



CORPORATE PERFORMANCE AND IMPROVEMENT PLAN 2007



RIBBLE VALLEY BOROUGH COUNCIL



June 2007

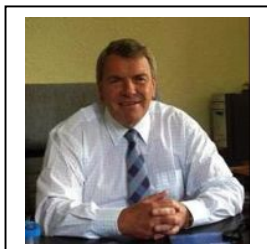
CONTENTS

CONTENTS.....	0
FOREWORD.....	0
INTRODUCTION	1
<i>Mission Statement & Vision</i>	1
<i>Core Values</i>	2
PLANNING AND DELIVERING LOCAL SERVICES IN THE RIBBLE VALLEY	3
A PLAN FOR THE FUTURE	3
OUR STRATEGIC PLANNING FRAMEWORK.....	3
Figure 1:Planning Framework.....	4
PERFORMANCE MANAGEMENT.....	4
<i>Ribble Valley Borough Council's Performance Management Framework</i>	5
<i>Managing our Performance</i>	5
Figure 2: Performance Management and Strategic Planning Framework.....	6
THE LOCAL STRATEGIC PARTNERSHIP.....	7
Figure 3:The linkages between the Community Strategy and the Council's Ambitions.....	7
THE COMMUNITY STRATEGY.....	8
LISTENING TO OUR CUSTOMERS	9
LISTENING TO OUR CUSTOMERS	10
<i>Ribble Valley Citizens' Panel</i>	10
<i>Best Value Satisfaction Surveys</i>	10
Figure 4: % and number of respondents who identified factors as to 'most important to make somewhere a good place to live' and 'most need improving in my area'.....	11
MONITORING OUR PERFORMANCE - AUDIT AND INSPECTION	12
ANNUAL AUDIT AND INSPECTION LETTER.....	12
<i>The Purpose of the Annual Audit and Inspection Letter (AAIL)</i>	12
<i>Financial Management and Value for Money (VFM)</i>	12
<i>Use of Resources</i>	13
Figure 5: Use of Resources scoring.....	13
<i>Direction of Travel</i>	14
DATA QUALITY ASSESSMENT 2005.....	16
<i>Stage 1: Management Arrangements</i>	16
Figure 6: Data Quality scoring	16
<i>Stage 2: Plausibility Checks</i>	17
<i>Stage 3: Data Quality Spot Checks</i>	17
<i>The Best Value Performance Plan</i>	17
<i>Conclusion</i>	18
INSPECTIONS	18
AUDIT AND INSPECTION PROGRAMME 2007/2008.....	18
BECOMING A HIGH PERFORMING COUNCIL.....	19
THE NATIONAL AGENDA	19
<i>Comprehensive Performance Assessment</i>	19
<i>The Council's Response to CPA</i>	20
<i>High Level Improvement Plan</i>	20
Figure 7. High Level Improvement Plan – 2003/2004.....	20
<i>Revision of the CPA framework</i>	22
THE GERSHON AGENDA AND ANNUAL EFFICIENCY STATEMENT	22
LANCASHIRE LOCAL AREA AGREEMENT	23
<i>Which services are included in the LAA?</i>	23
<i>Rewarding Improved Performance</i>	23

ORGANISATIONAL STRUCTURE.....	25
A WELL-MANAGED COUNCIL PROVIDING EFFICIENT SERVICES BASED ON IDENTIFIED CUSTOMER NEEDS.....	26
BEING A WELL-MANAGED COUNCIL.....	26
<i>Core Values - How we want to Work.....</i>	26
<i>Improving Council Services.....</i>	26
<i>Our successes over the last 12 months</i>	27
<i>Our focus for improvement.....</i>	29
ENSURING THAT OUR SERVICES ARE ACCESSIBLE TO ALL.....	29
<i>Improved Website</i>	29
<i>Shared Services Customer Contact Centre</i>	30
ACHIEVING OUR CORPORATE OBJECTIVES	32
TO HELP MAKE PEOPLE’S LIVES SAFER AND HEALTHIER	33
Figure 8: Feeling safe in local neighbourhood (%)	33
Figure 9: Feeling safe in local neighbourhood % who feel safe by respondent type	33
Figure 10: % of respondents who feel issue is a big/fairly big problem in their area	33
<i>Our successes</i>	34
<i>Our focus for improvement – the issues</i>	35
TO PROTECT AND ENHANCE THE EXISTING ENVIRONMENTAL QUALITY OF OUR AREA.....	38
<i>Our successes</i>	38
<i>Our focus for improvement – the issues</i>	39
<i>Priority Outcomes:.....</i>	40
TO MATCH THE SUPPLY OF HOMES IN OUR AREA WITH THE IDENTIFIED HOUSING NEED	41
<i>Our successes</i>	41
<i>Our focus for improvement – the issues</i>	42
HOW WE MEASURE UP	44
USING THE PERFORMANCE TABLES	44
HOW DO WE COMPARE WITH OTHERS?	45
ARE WE IMPROVING?	46
KEY TO THE PERFORMANCE INDICATORS	48
<i>Best Value Performance Indicators.....</i>	49
STATEMENT ON CONTRACTS AWARDED DURING THE PAST YEAR, INVOLVING TRANSFER OF STAFF.....	64

FOREWORD

By Councillor Michael Ranson - Leader of the Council, and
David Morris – Chief Executive



A handwritten signature in black ink that reads "Michael Ranson". Below the signature is a long, horizontal, slightly wavy line.

A handwritten signature in black ink that reads "David Morris". The signature is stylized and includes a large flourish at the end.

INTRODUCTION

Welcome to Ribble Valley Borough Council's Corporate Performance and Improvement Plan for 2007. This is a new document that combines our Corporate Plan and our Performance Plan.

Our Corporate Performance and Improvement Plan sets out the strategic direction of the Council over the period 2007 - 2010, 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 three-year scope but is reviewed annually to ensure that it continues to reflect changes to our priorities that occur over time.

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 2007:

- 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
- describes our approach to Best Value
- indicates how the Council's performance compares to similar local authorities
- 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.

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.

PLANNING AND DELIVERING LOCAL SERVICES IN THE RIBBLE VALLEY

A PLAN FOR THE FUTURE

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.

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.

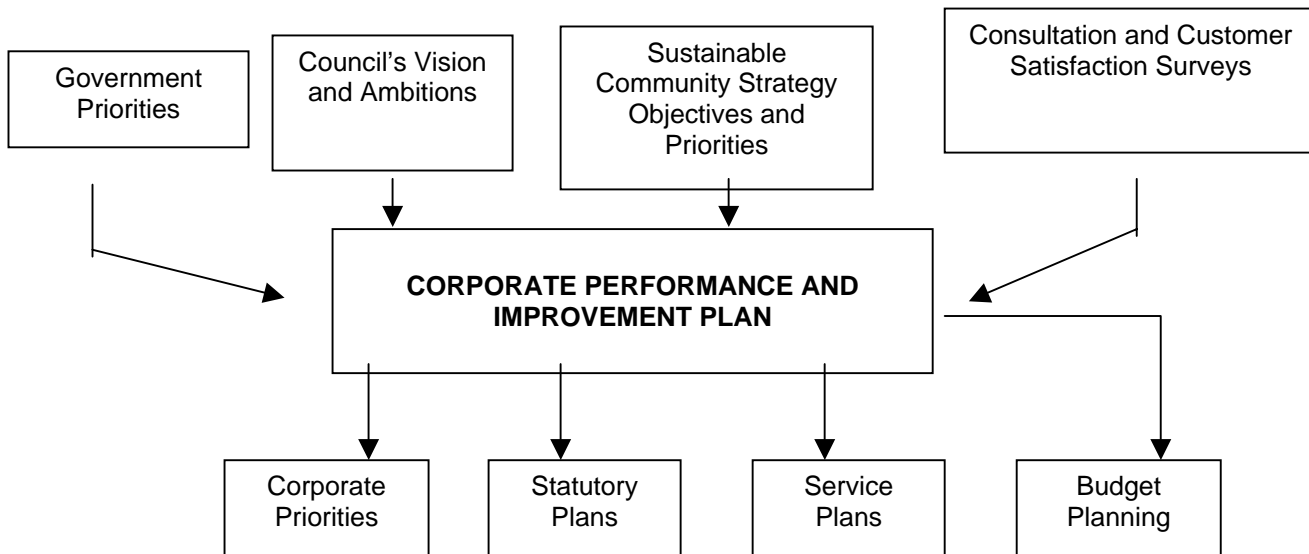
The Corporate Performance and Improvement Plan is a 'link' document. It links:

- the Government's priorities for local government
- the priorities and objectives of the Ribble Valley 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 which contribute strongly to achieving our Ambitions. Each Service Area produces its own Service Plan. These set out how each service contributes to achieving the Ambitions of the Council.

PERFORMANCE MANAGEMENT

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.

Ribble Valley Borough Council's Performance Management Framework

Following our Comprehensive Performance Assessment 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 just over 70% had improved over the previous twelve months, reflecting a steadily improving picture, whilst nearly 20% had maintained performance.

We are developing a Performance Management Framework that will measure quarterly 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 7) demonstrate how we intend to achieve our priorities.

Managing our Performance

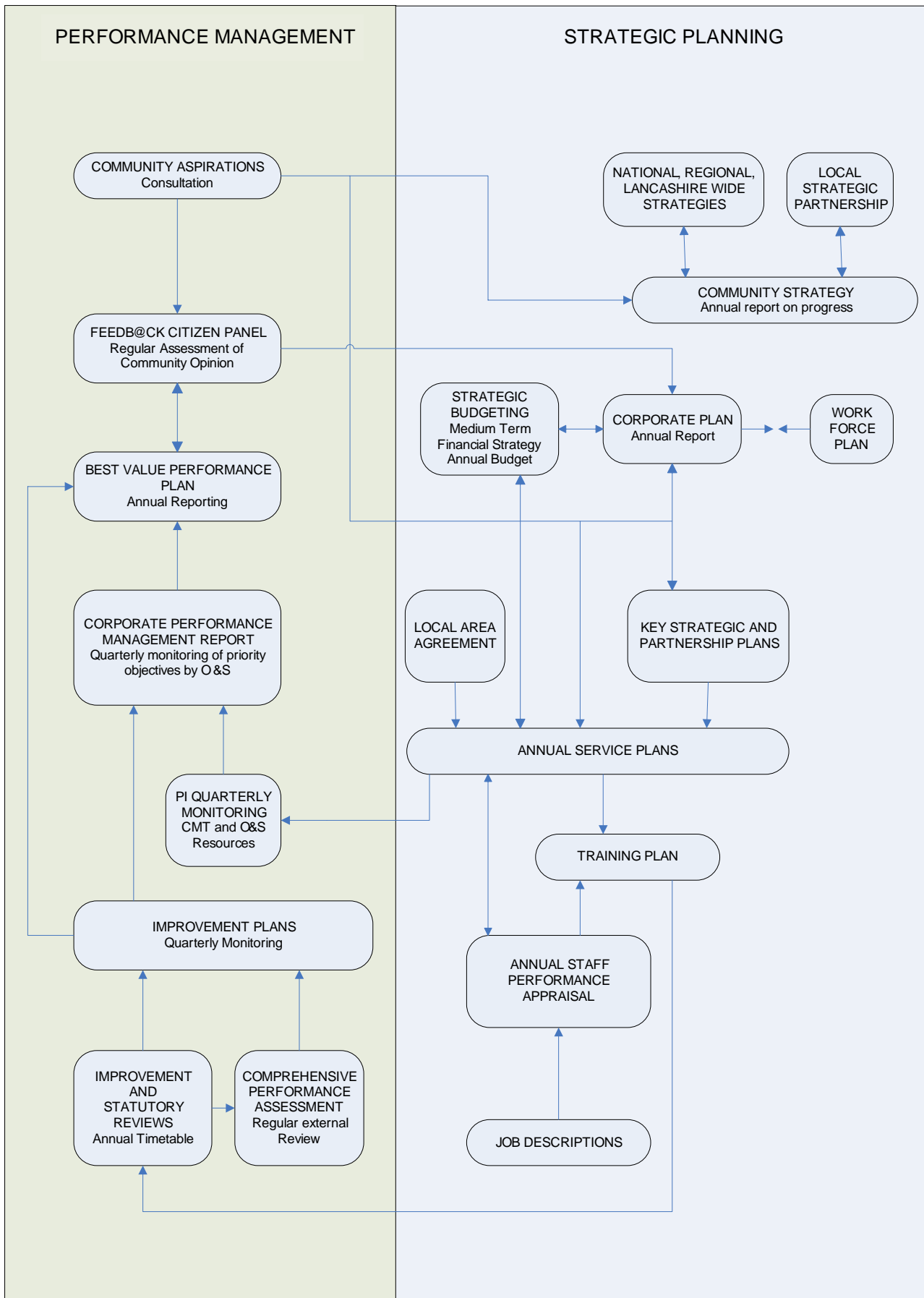
One of our major priorities for the next few years is to improve the way we monitor and manage the performance of our services. Our Performance Management Framework will ensure that everyone is able to see clearly the progress we are making against our agreed national and local objectives.

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 2.

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.

Figure 2: Performance Management and Strategic Planning Framework



THE LOCAL STRATEGIC PARTNERSHIP



LINKING COMMUNITIES

Ribble Valley Strategic Partnership

Ribble Valley Borough Council is working closely with our key partners and local communities through the Ribble Valley Strategic Partnership. 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.

