution, improvements to monitoring and reporting arrangements, and the introduction of more robust scrutiny function to identify and act on instances of poor performance;
- Quarterly monitoring by our Corporate Management Team of the 'corporate health' of the Council by evaluating key indicators of performance;
- Development of a Lancashire proposal for Enhanced Two-Tier Working between the County and districts in response to the recent White Paper: *Strong and Prosperous Communities*;
- We are partners in the East Lancashire Leaders and Chief Executives (ELLCHEx) Group which is a high-level, multi-agency group leading on the Transformational Agenda for East Lancashire;
- A comprehensive review and updating of our Corporate Governance arrangements;
- A review and updating of our corporate Health and Safety policies and risk assessments and the appointment of a Health and Safety Advisor;
- Levels of staff sickness have been proactively managed downwards from 12.41% in 2002/03 to 5% in 2007/08. The trend in sickness absence is recognised as a key area of improvement.
- One of key measures of our management of resources is how effectively we collect Council Tax. BVPI 9 measures this. This has risen steadily from 98.5% in 2003/04 to 99.18% in 2007/08 exceeding our target of 98.5%. We are seeking to maintain top quartile performance in the future for this indicator.
- The revision of our consultation strategy and continued use of the Ribble Valley Citizens Panel which has been used extensively to gauge the views of communities and address local issues;
- Noted improvement by the Planning Advisory Service (GONW) to our Development Control service now exceeding the standard targets in all three categories (BVPI 109a improved from 38% to 100% in 3 years);
- Successful introduction and operation of Ribble Valley Lancashire Locals in partnership with Lancashire County Council, resulting in devolvement of County services to a local level;
- Active engagement in all four thematic blocks of the Lancashire Local Area Agreement including leading an innovative pilot for Neighbourhood Engagement;
- Approval of a £2m Heritage Lottery Fund grant to assist with the funding of the £3.2m renovation scheme for improvements at Clitheroe Castle and museum;
- The award of £300,000 in grants to Parish & Town Councils and Community Groups to improve a wide variety of community services throughout the Ribble Valley;

- Staff satisfaction within the workplace is high with over 90% judging it to be a good place to work. (Employee Satisfaction Survey – November 2006);

### ***Ensure that access to services is available to all***

The Council is keen to improve access to services for our customers.

86% of public buildings are suitable for and accessible to disabled people. This puts the authority amongst some of the best performers. The Council has improved access to disabled people through investing £160,000 to improve the reception area, disabled access and lift facilities in the council offices in Clitheroe. Also disabled facilities grants are provided within government timescales with no waiting lists. Electronic access to a number of services is also improving in line with e-delivery ambitions. This includes the ability to make on-line payments. A wide range of services allow payment over the phone through an automated telephone payment system, including Council Tax and NNDR.

The Council tries to ensure that rural communities are not disadvantaged through funding and policy decisions made at national and local level. To improve accessibility coverage of community transport has been extended throughout the borough and grant aid provided from the Council to Ribble Valley Rider Bus. Council services can also be accessed via an area collection office at Longridge Police station.

Below we detail two of the major initiatives that we are implementing to ensure accessibility.

#### Improved Website

The Council launched its new website in February 2005.

The new website complies fully with all the relevant guidance that is specified by Government that local authorities need to adhere to. These include Local Government and Government Category lists (LGCL, GCL) to AA compliance and Metadata standards.

AA compliance means that the website addresses a range of accessibility issues including users who may not be able to see, hear, move, or be able to process some types of information, or who may have difficulty reading or comprehending text or are unable to use a keyboard or mouse, etc...

The metadata standards ensure that information within our web pages is correct. The LGCL and GCL are category lists from the government, stating exactly how all the information for each service should be positioned within the website. Information is now easier to access and many more interactions have been electronically enabled, for example, submitting job application forms on-line.

We are continuing to improve access to and use of IT, which will have an important role in improving public service access and the efficiency and effectiveness of services. We have moved from approximately one third of the Council's interactions being 'electronically enabled' in 2002/03 to fully meeting the Governments target of 100% of the Councils interactions being "electronically enabled in 2005/06.

#### Shared Services Customer Contact Centre



In last years Plan we reported that the Council had joined with 6 neighbouring Lancashire councils to develop a shared services contact centre. Here we provide an update of progress over the course of the last twelve months.

The partnership began in November 2004 when Ribble Valley Council, together with Burnley, Chorley, Hyndburn, Pendle, Rossendale district councils and Lancashire County Council joined together to provide each partner with access to a shared Customer Relationship Management (CRM) system. The system provides a networked electronic database that will generate and maintain a customer 'history' from all the contacts and requests for service that are made. Together with the 'joining up' of all the computer systems, this will enable the Council to provide faster access and more efficient handling of enquiries and requests for service. When fully adopted the new system will transform the quality of customer service across the County.

Within the Partnership each council is adopting the new technology in a different way based on their individual needs and in response to their particular, local circumstances. Ribble Valley began their implementation by introducing a Streetscene Helpline in February 2006. This dedicated telephone helpline was launched to support the introduction of the new, three-stream waste collection service that began in March 2006.

In June 2006 specialist Customer Service Advisors moved into a new office environment (Call Centre) within the Council Offices in Clitheroe and since that time have developed the service by handling calls for an increasing range of services including:

- Street Scene –recycling and refuse collection enquiries including fly-tipping, and highways and streetlighting reports on behalf of Lancashire County Council;
- Information about the Council, Council meetings and Councillors,
- Concessionary fares including disabled bus passes;
- Telephone payments for Council Tax, housing rents, fines etc
- Energy Efficiency and Grants and
- General switchboard and information service

In December 2007 we successfully implemented the CRM system for a selected number of services. This will allow more complex enquiries to be handled by the Centre. In the longer term the intention is for all partners to develop their capability to be able to handle calls for each other and this is will lead to more efficient and effective working.

