

Hyndburn Borough Council

Corporate Strategy 2008-2013

What we want to achieve: Our Vision

Hyndburn – The place to be

Why is Hyndburn the place to be?

Our vision is to make Hyndburn the most attractive choice when people are deciding to relocate or move and when employers are looking to establish or relocate their business. We need to pay back this confidence with the right 'offer'. The right 'offer' means a clean and safe environment, prompt and efficient services, high quality homes of the right size, high quality leisure facilities, good transport links, the best schools and access to high quality health care. It is clear we cannot provide all of this on our own. We will continue to work together in partnership to meet the very real challenges ahead and continue the transformation in progress.

This vision will be realised if by 2018:

Hyndburn is no longer amongst the 100 most deprived areas in the Country

Foreword

Welcome to Hyndburn Borough Council's Corporate Strategy 2008-13.

This strategy clearly and simply outlines where we are trying to get to and how we plan to get there. It is a forward looking document which concentrates on what we plan to achieve.

When asked 'what do the Council do?' it is hoped you will be able to tell them about our ambition to move Hyndburn out of the 100 most deprived borough's in the country by 2018. Even better, you might want to show or give them a copy of this strategy.

The previous Corporate Strategy was written under the banner 'aiming for excellence'. This was an ambitious target but underlined our desire to make Hyndburn a better place. February of this year saw that ambition realised as we were officially rated as 'excellent' by Government inspectors (from the Audit Commission).

Our achievements over the past 4 years have been nothing short of amazing.

They include:

- Dramatic reductions in crime levels
- Cleaner streets than ever before
- Rising educational achievement
- The return of 6th form provision in the Borough
- Improved housing conditions
- Increased recycling rates
- Leading the country on the amount of waste to landfill
- A website rated amongst the best in the country
- Free leisure provision for the young and old
- Free travel for those over 65
- Three parks with 'green flag' status
- £37.5M worth of investment to reduce deprivation and increase prosperity
- The securing of £22.3M of money to develop enterprise
- Initiating an ambitious apprenticeship scheme to get people on benefits into work
- Two new health centres
- A dentist college
- Development of 6 children's centres
- Delivery of £2.25M worth of home energy grants
- Putting the council on a sound financial footing and making efficiency savings in excess of £3M

In brief, we have come a very long way in a very short space of time.

This however is only the beginning of the story as we continue to improve the quality of life for people in our communities. The large scale regeneration programmes and ambitious actions set out in this document will leave a lasting legacy and shape the future of the area for the next 20-50 years.

We are proud to lead this process and will continue to work with our partners to demand only the very best for the people of the Borough. We need your support to deliver this ambitious strategy to transform Hyndburn into 'The place to be'.

What we want to achieve: Context

Golden Thread:

SCS & Corp Strategy – Strong Balanced Housing Market

Service Plans – Legal Services = CPO, IT = e-payments, Finance = worklessness

Appraisal – Picture & caption stating “This is how I deliver our strategic priorities” – I deal with CPO applications, do IT support, manage accounts

What have we achieved: Where we are now

Here are what we consider to be our key achievements since 2004:

Economy

- The successful £22.3M Local Enterprise Growth Initiative for Pennine Lancashire which will help transform the enterprise culture within Hyndburn's most deprived communities by offering more jobs and more opportunity for people wanting to start a new business
- Successfully lobbied the government for the whole of Hyndburn to be eligible for grants for industry at a time that many Boroughs were having their eligibility removed
- Tackling worklessness in the Borough with the delivery of the Working Neighbourhoods Fund on ambitious programmes to appoint and retain apprentices across a range of organisations, work with disabled businesses, supporting lone parents, supporting ex-offenders and their families and working with BME women.

- A groundbreaking joint partnership with Blackburn with Darwen Council who provide strategic regeneration support and advice to the Council
- Planning approval granted for the Whitebirk strategic employment site
- The establishment of a Business Improvement District at Altham Industrial Estate
- The achievement of 'Fair Trade' status for the Borough

Community Safety:

- A 22.4% reduction in British Crime Survey Crime since 2003/4 (847 fewer crimes) with a commendation by the Government
- Criminal damage reduced by 28.3% on the baseline (-799 crimes), which primarily comprised of reductions in damage to dwellings -33.2% (-265 crimes) and damage to vehicles -21.4% (-248 crimes).
- Burglary from dwellings saw a reduction of 38.1% (-191 crimes) since 2003/4 baseline.
- Other Wounding offences were reduced 17.7% from the 2003/4 baseline (-143 crimes).
- Much improved CCTV throughout the Borough
- Extra police support with the Council funding Police Community Support Officers
- A 9% reduction (51 incidents) in all deliberate fires since 2005/6