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 Community Strategy and the Council's Ambitions

COMMUNITY STRATEGY	CORPORATE PERFORMANCE AND IMPROVEMENT PLAN
Priority Themes:	Ambitions:
<ul style="list-style-type: none"> • Community Safety • Health and Well-being 	<ul style="list-style-type: none"> • To help make people's lives SAFER AND HEALTHIER
<ul style="list-style-type: none"> • Environmental Excellence 	<ul style="list-style-type: none"> • To PROTECT AND ENHANCE the existing ENVIRONMENTAL QUALITY of our area
<ul style="list-style-type: none"> • Housing 	<ul style="list-style-type: none"> • To MATCH the SUPPLY OF HOMES in our area with the IDENTIFIED HOUSING NEED
<ul style="list-style-type: none"> • Access for all 	<p>Core Values:</p> <ul style="list-style-type: none"> • Ensure that access to services is available to all
<ul style="list-style-type: none"> • Community Cohesion 	<ul style="list-style-type: none"> • Treat everyone equally • Respect all individuals and their views
<ul style="list-style-type: none"> • Tourism • Education and Lifelong learning • Culture • Thriving Market Towns • A Sustainable Economy 	<ul style="list-style-type: none"> • Lesser-priority areas for the Council

THE COMMUNITY STRATEGY

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 Community Strategy.

The LSP's activity is being better coordinated through agreement of using income generated from council tax on second homes to fund LSP activity. This includes the appointment of an LSP Officer who provides much needed dedicated support.

The Sustainable Community Strategy 2007- ? focuses on achieving realistic improvements in the economic, social and environmental well-being of Ribble Valley over the next ? years. It is the key strategy for the Borough. The Sustainable Community Strategy 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 Ribble Valley Strategic Partnership.

The corporate planning process for 2008-2009 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.

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

- Access for all
- Community Cohesion
- Community Safety
- Housing
- Thriving market towns
- Education and lifelong learning
- Environmental excellence
- Health and well being
- A sustainable economy
- Tourism
- Culture

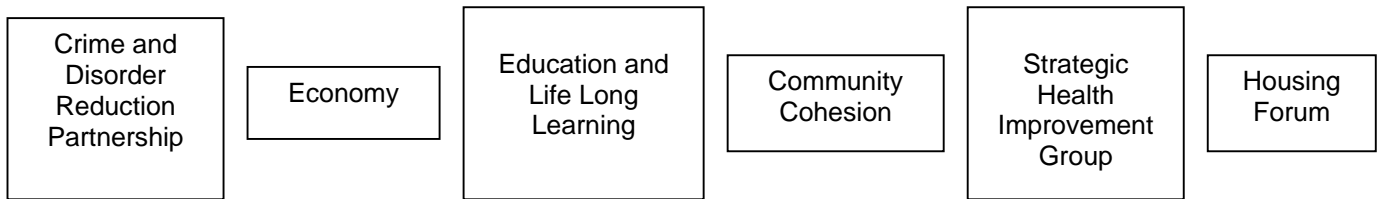
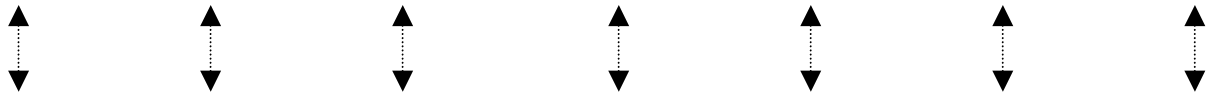
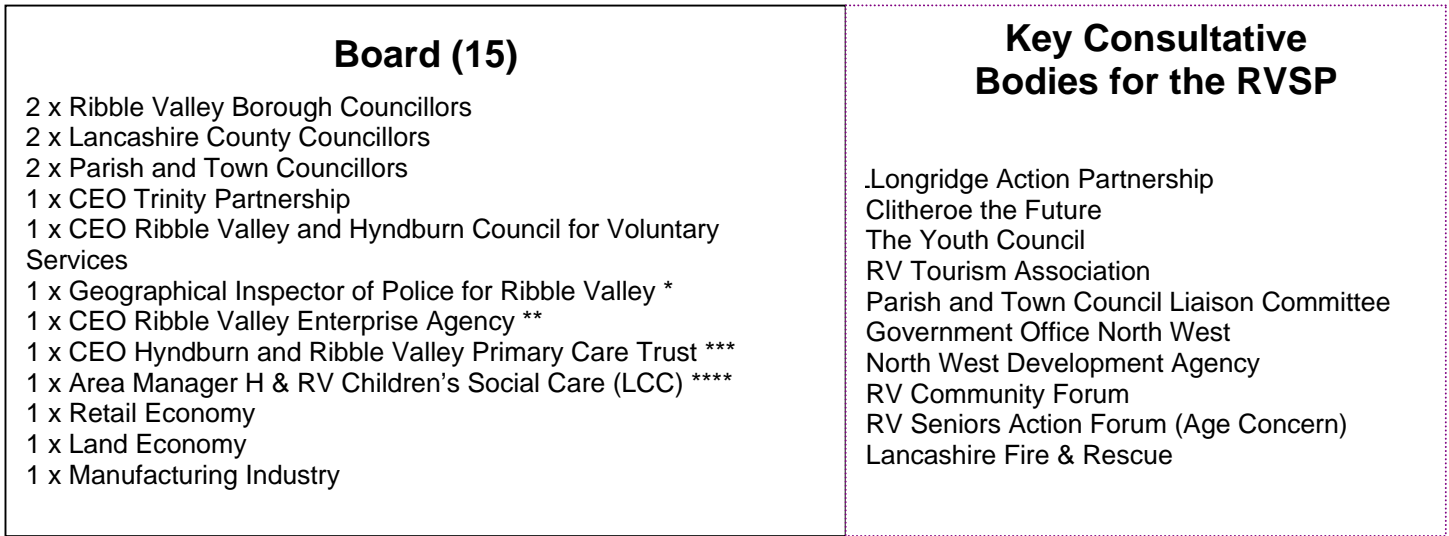
In 2005 Committee agreed to allocate the increase in second homes revenue to the partnership and this led to the appointment of a dedicated officer in October of that year. Since then the structure and membership of the partnership has been reviewed and updated as shown on the chart (provided overleaf).

The main changes have been:

- a reduction in the Board membership from 48 to 15 members, that includes the newly introduced "priority champions" for each of the 4 blocks of the Local Area Agreements
- a review of the funding policies, details attached
- the introduction of time bound delivery teams formed to progress particular priorities and use a performance management system to ensure outcomes are achieved
- the establishment of a new Strategic Health Improvement group
- the compilation of a code of practice

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.

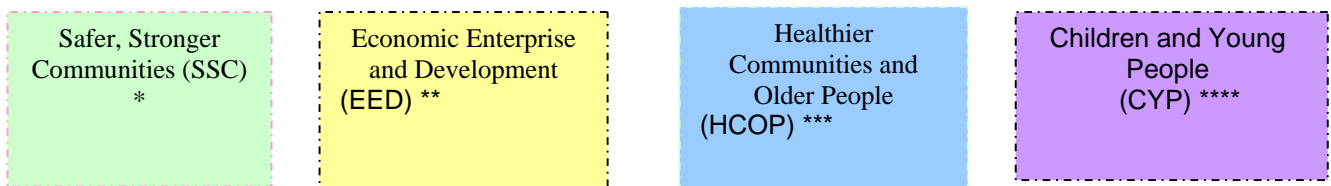
Composition of the Ribble Valley Strategic Partnership (March 2007)



Local Area Agreement Blocks

(See page xx for explanation of the Local Area Agreement)

(The work done in the thematic groups and the delivery teams will feed into these blocks. Each block has a Board member who is the priority champion for that theme)



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 in the last 12 months.

Ribble Valley Citizens' Panel

The Panel was established as joint venture between five councils in East Lancashire. Nearly 6000 citizens in East Lancashire receive a questionnaire 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:

- Living and Working in East Lancashire
- Well Being and Satisfaction
- Accessibility

Full reports on each of these issues can be found on our website 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 (the largest of the set, requires 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 each survey is carried out is clearly defined by Government guidance. This ensures that the results from all councils can be compared on an even basis. The guidance includes stipulation on the sample size, the wording of the questions and the time of year when each survey should take place.

The results of these surveys can be found on pages ? listed under BVPI's 3,4, 74-75, 80a-80g, 89-90 and 111.

In addition the General Household Satisfaction asks some useful questions around quality of life issues.

Quality of Life

The survey began by asking respondents what factors from a list made somewhere a good place to live (they could identify up to 5) and what most needed to improve in their local area. This is summarised in figure 4 below listing the top ten things.

Figure 4: % and number of respondents who identified factors as to 'most important to make somewhere a good place to live' and 'most need improving in my area'

	Most Important		Needs Improving	
	Rank	Percent	Rank	Percent
The level of crime	1	59.9	5	22.0
Health services	2	49.6	16	8.4
Affordable decent housing	3	42.2	3	39.2
Education provision	4	42.1	20	4.4
Clean streets	5	40.6	6	21.4
Access to nature	6	23.2	22	2.0
Shopping facilities	7	19.9	14	9.8
The level of traffic congestion	8	19.3	4	26
Public transport	9	18.5	7	17.3
Activities for teenagers	10	17.3	1	44.8
Road and pavement repairs	13	16.5	2	42.1
Wage level & local cost of living	15	11.3	8	14.5
Cultural facilities (e.g. cinemas, museums)	20	5.4	9	14.2
Facilities for young children	14	11.9	10	13.8
Other		0.5		3.6
None of these		0.2		0.6
Don't know		0.1		1.4
No response		7.9		6.4

Source: BVPI General Household Survey Findings Report March 2007

The main factor making Ribble Valley a good place to live is the level of crime followed by health services and encouragingly fewer residents felt they were in need of improving. Three key improvements were identified; Activities for teenagers (44.8%) Road & pavement repairs (42.1%) and (scoring highly in the most important factors to make a good place to live 3rd and most needing improving, also 3rd) affordable decent housing. A clear priority for local people identified in this research is accommodation which is affordable for local people.

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. PricewaterhouseCoopers undertake the external audit function for the Council and the Audit Commission carries out the external inspection activity.

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 Council received the AAIL relating to 2005/06 in March 2007.

ANNUAL AUDIT AND INSPECTION LETTER

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

The Council's auditors are required under the Audit Commissions Code of Practice to issue an Annual Audit Letter to the Council on completion of their audit, demonstrating that the codes 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. As a result, the letter summaries all matters of significance arising from audit and inspection work and is therefore referred to as the "Annual Audit and Inspection Letter" (AAIL). The key issues reported in this years AAIL are detailed below:

Financial Management and Value for Money (VFM)

Our appointed auditor reported separately to the Council on issues arising from the 2005/06 audit. The key messages from the audit are as follows -

- An unqualified audit opinion on the 2005/06 financial statements was issued in September 2006.
- There were no significant audit and accounting issues identified.
- A value for money conclusion was issued in September 2006 (with two exceptions for the criteria affecting the arrangements for the medium term financial strategy and asset management).
- The Best Value Performance Plan was audited in June 2005 and met statutory requirements.

Use of Resources

The findings of the auditor are an important component of the CPA framework described above. In particular 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 the purposes of the CPA our auditor has assessed the Council's arrangements for use of resources in these five areas as follows.

Figure 5: Use of Resources scoring

Element Assessment	3 out of 4
Financial reporting	2 out of 4
Financial management	3 out of 4
Financial standing	3 out of 4
Internal control	2 out of 4
Value for money	

Annual Audit and Inspection Letter 2005/2006

Overall assessment of the Audit Commission 3 out of 4

(Note: 1=lowest, 4=highest)

The overall assessment represents an improvement on the previous year. The key issues arising from the audit, as reflected in the above judgements where appropriate, are as follows.

Action needed by the Council

The Council should build on the good progress in its use of resources assessment by addressing those areas of financial management, identified by auditors, where further progress can be made to deliver strong performance across all themes.

Direction of Travel

The Council continues to perform well in many areas. Achievements over the last year include improvements to the planning service, recycling of household waste, levels of sickness absence and ill health retirements. Other services such as benefits have continued to deliver high levels of performance.

Ribble Valley is now the safest borough in the North West. Enhanced services are part of the Council's contribution to crime reduction. For example, number plate recognition has been incorporated into CCTV cameras in Clitheroe. Sports and games facilities have been extended as part of increased community activities for young people. These, together with improved recreational facilities, are part of the Council's overall approach to reduce anti-social behaviour. The Council has also identified and targeted high risk areas and individuals with preventive action aimed at reducing criminal and anti-social behaviour.

Environmental improvements include an extension to the three-stream collection of household waste as part of a three year implementation plan. Recycling and composting rates improved to 21.2 in 2005/06 per cent from 18.6 per cent in the previous year. This increase is slower than that achieved by comparable councils but unaudited figures for the period October to December 2006 showed a further increase to 23.5 percent.

The housing service performed well with less than two per cent of council properties failing to meet the decency standard. Twenty four private houses have been either returned into occupation or demolished, up from 11 the previous year. For priority need homeless families, the council did not use any bed and breakfast accommodation. The average length of stay for these families in hostel accommodation fell from 15 to 8 weeks. The council, working in partnership with developers and landlords, helped enable the provision of 47 affordable homes. Plans to transfer the council's housing stock to a Registered Social Landlord have progressed with further consultation.

There are some areas where council performance is below the general levels achieved by most other councils. These include the promotion of service information in different formats and languages and performance against the Equality Standard for Local Government..