### ***Treat everyone equally***

We treat all staff and customers equally and have adapted a Comprehensive Equality Policy, which outlines our commitment to the equality and diversity agenda. We also have a Diversity and Equality Steering Group to monitor progress on our commitments.

All staff have equality access to employment and development opportunities in the council.

### ***Respect all individuals and their views***

We operate decision-making structures that are open, accountable and that are built upon listening and taking into account what people say. The Council regularly consults with customers and communicates its ambitions and achievements through the civic newspaper, which goes out to all householders, and the Annual Report.

Staff have regular briefings with an agenda which is set by a Staff Working Group. We also produce a monthly newsletter for all staff.

### ***Appreciate and invest in our staff***

We have a performance appraisal system in place which incorporates staff development. Staff are encouraged to develop and we support a number of individuals on qualification training as well as giving access to a wide range of seminars, workshops, conferences and training events for all staff. We have an overarching Organisational Development Plan, which includes financial commitments to corporate training initiatives for the next two years.

### ***The Economy***

The Council's vision is:

***“An area with an exceptional environment and quality of life for all; sustained by vital and vibrant market towns and villages acting as thriving service centres meeting the needs of residents, businesses and visitors.”***

## To be a well-managed Council providing efficient services based on identified customer needs

### OBJECTIVE - To treat everyone equally

SCS STRATEGIC OBJECTIVE	ACTIONS	RESPONSIBILITY	OUTPUTS AND TARGETS

### OBJECTIVE - To encourage economic activity to increase business and employment opportunities

SCS STRATEGIC OBJECTIVE	ACTIONS	RESPONSIBILITY	OUTPUTS AND TARGETS
Diversify the economy by encouraging and supporting a broader range of business sectors and support existing businesses to provide a basis for diversification	Increase number of new high growth business starts and the survival rates of new and existing businesses through the provision of appropriate business advice and support in Ribble Valley linked to the BSSP agenda, Business Link and specific NWDA provision for growth sectors	RVBC/ RVEA	Review December 2008
Diversify the economy by encouraging and supporting a broader range of business sectors and support existing businesses to provide a basis for diversification	Take all appropriate steps to ensure the availability of a locally accessible business support service for rural enterprises	RVBC/ LCC	July 2008
Ensure that there is a supply of suitable employment sites	Identify suitable business workspace and employment sites through the production of the Local Development Framework and consider all methods by which designated employment land can be implemented	RVBC/ LCDL	December 2008
Co-ordinate, innovate and diversify sustainable tourism building on our strengths and developing new initiatives	Co-ordinate and diversify our tourism offer by forming a Tourism Forum which will work alongside the Tourism Association and Forest of Bowland AONB to help produce a Strategy and action plan	RVBC	July 2008

**OBJECTIVE - Support the regeneration of Market Towns and sustainable service centres**

SCS STRATEGIC OBJECTIVE	ACTIONS	RESPONSIBILITY	OUTPUTS AND TARGETS
Support the regeneration of Longridge, Whalley and Clitheroe	Assess the viability of the Market Towns and key service centres through specifically commissioned market research	LCDL/RVBC/LCC	January 2008
Strengthen community services and facilities and enhance capacity for the service centres at Ribchester, Slaidburn, Chipping, Gisburn, Chatburn and Dunsop Bridge to engage in social and economic regeneration	Undertake research and consultation across all sections of the community on sustainable communities serving as service centres particularly with reference to better communication with high band width internet connectivity	LCC/RVBC	July 2008

**OBJECTIVE - Increased participation in communities**

SCS STRATEGIC OBJECTIVE	ACTIONS	RESPONSIBILITY	OUTPUTS AND TARGETS
Introduce new mechanisms to strengthen local democracy and allow people to have a greater say in local decision making	Convene Strategic Partnership Assemblies every six months with workshops to help inform local Strategy and gather community opinion	RVBC/ Partnership Network	July 2008

**OBJECTIVE - Ensuring community cohesion in Ribble Valley**

SCS STRATEGIC OBJECTIVE	ACTIONS	RESPONSIBILITY	OUTPUTS AND TARGETS
Ensure community cohesion by developing strong and positive relationships between people from different backgrounds and develop a widely shared sense of the contribution of all sections of the population to a vision for the future of Ribble Valley	Organise 3 community events, cultural festivals, sporting events, or other opportunities in the next year	RVBC/ Partnership Network	December 2008

**OBJECTIVE - Ensure that access to services is available to all**

SCS STRATEGIC OBJECTIVE	ACTIONS	RESPONSIBILITY	OUTPUTS AND TARGETS

## TO HELP MAKE PEOPLE'S LIVES SAFER AND HEALTHIER

### *Our focus for improvement – the issues*

#### *Safer*

Ribble Valley is a low crime area and a safe place to live. It is the safest place in the Region to live (British Crime Survey Comparators in the North West Region for 2006/07). This success is in part due to the excellent work of our Community Safety Partnership. Crime figures for domestic burglary, robberies, violence and vehicle crime are all in the top quartile.

73.2% of citizens agree that the Council is making the local area a better place to live and 62.4% agree the Council is making the area safer - addressing the Council's Corporate Priorities\* (Best Value General Household Satisfaction Survey May 2007).

In the 2006/07 Best Value General Household Satisfaction Survey (BVGHSS) most respondents reported feeling safe in the district (87.9% during the day, 58.1% after dark) see figure 8 below.

Figure 8: Feeling safe in local neighbourhood (%)

	After Dark	During the day
Very safe	11.5	48.3
Fairly safe	46.6	39.6
Neither safe nor unsafe	18.9	8.6
Fairly unsafe	15.3	2.4
Very unsafe	5.5	0.4
DK	2.3	0.7

Source: BVPI General Household Survey Findings Report March 2007

Teenagers hanging around the streets (figure 10) is identified as the major issue being a big/ fairly big problem in their area- this perhaps closely relates to the fact that activities for teenagers is highlighted as a key area for improvement in Ribble Valley. Few respondents see drugs, rough sleeping or abandoned cars as a significant problem.