Environment

- Becoming the top UK Local Authority for sending the least amount of waste to landfill
- Brightening the Borough by introducing the Floral Market Towns Initiative
- Winning 3 Green flag awards for parks in the Borough
- Completion of the Hyndburn 'Greenway' as part of the national cycle network
- The environmental improvement of 60 sites as a result of direct intervention by the council
- The introduction of bio diesel to the vehicle fleet
- The purchase of a hybrid vehicle for the Mayoral car

Diversity

- The achievement of Level 2 of Equality Standard
- Assisting the successful Hyndburn Mela
- The introduction of a Community Cohesion Strategy
- Development of the Migrant worker handbook for economic migrants and new residents of the Borough
- Working with voluntary, community and faith sector organisation to promote good citizenship, enhance language skills and build confidence
- The introduction of concessionary travel for all older people and disabled people

Health

- Assisting in the provision 2 brand new Health Centres in the Borough
- Assisting in the provision of a Dental Education Centre
- Introducing a smoking ban in public places
- The provision of 15,000 free swims and 500 free bowling passes for Hyndburn residents and the introduction of free sports pitch hire
- The improvement of playing fields at two of the borough's main sports venues and the redevelopment of eleven play areas in the Borough
- A comprehensive allotment regeneration programme
- Hosting the award winning Lancashire Food Festival
- Introduction of 20mph speed limits on new housing estates

Education

- Assisting in the establishment of 6 Children's Centres in the Borough
- The introduction of ground breaking work with Broadfield Specialist School by Haworth Art Gallery to obtain Art GCSE's
- Supporting the continued expansion of Accrington and Rossendale College
- Work with Lancashire Education Business Partnership to prepare young people for the world of work
- Promoting the establishment of the first Academy in the Borough at Moorhead school
- Ensuring all apprentices appointed under the WNF funding work towards a minimum NVQ Level 2 qualification

Housing

- The transfer of Council housing stock enabling £35M of investment by 2010 to meet decent homes standard
- £25 million investment in balancing the housing market via the Elevate Housing Market Renewal programme up to 2008 (MH)
- A development agreement with Keepmoat Ltd providing £50M investment
- Over 80 % of homes built on 'brownfield' sites (MH/SP)
- The transformation of the previously derelict Platts Lodge site via high quality housing, leisure and commercial development
- The introduction of a Houses in Multiple Occupation licensing scheme
- The extension of Neighbourhood Management in the Borough

Corporate Governance:

- Only the second local authority in the country and the first in Pennine Lancashire to move from 'Fair' to 'Excellent' as rated by the Audit Commission
- A successful restructure of the LSP
- Much reduced levels of sickness amongst Council staff
- The production of a new Sustainable Community Strategy for the Borough until 2018 signed up to by all partners
- Placed in the top 10 best council websites in UK
- Continuous improvement in how Council services perform with 37% of best value performance indicators in the top quartile in 2007/8 and only 10% in bottom quartile in 2007/8

What our achievements are based on: Our Values

Customer First – We will treat customers with courtesy and respect at all times and listen to customer feedback to constantly improve service provision.

Bright Futures – We will provide our elected members, our staff and our customers opportunities to create the best life possible for them and their families.

Narrow the gap – Raising standards across the Borough in order to reduce inequality within the Borough and between the Borough and the rest of the Country.

Value For Money – We will continue to manage our finances responsibly, increase efficiency and provide high quality services.

Partnership – We will continue to work side by side with all partners to achieve our vision and deliver on the challenging priorities set out below.

What we will achieve: Our Priorities

We will create a place:

With a Thriving Economy & Sustainable Market Towns– We will promote the provision of high quality local jobs and work hard to help those in receipt of benefit back into the job market. We will create sustainable, vibrant market towns where people want to live, work and spend their leisure time.

Where people are Safe, Confident and Proud to live – We will continue to reduce crime levels and create a borough where people respect each other and feel safe and confident to go about their business. We will promote civic pride so people feel proud to say they are from Hyndburn.

Which safeguards the Environment – We will ensure that all the decisions we take consider the environmental impact. We will encourage people in the borough to be ‘friendly’ to the environment in all aspects of their life.

Which values and embraces Diversity – We will create a borough where all sections of the community get along and respect differences. We will promote community cohesion and equality and diversity along the lines of ethnicity, faith, gender, disability, age and sexuality. The community will be made more inclusive through a range of activities to engage citizens.

Where everyone has the opportunity for a Healthier and Longer life –We will create an environment that will support health and wellbeing and provide support for people to make healthy choices more easily

With high levels of Educational Attainment – We will provide a choice of high quality educational opportunities for all children and young people and those wanting to progress their education. We will ensure high aspirations and standards are maintained from early years through to adult learners.

With a strong and balanced Housing market where people choose to live – We will create a housing market that provides high quality eco-friendly accommodation to meet changing lifestyles and the needs of those aspiring to move up the housing ladder.

