

Hyndburn Borough Council

Corporate Strategy 2018 to 2023

A Strategy for Growth, Efficiency and Quality

Driving growth and prosperity in Hyndburn

Hyndburn – The place to be

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Hyndburn – The place to be

Vision - Driving growth and prosperity in Hyndburn

This strategy defines Hyndburn Council's priorities over the next 5 years and what we will do to achieve them. These priorities work towards delivering our long term vision for the borough. It describes how the services provided by the Council will adapt in response to the financial challenges faced by the public sector whilst providing facilities and achieving the standards of service required by Hyndburn's residents and service users.

Housing and employment growth are central to Hyndburn Council's strategic vision for the borough. Access to a wide choice of good quality housing and employment opportunities will make Hyndburn an attractive place to live and invest and help the people of Hyndburn to enjoy a standard of living and have a quality of life that enables them to fulfil their potential and supports their health and wellbeing.

To ensure residents have access to a wide choice of good quality homes we are committed to stimulating development of new housing and improving housing standards across the borough. This will help to rebalance the housing market to reduce the over-supply of low demand 2 bedroom terraced properties helping to ensure the choice of housing meets the aspirations and needs of existing and future residents.

The development of a sustainable and strong local economy and improved access to job markets across the region is fundamental for the long-term prosperity of the borough. Implicit in this is access to a greater diversity of employment opportunities. We will encourage growth and diversity in employment and continue to lobby for improved transport links to provide local people with better access to good job opportunities that will help them prosper.

The way in which councils are funded is changing. The global financial collapse of 2008 resulted in Government spending on public services being cut dramatically. In 2019/20 Hyndburn Council will receive just 22% of the funding from central Government compared to what it received in 2010/11¹. The expectation is that councils will be financially self-sufficient removing reliance on central government funding.

To ensure Hyndburn Council is able to deliver the required services and achieve its ambitions for the borough it needs to deliver well-managed services, maximise income from business rates, council tax and other sources whilst ensuring efficient and effective use of all resources. This will mean redesigning the way we deliver services and renegotiating the relationship with residents and other service users in order to move towards self-funding services.

¹ Medium Term Financial Strategy February 2017

Working to Deliver a Better Quality of Life

Underpinning everything Hyndburn Council does is the commitment to create a Borough that supports residents' aspirations and helps them to enjoy a good quality of life. We recognise that fundamental to an individual's quality of life is their ability to prosper economically, socially, physically and mentally, enabling them to develop a sense of meaning and purpose.

Economic prosperity plays a key role in influencing a person's quality of life. A significant factor in achieving economic prosperity is having access to good quality jobs and that is why commitment to increase and improve access to good employment opportunities is central to this Corporate Strategy. As an employer we will lead by example ensuring all our staff are treated fairly and ethically and are able to achieve a work-life balance that supports their quality of life.

Education is a key success factor in accessing and securing suitable employment so we will work with and support our education partners to deliver high standards of education to help enable Hyndburn's student population to achieve their aspirations. As an employer we will provide opportunities for our staff to develop their knowledge and skills.

Health, both physical and mental, is an essential dimension that underpins a person's quality of life. There are clear links between economic prosperity and good health which again reinforces why economic growth is a central theme of this strategy. There are also clear links between good health and good quality housing and that is why improving housing quality, particularly for Hyndburn's most vulnerable residents, is also a key priority of this strategy. We will also work with health partners to ensure residents have access to healthcare services and facilities that help them maintain and improve their health and wellbeing.

Access to leisure and social opportunities plays an important role in maintaining an individual's physical and mental wellbeing. Through the Council's extensive network of public open spaces, Green Flag parks and the award winning Haworth Art Gallery Hyndburn residents have ready access to a wide range of cultural, leisure and social activities. Through the work of our Leisure and Cultural partners those opportunities are further enhanced through access to high quality leisure and entertainment facilities. Innovative partnerships with Community and Voluntary Groups provide residents access to a wide range of community facilities and activities.