Figure 10: % of respondents who feel issue is a big/fairly big problem in their area

	Big / fairly big problem
Parents not taking responsibility for the behaviour of their children	24.2
People not treating other people with respect and consideration	26.4
Noisy neighbours or loud parties	15.8
Teenagers hanging around on the streets	54.1
Vandalism, graffiti and other deliberate damage to property or vehicles	45.2
People being attacked because of their skin, ethnic origin or religion	6.6
People using or dealing drugs	34.9
People sleeping rough on the streets or in other public places	3.0
People being drunk or rowdy in public spaces	34.4
Rubbish and litter lying around	32.7
Abandoned and burnt out cars	4.8

Source: BVPI General Household Survey Findings Report March 2007

Crime and Community Safety continues to be an issue of major concern to the local community as it affects the quality of people's lives. Our response is to work closely with the Ribble Valley Community Safety Partnership to reduce crime and the fear of crime, and cut anti-social behaviour.

The Council is fully committed to working in partnership to ensure that the residents of Ribble Valley, along with those working, visiting and investing here, are safe and feel secure in their environment.

### ***Healthier***

Although very few respondents to the BVGHSS felt that cultural activities (cinemas, museums etc) need improving, satisfaction with cultural activities has fallen from 48% to 36% and nearly 25% perceive that cultural activities have gotten worse over the last 3 years. However, this is not reflected in the customer satisfaction levels of the users of our facilities in surveys carried out at various sites.

A considerable amount of baseline data has been collated with respect to establishing the Council's priorities in terms of health.

- Demographic Profile - Whilst the demographic profile presents a generally healthy picture, there are areas that represent potential actions for the Sport and Physical Activity Alliance (SPAA). These are:
  - health issues surrounding an aging population; and
  - access to services in isolated communities.
- Audit Commission Area Profile - the data profile for Ribble Valley contains a range of quality of life indicators some of which are useful in building a picture of resident satisfaction with services. The information gives a favourable picture of Ribble Valley in terms of satisfaction with facilities and services. Despite being in the top quartile performance, residents have cited the development of activities for teenagers as their number 1 priority.
- Active People's Survey - The Active People's Survey is the largest single research study into participation and volunteering in sport and physical activity. Whilst Ribble Valley achieves top quartile scores with the headline participation and volunteering indicators, there are some concerns behind these headlines:
  - Female participation is significantly lower than male participation at 19.8% and 29.1% respectively.
  - Non participation grows significantly with age from 59% of ages 30-34 to over an average of 80% for those over 50.
  - There is also a correlation between earnings and participation with non-participation 24% greater between the lowest and highest incomes. *(Note: Volunteering to be added)*
- Active Places Database - The Active Places Database measures the percentage of the population within 20 minutes travel to a range of sports facilities. At 58.2% the Ribble Valley scores highly, being in the top quartile. The vast majority of this access relates to the main population centres where the majority of facilities are located.
- Ribble Valley Locality Health Profile - It is often perceived that Ribble Valley has less relative health need than the rest of East Lancashire, however there are issues affecting health within the borough that cannot be overlooked. The age profile for Ribble Valley is changing with proportionately fewer young and middle-aged people than older residents, bringing associated implications for health and social services. It is predicted that the proportion of all the people is set to rise over the next 10 years.
- Crime and Disorder Profile - Statistics taken from the British Crime Survey show that Ribble Valley is the safest area in the County to live across all crime categories. Criminal

damage however is the area's main volume of crime, representing a 19% increase since 2003/04 in assumption that young people are responsible for a proportion of such incidents. It is worth noting however that the actual numbers of crimes are relatively low compared with our neighbours and so a spate of incidents by a small number of people can have a significant impact on the percentages. There are examples where the provision of facilities has had a significant impact on juvenile nuisance. The provision of skate parks in both Clitheroe and Longridge has helped reduce incidents and both town centres have gained significant local community support and praise.

We will co-ordinate a multi-agency response to the public in times of civil emergency by putting into place comprehensive emergency planning arrangements and provide citizens with appropriate advice and support.

### Health Inequalities

The Audit Commission have undertaken a study of Health Inequalities across Lancashire to include councils, primary care trusts and other stakeholders. Health Inequalities is an issue for this borough and the county of Lancashire generally. There is significant variation within the borough and the county area on key measures of health such as:

- average life expectancy;
- death by suicide and/or by accidents;
- infant mortality rates; and
- cancer, heart disease and stroke rates.

Initial findings show that health and local government bodies across the county are investing time, effort and money to address the complex challenges in Health Inequalities.

This Council is a member of the multi-agency East Lancashire Health and Well Being Partnership Board and the Chief Executive is a member of the East Lancashire Health and Well Being Steering Group. The purpose of these two groups is to ensure a PCT led co-ordinated approach to achieve a step change in Health Inequalities in East Lancashire. Strategic priorities have been agreed through the East Lancashire Health Inequalities Strategy and the aim is to target those priority areas 'to help save a million years of life' across East Lancashire. The Council has also identified a councillor to act as a champion for Health Inequalities.

### ***Our successes***

We have:

- Attached Automatic Number Plate Recognition readers to four static CCTV cameras in Clitheroe to help track unlicensed vehicles;
- Supported a 'Ribble Valley on the Road' Bus – a one-stop-shop promoting a wide range of services including teenage pregnancy advice, drugs education, careers advice, youth work projects, homelessness information, and advice on anti-social behaviour;
- Successfully implemented a one-to-one mentoring scheme with young people at risk of exclusion from school, engaging them with an experienced mentor on community based schemes;
- Provided community-based CCTV system at Longridge in partnership with the town council and community groups (Through partnership working the Council has extended the provision of CCTV cameras, and used enforcement orders banning the drinking of alcohol in public places to tackle some of these problems);