The Council's approach to managing performance continues to improve, particularly the quality of plans but there is still further work to do in developing better improvement targets. More emphasis is needed on clearly defining the outcomes and impact of the Council's activities for local people.

Action needed by the Council

In order to ensure that priorities are delivered, the Council needs to further develop performance management arrangements by improving target setting and determining an appropriate level of involvement for councillors. It should continuously appraise the capacity it has to achieve its plans.

The Council has recently taken steps to address diversity and equalities issues. This work should now become a corporate priority to ensure that all sections of the local community receive fair and equal access to services. The Council's performance in this area will be critically assessed should the Council succeed with its application to be re-categorised under Comprehensive Performance Assessment (CPA).

The Council should respond to the findings and recommendations of the recent Audit Commission report on Children and Young People, specifically the need to develop joint approaches, improve leadership and capacity with key partners across the county.

The Council needs to be vigilant to ensure that its capacity is maintained and that it retains the ability to deal with changes in workloads or absences of key staff. In order that priorities are delivered, the Council needs to critically appraise the capacity it has to achieve its plans.

The planning service is much improved. Applications have been dealt with more quickly and more accurately than previously and performance is now at a level which is around the average for other councils. Performance for major applications has improved considerably. The Council has improved from being amongst the worst performers in the country to now being one of the best.

The benefits service – a key service for deprived households in the borough - continues to deliver very high levels of performance.

A recent report by the Local Government Ombudsman found maladministration in the Council's asset management of the sale of a piece of land. However, the final decision not to sell the land was not found to be unreasonable.

Our analysis of key performance indicators over the past year shows that 48 per cent have improved compared to an average of 57 per cent for other councils. This would suggest that the Council is not improving services as quickly as other Councils. However, Ribble Valley has 39 per cent of indicators within top quartile performance compared to an average of 31 per cent for other councils and so a significant number of services are already delivering high performance.

Contributions to wider community outcomes

The working arrangements of the Local Strategic Partnership (LSP) have been reviewed in the past year. Council service plans are now better aligned with the LSP and the Community Strategy and additional support for the partnership has been provided with the aim to help achieve outcomes for the wider community.

Low crime rates are the result of an effective Crime and Disorder Reduction Partnership. Lancashire County Council's "Lancashire Locals" approach is working well in the Ribble Valley and the Council's partnership with the County is supporting important community needs such as improved car parking, speed restrictions, weight limits on rural roads and road safety.

Community projects received £300,000 grant funding from the Council. Some of this was earmarked specifically for the Longridge area with the rest available for parish councils and community groups. The grants are being directed towards those issues which local people say they are most concerned about

- to protect and enhance the quality of life in villages and towns;
- to make people's lives safer and healthier;
- to improve access to services; and
- (for parish councils) to refurbish children's play areas and village halls and to provide traffic speed indicators.

Sub-regional partnerships with neighbouring councils in East Lancashire are helping to improve community outcomes. For example, the council has gained access to a share of £23.4 million for local enterprise employment initiatives.

Inclusion and accessibility

The Council has improved access to its buildings and services with better disabled access to the main Council offices at Clitheroe. A "Ribble Valley on the Road" bus is being used to promote youth initiatives. A mobile office is used to provide information and services to dispersed communities and Longridge police station is now an additional contact point for information on Council services.

The Council web-site has been improved and more service transactions are now available by telephone. Some progress has been made in improving access through the contact centre partnership. However, there has been a delay in implementing customer relationship management software. The Partnership Board has recently resolved this issue and a revised timeframe for implementation is soon to be agreed.

The Council performs less well in its overall approach to diversity. It has not yet reached level one of the Equality Standard for Local Government. In order to accelerate progress in this important area, the council has engaged consultants to carry out a diagnostic assessment of progress to date and to make recommendations. The approach to provision of written information is outdated.

The style of some council publications makes them difficult for visually impaired people to read. Few council documents offer the option of accessing information in a different format or other language and the website does not promote this option. The council has recently entered in to an agreement with a neighbouring council to provide information in alternative languages and formats on request.

The Council continues to work closely with local community and faith groups and has recently approved a planning application for a multi-faith centre in Clitheroe.

Improvement planning and sustaining future improvement

The Council has good reserves and a healthy financial position whilst still setting a relatively low Council Tax. However some draft service plans for 2006/07 reported that there were no additional resources for expansion – for example in waste management, or that some services are under resourced, for example environmental health.

The Council is able to increase its capacity by accessing external sources of money, for example a £2 million Lottery Fund grant for the Clitheroe Castle and Museum renovation and external funding for a domestic violence worker.

Partnership working across the sub-region and with neighbouring councils also contributes to increased capacity.

Looking forward

It needs to improve target setting in service and improvement plans and further develop performance management, especially for councillors. Last year in our direction of travel report we stated that

“The Council sets ambitious plans and timescales for project work, and then finds that some slippage is occurring as deadlines near...Regular reporting of performance information to the management team and councillors takes place but identification of remedial action to address underperformance is not included in these reports.”

The council has begun to address these issues through improved monitoring and management of activities by the Corporate Management Team, service committees and overview & scrutiny activities. The Council should review its approach to diversity and its commitment to best practice on equalities in order to develop working procedures which are more consistent with best practice models.

DATA QUALITY ASSESSMENT 2005

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 2006/07 audit year and was completed in October 2006. Part of the work also had a direct impact on our 2005/06 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.

We were scored according to the scale below (specified by the Audit Commission):

Figure 6: Data Quality scoring

Score / Level	Description
1	Below minimum requirements - inadequate performance
2	Only at minimum requirements - adequate performance
3	Consistently above minimum requirements - performing well
4	Well above minimum requirements - performing strongly

Our auditors concluded that the Council's DQ arrangements in place during the 2005/06 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 2005/06 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 2004/05 and 2005/06;
- reasonableness, completeness, mathematical and accuracy checks for a selected number of 2005/06 non-BVPIs; and
- comparison of PI data reported in the Council's BVPP against the information submitted to the Audit Commission (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) detailed.

The Best Value Performance Plan

Audit work on the Council's 2005/06 BVPP that was issued in June 2005, resulted in an unqualified audit report being provided to the Council in December 2005.

Auditors were pleased to report that they had completed the majority of work in relation to the Council's 2006/07 BVPP (this work forms part of the 2006/07 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 2005/06. However, the Council should seek to continue to improve its performance and position in 2006/07 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 being carried out on Best Value Processes and not scored. This reflects the limited resources generally available to services in Ribble Valley and partly the fact that most of the services selected for early review were ones around which there were some concerns.

On the probability of improvement, all six of the scored reviews were judged to have 'uncertain' prospects of improvement.

In January 2006 an Environment Inspection judged the service to be '**A Good service with Promising prospects for improvement.**'

The following recommendations were made and incorporated into an action plan. Progress is detailed below:

Insert table.....

AUDIT AND INSPECTION PROGRAMME 2007/2008

The Audit and Inspection Programme for 2007/08 is awaiting final approval by Accounts and Audit Committee. A summary of the principal areas of audit is provided below.

- Use of Resources/Annual Efficiency Statement
- Whole of Government Accounts
- Prudential Framework for Capital Expenditure
- New Accounting Standards for Financial Instruments
- Restructuring of the Statement of Accounts
- Housing Services
- Single Status
- Partnership Working/ E-Government

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 inferred 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. Summarising its assessment the Audit Commission said:

What are Ribble Valley’s main strengths?

- Its main services are of high quality and it is making progress with improving the quality of life of local people.
- It takes its role as a community leader seriously and has ambitious plans for the area.
- It has a good understanding of its strengths and weaknesses and has learnt valuable lessons from its own experience and from other organisations.
- It works well in partnership with other agencies both inside and outside the borough.

What are Ribble Valley’s main areas for improvement?

- Its approach to managing its performance is improving, but areas of weakness remain.
- It is trying to tackle too many priorities.

- It tends to focus on more detailed activities rather than on organisation-wide priorities.
- Its resources are over-stretched in some key areas.
- It lacks clear plans for the future, with limited systems in place to measure success and weak links to staff and budget needs.

The Audit Commission inspectors identified that:

“The Council has few weaknesses in the achievement in quality of services and a good record of sustained range of achievements against its ambitions.”

“The Council's performance in housing, waste collection and management and contributions to making Ribble Valley a healthier and safer place to live are strong. Its services are generally rated highly by its community. Satisfaction rates place the council in the top quartile. Forty two per cent of the Council's performance indicators are in the top quartile and 64 per cent were above average. Management of planning applications is a weakness but performance is improving.”





The Council's Response to CPA

Service improvement is the key challenge for the period ahead. Management and staff are working in close support of Members to sustain and where possible accelerate improvements, so that we improve our score at the next assessment from 'Fair' to 'Good'.

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

High Level Improvement Plan

Figure 7. High Level Improvement Plan – 2003/2004.

Action	Description	Status	Due Date	Start Date	Completed Date	Assigned To
Work in partnership to provide 150 affordable homes in the Borough over the next three years	Developed from CPA To provide additional affordable homes throughout the Ribble Valley, particularly in the Rural Communities		31/03/2009	01/04/2005		Christine Grimshaw
To carry out a borough-wide customer satisfaction survey	To obtain at least a 50% response rate and obtain satisfaction levels from local people and businesses with our services.		31/12/2003	09/06/2003	10/11/2003	Michelle Haworth
To consider the creation of a Ribble Valley Citizens Panel	Survey results will be used to prepare a programme of service improvements. Target resources to areas of public concern. Secure continuous improvement in our services.		31/10/2004	05/02/2004	01/04/2004	Michelle Haworth
To review the current management and departmental arrangements	To ensure staff resources are focussed on achieving the priorities of the Council. Better ways of working are to be examined. Provision of necessary and proper support for the Corporate Management Team to allow more time for strategic planning.		30/04/2004	05/07/2004	30/09/2004	David Morris

Action	Description	Status	Due Date	Start Date	Completed Date	Assigned To
Fully implement our Risk Management Policy	Formation of a risk management group. Assessment of risks using CARE software. Completion of a risk management register. Implementation of any necessary remedial actions.		31/03/2005	31/07/2004	19/04/2006	Marshal Scott
Review the effectiveness of all our current partnership working arrangements	Examine all partnerships to ensure that there are benefits for communities		31/07/2004	04/10/2004	10/02/2005	Melissa Watts
To improve both internal and external scrutiny arrangements	Production of work plans for both Overview and Scutiny Committees. Review of staff performance appraisal system. Training for members and officers. Implementation of Peer Review recommendations.		31/01/2004	01/06/2004	31/05/2005	Jeff Fenton
Develop a Procurement Strategy	To address the gaps in our key building blocks		25/04/2006	08/11/2005	11/09/2006	Jeff Fenton
Develop an IT Strategy	To address the gaps in our core building blocks		31/01/2005	03/01/2005	25/01/2006	Peter Hothersall
Revise strategic plans - Housing	Statutory plan assessments have highlighted a number of weaknesses		28/02/2006	01/06/2004	19/04/2006	Christine Grimshaw
Review the Corporate Plan	To address issues raised by CPA: Lack of robust milestones, resource plans and a timescale for the vision. High volume of priorities. Priorities focus largely on process rather than outcomes for local people. realism of plans not fully tested and are confused by a large number of priorities and broad ambitions.		31/01/2005	04/10/2004	25/01/2005	Michelle Haworth
Improve communication of ambitions and priorities	Ambitions and priorities are not easily distinguished by staff and partners.		30/09/2004		30/09/2004	Jeff Fenton
Use e-government to help enable on-line access to services and improve communication			31/03/2005	08/11/2005	28/02/2005	David Morris
Revise strategic plans - Asset Management and Capital	Revision of the Asset Management Plan and Capital Strategy		31/03/2006	30/01/2006	27/03/2007	David Morris
Review our arrangements for engaging with the public	Action from CPA		31/03/2004	30/08/2006	30/08/2006	Jeff Fenton.
Introduce a comprehensive performance management system	To introduce a corporate performance management system		31/03/2004	11/05/2004	13/09/2004	Michelle Haworth.

Revision of the CPA framework

In September 2005 the Audit Commission published a consultation paper proposing revisions to the CPA framework. Based on the feedback received the Commission published the new revised final framework at the end of July.

The revised framework intends to build on the previous round of CPA but will be much less intensive both in terms of inspection activity and the impact on the capacity of district councils. The CPA methodology is being strengthened to measure how well local councils understand their local communities and how this understanding translates into ambitions and priorities for communities – e.g. use of consultation and the application of results in determining policy.

The Commission will adopt a risk-based approach, undertaking re-categorisation activity only where there is significant evidence to indicate a potential change in CPA category. This will apply in the following circumstances:

- Where councils can demonstrate performance is significantly better than previously,
- Where there is evidence of significant deterioration of either service or corporate performance,

Where there is no deterioration in performance, councils will only be considered for re-categorisation if they request it.

Triggers for carrying out a corporate assessment for 'fair' and 'good' councils will be robust evidence of sustained progress in improvement from service assessments and performance information, positive direction of travel statements and use of resources judgements for the previous two years, and information from corporate assessments.

Corporate Assessments are a key element of CPA. They present the opportunity for councils to explain their achievements in the context of their locally determined policies, and to appraise their own strengths and weaknesses against a pre-determined set of standards. These are called Key Lines of Enquiry (or KLOEs) and are grouped under five themes:

- ambition for the community,
- prioritisation,
- capacity,
- performance management and
- achievement of improvement

The Council submitted a re-categorisation request to the regional panel on 1 June 2007. We will be notified within 6 weeks of this date of the outcome of that request.