Where the council displays excellent Corporate Governance & Customer Focus – We will provide high quality services to make sure we are as efficient as possible. We will continue to develop our approach to partnership working and empower our customers by involving them in all the services we provide in order to create communities that are stable and sustainable.

Embedding our priorities (Part of message to members & staff)

All HBC managers will base what they are going to do over the next 5 years on our priorities. They will consider the priorities with their teams and decide what they must do in their particular service to achieve them. There will be thousands of actions taken and these are all listed in the service plans completed each year. There are too many actions to list in this strategy so the table below lists what we consider to be the most important actions to be taken to ensure Hyndburn is 'The place to be' and achieves the aspiration of no longer being amongst the 100 most deprived areas in the Country

We will ensure the key actions set out in this strategy are delivered by monitoring and managing performance effectively. We will generate discussion and monitor progress with staff and elected members via regular performance briefing sessions. This will keep us focused on these priorities and ensure that everything we do will deliver them.

Key documents and processes HBC is signed up to that will deliver our Corporate Priorities (Part of message to members & staff)

Hyndburn BC Sustainable Community Strategy
Hyndburn Borough Council Medium Term Financial Strategy
Local Development Framework
Lancashire Sustainable Community Strategy (Ambition Lancashire)
Comprehensive Area Assessment
Lancashire Local Area Agreement
Community Safety Plan 2008-11
Pennine Lancashire Integrated Economic Strategy
Pennine Lancashire Housing Strategy
Dreaming of Pennine Lancashire
Pennine Lancashire Multi Area Agreement
Regional Spatial Strategy
Regional Economic Strategy

How we will achieve: The keys things we will do (ref to SCS, LAA, CAA)

Thriving Economy & Sustainable Market Towns

Regenerate the borough

This means we will:

Ensure the Accrington Gateway Project to regenerate the Borough is 10% complete by 2010 and 100% complete by 2013 (MH)
Ensure the Accrington Town Centre Masterplan is 10% delivered by 2010 and 50% delivered by 2013 (MH)
Complete the refurbishment of Accrington Market Hall by 2010 (NM)
Commence regeneration of Blackburn Road Corridor by 2010 (NM)
Secure a transport interchange in Accrington town centre by 2013 (NM)

Make best use of space

This means we will:

Complete the key planning documents for the Borough identified in the Local Development Scheme by 2010 (SP)
Develop a high quality civic square in the centre of Accrington by 2013 as part of the Pennine Square Initiative (NM)
Environmentally improve 40 sites by 2010 and 100 by 2013 by direct council intervention (TA)

Create more jobs and reduce worklessness

This means we will:

Commence development of the strategic employment site at Whitebirk by 2010 (MH/SP)
Establish an 'enterprise haven' for new businesses by 2013 (VP)
Working with partners and using Working Neighbourhood Funding, employ 60 apprentices by 2010 and 85 by 2013 (DW)
Establish a 'Green Business Park' for new environmental based businesses by 2013 (MH/SP)
Establish a project that gets homeless and workless people into housing and employment (recycling lives) by 2010 (MH)

Safe, Confident, Proud

Make the Borough a safer place to live

This means we will:

Reduce serious acquisitive crime by 10% by 2011 (DH)
Reduce assaults without serious injury by 10% by 2011 (DH)
Reduce criminal damage by 10% by 2009 (DH)
Reduce persistent anti-social behaviour by establishing a Family Intervention Project by 2010 (DH)
Reduce the harm caused by alcohol misuse by contributing towards the delivery of the East Lancashire Alcohol Harm Reduction Strategy by 2011 (DH)

Environment

Improve the appearance of the environment

This means we will:

- Ensure the floral market town initiative continues every year up to 2013 (CH)
- Secure 'Green Flag' status for 4 parks by 2010 and 6 parks by 2013 (CH)
- Ensure street cleaning standards are in the best 25% of local authorities in the country by 2013 (DA)

Increase our recycling rates

This means we will:

- Retain our status as the top authority in the country for sending the least amount of waste to landfill until 2013 (DA)
- Open a waste technology park in Huncoat by 2013 (DA)
- Introduce the collection of kitchen waste by 2013 (DA)
- Recycle 56% of our household waste by 2013 (DA)
- Extend business waste recycling by 2010 (DA)
- Work with local schools each year up to 2013 on recycling projects and campaigns (DA)

Reduce the carbon footprint of the borough

This means we will:

- Assess all HBC buildings for energy efficiency by 2010 and take energy efficiency measures to assist in reducing the carbon emissions of the Borough 2013 (IH)
- Reduce vehicle emissions from Hyndburn BC fleet vehicles by 5% by 2010 and 10% by 2013 (DA)
- Lead on collecting information with partners to establish the carbon footprint of the Borough by 2010 (IH)
- Develop a Climate Change Strategy by 2013 (SP)