- Introduced a successful campaign against Proxy Sales of alcohol, deterring under-age drinkers from purchasing alcohol via older teenagers;
- Set up a weekly Ribble Valley Sports Club, which engages with problem teenagers on Friday nights in Clitheroe and Longridge;
- Introduced annual Sporting Excellence Grants to assist young talented sportsmen and women, and Recreation/ Culture Grants to support local voluntary organisations;
- Introduced Leisure Cards offering subsidised membership of the Council's leisure facilities and allowing socio/demographic analysis of take-up;
- Introduced a community coaching programme which delivers high quality coaching in both education and community settings;
- The proportion of authority buildings with facilities for the disabled remains at 66.6 per cent, meeting DDA requirements;
- Introduced Stepping Out – A health walks programme offering a series of guided walks as an alternative to formal activities;
- The Council has increased the “Quest” accreditation score for its leisure facilities at Ribblesdale Pool;
- Secured a £2m Heritage Lottery Fund bid to revamp and restore Clitheroe Castle and the Museum with the capacity to attract 17,000 visitors a year;
- Introduced Pathways to Work - using physical activity as part of a condition management programme for people with long-term sickness issues, aiming to re-introduce them to the jobs market;

## To help make people's lives SAFER AND HEALTHIER

### *Priority Outcomes:*

- A Borough where people feel safer
- People freed from the experience of anti-social behaviour
- Fewer young people turning to crime
- More people actively improving their health and well-being

### **OBJECTIVE – To reduce the levels and perceptions of crime and disorder**

SCS STRATEGIC OBJECTIVE	ACTIONS	RESPONSIBILITY	OUTPUTS AND TARGETS	UPDATE
Safety and well-being in the Ribble Valley	Actively support the work of the Community Safety Partnership	Chris Hughes Community Development Manager	Contributing to the delivery of the Community Safety Action Plan 2008-11	Safest place in the north-west
	Deliver programmes of positive activity for young people with specific emphasis on those identified 'at risk' of offending	Chris Hughes Community Development Manager	Numbers participating/completing identified programmes	670 youths have participated in Ribble Valley Sports Club in 2007/08  12 youths have taken part in the mentoring scheme
	Support the East Lancashire Alcohol Harm Reduction Strategy	PCT/RVBC	Ongoing over the next 12 months	

**OBJECTIVE – To increase opportunities for people to access cultural activities**

SCS STRATEGIC OBJECTIVE	ACTIONS	RESPONSIBILITY	OUTPUTS AND TARGETS	UPDATE
Develop a play culture and identify projects to offer opportunities to enhance play provision and Establish a sports infrastructure and identify opportunities for projects that will raise physical activity and Increase participation in physical activity amongst young people, older people, women and girls, disabled people, low income groups and people from ethnic minorities	Align relevant activities to support LAA outcomes for children/young people, older people and safer and stronger blocks	Chris Hughes Community Development Manager	To be measured by the LAA blocks (C4, C5, C7, C12, H2, H1)	
	Align relevant activities to support Every Child Matters outcomes	Chris Hughes Community Development manager	Fulfilling the Council's duty to co-operate	
	Prioritise activity programmes in accordance with identified priority groups – older people, women and girls, teenagers	Chris Hughes Community Development Manager	Reduction in existing non-participants	
	Act as lead for the development of the Ribble Valley Sport and Physical Alliance	Chris Hughes Community Development Manager	Achievement of project specific targets	
	Review and develop partnership working that delivers increased participation and value for money	Chris Hughes Community Development Manager	Service Level Agreements with outcomes tied to investment	
	Ensure all activities are inclusive and actively encourage participation from minority groups	Chris Hughes Community Development Manager	Service delivered in accordance with equality/diversity guidelines, specific participation targets set through service plan	
	Establish and consult on a Play Strategy appropriate to the needs of all sections of the community and as a mechanism for promoting community cohesion	RVBC/CVS	December 2007	
	Map "gaps" in play provision	RVBC/CVS	July 2008	
	Assist improvements to listed parks in the Play Strategy	RVBC/Parishes	December 2008	

SCS STRATEGIC OBJECTIVE	ACTIONS	RESPONSIBILITY	OUTPUTS AND TARGETS	UPDATE
	Establish a Sports and Physical Activity Strategy appropriate to all sections of the community that will result in an increase in physical activity in villages and utilise and improve facilities and space in rural areas	RVBC	December 2007	
	Develop a sports infrastructure and identify projects and match funding that will increase physical activity	RVBC/PCT/CVS	July 2008	
	Identify projects for these targets groups within the Sport and Physical Activity Strategy	RVBC	July 2008	
Develop opportunities for the growth of arts opportunities and showcase events in the Ribble Valley	Undertake an Arts Audit and create an Arts Strategy for Ribble Valley appropriate to the needs of all sections of the community and as a mechanism for promoting community cohesion	RVBC/ Mid Pennine Arts	July 2008	
	Hold an Artist and Agency information exchange event to increase participation in Arts Alliance Activity	RVBC/ Mid Pennine Arts	December 2007	

**OBJECTIVE - To improve the health of people living and working in our area**

SCS STRATEGIC OBJECTIVE	ACTIONS	RESPONSIBILITY	OUTPUTS AND TARGETS	UPDATE
	Focus food safety inspection resources to achieve Food Standards Agency inspection targets	James Russell Environmental Health Manager	Ensure the production and sale of safe food by carrying out 100% of annual programmed food premises' inspections	LPI EH1 – The percentage of food premises' inspections that should have been carried out that were carried out - 100% in 2007/08
	Enforce smoke-free workplace legislation within the borough	James Russell Environmental Health Manager	Develop an audit programme to achieve a minimum of 250 premises per annum over the next three years	???
	Support the priority outcomes of the Strategic Health Improvement Group within the Ribble Valley L.S.P and its connection to the LAA	Chris Hughes Community Development Manager	Supporting the delivery of the health improvement plan	???
	Provide activity programmes aimed at reducing health inequalities amongst key priority groups	Chris Hughes Community Development manager	Delivery of outputs agreed with PCT and other funders	???
Safeguard the health of children and young people	Increase number of retailers refusing to sell alcohol or cigarettes to under age young people by test purchases	RVBC/Police	Review December 2008	
Assist the older people of the Ribble Valley to have material and financial security to improve their overall well-being	Provide more opportunities for older people to work by replicating the Lancaster Multi Agency 50 Forward project in the Ribble Valley	RVBC/Age Concern	July 2008	

## TO PROTECT AND ENHANCE THE EXISTING ENVIRONMENTAL QUALITY OF OUR AREA

---

### *Our focus for improvement – the issues*

The Council's second key ambition is to protect the local environment, parts of which rank amongst the finest in England. Ribble Valley faces increasing pressure to reduce the negative impact of waste on its environment. The Council wants to increase recycling, minimise waste generation and reduce waste disposed to landfill. In order to address this recycling is actively encouraged through continued investment.