In order to ensure that the Council to be in a position to be re-categorised by a CPA process we are focussing our resources around the areas highlighted above.

THE GERSHON AGENDA AND ANNUAL EFFICIENCY STATEMENT

To be inserted.

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 LAA provides partners with the freedom and flexibility to join budgets and services to deliver more effective local action with better use of resources and a simplified performance framework.

The Agreement was signed on 23rd March 2006 and runs for 3 years until March 2009.

Which services are included in the LAA?

LAA activities are grouped around four themes (or 'blocks'), each of which aims to achieve a series of outcomes as listed below.

1. Safer and Stronger Communities

To reduce crime and the harm caused by illegal drugs and anti-social behaviour, and address related issues including improving the quality of life for people in the most disadvantaged neighbourhoods.

2. Children and Young People

To improve the health, life-outcomes, and positive social participation of Lancashire's children and young people.

3. Healthier Communities and Older People

To reduce health inequalities, life expectancy and well-being across Lancashire by improving lifestyles and address the wider determinants of health.

4. Economic Development and Enterprise

To increase entrepreneurship and achieve improved access to economic prosperity throughout Lancashire.

Rewarding Improved Performance

Each of the blocks contains a series of more detailed sub-outcomes and measures that are designed to be challenging but achievable. All the measures within the blocks demand the organisation responsible for delivering the services to do so in a more efficient and effective way, and so improve the quality of those services above and beyond what would normally be achievable. If the organisations successfully achieve these enhanced levels of performance they are eligible to receive a share of a financial reward from the Government. Achievement is measured by monitoring a selected group of indicators called Reward Targets. There are 12 of these included within the Lancashire LAA.

Monitoring Progress

Progress towards the achievement of all the enhanced and improved services within the LAA is measured by monitoring a larger group of measures (or indicators) of performance. As the lead partner Lancashire County Council co-ordinate the monitoring of the Agreement based on submissions from individual partners who monitor, record and report their own progress to their respective organisations.

Periodic review meetings take place with Government Office North West to review progress. Any areas where the LAA is not performing as well as anticipated are identified at an early stage and the relevant partners take appropriate action to get things back on track.

At the end of it's first year the LAA has just been reviewed to determine the extent of progress. Across the whole Agreement the review has identified that of the data received for 63 of the performance measures 38 (59%) are performing at or above the target; 14 (22%) are below target but within a defined tolerance and 11 (19%) are below target and outside tolerance.

Locally within Ribble Valley there are a number of areas where good progress has been made to contribute towards the LAA outcomes. These include:

- £9000 LAA Pump Priming Grant is being used to improve the quality of street-cleaning in selected areas of the Borough during the summer period from April through to July 2007. The money is being used to hire a mechanical sweeper to supplement the existing manual street-cleansing in Clitheroe and some surrounding villages.
- As a result of direct action by the Council's Housing Department:-
 - 20 empty homes have been brought into use
 - 62 affordable homes provided including 18 people on tenancy protection scheme,
 - 14 households prevented from becoming homeless,
 - 168 loft insulation 'top-ups' and 134 replacement boilers have been provided.
- Ribble Valley Crime and Disorder Reduction Partnership offers a range of initiatives including diversionary activities through sport and youth work, mentoring schemes, targeted work with known offenders, alcohol awareness, Pubwatch and Neighbourhood Policing. Working together with the Police RVBC have helped contribute a net reduction in crime between 2005/06 and 2006/07 including, -14.9% burglaries, -349% theft from vehicles, -66.7% robberies and -44.4% theft from persons.
- The Council has created a partnership with the Police Community Support Officers to issue Fixed Penalty Notices for litter (24) and dog fouling (6). In addition the Council has increased the hours of the Dog Warden service and has provided an extra 20 of dog bins across the Borough in consultation with Parish Councils.
- Achieved good successes working with Police and Community Together (PACT) to support local Action Groups to address crime at a local level. For example the Primrose Action group has managed reduce the incidence of criminal damage in their area from 25 incidents per month to single figures.
- Ribble Valley is also leading on the development of a rural community engagement pilot project for the LAA. The project will provide a better understanding of local issues, priorities and concerns within a rural context, and enable local parish councils and the Local Strategic Partnerships to play a role in implementing and influencing the provision of rural services. The project is being run alongside three urban based neighbourhood projects (Wyre, Chorley and Pendle) with a view to developing shared learning.

ORGANISATIONAL STRUCTURE

Chief Executive
David Morris



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
Housing

**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
Land Charges
Elections
Licensing

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

BEING A WELL-MANAGED COUNCIL

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. In order to meet the Governments e-government agenda we are working in partnership with other East Lancashire authorities – East Lancashire e-Partnership (EleP).

We are also using our links with communities, through Parish Councils, the Local Strategic Partnership and through consultation such as the [Feedb@ck](#) Citizen panel to understand better what people need and to have 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.

- 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.

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 over the last 12 months

- 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**);
- Successfully addressed Risk Management with the formation of a robust framework utilising GRACE software and reporting to Overview and Scrutiny (Resources) Committee;
- Implementation of improved procurement arrangements including adoption of a corporate strategy and implementation of purchasing software linked to the Council's financial systems;
- Continued membership/support of successful East Lancashire e-government Partnership (ELEP) with four neighbouring councils, to provide a shared and more cost-effective approach to the local government modernisation agenda (e-government, procurement and consultation);
- Development of a Corporate Communications Strategy;
- 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;
- Major revisions and improvements to our Asset Management Plan and Capital Strategy;
- Introduction of new Payroll System and eMarket Place;
- Production of Data Quality Strategy fully compliant with assessment criteria;
- Quarterly monitoring by our Corporate Management Team of the 'corporate health' of the Council by evaluating key indicators of performance;
- Unqualified Statement of Accounts for 3 successive years;
- Development and adoption of an Information Technology Strategy;
- Implementation of new Financial Ledger system 'Financials' and migration from 'Powersolve';
- 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;
- Completion of the Job Evaluation of all staff as part of the national Single Status Agreement;
- A comprehensive review and updating of our Corporate Governance arrangements;
- The introduction of an Accounts and Audit Committee in April 2006 to oversee and monitor our audit and inspection activity;
- A review and updating of our corporate Health and Safety policies and risk assessments and the appointment of a Health and Safety Advisor;
- Development and adoption of a Medium Term Financial Strategy, revised annually;

- Partner support role in the development of a Business Process Architecture for district councils as part of the DCLG's National Process Improvement Programme;
- The Ribble Valley Strategic Partnership has grown in strength since 2004. The Council's decision to charge the maximum allowable council tax on second homes has provided funding to appoint a full-time partnership officer to support the partnership which has been restructured to allow a strong focus on Local Area Agreement priorities and targets;
- Levels of staff sickness have been proactively managed downwards from 12.41% in 2002/03 to 5.78% in 2005/06. 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 98.91% in 2006/07 exceeding our target of 98.5%. We are seeking to maintain top quartile performance in the future for this indicator.
- The revision of a 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 achievement of I.E.G Priority Outcomes and adoption of e-government practices including on-line payments, improved Council web-site compliant with eGif accessibility standards and ongoing introduction of county/district Shared Services Contact Centre;
- 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;
- Introduction of comprehensive and consistent service planning across all departments including linking to risk management appraisal and the Council's budget setting process;
- Progressing well on issues of equalities and diversity, with a Councillor Champion and Chief Executive chairing our Steering Group;
- Active engagement in all four thematic blocks of the Lancashire Local Area Agreement including leading an innovative pilot for Neighbourhood Engagement;
- Top quartile performance across all six Performance Measures for Housing Benefit Service;
- 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;
- Use of the Council Chambers for weekly prayers by the muslim community in Clitheroe until planning permission was obtained to convert a former chapel into a mosque/multi-faith centre.
- 73.2% of citizens agree that the Council is making the local area a better place to live, 70.6% felt the Council is working well to make the area cleaner and greener, and 62.4% agree the Council is making the area safer - all addressing the Council's Corporate Priorities* (**Best Value General Household Satisfaction Survey May 2007**)(* **Corporate Plan 2005-08**);

- 87% Ribble Valley respondents rate their neighbourhood as an excellent or good place to live (**Living and Working in East Lancashire Joint ELEP Panel survey September 2006**);
- Staff satisfaction within the workplace is high with over 90% judging it to be a good place to work. (**Employee Satisfaction Survey – November 2006**);

Our focus for improvement

- Stronger and more influential engagement with LSP's - with robust arrangements for monitoring our involvement in all partnerships.
- The Council is proactively striving to reduce sickness absence throughout the Council through the introduction of a sickness letter scheme. Absence management procedures include early intervention, health promotion and communication and involvement to assist employees in receiving the appropriate support and help they require as soon as possible to assist them in their recovery, enabling them to return to work. Our Absence Management procedure also provides managers with the tools to address persistent short-term sickness absence. Through increased communications between Occupational Health Service and HR, long term sickness can be addressed and in line with the Disability Discrimination Act reasonable adjustments considered.

ENSURING THAT OUR SERVICES ARE ACCESSIBLE TO ALL

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

66.6% 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 available and 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, NNDR, and some housing services.

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.

To improve customer access to council services an area collection office is provided at Longridge Police station.

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

Improved Website

The Council launched it's 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 during the design of the Council's website the developers have considered the many accessibility issues and complies with all the things it 'should' do. These issues cover:

- Users may not be able to see, hear, move, or may not be able to process some types of information easily or at all.
- Users may have difficulty reading or comprehending text.
- Users may not have or be able to use a keyboard or mouse.
- Users may have a text-only screen, a small screen, or a slow Internet connection.
- Users may not speak or understand fluently the language in which the document is written.
- Users may be in a situation where their eyes, ears, or hands are busy or interfered with (e.g., driving to work, working in a loud environment, etc.).
- Users may have an early version of a browser, a different browser entirely, a voice browser, or a different operating system.

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. By adhering to these standards the Council's website has become one of the best in the North West. 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

Contact Ribble Valley

A NUMBER OF SOLUTIONS



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 is effectively a giant, networked electronic database that will store all customer interactions that take place within all member councils and, where appropriate, join up all the computer systems to allow 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.

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.

In September this year we will introduce the CRM and this will allow more complex enquiries to be handled by the Centre. In the longer term the intention is for all partners to develop the capability to be able to handle calls for each other and this is expected to lead to more effective working.

ACHIEVING OUR CORPORATE OBJECTIVES

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**

TO HELP MAKE PEOPLE'S LIVES SAFER AND HEALTHIER

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 Crime and Disorder Reduction 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**)(* **Corporate Plan 2005-08**);

In the recent Best Value General Household Satisfaction Survey (BVGHSS) 2006/07 most respondents feel 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

Young people under 25 are the most likely (by some margin) to feel safe after dark, but interestingly are only averagely likely to feel safe during the day (in fact even the 61+ feel safer) Those who are disabled/ long term ill feel the most vulnerable.

Figure 9: Feeling safe in local neighbourhood % who feel safe by respondent type

	After Dark	During the day
Under 25	75.6	85.6
25-40	59.5	89.3
41-60	58.9	87.3
Over 61	53.9	88.1
Disabled / long term illness	51.1	83.1

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

	Big / fairly big problem
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

In the last Community Safety survey Ribble Valley respondents named speeding vehicles as the biggest problem in their neighbourhood with 40% of respondents citing it as a 'very big' or 'quite a big' problem. Vandalism to cars/homes was the most common crime experienced in Ribble Valley, which is replicated across the other East Lancashire districts.

The highest seen and reported crime was rowdy groups of youths or adults, but over 72% saw but did not report people drinking alcohol in public places. 29.1% of those who have witnessed crimes cited drunken behaviour and drink-related crime/underage drinking. The most commonly witnessed crime in Ribble Valley was drug dealing/usage/solvent abuse, where 30.9% of respondents claimed to have witnessed it.

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 Crime and Disorder Reduction 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.

Our successes

We have:

- Attached Automatic Number Plate Recognition readers to four static CCTV cameras in Clitheroe to help track unlicensed vehicles;
- Staged an Anti-Social Behaviour Play aimed at Year 9 pupils in six high schools;
- Secured funding for dedicated Domestic Violence Outreach worker for the Ribble Valley;
- Provided 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;
- Had managerial expertise recognised by the secondment of RVBC Community Development Manager to Sport England to assist in a major improvement project for the cultural sector;
- Successfully negotiated to provide community use of sports facilities at both Longridge High School and Bowland High School;
- Introduced annual Sporting Excellence Grants to assist young talented sportsmen and women, and Recreation/ Culture Grants to support local voluntary organisations;
- 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 Leisure Cards offering subsidised membership of the Council's leisure facilities and allowing socio/demographic analysis of take-up;
- Increased allocation of funding for disabled adaptations has resulted in disabled adaptations being ordered on request therefore we effectively have no waiting list;

- The proportion of authority buildings with facilities for the disabled remains at 60 per cent, meeting DDA requirements.
- The Council has gained the “Quest” accreditation for its leisure facilities at Ribblesdale Pool and Longridge sports centre, which provides a performance management framework by which both management systems and service delivery improvements can be achieved.
- Improved the health of local residents - ‘exercise on prescription’ and ‘cardiac rehabilitation schemes’ are provided in partnership with the local PCT. The three objectives are as follows:
- Secured a £2m Heritage Lottery Fund bid to revamp and restore Clitheroe Castle and the Museum with the capacity to attract 17000 visitors a year.