Establish 2 new nature reserves by 2010 and 3 by 2013 (SP)

Work with Lancashire County Council and Network Rail to improve public transport provision by 2013 (NM)

Diversity

Deliver fair and equitable services

The means we will:

Be an achieving authority under the Equality Framework for Local Government by 2010 and be excellent by 2013 (BM)

Promote community cohesion

This means we will:

Support five 3rd Sector organisations engaging with the community until 2013 (DW)

Work with partners to provide pathways to education and employment for all residents each year up to 2013 (BM)

Work with partners to promote a culture of British citizenship amongst all residents of the Borough each year up to 2013 (RG)

Involve all sections of the community in shaping and delivering all our services and major initiatives each year up to 2013 (SB)

Healthier & Longer

Reduce number of those suffering poor health

This means we will:

Work with the Primary Care Trust to open a new health facility in Great Harwood by 2013 (ST)

Contribute to the Primary Care Trust's initiative: 'Save a Million Years of Life' in Pennine Lancashire by 2011 (ST)

Ensure more older people are in receipt of Council Tax Benefit by 2013 than in 2008 (PD)
Undertake at least 3 benefit campaigns per year aimed at 'hard to reach' groups up to 2013 (PD)
Maintain Hyndburn BC minimum investment of £100K per year towards energy efficiency grants for the most vulnerable households (MH)

Promote and encourage healthy/active lifestyles

This means we will:

Develop a new partnership for the delivery of Leisure Services by 2010 (ST)
Undertake a review of the Councils Leisure Centre provision by 2010 (ST)
Increase the number of people taking part in physical activity by providing free or reduced cost provision for specific activities up to 2013 (ST)
Promote preventative health care by offering health screening to all HBC employees by 2010 (BM)
Complete 1 new 'Greenway' improvement by 2010 and 2 by 2013 (SP)
Regenerate 2 major allotment sites by 2010 and 5 by 2013 (SP)
Upgrade 2 play areas by 2010 and 4 by 2013 (CH)

Educational Attainment

Increase levels of educational attainment

This means we will:

Promote the establishment of two more academies to improve education provision in the Borough by 2013 (DW)
Work with Lancashire County Council and the Government to maximise investment in Hyndburn schools by 2013 (DW)
Upskill the workforce of Hyndburn BC by implementing the Hyndburn Borough Council skills pledge by 2010 (BM)
Work with 3 local high schools to enable 40 pupils to attain a finance diploma by 2013 (MB)
Ensure all apprentices appointed by Hyndburn BC achieve a minimum of NVQ Level 2 up to 2013 (BM)

Housing

Improve housing conditions and deliver the outcomes of the Housing Market Renewal (Elevate) programme

This means we will:

Improve 100 private sector houses by 2010 and 250 by 2013 (MH/SP)

Improve the condition of homes in the private sector by introducing selective licensing of private landlords by 2010 (MH)

Bring 40 empty homes back into use by 2010 and 100 by 2013 (TA)

Introduce a loan scheme to enable residents to improve their homes by 2013 (MH)

Increase housing choice

This means we will:

Ensure 60% of new build housing will be 3, 4 or 5 bed houses by 2010 and 70% by 2013 (MH)

Produce a strategic assessment of the housing market to examine re-balancing the housing market by 2010 (MH)

Implement a Pennine Lancashire Choice Based Lettings Scheme by 2010 (MH)

Make sure 20% of new housing is 'affordable' up to 2013 (MH)

Identify land to enable 186 new dwellings to be provided each year up to 2013 (SP)

Corporate Governance & Customer Focus

Be more efficient.

This means we will:

Maintain our 'excellent' rating under the forthcoming Comprehensive Area Assessment organisational assessment up to 2013 (DW)

Ensure performance for over 50% of key national indicators matches or exceeds that of the best performing district councils by 2010 with year on year improvement up to 2013 (MW)

Improve the accounting system of Hyndburn BC by 2010 and consider further improvements by 2013 (AS)

Maintain absence levels of Hyndburn BC staff at an average of 10 days per employee each year until 2013 (BM)
Improve efficiency by being part of 3 shared services by 2010 and 4 by 2013 (DW/RG)

Be more customer friendly.

This means we will:

Increase overall levels of customer satisfaction with Hyndburn BC to 50% by 2010 and 55% by 2013 (RG)
Ensure all Hyndburn BC telephony services are sourced through the Shared Services Contact Centre by 2010 and consider plan for a 'one stop shop' by 2013 (PD)
Ensure all council tax and benefit payments/enquiries/registrations are e-enabled by 2010 /2011(PD)

Be a place where people want to do great work

This means we will:

Retain Investors In People accreditation up to 2013 (BM)
Increase the number staff who are satisfied with their job overall to 80% by 2010 and 85% by 2013 (BM)
Get into the top 25 Times Best Councils to work for by 2013 (BM)

75