The Council maintains a strong emphasis on waste management. To improve community access to recycling the Council has increased the number of homes served by kerbside collection of recyclables - including the extension of kerbside green waste collection. In March 2006 we commenced the introduction of a new Three Stream Refuse Collection and Recycling Service. This will be extended to all parts of the borough by the end of July 2008.

The Council provides a high quality environment, including safe, clean parks and open spaces. Environmental issues also featured prominently in the 2006 BVGHS survey. Customer satisfaction with cleanliness (BVPI 89 Council keeping the land clear of litter and refuse) is the highest in the north-west and in the top quartile nationally for 2006/07 (76%). Satisfaction with Parks and Open Spaces (BVPI 119e) fell slightly from 81% in 2003 to 75% but is still above average nationally and 12<sup>th</sup> best in the north-west.

40% of respondents to the BVGHS Survey stated that Clean Streets make somewhere a good place to live and just over 20% think that the cleanliness of streets needs improving (fifth highest). Alongside this performance indicators show that service provision in this area was bottom quartile in 2006/07, BVPI 199 was 19%, however this has improved in 2007/08 to 14%.

The survey also revealed that traffic congestion and road and pavement repairs are also issues that respondents feel need improving. Within Ribble Valley these services are provided by Lancashire County Council but will be addressed by the Lancashire Locals initiative.

### *Our successes*

We have:

- Introduced an integrated kerbside collection of green waste;
- Opened a Waste Transfer Station in partnership with Lancashire County Council to support the introduction of our innovative three-stream waste collection service;
- Found that 77% of respondents to the BVGHSS think the Council is working to make the area cleaner and greener and this is top quartile performance;
- Improved the standard of cleanliness of the town centres of Clitheroe and Longridge and reduced the levels of complaints to virtually nil;
- Increased the frequency of litter bin emptying by 5% to reduce the amount of spillage from bins;
- Achieved 97% resident satisfaction with new three-stream waste collection service (Urban Mines Survey: December 2006);
- Been awarded the Green Apple Award for Slaidburn and Ribchester toilets, where the Council has spent £116,000 to improve the public conveniences. As the conveniences

are located in a rural area and receive a large number of visitors, it was agreed that the conveniences be rebuilt in a style in keeping with the local area. Stone was reclaimed from a demolished church and the roof tiles were painted with manure to speed the ageing and the appearance of the slates. Internally the convenience features water saving sanitary fittings throughout and other energy saving fixtures;

- Provided additional dog waste bins (increased by 33%) and extended our dog warden services, following consultation with our Parish and Town Councils, to reduce dog fouling;
- Worked with Community Support Officers to “police” the area and hand out Fixed Penalty Notices for dog fouling and littering to offenders. This joint approach has resulted in an increase in the number of trained and authorised officers, and a doubling in the number of Fixed Penalty Notices issued and a reduction in complaints;
- Created a Commemorative Arboretum at Clitheroe Cemetery, which extends the range of burial options available to residents;
- According to our Best Value Planning Applicants survey, 81% of respondents satisfied with our Planning service. This is in the top quartile;
- Adopted pro-active planning policies;
- Continued creation of Local Development Framework. Local Development Scheme submitted;
- 73.2% of citizens agree that the Council is making the local area a better place to live, and 70.6% felt the Council is working well to make the area cleaner and greener, - addressing the Council's Corporate Priorities\* (Best Value General Household Satisfaction Survey May 2007).

## To PROTECT and ENHANCE the existing ENVIRONMENTAL QUALITY of our area

### *Priority Outcomes:*

- The quality of our natural and built heritage is valued by all
- People feel their environment is healthier and cleaner

### OBJECTIVE – To contribute to minimising the impact of Global Warming

SCS STRATEGIC OBJECTIVE	ACTIONS	RESPONSIBILITY	OUTPUTS AND TARGETS	UPDATE
Promote waste minimisation and reduction through recycling and reducing waste generation	To review the need for recycling centres across the borough	Graham Jagger Street Scene Manager	An increase in the % satisfied with provision of local recycling facilities from 76% to 80% satisfied by the end of 2009	Citizens' panel survey to be conducted in August 2008.  Place survey to be conducted in Autumn 2008
	To rollout the three-stream waste collection service	Graham Jagger Street Scene Manager	The three-stream refuse collection and recycling service will cover all parts of the Borough and be extended to 95% of households by the end of 2008	The three-stream collection service will cover all parts of the Borough and be extended to 97% of households by the end of July 2008
	To raise awareness of waste minimisation, recycling and composting	Graham Jagger Street Scene Manager	The amount of waste produced by each household per annum by 2010 and increase recycling and composting rates to 56% by 2015 in accordance with our Waste Management Strategy.	The amount of waste produced by each household has been reduced to 889kg per household for 2007/08 (based BVPI 84a data) and increased recycling rates to 16.04% and composting rates to 10.29% in 2007/08.
Reduce the need to travel or the distances needed to travel	Undertake research and consultation across all sections of the community on sustainable communities serving as service centres	LCC/RVBC	July 2008	

SCS STRATEGIC OBJECTIVE	ACTIONS	RESPONSIBILITY	OUTPUTS AND TARGETS	UPDATE
Promote energy efficiency across the private sector	To develop the Council's Climate Change Strategy and promote best practice throughout the borough in collaboration with the Lancashire Climate Change group	Colin Hirst Forward Planning Manager	Councils Strategy adopted by March 2008	A report to Policy and Finance Committee in January 2008 consulted on the proposed Lancashire Climate Change Strategy 2008-2013
	To develop an Affordable Warmth strategy to ensure residents are better informed and educated about energy efficiency issues	Rachel Stott Housing Strategy Officer	To be completed by October 2007	???
	To market energy efficiency products available from external sources in a clear and consistent way, targeting those households most in need	Rachel Stott Housing Strategy Officer	To be carried out throughout 2007/08	???