Our focus for improvement – the issues

- The Council's objective is to tackle the fear of crime. Surveys demonstrate fear of crime in the Ribble Valley is out of proportion with reality. Evidence suggests for example that most people (nearly 40%) perceive a worsening in the level of crime over the past three years, yet police figures show a decline in burglaries and vehicle crime in that time, two key areas directly touching on many people's lives.
- Our Customer Satisfaction survey showed that the following make somewhere a good place to live:
 - low levels of crime (nearly 59.9% of our residents felt that this is the most important factor in making somewhere a good place to live)
 - good health services (49.6%)
 - low levels of traffic congestion (19.3%)
 - activities for teenagers (17.3%)
- Our survey showed that residents felt the following need to be improved:
 - the level of crime (22%)
 - the level of traffic congestion (26%)
 - activities for teenagers (44.8%)
- We will protect the public in times of emergency by putting into place comprehensive emergency planning arrangements and provide consumers with appropriate protection and advice.
- Strong partnership working includes links with Lancashire County Council and a private care agency, to ensure we can provide extra care facilities for elderly people at St Annes Sheltered Housing Scheme.
- Continue to support and provide resources for the Ribble Valley Crime & Disorder Reduction Partnership [Statutory responsibility]
- To provide a wide range of activities to target young people at risk of offending
- To improve the health of people living in our area

Strategy – To help make people’s lives SAFER AND HEALTHIER

OBJECTIVE - Continue to support and provide resources for the Ribble Valley Crime & Disorder Reduction Partnership

ACTIONS	RESPONSIBILITY	OUTPUTS AND TARGETS
Actively support the work of the Crime and Disorder Reduction Partnership	Chris Hughes Community Development Manager	Signing up and contributing to the delivery of the Crime and Disorder Action Plan
?		
?		
?		

OBJECTIVE – To use cultural activity as a means of engaging young people, targeting those young people at risk of offending

ACTIONS	RESPONSIBILITY	OUTPUTS AND TARGETS
?		
?		
?		

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

ACTIONS	RESPONSIBILITY	OUTPUTS AND TARGETS
Actively support the establishment of the Strategic Health Improvement Group within the Ribble Valley Local Strategic Partnership.	Chris Hughes Community Development Manager	Signing up to and supporting the delivery of the strategic health improvement plan
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 food premises' inspections
Provision of programmes which encourage new participation in sport and physical activity	Chris Hughes Community Development Manager	A minimum of 300 people joining physical activity programmes
?		

OBJECTIVE – Increase the opportunity for people to access cultural activity

ACTIONS	RESPONSIBILITY	OUTPUTS AND TARGETS
?		
?		
?		

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.

TO PROTECT AND ENHANCE THE EXISTING ENVIRONMENTAL QUALITY OF OUR AREA

One of the Council's key objectives 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 over the next three years.

The council provides a high quality environment, including safe, clean parks and open spaces. Customer satisfaction with cleanliness is in the 2nd quartile 2006/07 (76%).

The four objectives are as follows:

- To reduce incidents of dog fouling in the Borough
- To maintain and improve local air quality
- To recycle and compost 56% of all waste by 2015 in accordance with our Waste Management Strategy
- To conserve our countryside, the natural beauty of the area and enhance our built environment

Our successes

We have:

- Introduced an integrated kerbside collection of green waste;
- Produced a Waste Awareness and Education Strategy;
- Secured around £1.5 million in funding for waste management over the course of the last 3 years;
- Adopted pro-active policies within the Local Plan;
- Reviewed the Local Agenda 21 Strategy and integrated it into the action plan of the environmental sub-group of the Ribble Valley Local Strategic Partnership;
- Creation of Local Development Framework. Local Development Scheme submitted;
- Opened a new Waste Transfer Station in partnership with Lancashire County Council to support the introduction of the first phase of our innovative three-stream waste collection service;
- Successfully introduced the first phase of an innovative three-stream waste collection system and on track for delivery of subsequent phases;
- Provided additional dog waste bins and extended our dog warden services following consultation with our Parish and Town Councils;

- 97% resident satisfaction with new three-stream waste collection service (**Urban Mines Survey: December 2006**);
- 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**)(* **Corporate Plan 2005-08**);

Our focus for improvement – the issues

- Our Customer Satisfaction survey identified the following factors that make somewhere a good place to live:
 - Clean streets (40.6%)
 - Access to nature (23.2%)
 - Parks and open spaces (16.7%)
 - Low level of pollution (10.6%)
- Our survey showed that residents felt the following needed to be improved:
 - Clean streets (21.4%)
 - Level of pollution (8.9%)

•

• ?

Strategy – To PROTECT and ENHANCE the existing ENVIRONMENTAL QUALITY of our area

OBJECTIVE – ?

ACTIONS	RESPONSIBILITY	OUTPUTS AND TARGETS

OBJECTIVE - ?

ACTIONS	RESPONSIBILITY	OUTPUTS AND TARGETS

OBJECTIVE - To recycle and compost 56% of all waste by 2015 in accordance with our Waste Management Strategy

ACTIONS	RESPONSIBILITY	OUTPUTS AND TARGETS

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

ACTIONS	RESPONSIBILITY	OUTPUTS AND TARGETS

Priority Outcomes:

- Everyone takes responsibility for protecting the environment
- Controlled emission levels within the Borough, thereby maintaining and improving local air quality for all
- People feel their environment is healthier and cleaner.

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

The standard of housing stock in Ribble Valley is very high with a high proportion of the properties currently meeting the decent homes standard. Performance on the use of previously developed land is at 78%; this is an improvement from last year, and still exceeds the national target of 60 per cent and the Lancashire target of 65 per cent.

The Council is helping to tackle affordable housing through the provision of privately owned affordable homes controlled by Section 106 agreements.

Planning performance has improved significantly again in 2006/07.

Our objectives are as follows:

- To provide an effective housing advice and homelessness service.
- To ensure affordable housing is developed to meet the housing needs of a range of clients.
- To ensure that tenants of private rented accommodation and owner-occupiers live in good quality homes by use of advice, financial assistance and enforcement in appropriate circumstances.
- Maintain accurate information of the condition of the housing stock and the housing needs of the area.
- To protect the Public Health and Well-being of all residents

Our successes

We have:

- Worked in partnership with Registered Social Landlords during the past three years to provide 62 affordable homes and bring 20 empty homes back into use;
- Developed a Housing Strategy and had a successful review of our Housing Options Appraisal – both approved by GONW;
- The process to transfer our Housing stock to an existing Registered Social Landlord will be completed in April 2008 subject to a successful tenants ballot in Autumn 2007;
- Reviewed and updated our Homelessness Strategy and improvements to the Longridge Homeless Persons Hostel in partnership with Adactus Housing Association;
- 84% of tenants are satisfied with the services provided by the Council as their landlord (**Status survey of housing tenants**);
- Improvement schemes to our council homes to provide new kitchens, electrical improvements and major repairs/improvements achieved tenant satisfaction levels of between 98% and 100% (**Status survey of housing tenants**);
- 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
-

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.
- Our Customer Satisfaction survey showed that the following make somewhere a good place to live:
 - Affordable decent housing (42.2%)
- Our survey showed that residents felt the following need to be improved:
 - Affordable decent housing (39.2%)

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

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

ACTIONS	RESPONSIBILITY	OUTPUTS AND TARGETS

OBJECTIVE - To meet the housing needs of older people

ACTIONS	RESPONSIBILITY	OUTPUTS AND TARGETS

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

ACTIONS	RESPONSIBILITY	OUTPUTS AND TARGETS

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.

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 [?](#)

Overleaf we provide two overviews of our performance:

- a summary of how our performance compares against other councils and
- a summary of how we are improving year on year.

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 2005/2006. Of the 92 national indicators collected in 2005/2006, data was available to rank 66 of these indicators into 4 quartiles according to their performance.

- 16 Indicators ranked Top Quartile (24%)
- 15 Indicators ranked Above Average (22.5%)
- 15 Indicators ranked Below Average (22.5%)
- 21 Indicators ranked Bottom Quartile (31%)

BV199C: LOCAL STREET AND ENVIRONMENTAL CLEANLINESS - FLY-POSTING LEVELS		BV213: PREVENTING HOMELESSNESS - NUMBER OF HOUSEHOLDS WHERE HOMELESSNESS PREVENTED	BV212: AVERAGE TIME TAKEN TO RE-LET LOCAL AUTHORITY HOUSING
BV199B: LOCAL STREET AND ENVIRONMENTAL CLEANLINESS - GRAFFITI		BV179: STANDARD SEARCHES CARRIED OUT IN 10 WORKING DAYS	BV66B: RENT COLLECTION AND ARREARS RECOVERY: ARREARS
BV91B: KERBSIDE COLLECTION OF RECYCLABLES (TWO RECYCLABLES)	BV84B: HOUSEHOLD WASTE COLLECTION (% CHANGE IN KILOGRAMS PER HEAD)	BV79B ii): HB OVERPAYMENTS RECOVERED AS % OF THE TOTAL OUTSTANDING	BV202: NUMBER OF PEOPLE SLEEPING ROUGH
BV82A ii): TONNES OF HOUSEHOLD WASTE RECYCLED	BV82B ii): TONNES OF HOUSEHOLD WASTE COMPOSTED	BV166: CHECKLIST OF ENFORCEMENT BEST PRACTICE FOR ENVIRONMENTAL HEALTH	BV66D: RENT COLLECTION AND ARREARS RECOVERY: EVICTIONS
BV219C: PRESERVING THE SPECIAL CHARACTER OF CONSERVATION AREAS: MANAGEMENT PROPOSALS	BV204: PLANNING APPEALS ALLOWED	BV217: POLLUTION CONTROL IMPROVEMENTS ON TIME	BV218A: ABANDONED VEHICLES% INVESTIGATED IN 24HRS
BV219B: PRESERVING THE SPECIAL CHARACTER OF CONSERVATION AREAS: CHARACTER APPRAISALS	BV64: PRIVATE SECTOR VACANT DWELLINGS RETURNED INTO OCCUPATION OR DEMOLISHED	BV11C: THE TOP 5% EARNERS DISABILITY	BV157: INTERACTIONS ENABLED FOR ELECTRONIC DELIVERY
BV205: QUALITY OF PLANNING SERVICE CHECKLIST	BV184B: LA HOMES WHICH WERE NON-DECENT PROPORTION CHANGED	BV79B i): RECOVERABLE OVERPAYMENTS THAT WERE RECOVERED IN THE YEAR	BV66A: RENT COLLECTED
BV214: HOUSING ADVICE SERVICE - % OF REPEAT HOMELESSNESS WITHIN 2 YEARS	BV106: NEW HOMES BUILT ON PREVIOUSLY DEVELOPED LAND	BV109B: PLANNING APPLICATIONS DETERMINED: 65% OF MINOR APPLICATIONS IN 8 WEEKS	BV109A: PLANNING APPLICATIONS DETERMINED: 60% OF MAJOR APPLICATIONS IN 13 WEEKS
BV66C: RENT COLLECTION AND ARREARS RECOVERY: NOTICES SEEKING POSSESSION	BV64: NUMBER OF PRIVATE SECTOR VACANT DWELLINGS THAT ARE RETURNED INTO OCCUPATION OR DEMOLISHED	BV91A: RESIDENTS SERVED BY KERBSIDE COLLECTION	BV15: EMPLOYEES RETIRING ON GROUNDS OF ILL HEALTH
BV203: CHANGE IN NUMBER OF FAMILIES IN TEMPORARY ACCOMMODATION	BV16A: STAFF WITH DISABILITIES	BV86: COST OF WASTE COLLECTION PER HOUSEHOLD	BV128: VEHICLE CRIMES PER 1000 POPULATION AND % DETECTED
BV216B: INFORMATION ON CONTAMINATED LAND	BV109C: PLANNING APPLICATIONS DETERMINED: 80% OF OTHER APPLICATIONS IN 8 WEEKS	BV10: NON-DOMESTIC RATE RECEIVED	BV127A: VIOLENT CRIME PER 1000 POPULATION
BV218B: ABANDONED VEHICLES % REMOVED IN 24HRS	BV170C: THE NUMBER OF PUPILS VISITING MUSEUMS AND GALLERIES	BV84 A: KILOGRAMS OF HOUSEHOLD WASTE COLLECTED	BV127B: ROBBERIES PER 1000 POPULATION
BV199A: LAND AND HIGHWAYS HAVING LITTER AND DETRITUS	BV170B: VISITS TO MUSEUMS IN PERSON	BV82B i): % OF THE TOTAL TONNAGE OF HOUSEHOLD WASTE ARISING WHICH HAVE BEEN SENT FOR COMPOSTING	BV126: DOMESTIC BURGLARIES PER 1000 HOUSEHOLDS
BV82A i): % HOUSEHOLD WASTE WHICH HAS BEEN RECYCLED	BV170A: VISITS TO/USAGES OF MUSEUMS	BV63: SAP RATING OF LA DWELLINGS	BV79A: CORRECT CALCULATION OF BENEFIT DUE
BV11B: THE TOP 5% OF EARNERS BLACK AND MINORITY ETHNIC COMMUNITIES	BV183B: AVERAGE LENGTH OF STAY IN HOSTEL ACCOMODATION	BV11A: THE TOP 5% EARNERS WOMEN	BV78B: BENEFITS: TIME FOR PROCESSING CHANGES
BV2B: DUTY TO PROMOTE RACE EQUALITY	BV17A: % OF STAFF FROM ETHNIC MINORITIES	BV8: INVOICES PAID WITHIN 30 DAYS	BV78A: BENEFITS: TIME FOR PROCESSING NEW CLAIMS
			BV184: A) LA HOMES WHICH WERE NON-DECENT
			BV183A: STAY IN BED AND BREAKFAST ACCOMMODATION
			BV14: EMPLOYEES RETIRING EARLY
			BV12: WORKING DAYS LOST TO SICKNESS ABSENCE
			BV9: COUNCIL TAX COLLECTED
BOTTOM QUARTILE	BELOW AVERAGE	ABOVE AVERAGE	TOP QUARTILE

ARE WE IMPROVING?