The environment, both natural and built, has a significant influence on a person's quality of life. Through effective development management the Council works to maintain and protect the natural environment whilst at the same time ensuring there are sufficient opportunities to meet the development needs of the Borough. We also work to ensure that development across Hyndburn is to a high standard and helps to create an attractive built environment that helps support a good quality of life. The establishment of the 2 largest local nature reserves in Lancashire at Peel Park and Woodnook Vale demonstrates the Council's commitment to protecting and enhancing the natural environment. Through our Environmental Services we ensure the borough is kept clean and take robust enforcement action against anybody dumping waste illegally.

Crime and the fear of crime detrimentally affects quality of life both physically and emotionally. Environmental, Enforcement and Licensing Services, Public Space CCTV and Planning Policy are some of the ways in which the Council works to reduce crime and the fear of crime. Hyndburn Community Safety Partnership, of which the Council is a member, works to address particular areas of community safety concern that can't be addressed effectively by any one single organisation.

Why Prepare a Corporate Strategy?

By clearly defining priorities in this Corporate Strategy it will support Elected Members and council officers in effectively managing the business of the Council. It helps ensure the Council remains focussed on those objectives that will achieve the long-term transformative change that will deliver the Council's vision for Hyndburn. As such it is principally a document for internal use but it also enables residents, businesses and partners to understand the priorities for the Council. The Strategy isn't intended to be a comprehensive list of all services and functions delivered by the council. The Strategy sets out the priority actions that Hyndburn Council will deliver over the life of the strategy that will help us achieve the strategic vision for the borough.

A Strategy for Growth

This Corporate Strategy is first and foremost a strategy for growth.

The Strategy sets out how the Council will facilitate delivery of housing growth. This will provide greater housing choice for Hyndburn residents and for people choosing to move in to the borough. Recognising that Hyndburn Council needs to become financially self-sufficient, new housing will also increase revenue generated from council tax and from central government's New Homes Bonus initiative.

It sets out how the Council will facilitate delivery of business and economic growth. This will provide more employment opportunities for local people and for people choosing to work in Hyndburn. This will also increase revenue generated from business rates ensuring the Council can continue delivering the services and providing the facilities and services valued by the people of Hyndburn.

A Strategy for Efficiency

Hyndburn Council has a strong track record of providing efficient services and improving efficiency to ensure we deliver a balanced budget whilst at the same time protecting those services that our residents have said are important to them. This strategy sets out how we will continue to improve the efficiency of the services we deliver, the facilities we operate and the assets we hold.

It sets out how the council will redesign its services so they continue to be delivered efficiently, represent value for money and meet the needs of residents and other service users.

It sets out how we will make best use of technology to deliver improved efficiency and to ensure services are easily accessible to service users.

It sets out how the Council will work to ensure all appropriate services are self-funding, that all income is collected efficiently and how we will deliver income growth across the services we deliver and the facilities we provide.

It sets out how we will efficiently use the land and property assets we hold and rationalise those assets that are no longer practical or beneficial for the Council to hold or operate.

A Strategy for Quality

Hyndburn Council is committed to creating a borough that enhances the quality of life of our residents. Housing, employment, education and environment are factors that contribute to an individual's health and well-being and their quality of life as well as helping to develop diverse and sustainable communities. Hyndburn Council will lead on some of

these areas for example housing but for other areas such as education and health we will work with and support our partners to deliver the outcomes. This strategy sets out how the Council will work to improve the areas it leads on in order to provide residents with the best opportunity to enjoy a good quality of life.

The quality of life experienced by people in Hyndburn is influenced by the quality of the urban and rural environment. Protecting and enhancing the quality of the urban and rural environment also contributes towards the image and prosperity of the Borough which in turn supports effective regeneration. This strategy sets out how we will protect and enhance the environmental quality of the Borough.

Ensuring our approach to enforcement is consistent and robust across all services will help achieve our broader objectives. We will consistently target that small minority of people who chose not to comply with the laws and who have a negative impact on the quality of life of our residents.

Street cleansing, refuse collection and parks are service that our residents have told us important to them. We will continue to manage these services effectively and efficiently to achieve the standards of quality required. As the Council continues to adapt to the reduced financial resources available we are committed to protecting these priority services.