**OBJECTIVE - To provide a high quality environment, keeping land clear of litter and refuse, and reducing the incidents of dog fouling**

SCS STRATEGIC OBJECTIVE	ACTIONS	RESPONSIBILITY	OUTPUTS AND TARGETS	UPDATE
Maintain, protect and enhance all natural and built features that contribute to the quality of the environment	To actively engage the community on the issue of dog fouling by employing a dedicated dog warden to undertake 'high profile' patrols, by reintroducing school education initiatives and to undertake more 'out-of-hours' surveillance	James Russell Environmental Health Manager	We aim to achieve 150 high profile patrols along with 50 'Out of Hours' surveillance patrols in addition to 5 school presentations to raise awareness.	We have achieved 94 high profile patrols along with 6 'Out of Hours' surveillance patrols in addition to 9 school presentations to raise awareness
	To keep land clear of litter and refuse	Graham Jagger Street Scene Manager	An increase in the percentage of people satisfied with the cleanliness standard in their area (streets and relevant land) from 77% to 80% by 2009	Survey to be conducted in Autumn 2008
	To work with businesses and landowners to encourage them to take responsibility for the removal of litter from their property	Graham Jagger Street Scene Manager	Reduce the proportion of relevant land and highways that is assessed as having combined deposits of litter and detritus that fall below an acceptable level to 18%.	BVPI 199a - Local street and environmental cleanliness - Litter and Detritus - 14% for 2007/08
	Establish community task groups to investigate solutions to litter, dog waste, fly tipping and graffiti and other environmental issues, such as protecting and improving rivers, at a local scale	Graham Jagger Street Scene Manager	July 2008	???

**OBJECTIVE - To conserve our countryside, the natural beauty of the area and enhance our built environment**

SCS STRATEGIC OBJECTIVE	ACTIONS	RESPONSIBILITY	OUTPUTS AND TARGETS	UPDATE
<p>Maintain, protect and enhance all natural and built features that contribute to the quality of the environment and</p> <p>Ensure that design of buildings respects local character and enhances local distinctiveness</p>	To facilitate sustainable patterns of development that maintain the quality of our settlements and the natural beauty of the area in balance with our communities needs for economic and social well being	Colin Hirst Forward Planning Manager	Key Development Plan documents prepared in line with adopted LDS	We continue to develop and update our evidence base and have undertaken consultations on our core strategy
	To proactively encourage the development of brownfield and disused sites, thereby reducing development of the countryside	Colin Hirst Forward Planning Manager	60% of new dwellings built on previously developed sites	BVPI 106 - 73% of new dwellings built on previously developed sites in 2007/08
	To implement Conservation area management proposals for the borough	Colin Hirst Forward Planning Manager	All schemes operational by March 2008	???
	To continue to build liaisons and partnership working with relevant bodies to help care for and manage priority natural habitats and features. To increase the opportunity for public access to the countryside	Colin Hirst Forward Planning Manager	A minimum of 1 new access scheme delivered by March 2008	Calderstones access scheme currently being implemented. A range of projects in conjunction with Forest of Bowland Countryside team implemented in the AONB
	Evaluate the success of the Parish Lengthsman scheme and identify potential opportunities to continue and extend the scheme	LCC/ Colin Hirst Forward Planning Manager	March 2008	To be completed

SCS STRATEGIC OBJECTIVE	ACTIONS	RESPONSIBILITY	OUTPUTS AND TARGETS	UPDATE
<p>Improve access to the country side for all groups of people through footpaths, bridleways and organised walking, horse riding and mountain biking/cycling</p>	<p>Develop a Rights of Way Improvement Plan appropriate to the needs of all sections of the community and publicise the Lancashire Cycle Way Hub at Whalley and Healthy Walks in the Ribble Valley</p>	<p>LCC/ Colin Hirst Forward Planning Manager</p>	<p>July 2008</p>	<p>Ongoing work with LCC Rangers</p>

# TO MATCH THE SUPPLY OF HOMES IN OUR AREA WITH THE IDENTIFIED HOUSING NEED

---

## *Our focus for improvement – the issues*

Like the rest of the country, Ribble Valley has seen a rapid rise in house prices over the past three or four years. In the BVGHS survey affordable decent housing scored highly in both the most important factors to make a good place to live, ranked 3rd (42%) and most needing improving, also 3rd (39%) affordable decent housing. A clear priority for local people identified in this research is accommodation which is affordable for local people.

The Council is helping to tackle affordable housing through the provision of privately owned affordable homes controlled by Section 106 agreements. Performance on the use of previously developed land is at 73%; this is a fall from last year, but still exceeds the national target of 60 per cent and the Lancashire target of 65 per cent. Planning is still performing well.

The standard of housing stock in Ribble Valley is high with a high proportion of the properties currently meeting the decent homes standard.