The following is a summary of our performance for 2006/07 where we are able to track changes. This is not possible for all indicators, as some have been discontinued, some are new; whilst changes to the way some indicators are calculated prevents year on year comparison.

We have used a traffic light system to identify which indicators have improved, not changed or got worse in comparison with 2005/06.

We have been able to track improvements for 88 national indicators. Of these 32 (36.4%) of the indicators have improved, 20 (22.7%) have not changed and 26 (29.5%) have got worse. **(10 still to collect)**

BV225: ACTIONS AGAINST DOMESTIC VIOLENCE		
BV84B: HOUSEHOLD WASTE COLLECTION (% CHANGE IN KILOGRAMS PER HEAD)		
BV203: CHANGE IN NUMBER OF FAMILIES IN TEMPORARY ACCOMMODATION		
BV82A i): % HOUSEHOLD WASTE WHICH HAS BEEN RECYCLED		
BV219C: PRESERVING THE SPECIAL CHARACTER OF CONSERVATION AREAS: MANAGEMENT PROPOSALS		
BV219B: PRESERVING THE SPECIAL CHARACTER OF CONSERVATION AREAS: CHARACTER APPRAISALS		
BV219A: PRESERVING THE SPECIAL CHARACTER OF CONSERVATION AREAS: NUMBER		
BV200: PLAN-MAKING: LOCAL DEVELOPMENT SCHEME SUBMITTED?		BV199C: LOCAL STREET AND ENVIRONMENTAL CLEANLINESS - FLY-POSTING LEVELS
BV79B i): RECOVERABLE OVERPAYMENTS THAT WERE RECOVERED IN THE YEAR		BV199B: LOCAL STREET AND ENVIRONMENTAL CLEANLINESS - GRAFFITI
BV79B ii): HB OVERPAYMENTS RECOVERED AS % OF THE TOTAL OUTSTANDING		BV82B ii): TONNES OF HOUSEHOLD WASTE COMPOSTED
BV214: HOUSING ADVICE SERVICE - % OF REPEAT HOMELESSNESS WITHIN 2 YEARS		BV204: PLANNING APPEALS ALLOWED
BV218B: ABANDONED VEHICLES % REMOVED IN 24HRS		BV79B iii): PERCENTAGE OF RECOVERABLE OVER PAYMENTS RECOVERED (HB)
BV11C: THE TOP 5% EARNERS DISABILITY	BV166: CHECKLIST OF ENFORCEMENT BEST PRACTICE FOR ENVIRONMENTAL HEALTH	BV212: AVERAGE TIME TAKEN TO RE-LET LOCAL AUTHORITY HOUSING
BV127A: VIOLENT CRIME PER 1000 POPULATION	BV91B: KERBSIDE COLLECTION OF RECYCLABLES (TWO RECYCLABLES)	BV66B: RENT COLLECTION AND ARREARS RECOVERY: ARREARS
BV9: COUNCIL TAX COLLECTED	BV200C: PLAN-MAKING: MONITORING REPORT	BV183B: AVERAGE LENGTH OF STAY IN HOSTEL ACCOMMODATION
BV16A: STAFF WITH DISABILITIES	BV200B: PLAN-MAKING: MILESTONES MET?	BV213: PREVENTING HOMELESSNESS - NUMBER OF HOUSEHOLDS WHERE HOMELESSNESS PREVENTED
BV76B: FRAUD INVESTIGATORS EMPLOYED	BV202: NUMBER OF PEOPLE SLEEPING ROUGH	BV66C: RENT COLLECTION AND ARREARS RECOVERY: NOTICES SEEKING POSSESSION
BV76C: BENEFITS: NUMBER OF FRAUD INVESTIGATIONS	BV183A: STAY IN BED AND BREAKFAST ACCOMMODATION	BV217: POLLUTION CONTROL IMPROVEMENTS ON TIME
BV106: NEW HOMES BUILT ON PREVIOUSLY DEVELOPED LAND	BV66D: RENT COLLECTION AND ARREARS RECOVERY: EVICTIONS	BV218A: ABANDONED VEHICLES% INVESTIGATED IN 24HRS
BV170A: VISITS TOUSAGE OF MUSEUMS	BV2A: EQUALITY STANDARD FOR LOCAL GOVERNMENT	BV128: VEHICLE CRIMES PER 1000 POPULATION AND % DETECTED

BV170B: VISITS TO MUSEUMS IN PERSON	BV127B: ROBBERIES PER 1000 POPULATION	BV126: DOMESTIC BURGLARIES PER 1000 HOUSEHOLDS
BV170C: THE NUMBER OF PUPILS VISITING MUSEUMS AND GALLERIES	BV79A: CORRECT CALCULATION OF BENEFIT DUE	BV15: EMPLOYEES RETIRING ON GROUNDS OF ILL HEALTH
BV199A: LAND AND HIGHWAYS HAVING LITTER AND DETRITUS	BV109A: PLANNING APPLICATIONS DETERMINED: 60% OF MINOR APPLICATIONS IN 13 WEEKS	BV8: INVOICES PAID WITHIN 30 DAYS
BV2B: DUTY TO PROMOTE RACE EQUALITY	BV2A EQUALITY STANDARD	BV11A: TOP 5% OF EARNERS THAT ARE WOMEN
BV91A: RESIDENTS SERVED BY KERBSIDE COLLECTION	BV11B: TOP 5% OF EARNERS FROM BLACK AND MINORITY COMMUNITIES	BV12: WORKING DAYS LOST DUE TO SICKNESS ABSENCE
BV184B: % CHANGE IN NON-DECENT HOMES	BV14: EMPLOYEES RETIRING EARLY	BV66A: RENT COLLECTED
BV10: NON DOMESTIC RATES RECEIVED	BV63: SAP RATINGS OF LA DWELLINGS	BV64 PRIVATE SECTOR DWELLINGS
BV76A: BENEFITS: NUMBER OF CLAIMANTS VISITED	BV156: LA BUILDINGS SUITABLE FOR AND ACCESSIBLE TO DISABLED PEOPLE	BV82B i): PERCENTAGE OF HOUSEHOLD WASTE SENT FOR COMPOSTING
BV78A: TIME FOR PROCESSING NEW CLAIMS	BV164 RACE EQUALITY CODE OF PRACTICE	BV84A: KILOGRAMS OF HOUSEHOLD WASTE COLLECTED
BV82A i): PERCENTAGE OF HOUSEHOLD WASTE COLLECTED	BV174 RACIAL INCIDENTS PER 100000 POPULATION	BV17A: % OF STAFF FROM ETHNIC MINORITIES
BV109B: PLANNING APPLICATIONS DETERMINED: 65% OF MINOR APPLICATIONS IN 8 WEEKS	BV175: RACIAL INCIDENTS RESULTING IN FURTHER ACTION	BV76D: BENEFITS: PROSECUTIONS AND SANCTIONS
BV109C: PLANNING APPLICATIONS DETERMINED: 80% OF OTHER APPLICATIONS IN 8 WEEKS	BV183A: LENGTH OF STAY IN BED AND BREAKFAST ACCOMODATION	BV78B: BENEFITS: TIME FOR PROCESSING CHANGE OF CIRCUMSTANCES
BV183B: LENGTH OF STAY IN HOSTEL ACCOMODATION	BV205 QUALITY OF PLANNING SERVICE	BV184A: PROPORTION OF LA HOMES WHICH WERE NONE DECENT
IMPROVED	STAYED SAME	WORSENE

Still to collect:









- BV226A
 - BV226B
 - BV226C
 - BV216A AND B
-
- BV84B
 - BV86
 - BV199D

KEY TO THE PERFORMANCE INDICATORS

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 2005/06 - 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 - 2006/07 data may be subject to final closure of accounts. All 2007/08 data is derived from the Original Budget agreed by Council in February 2007.
2. PI's highlighted in yellow are either incomplete or are awaiting verification by Internal Audit.

Best Value Performance Indicators

BV Category: Community Safety & Well Being

PI Code	Description	2005/06			2006/07		2007/08	2008/09	2009/10	Target met?	Trend
		Value	All DC's - Average	Lancashire Group - Average	Value	Target	Target	Target	Target		
BV175	The percentage of racial incidents reported to the local authority that resulted in further action	.00%	93.29%	85.71%	0.00%	0.00%	0.00%	0.00%	0.00%		
BV225	Actions Against Domestic Violence	36.34%	N/A	N/A	54.54%	36.34%	63.6%	63.6%	63.6%		
BV127a	Violent crime per year, 1,000 population in the Local Authority area.	9.0	15.6	7.6	7.9	8.5	5.4	5.4	5.4		
BV127b	Robberies per year, per 1,000 population in the Local Authority area.	.1	.6	13.2	.1	.1	.2	.2	.2		
BV126	Domestic burglaries per year, per 1,000 households in the Local Authority area.	4.9	8.2	9.8	6.2	6.4	6.4	6.4	6.4		
BV128	The number of vehicle crimes per year, per 1,000 population in the Local Authority area	3.6	9.2	9.8	3.8	4.7	4.6	4.6	4.6		
BV174	The number of racial incidents reported to the local authority, and subsequently recorded, per 100,000 population	.00	N/A	3.67	0.00%	0.00%	0.00%	0.00%	0.00%		
BV226a	Total amount spent by the Local Authority on Advice and Guidance services provided by external organisations.	£0	N/A	N/A							
BV226b	Percentage of monies spent on advice and guidance services provision which was given to organisations holding the CLS Quality Mark at 'General Help' level and above	N/C	N/A	N/A							
BV226c	Total amount spent on Advice and Guidance in the areas of housing, welfare benefits and consumer matters which is provided directly by the authority to the public.	N/C	N/A	N/A							

BV Category: Corporate Health

PI Code	Description	2005/06			2006/07		2007/08	2008/09	2009/10	Target met?	Trend
		Value	All DC's - Average	Lancashire Group - Average	Value	Target	Target	Target	Target		
BV17a	The percentage of local authority employees from ethnic minority communities.	1.0%	2.1%	2.3%	.6%	1.6%	0.65%	0.98%	0.98%		
BV2a	The level of the Equality Standard for local government to which the Authority conforms in respect of gender, race and disability.	0	N/A	1.08	0	1	1	2	2		
BV4	The percentage of complainants satisfied with the handling of their complaint	Triennial survey			37%	50%	Triennial survey		40%		
BV2b	The quality of an Authority's Race Equality Scheme (RES) and the improvements resulting from its application.	31.57%	56.95%	57.33%	42.1%	31%	47.36%	52.63%	57.89%		
BV3	The percentage of citizens satisfied with the overall service provided by their local authority	Triennial survey			63%	75%	Triennial survey		66%		
BV8	Percentage of invoices for commercial goods & services paid by the Authority within 30 days of receipt or within the agreed payment terms.	96.40%	93.70%	92.08%	95.91%	100.00%	97.00%	97.00%	97.00%		
BV11a	The percentage of top 5% of earners that are women	29.41%	25.15%	24.58%	25.00%	28.60%	28.60%	25.00%	25.00%		
BV12	Number of working days/shifts lost to the Local Authority due to sickness absence	5.78	9.64	11.08	8.38	7.00	7.50	7.00	6.50		
BV15b	The percentage of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people	66.67%	N/A	62.33%	66.67%	78.00%	77.80%	77.80%	100.00%		
BV10	The percentage of non-domestic rates due for the financial year which were received by the authority	98.40%	98.69%	97.92%	98.97%	98.50%	98.50%	98.50%	98.50%		
BV17b	The percentage of the economically active (persons aged 18-65) population from ethnic minority communities in the local authority area.	1.4%	N/A	4.5%	1.4%	1.4%	1.4%	1.4%	1.4%		
BV9	Percentage of Council Tax collected by the Authority in the year	98.60%	97.84%	97.00%	98.91%	98.50%	98.50%	98.50%	98.50%		
BV11b	The percentage of top 5% of earners from an ethnic minority	.00%	1.88%	.75%	.00%	.00%	6.25%	6.25%	6.25%		
BV14	The percentage of employees retiring early (excluding ill-health retirements) as a percentage of the total workforce	.00%	.61%	.67%	.00%	.41%	.00%	.00%	.00%		
BV15	The percentage of local authority employees retiring on grounds of ill health as a percentage of the total workforce	.00%	.28%	.33%	.38%	.41%	.41%	.00%	.00%		
BV16a	The percentage of local authority employees with a disability	3.39%	3.69%	3.50%	3.61%	3.39%	3.39%	3.94%	3.94%		
BV16b	The percentage of economically active disabled people in the authority area	12.62%	N/A	16.33%	12.62%	12.62%	12.62%	12.62%	12.62%		

PI Code	Description	2005/06			2006/07		2007/08	2008/09	2009/10	Target met?	Trend
		Value	All DC's - Average	Lancashire Group - Average	Value	Target	Target	Target	Target		
BV11c	Percentage of the top paid 5% of staff who have a disability.	5.88%	3.28%	4.925.00%	6.25%	6.25%	6.25%	6.25%	6.25%		