Our Values and Guiding Principles

Hyndburn Council operates to a high standard of corporate governance. We will continue to provide well managed, innovative, efficient, customer focussed services that deliver value for money. We will manage our finances effectively, ensuring we operate within our means and are financially resilient. We will not be afraid of taking difficult decisions and we will ensure our decisions are informed, lawful, timely and are taken in an open and transparent manner. We will work to ensure our staff are supported, knowledgeable, trained and motivated. We will work with partners to help deliver the vision and objectives set out within this strategy.

Underpinning how our staff operate are our Corporate Values that represent what we should all be working towards when delivering our services. We are committed to embracing these values and making sure they are embedded across the organisation.

Our corporate values are:

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| <i>Customer Focus</i> | We will make best use of our resources to support the delivery of excellent services to our customers. We will treat each customer as a valued individual and show sensitivity to their needs and differences. |
| <i>Integrity</i> | We will always try to do the right thing. We will act and communicate honestly and openly, honour our commitments and be accountable for our actions |
| <i>Positive Attitude</i> | We will be proactive and optimistic in finding solutions to challenges, open to improved ways of working and to updating our knowledge and skills to meet these changes. |
| <i>Teamwork</i> | We promote a friendly and supportive working environment. We will work together across teams, services and with partners to achieve the objectives of the Council and the best outcomes for our customers. |

Delivering Efficient Customer Focused Services

Hyndburn Council spends around £10,000,000 each year on delivering a wide range of services and we are committed to ensuring that taxpayers' money is used efficiently. We aim to protect those services that our residents have told us they value and we will continue to identify improved ways of working.

We litter pick and sweep 425 miles of roads and footpaths and other public spaces. We collect recyclable and non-recyclable waste from over 36,800 domestic properties and 350 commercial properties every week, handling 27,500 tonnes of waste each year.

We manage and maintain 215 hectares of parks and green spaces. We cut 1.7 million square metres of grass and maintain 60,000m² of shrub beds. 8 of our parks hold the Green Flag Award recognising they achieve national quality standards.

We are taking a tough stance on littering and fly-tipping. Our Waste Enforcement Officers are issuing over 2,500 Fixed Penalty Notices each year to irresponsible residents.

The Council's Pest Control Team made over 5,500 visits dealing with amongst other things rodents, fleas, squirrels, moles, insects and pigeons. In partnership with the Dogs Trust, we held 4 free community events last year where we micro-chipped 199 dogs ensuring their owners comply with their new legal responsibility and supplied 128 owners with responsible dog ownership packs. The Council has issued 21 Fixed Penalty Notices and 9 Community Protection Notices to irresponsible dog owners.

Residents and visitors can enjoy an extensive range of leisure and cultural activities through our work with partners. Through Hyndburn Leisure we provide a range of sport and leisure, facilities and also Accrington Town Hall, which attracts top names in comedy, music and the arts and has catered for over 100 weddings since it's refurbishment in 2015.

Our award winning Haworth Art Gallery attract tens of thousands of visitors every year and provides free access to the largest public collection of Tiffany Glass in Europe as well as a varied range of temporary exhibitions.

To help improve both the lives of tenants and their local communities in 2012 we introduced a Selective Landlord Licensing Scheme covering over 1500 private rented properties in West Accrington. We are working with landlords in this area to improve housing quality and housing management which will support the wider regeneration of the area. In 2018 the scheme will be extended to cover an additional 300 private rented properties.

Through our Housing Teams we provided effective advice and support for vulnerable households and individuals and worked to tackle homelessness. We dealt with around 100 cases per month and in 2015/16 we helped prevent 146 households from becoming homeless. Through our programme of disabled adaptations we have helped improve the quality of life of residents across Hyndburn, delivering around 90 adaptations each year..

Our Bereavement Services sensitively support over 1000 grieving families each year with arrangements for burials and cremations.

Every year we ensure 10,000 households receive their entitlement to Housing Benefit and Council Tax Support.

We plan and deliver major regeneration projects across the borough often working in partnership with the private sector. We work with businesses and other private and public sector partners to deliver job creation, business growth, and inward investment.