## *Our successes*

We have:

- Transferred our housing stock to Ribble valley homes to ensure they continue to meet the the decent homes standard;
- Reduced the period of time in Homeless Hostels
- Established a mediation service with SMILE
- Developed an Affordable Housing Protocol jointly with Planning, which is provided to developers
- Launched Plumlife (a national homebuy scheme)
- Completed 14 Parish Housing Needs surveys across Ribble Valley and revised and re-edited 7 Parish Housing Needs surveys – 89% of the borough now have a n up to date Parish Housing Needs survey
- Worked towards the development of innovative approaches towards affordable rural housing using new models of tenure such as Community Land Trusts
- Worked in partnership with Registered Social Landlords during the past three years to provide 79 affordable homes and brought 20 empty homes back into use. Funding is available and planning permissions have been submitted for a further 61 units commencing onsite in 2008/09;
- Reviewed and updated our Homelessness Strategy and improvements to the Longridge Homeless Persons Hostel in partnership with Adactus Housing Association;
- Revised our planning policies to ensure that future residential developments will not be permitted unless they meet local housing need;
- Developed a Tenancy Protection Scheme to encourage private landlords to accept tenants who receive housing benefits or have previous rent arrears;

## To MATCH the SUPPLY OF HOMES in our area with the IDENTIFIED HOUSING NEED

### *Priority Outcomes:*

- Everybody has a satisfactory home to live in
- Provision of the right number of affordable homes in the Borough to meet priority need
- All our residents can access the support they need to live safely in their homes.

### **OBJECTIVE - To provide additional affordable homes throughout the Ribble Valley, particularly in the Rural Communities**

SCS STRATEGIC OBJECTIVE	ACTIONS	RESPONSIBILITY	OUTPUTS AND TARGETS	UPDATE
Increase the amount of affordable and appropriate housing brought on stream that is decent and of high quality in a well designed living environment				

**OBJECTIVE - To meet the housing needs of the Community**

SCS STRATEGIC OBJECTIVE	ACTIONS	RESPONSIBILITY	OUTPUTS AND TARGETS	UPDATE
Ensure that supported housing is available for vulnerable households	To ensure the housing needs of the physically disabled are met	Rachel Stott Housing Strategy officer	Establish the level of need by March 2008. Agree 100% of nomination rights to adapted properties by March 2008	???
	To reduce admissions to part 3 accommodation and enable elderly households to have the confidence to remain in their own homes via Tele care	Rachel Stott Housing Strategy officer	Address the lack of Occupational Therapists (which increases waiting times for adaptation) commencing April 2007 and then ongoing, reduce waiting times for adaptations to 12 weeks by March 2009	???
	To work in partnership with registered social landlords and other agencies to identify the housing needs of vulnerable client groups	Rachel Stott Housing Strategy officer	Ongoing to 2011	???
	To increase the hours of floating support available to all vulnerable client groups	Rachel Stott Housing Strategy officer	Commencing October 2007 and delivered by Calico ongoing to 2011	???
	Reduce the length of time homeless clients spent in temporary accommodation to seven weeks	Rachel Stott Housing Strategy officer	March 2009	???
	Increase the amount of support to sustain tenancies and help prevent homelessness in vulnerable groups	Rachel Stott Housing Strategy officer	July 2008	???

**OBJECTIVE - To improve and maintain the condition of the private sector housing stock, particularly in relation to pre 1919 properties and bring empty properties back into use**

SCS STRATEGIC OBJECTIVE	ACTIONS	RESPONSIBILITY	OUTPUTS AND TARGETS	UPDATE
Improve and maintain the condition of private sector stock	To ensure that all tenants of social housing landlords live in a property that meets the Decent Home Standard as a minimum	Rachel Stott Housing Strategy officer	All properties to meet the Decent Home Standard by 2010 in line with government targets	???
	To investigate the potential for developing an equity release type product for owners of empty properties	Rachel Stott Housing Strategy officer	To be carried out by September 2008	???
	To make all owners of empty properties aware of their options and the enforcement legislation	Rachel Stott Housing Strategy officer	Ongoing	???
	To undertake high profile marketing of the Equity release product available from April 2007	Rachel Stott Housing Strategy officer	Ongoing throughout 2008/09	???
	To continue to develop the affordable private rented sector in the borough	Rachel Stott Housing Strategy officer	10 per annum	???
	To maintain partnership working with private landlords through landlords forum and newsletter	Rachel Stott Housing Strategy officer	2 forums and 2 newsletters per annum	???
	Bring back into use 12 empty properties per year	Rachel Stott Housing Strategy officer	12 empty properties per year	BV 64 No of private sector vacant dwellings that are returned into occupation or demolished – 14 in 2007/08

## 7 HOW WE MEASURE UP

### USING THE PERFORMANCE TABLES

---

To help you to judge how well Ribble Valley Council provides services we constantly measure our performance using Performance Indicators (PIs). These show whether or not we are getting better at doing things and also how we compare with other councils.

On the following pages we list Performance Indicators for all services for which we currently have information. This includes a number of local indicators developed by the Council to give you the fullest possible picture of our performance across all services.

The tables show how we performed in the past, how we're doing at the moment – our actual performance for the financial year that has just ended (2006/07), as well as including targets showing how we plan to improve in the future.

Tables providing a full listing of all our Performance Indicators are provided in the next Section beginning on page 50.

Overleaf we provide two overviews of our performance:

- a summary of how our performance compares against other councils and (table 1)
- a summary of how we are improving year on year (table 2).

The new performance framework for local government, outlined in the White Paper *Strong and Prosperous Communities*, is about improving the quality of life in places and better public services. It brings together national standards and priorities set by Government with local priorities informed by the vision developed by the local authority and its partners. A clear set of national outcomes and a single set of national indicators by which to measure progress against them are a key building block for the new framework.

With changes to Best Value legislation, all Best Value Performance Indicators, apart from those for Police Authorities, will be discontinued in England from 31 March 2008. As a result, the Best Value Performance Indicator User Satisfaction Surveys will also cease. A new National Indicator set has been introduced. The new single set of national indicators covers the Government's priorities for delivery by local government working on its own or in partnership with other bodies.

There are many services and activities undertaken by local government, alone or in partnership, which are not directly reflected in the national indicator set but which will continue to be important to local areas and the people they serve as well as to business. We think it is more appropriate that these are performance managed locally – with the Council and its partners setting priorities, determining performance indicators and monitoring and reviewing performance and being accountable for all delivery to our citizens.