BV Category: Cultural & Related Services

PI Code	Description	2005/06			2006/07		2007/08	2008/09	2009/10	Target met?	Trend
		Value	All DC's - Average	Lancashire Group - Average	Value	Target	Target	Target	Target		
BV119c	Percentage of residents satisfied with the authorities museums and galleries.	Triennial survey			36%	50%	Triennial survey		50%		
BV170a	The number of visits to/usages of local authority funded or part-funded museums & galleries in the per 1,000 population	182	636	547	181	250	189	Museum closed			
BV119a	Percentage of residents satisfied with the authorities sports/leisure facilities	Triennial survey			56%	65%	Triennial survey		65%		
BV119e	Percentage of residents satisfied with the authorities parks and open spaces	Triennial survey			75%	85%	Triennial survey		85%		
BV170b	The number of those visits to Local Authority funded, or part-funded museums & galleries that were in person, per 1,000 population.	160	364	400	150	180	157	Museum closed			
BV119d	Percentage of residents satisfied with the authorities theatres and concert halls.	Triennial survey			27%	27%	Triennial survey		27%		
BV170c	The number of pupils visiting museums and galleries in organised school groups	682	3039	1418	781	700	820	Museum closed			

BV Category: Environment & Environmental Health

PI Code	Description	2005/06			2006/07		2007/08	2008/09	2009/10	Target met?	Trend
		Value	All DC's - Average	Lancashire Group - Average	Value	Target	Target	Target	Target		
BV218a	Percentage of new reports of abandoned vehicles investigated within 24 hrs of notification.	100.00%	80.12%		100.00%	100.00%	100.00%	100.00%	100.00%		
BV217	Percentage of pollution control improvements to existing installations completed on time	97%	86%		70%	90%	100%	100%	100%		
BV216a	Number of "sites of potential concern" [within the local authority area], with respect to land contamination	0									
BV218b	Percentage of abandoned vehicles removed within 24 hours from the point at which the Authority is legally entitled to remove the vehicle	.00%	70.67%		100.00%	100.00%	100.00%	100.00%	100.00%		

PI Code	Description	2005/06			2006/07		2007/08	2008/09	2009/10	Target met?	Trend
		Value	All DC's - Average	Lancashire Group - Average	Value	Target	Target	Target	Target		
BV216b	Number of sites for which sufficient detailed information is available to decide whether remediation of the land is necessary, as a percentage of all 'sites of potential concern'.	0%	9%								

BV Category: Environmental Health

PI Code	Description	2005/06			2006/07		2007/08	2008/09	2009/10	Target met?	Trend
		Value	All DC's - Average	Lancashire Group - Average	Value	Target	Target	Target	Target		
BV166	Score against a checklist of enforcement best practice for environmental health/trading standards	90%	87.2%		90%	90%	90%	90%	90%		

BV Category: Housing

PI Code	Description	2005/06			2006/07		2007/08	2008/09	2009/10	Target met?	Trend
		Value	All DC's - Average	Lancashire Group - Average	Value	Target	Target	Target	Target		
BV184a	The proportion of LA homes which were non-decent at start of financial year	2%	26%	22%	2%	0%	0%	0%	0%		
BV184b	The percentage change in proportion of non-decent dwellings between the start and end of the financial year.	2.0%	23.1%	19.9%	7.6%	100.0%	.0%	.0%	.0%		
BV203	The percentage change in the average number of families placed in temporary accommodation	46.15%	8.31%	2.09%	5.26%	10.00%	-5.00%	-5.00%	-5.00%		
BV66c	Percentage of local authority tenants in arrears who have had Notices Seeking Possession served.	38.55%	26.32%		42.78%	38.00%					
BV74b	Satisfaction of ethnic minority local authority tenants (excluding white minority tenants) with the overall service provided by their landlord.		71.08%	75.33%							
BV213	Number of households who considered themselves as homeless, who approached the local housing authority's housing advice service(s), and for whom housing advice casework intervention resolved their situation	33	18		14	25					
BV66d	Percentage of local authority tenants evicted as a result of rent arrears	.08%	.50%		.08%	.00%					
BV74a	The percentage of all council tenants, or a representative sample of council tenants, stating that they are satisfied with the overall service provided by their landlord when surveyed.	90.35%	80.59%	82.75%							

PI Code	Description	2005/06			2006/07	2007/08	2008/09	2009/10	Target met?	Trend
		Value	All DC's - Average	Lancashire Group - Average	Value	Target	Target	Target		
BV66a	Rent collected by the local authority as a proportion of rents owed on Housing Revenue Account (HRA) dwellings	99.29%	97.32%	97.75%	98.92%	99.00%				
BV183a	The average length of stay in bed and breakfast accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need.	.00	3.32	2.17	.00	.00	.00	.00		
BV183b	The average length of stay in hostel accommodation of households that are unintentionally homeless and in priority need.	8.00	11.77	5.75	8.85	8.00	8.00	9.00		
BV202	The number of people sleeping rough on a single night within the area of the authority	0	2	3	0	0	0	0		
BV64	The number of private sector vacant dwellings that are returned into occupation or demolished during the current financial year as a direct result of action by the local authority	24	28	24	20	20				
BV66b	The number of local authority tenants with more than seven weeks of (gross) rent arrears as a percentage of the total number of council tenants.	.00%	6.01%		2.80%	3.00%				
BV75a	Satisfaction of council housing tenants with opportunities for participation in management and decision making in relation to housing services provided by their landlord.		64.61%	63.00%						
BV75b	Satisfaction of ethnic minority council housing tenants (excluding white minority) with their opportunities for participation in management and decision-making in relation to housing services provided by their landlord.		60.76%	62.67%						
BV212	Average time taken to re-let local authority housing.	14	41		17	13	15	15		
BV214	Proportion of households accepted as statutorily homeless who we reaccepted as statutorily homeless by the same Authority within the last two years	22.00%	3.17%		.00%	18.00%				
BV63	The average SAP rating of local authority-owned dwellings.	68	66	65	68	65	68	68		
BV164	Does the authority follow the Commission for Racial Equality's code of practice in rented housing and follow the Good Practice Standards for social landlords on tackling harassment included in 'Tackling Racial harassment: Code of Practice for Social Landlords'?	Yes			Yes	Yes	Yes	Yes		
BV185	Percentage of responsive (but not emergency) repairs during 2003/2004, for which the authority both made and kept an appointment.	0%		61.29%	0%	0%	0%	0%		

BV Category: Housing Benefit and Council Tax Benefit

PI Code	Description	2005/06			2006/07		2007/08	2008/09	2009/10	Target met?	Trend
		Value	All DC's - Average	Lancashire Group - Average	Value	Target	Target	Target	Target		
BV76d	The number of Housing Benefit and Council Tax Benefit (HB/CTB) prosecutions and sanctions, per year, per 1,000 caseload, in the Local Authority area.	6.23		6.50	4.87	7.00	5.50	6.00	5.50		
BV78b	The average processing time taken for all written notifications to the Local Authority of changes to a claimant's circumstance that require a new decision on behalf of the Authority.	5.8	13.9	8.1	6.0	4.0	9.0	9.0	9.0		
BV76c	The number of Housing Benefit and Council Tax Benefit (HB/CTB) fraud investigations carried out by the Local Authority per year, per 1,000 caseload.	52.97		55.00	68.22	75.00	60.00	70.00	60.00		
BV76a	The number of housing benefit claimants in the local authority area visited, per 1,000 caseload.	168.67		325.67	220.51	125.00	170.00	170.00	170.00		
BV76b	Housing Benefit Security: Number of fraud investigators employed per 1,000 caseload	.19		.08	.20	.20	.20	.20	.20		
BV78a	The average processing time taken for all new Housing and Council Tax Benefit (HB/CTB) claims submitted to the Local Authority, for which the date of decision is within the financial year being reported.	24.3	33.5	31.8	22.9	25.0	25.0	25.0	25.0		
BV79a	The percentage of cases within a random sample for which the Authority's calculation of Housing and Council Tax Benefit (HB/CTB) is found to be correct.	99.73%	97.56%	98.08%	99.73%	98.00%	98.00%	98.00%	98.00%		
BV79b(ii)	HB overpayments recovered during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the period plus amount of HB overpayments identified during the period.	38.90%	35.10%		41.83%	40.00%	40.00%	40.00%	40.00%		
BV79b(i)	The amount of Housing Benefit overpayments (HB) recovered during the period being reported on as a percentage of HB deemed recoverable over-payments during that period.	74.80%	69.48%		81.68%	75.00%	75.00%	75.00%	75.00%		
BV79b(iii)	Housing Benefit (HB) overpayments written off during the period as a percentage of the total amount of HB overpayment debt outstanding at the start of the period, plus amount of HB overpayments identified during the period	2.02%			9.23%	3.00%	3.00%	3.00%	3.00%		
BV80a	Satisfaction with contact/access facilities at benefit office - % agree all. Conducted every 3 years.	Triennial survey			90%	91%	Triennial survey		90%		
BV80b	Satisfaction with service in benefit office - % agree all				90%	94.5%			90%		
BV80d	Satisfaction with Staff in benefit office - % agree all				91%	92.5%			90%		
BV80f	Time taken for a decision - % agree all				88%	88.5%			90%		
BV80	Overall satisfaction with the benefits service. Conducted every 3 years.				91%	90.5%			90%		

PI Code	Description	2005/06			2006/07		2007/08	2008/09	2009/10	Target met?	Trend
		Value	All DC's - Average	Lancashire Group - Average	Value	Target	Target	Target	Target		
BV80c	Satisfaction with telephone service at benefit office - % agree all	Triennial survey			92%	89.5%	Triennial survey		90%		
BV80e	Clarity etc. of forms & leaflets - % agree all	Triennial survey			77%	67.5%	Triennial survey		75%		

BV Category: Planning

PI Code	Description	2005/06			2006/07		2007/08	2008/09	2009/10	Target met?	Trend
		Value	All DC's - Average	Lancashire Group - Average	Value	Target	Target	Target	Target		
BV200a	Did the local planning authority submit the Local Development Scheme (LDS) by 28th March 2005 and thereafter maintain a 3-year rolling programme.	No			Yes	No	Yes	Yes	Yes		
BV200b	Has the local planning authority met the milestones, which the current Local Development Scheme (LDS) sets out.	No			No	Yes	Yes	Yes	Yes		
BV204	The number of planning appeal decisions allowed against the authority's decision to refuse on planning applications, as a percentage of the total number of planning appeals against refusals of planning applications.	33.0%	30.6%	28.8%	41.0%	32.0%	31.0%	30.0%	38.0%		
BV111	Percentage of applicants and those commenting on planning applications satisfied with the service received - Overall	Triennial survey			81%	85%	Triennial survey				
BV106	Percentage of new homes built on previously developed land	71.00%	72.85%	65.08%	78.00%	60.00%	60.00%	60.00%	60.00%		
BV205	The local authority's score against a 'quality of planning services' checklist	55.5%	88.9%	69.9%	55.5%	55.5%	55.5%	55.5%	55.5%		
BV219a	Total number of conservation areas in the local authority area	0			16	5	21	21	21		
BV219b	Percentage of conservation areas in the local authority area with an up-to date character appraisal	.00%	19.87%		100.00%	100.00%	100.00%	100.00%	100.00%		
BV219c	Percentage of conservation areas with published management proposals	.00%	8.04%		100.00%	100.00%	100.00%	100.00%	100.00%		
BV200c	Did the Local Planning Authority publish an annual monitoring report by December of the last year.	Yes			Yes	Yes	Yes	Yes	Yes		
BV109a	Percentage of major applications determined in 13 weeks	100.00%	65.49%	52.17%	100.00%	60.00%	60.00%	60.00%	65.00%		
BV109b	Percentage of minor applications determined in 8 weeks	75.97%	73.73%	71.92%	79.74%	65.00%	65.00%	65.00%	67.00%		

PI Code	Description	2005/06			2006/07		2007/08	2008/09	2009/10	Target met?	Trend
		Value	All DC's - Average	Lancashire Group - Average	Value	Target	Target	Target	Target		
BV109c	Percentage of other applications determined in 8 weeks	85.67%	86.70%	87.33%	89.10%	80.00%	80.00%	80.00%	82.00%		

BV Category: Waste Management & Cleanliness

PI Code	Description	2005/06			2006/07		2007/08	2008/09	2009/10	Target met?	Trend
		Value	All DC's - Average	Lancashire Group - Average	Value	Target	Target	Target	Target		
BV82b(i)	Percentage of the total tonnage of household waste arisings which have been sent for composting or for treatment by anaerobic digestion	10.71%	9.44%		8.94%	12.44%	10.53%	12.28%	13.17%		
BV82b(ii)	The tonnage of household waste sent by the Authority for composting or treatment by anaerobic digestion	2410.61	3945.75		2036.80	2800.00	2400.0	2800.0	2800.0		
BV84b	Percentage change from the previous financial year in the number of kilograms of household waste collected per head of the population	1.70%	-24%		.60%	1.50%	-1.0	-1.0	-1.0		
BV82a(i)	Percentage of the total tonnage of household waste arisings which has been recycled	10.45%	18.55%		12.60%	13.45%	14.38%	22.42%	25%		
BV86	Cost of waste collection per household	£45.71	£49.71	£39.17		£45.83					
BV89	Percentage of people satisfied with the cleanliness standard in their area (streets and relevant land)				77%	80%			80%		
BV82a(ii)	Total tonnage of household waste arisings which have been sent by the Authority for recycling.	2351.65	7361.52		2872.30	3027.00	3275.8	5108.9	5696.41		
BV91b	Percentage of households resident in the authority's area served by kerbside collection of at least two recyclables	69.1%	92.0%		69.1%	80.0%	83%	96%	98%		
BV199a	The proportion of relevant land and highways (expressed as a percentage) that is assessed as having combined deposits of litter and detritus that fall below an acceptable level	19.2%	13.7%		19.0%	19.0%	19.0%	19.0%	18.0%		
BV84a	Number of kilograms of household waste collected per head	398.0	410.3		400.4	383.0	396	392	388		
BV91a	Percentage of households resident in the authority's area served by kerbside collection of recyclables	95.0%	94.8%		96.0%	96.0%	96%	96%	98%		
BV199b	The proportion of relevant land and highways (expressed as a percentage) from which unacceptable levels of graffiti are visible	4%	3%		5%	4%	4%	4%	4%		
BV199c	The proportion of relevant land and highways (expressed as a percentage) from which unacceptable levels of fly-posting are visible.	9%	1%		8%		8%	8%	8%		

PI Code	Description	2005/06			2006/07		2007/08	2008/09	2009/10	Target met?	Trend
		Value	All DC's - Average	Lancashire Group - Average	Value	Target	Target	Target	Target		
BV199d	The year-on-year reduction in total number of incidents and increase in total number of enforcement actions taken to deal with 'fly-tipping'.	45				3				?	
BV90a	Percentage of people expressing satisfaction with the household waste collection service overall				80%	95%			85%		
BV90b	Percentage of people expressing satisfaction with the provision of recycling facilities overall				76%	85%			80%		

Best Value Surveys

PI Code	Description	2003/04	2006/07		2009/10	Target met?	Trend
		Value	Value	Target	Target		
BV3	The percentage of citizens satisfied with the overall service provided by their local authority	69%	63%	75%	66%		
BV4	The percentage of complainants satisfied with the handling of their complaint	32%	37%	50%	40%		
BV119a	Percentage of residents satisfied with the authorities sports/leisure facilities	63%	56%	65%	65%		
BV119c	Percentage of residents satisfied with the authorities museums and galleries.	48%	36%	50%	50%		
BV119d	Percentage of residents satisfied with the authorities theatres and concert halls.	41%	27%	27%	27%		
BV119e	Percentage of residents satisfied with the authorities parks and open spaces	81%	75%	85%	85%		
BV74a	The percentage of all council tenants, or a representative sample of council tenants, stating that they are satisfied with the overall service provided by their landlord when surveyed.	90.5%					
BV74b	Satisfaction of ethnic minority local authority tenants (excluding white minority tenants) with the overall service provided by their landlord.	100%					
BV75a	Satisfaction of council housing tenants with opportunities for participation in management and decision making in relation to housing services provided by their landlord.	63.6%					
BV75b	Satisfaction of ethnic minority council housing tenants (excluding white minority) with their opportunities for participation in management and decision-making in relation to housing services provided by their landlord.	?					
BV80a	Satisfaction with contact/access facilities at benefit office - % agree all. Conducted every 3 years.	89%	90%	91%	90%		
BV80b	Satisfaction with service in benefit office - % agree all	93%	90%	94.5%	90%		
BV80d	Satisfaction with Staff in benefit office - % agree all	91%	91%	92.5%	90%		
BV80f	Time taken for a decision - % agree all	87%	88%	88.5%	90%		

PI Code	Description	2003/04	2006/07		2009/10	Target met?	Trend
		Value	Value	Target	Target		
BV80	Overall satisfaction with the benefits service.	89%	91%	90.5%	90%		
BV80c	Satisfaction with telephone service at benefit office - % agree all	88%	92%	89.5%	90%		
BV80e	Clarity etc. of forms & leaflets - % agree all	66%	77%	67.5%	75%		
BV111	Percentage of applicants and those commenting on planning applications satisfied with the service received - Overall	76%	81%	85%			
BV89	Percentage of people satisfied with the cleanliness standard in their area (streets and relevant land)	75%	77%	80%	80%		
BV90a	Percentage of people expressing satisfaction with the household waste collection service overall	88%	80%	95%	85%		
BV90b	Percentage of people expressing satisfaction with the provision of recycling facilities overall	80%	76%	85%	80%		

Local Performance Indicators

Corporate Objective

PI Code	Description	2005/06	2006/07		2007/08	Target met?	Trend
		Value	Value	Target	Target		
LPI SH1	Number of drug education lessons delivered to Ribble Valley pupils	1,000	318	1,000			
LPI EQ2	Number of covert dog fouling surveillance exercises undertaken	8	2	15			
LPI EQ4	Number of school presentation runs in order to raise awareness of dog fouling	0	2	4			
LPI EQ5	Percentage of households receiving a three-stream collection service	24.6	20.39				
LPI EQ7	Percentage of people surveyed satisfied with our built environment	80.4%	41.6%	80%			
LPI EQ8	Percentage of people surveyed satisfied with our rural environment	83%	71.2%	85%			
LPI SH2	Number of pupils receiving Healthy Lifestyle education	1,500					
LPI SH3	Number of diversionary tactics provided for youths	30					
LPI SH4	Number of outdoor adventure activities provided for disadvantaged young people	50					
LPI SH5	Number of young people retained in the education system via NVQ non-academic projects	15					

PI Code	Description	2005/06	2006/07		2007/08	Target met?	Trend
		Value	Value	Target	Target		
LPI SH6	Number of people joining physical activity programmes	416	390	300			
LPI SH7	Retention rate of people completing physical activity programmes	62%	64%	50%			
LPI SH8	Percentage of people completing physical activity programmes who maintain healthy lifestyle changes after 6 months	43%	74%	70%			
LPI EQ1	Number of high profile dog fouling patrols undertaken	274	229	65			
LPI EQ3	Number of 'Out of Hours' surveillance patrols undertaken	17	134	30			
LPI EQ6	Percentage of planning decisions taken with due consideration of the desire to maintain and improve the natural beauty of our area	100%					
LPI HN1	Number of affordable homes provided for people in need	74	62	40			

LG Service Area: **Community Development**

PI Code	Description	2005/06	2006/07		2007/08	Target met?	Trend
		Value	Value	Target	Target		
LPI CH2	Number of corporate complaints received	15	22				
LPI CRL1	Total number of visitors and users of the Tourist Information Centre (personal visits, telephone calls, and e-mail)	67,404	112,830	0			

LG Service Area: **Corporate Services**

PI Code	Description	2005/06	2006/07		2007/08	Target met?	Trend
		Value	Value	Target	Target		
LPI CH5b	Percentage of articles in the media which provide 'balanced' coverage		47.25%	50%	50%		
LPI CH5c	Percentage of articles in the media which provide 'negative' coverage		5%	10%	10%		
LPI CH1	The percentage of press releases receiving coverage	97.92%	100%	95%	95%		
LPI CH5a	Percentage of articles in the media which provide 'positive' coverage	44%	47.5%	10%	30%		

LG Service Area: **Development and Building Control**

PI Code	Description	2005/06	2006/07		2007/08		Target met?	Trend
		Value	Value	Target	Target			
LPI BC4	National staffing ratio	1.72						
LPI P4 (BV188)	The number of decisions delegated to officers as a percentage of all decisions	79%	79.87%	90%				
LPI BC1	% of Building Control Applications registered and acknowledged within 3 working days							
LPI BC2	% decisions reached within statutory time period - Domestic							
LPI BC3	% decisions reached within statutory time period - Commercial							
LPI P1	The number of applications refused by committee but recommended for approval	8	6	22	10			
LPI P2	The number of applications approved by committee but officers recommended for refusal	10	1	10	10			

LG Service Area: Environmental Health

PI Code	Description	2005/06	2006/07		2007/08		Target met?	Trend
		Value	Value	Target	Target			
LPI EH2	The percentage of Health and Safety initial inspections that should have been carried out that were carried out	100%	24%	100%	100%			
LPI EH9	The percentage of requests for dog warden services responded to within 2 days	96.58%	85%	90%	90%			
LPI EH1	The percentage of food premises' inspections that should have been carried out that were carried out	91.58%	100%	100%	100%			
LPI EH10	The percentage of infectious diseases reported that were responded to immediately	100%	100%	100%	100%			
LPI EH3	The percentage of food complaints responded to within 2 days	100%	94%	90%	100%			
LPI EH4	The percentage of health and safety complaints responded to within 2 days	97.75%	91%	90%	90%			
LPI EH5	The percentage of abandoned vehicles removed within 2 days	100%	97%	90%	100%			
LPI EH6	The percentage of air pollution complaints responded to within 2 days	95%	92%	90%	90%			
LPI EH7	The percentage of noise complaints responded to within 2 days	89%	92%	90%	90%			
LPI EH8	The percentage of pest control complaints responded to within 2 days	99.25%	98%	90%	90%			

LG Service Area: Financial Services

		2005/06	2006/07		2007/08		
PI Code	Description	Value	Value	Target	Target	Target met?	Trend
LPI CH3	Number of voluntary organisations supported	9	7	10	15		
LPI A1	Percentage of draft audit reports issued in less than 10 days from completion of audit	90%	92%	100%	95%		
LPI A3	Percentage of Audit Plan covered	82%	73%	92%	85%		
LPI CH4	Amount of grant given	£107,420.00	£81,080.00	£84,780.00	£88,440.00		
LPI A11	Accrued interest to date from lending	£319,010.94	£335,449.85	£263,000.00	£320,000.00		
LPI A2	Percentage of final audit reports issued within 25 days of completion of audit	100%	100%	100%	100%		
LPI A4i	Percentage of recommendations accepted and implemented: high priority	100%	100%	100%	100%		
LPI A4ii	Percentage of audit recommendations accepted and implemented: medium priority	100%	100%	100%	100%		
LPI A4iii	Percentage of audit recommendations accepted and implemented: low priority	100%	100%	100%	100%		
LPI A5	Number of Audit reports to Overview and Scrutiny Committee per annum	3	3	3	4		
LPI CH6	Total value of council house sales made	£978,988.00	£410,266.00				
LPI CH7	Total value of 'other' sales made	£481,650.00	£194,681.00				
LPI CH8	Total value of surplus land sales made	£5,000.00	£.00				

LG Service Area: **Forward Planning**

		2005/06	2006/07		2007/08		
PI Code	Description	Value	Value	Target	Target	Target met?	Trend
LPI P3	The Amount of external funding claimed for economic development initiatives	£50,000.00	£35,000.00	£50,000.00	£50,000.00		
LPI CH9	Number of active partnerships the authority is involved in	23					

LG Service Area: **Housing**

		2005/06	2006/07		2007/08		
PI Code	Description	Value	Value	Target	Target	Target met?	Trend

LPI H1 (BV 69)	Rent loss from vacant dwellings as a percentage of the authority's rent roll	1.27%	1.98%	1.3%	1.65%		
LPI H6	Homeless: Number of applications for assistance	186	135	180	150		
LPI H7	Homeless: Number of applications accepted	38	20	80	25		
LPI H8	Percentage of homeless applications decided within 33 days	100%	100%	100%	100%		

LG Service Area: **Human Resources**

PI Code	Description	2005/06	2006/07		2007/08	Target met?	Trend
		Value	Value	Target	Target		
LPI PE1	Staff turnover	16.17%	15.73%	13.5%	15.23%		
LPI PE7	Number of training days provided	95	162				

LG Service Area: **IT**

PI Code	Description	2005/06	2006/07		2007/08	Target met?	Trend
		Value	Value	Target	Target		
LPI I1	Number of PC's on the network	178	178				
LPI I2	Number of unique page hits on the Council's website	255,000					
LPI I3	Number of major systems supported	11	11				

LG Service Area: **Legal Services**

PI Code	Description	2005/06	2006/07		2007/08	Target met?	Trend
		Value	Value	Target	Target		
BV179	The percentage of standard searches carried out in 10 working days	98.85%	99.53%	98.00%			

LG Service Area: **Revenues and Benefits**

PI Code	Description	2005/06	2006/07		2007/08	Target met?	Trend
		Value	Value	Target	Target		

PI Code	Description	2005/06	2006/07		2007/08		Target met?	Trend
		Value	Value	Target	Target	Target		
LPI C1	% Council Tax Direct Debit for chargeable accounts	68%	69%	69%	70%			
LPI C2	Council Tax Direct Debit take-up as a percentage of total receipts	71%	72.7%	72%	73%			
LPI C3	NNDR Direct Debit take-up as a percentage of total properties	51%	51.7%	51%	52%			
LPI C4	NNDR Direct Debit take-up as a percentage of total receipts	46.5%	51%	47%	50%			

LG Service Area: **Street Scene - Waste**

PI Code	Description	2005/06	2006/07		2007/08		Target met?	Trend
		Value	Value	Target	Target	Target		
LPI W4	The percentage of missed collections put right in 24 hours	74%	82%	100%				
LPI W1	Number of recycling sites	24	23	24	24			
LPI W3	The number of reported missed collections per 100,000 population	12	25	32				
LPI W2	Number of additional material banks, ie cans, paper etc	0	0	0	0			
LPI W5	Total number of fly tips removed	530		0	0			
LPI W6	Number of litter/ fly tips passed on for prosecution	0						

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

The Council did not award any contracts during the year ended 31st March 2007 that involved the transfer of staff.



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

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