## HOW DO WE COMPARE WITH OTHERS?

The following is a summary of Ribble Valley's performance against all district authorities for Best Value Performance Indicators in 2006/07. Of the 95 national indicators collected in 2006/07, data was available to rank 63 of these indicators into 4 quartiles according to their performance.

- 24 Indicators ranked Top Quartile (38%)
- 11 Indicators ranked Above Average (17%)
- 11 Indicators ranked Below Average (17%)
- 17 Indicators ranked Bottom Quartile (27%)

			BV9: Council Tax Collected
			BV11c: the top 5% earners disability
			BV14: employees retiring early
			BV66a: rent collected
			BV66b: rent collection and arrears recovery: arrears
			BV66d: rent collection and arrears recovery: evictions
			BV78a: benefits: time for processing new claims
			BV78b: benefits: time for processing changes
			BV79a: correct calculation of benefit due
			BV79b ii): hb overpayments recovered as % of the total outstanding
			BV109a: planning applications determined: 60% of major applications in 13 weeks
			BV127a: violent crime per 1000 population
			BV127b: robberies per 1000 population
BV2b: duty to promote race equality			BV128: vehicle crimes per 1000 population and % detected
BV11b: the top 5% of earners black and minority ethnic communities			BV183a: stay in bed and breakfast accommodation
BV17a: % of staff from ethnic minorities	BV11a: the top 5% earners women	BV8: invoices paid within 30 days	BV184a: LA homes which were non-decent
BV66c: rent collection and arrears recovery - notices seeking possession	BV15: employees retiring on grounds of ill health	BV10: non-domestic rate received	BV202: number of people sleeping rough
BV82a i): % household waste which has been recycled	BV16a: staff with disabilities	BV12: working days lost to sickness absence	BV212: average time taken to re-let local authority housing
BV82a ii): tonnes of household waste recycled	BV64: private sector vacant dwellings returned into occupation or demolished	BV79b i): recoverable overpayments that were recovered in the year	BV213: preventing homelessness - number of households where homelessness prevented
BV91a: residents served by kerbside collection	BV82b i): % of the total tonnage of household waste arising which have been sent for composting	BV84a: kilograms of household waste collected	BV214: housing advice service - % of repeat homelessness within 2 years
BV91b: kerbside collection of recyclables (two recyclables)	BV82b ii): tonnes of household waste composted	BV86: cost of waste collection per household	BV218a: abandoned vehicles% investigated in 24hrs
BV166: checklist of enforcement best practice for environmental health	BV84b: household waste collection (% change in kilograms per head)	BV106: new homes built on previously developed land	BV218b: abandoned vehicles % removed in 24hrs
BV199a: land and highways having litter and detritus	BV170a: visits to/usages of museums	BV109b: planning applications determined: 65% of minor applications in 8 weeks	BV219b: conservation areas – character appraisals
BV199b: local street and environmental cleanliness - graffiti	BV170b: visits to museums in person	BV109c: planning applications determined: 80% of other applications in 8 weeks	BV219c: conservation areas – management plans
BV199c: local street and environmental cleanliness - fly-posting levels	BV170c: the number of pupils visiting museums and galleries	BV126: domestic burglaries per 1000 households	
BV199d: local street and environmental cleanliness - fly-tipping	BV184b: LA homes which were non-decent proportion changed	BV183b: average length of stay in hostel accommodation	
BV203: change in number of families in temporary accommodation			
BV204: planning appeals allowed			
BV205: quality of planning service checklist			
BV217: pollution control improvements on time			
<b>BOTTOM QUARTILE</b>	<b>BELOW AVERAGE</b>	<b>ABOVE AVERAGE</b>	<b>TOP QUARTILE</b>



## KEY TO THE PERFORMANCE INDICATORS

The Best Value Performance Indicators (BVPIs) are set by the Department for Communities & Local Government – the Government department responsible for Best Value and local government. BVPIs fall into the following categories:

- **Corporate Health Indicators** - These are designed to provide a snapshot of how well the Council is performing overall including its performance in areas such as the management of resources (including staff), community engagement and local democracy.
- **Service Delivery Indicators** - These cover the majority of services and are designed to enable comparisons to be made between the performance of different authorities and within the same authority over time.
- **User Satisfaction Performance Indicators** - These are specified by the Government to assess the levels of user satisfaction with services. Surveys are carried out every three years. The results of the latest surveys (undertaken in 2006) are included.

### Commentary on Performance

PI Status		Long Term Trends	
	This PI is significantly below target.		The value of this PI has improved in the long term.
	This PI is slightly below target.		The value of this PI has worsened in the long term.
	This PI is on target.		The value of this PI has not changed in the long term.
	This PI cannot be calculated.		
	This PI is a data-only PI.		

In addition, because the Performance Indicators are recorded in the same way for all councils across the country, we are also able to show how our performance compares with others. Here we have used the average performance of all English District Councils and the average of all Lancashire District Councils. All figures relate to 2006/07 - the last full year for which information is available.

### Abbreviations

**N/A** = not applicable

**INR** = indicator not required

**NC** = indicator not collected

### Notes

1. Financial information – 2007/08 data may be subject to final closure of accounts. All 2008/09 data is derived from the Original Budget agreed by Council in February 2008.



As a citizen or user of our services your views are very important to us.

We would be obliged if you could take a few minutes after reading this Plan to tell us what you think about it.

You may want to comment on the layout or the contents. Alternatively there may be other information that you would like to see included in next years Plan.

In either event we would be pleased to receive your ideas and suggestions on how we can improve future editions of this Plan.

Please let us know by contacting us at the address given below.

Corporate Services  
Chief Executives Department  
Ribble Valley Borough Council  
Council Offices  
Church Walk  
Clitheroe  
Lancashire  
BB7 2RA

 01200 425111

 01200 414488

 [ce@ribblevalley.gov.uk](mailto:ce@ribblevalley.gov.uk)

You may also want to visit our website which provides updates of recent initiatives and also contains copies of most of our policy documents.

[www.ribblevalley.gov.uk](http://www.ribblevalley.gov.uk)