We process in excess of 500 planning applications per annum and work with developers to ensure that new developments in Hyndburn are built to a high standard. We take enforcement action against unauthorised building activity. We manage 10 conservation areas and 110 listed buildings and a Scheduled Ancient Monument helping to protect the historical heritage of Hyndburn.

Our regulatory services help to protect the public. We carry out a programme of food safety inspections that cover over 750 food establishments. Our Licensing Service deals with over 2000 licenses each year helping ensure fit and proper people operate our pubs, clubs and taxis. Each year we handle around 600 environmental complaints dealing with noise nuisance, air pollution and the like.

We work with the police and community organisations to help improve community safety and maintain strong and positive community relations. We maintain a network of public space CCTV cameras across the borough further helping to enhance community safety.

We manage Accrington historic and award winning Market Hall and help promote town centres across the Borough.

We deal with around 235,500 calls, 44,000 emails and receipt approximately 700,000 in Council Tax/Business Rates payments every year at our contact centre and process over 100,000 financial transactions ensuring our suppliers get paid promptly.

Progressing Our Ambitions for Hyndburn

This Corporate Strategy replaces and builds on our previous strategy which ran from 2008. In that strategy we set out ambitious plans to regenerate the borough; improve housing conditions; increase housing choice; create more jobs; enhance the environment; improve the services we deliver; and work with partners to improve health, education and community safety. Looking back it is clear that we made excellent progress in delivering on the objectives set out in the previous strategy.

Acorn Park, West Accrington has transformed the housing offer in the area which has been complemented by improvements to shop fronts along Blackburn Road. This has helped stimulate private sector investment in to the area providing further enhancement and regeneration to what was previously an area of low demand housing.

The Council has worked with key stakeholders to progress a number of other key housing sites including Lyndon Playing Fields, Rishton canal side, Clayton Triangle and Woodnook Vale. These sites will progress further over the life of this strategy improving housing quality and choice within the borough.

To help improve standards in private rented accommodation we introduced Selective Landlord Licensing across an area covering 5000 mixed tenure houses in Accrington. The initiative requires landlords to ensure their properties are effectively managed and maintained. During the life of this strategy we will develop Selective Landlord Licensing to cover more properties which help improve standards in private rented accommodation and protect some of our more vulnerable residents in the borough.

98 properties have been fully refurbished and remodeled and a further 250 properties have been externally facelifted in the Woodnook area of Accrington. This is part of an ongoing multi-million pound initiative involving the Council and private sector partners that includes the development of a new pocket park and public square. The regeneration of this area will be completed during the life of this strategy with the full refurbishment of a further 34 properties and an additional 108 facelifted properties.

Public transport facilities have been improved with the opening of the new bus station in Accrington. The completion of the Pennine Reach scheme has created improved public transport links across Hyndburn and east Lancashire. After many years of persistent lobbying Hyndburn now has a direct rail link to Manchester significantly improving rail commute times and improving access to employment opportunities.

Accrington's historic Market Hall and Town Hall have been refurbished as part of a £3,000,000.00 improvement programme ensuring they remain valued and relevant to residents and businesses alike. Plans have also been developed that will see the transformation of the area outside these buildings with the £1,500,000.00 Town Square project that will be completed during 2018.

Work has commenced on Frontier Park, Whitebirk which will see the creation of up to 2000 jobs on this 34 hectare site that will be home to new businesses and recreational facilities.

Business growth has been stimulated through the development of a network of enterprise havens. Alongside the business incubator units that formed part of the Accrington Market Hall refurbishment the former Town Hall at Great Harwood has been refurbished and converted to create 15 modern business suites. Creative businesses have also been catered for at the Stables and Motor House Artist Studios at Haworth Art Gallery.

Following years of planning and the delivery of around £1,000,000.00 of improvements funded by external investment, 2 new local nature reserves have been created at Woodnook Vale and Peel Park. Transformative improvements including habitat management and development of an access network have created locally accessible green spaces suitable for all users. These sites complement the existing nature reserve at Foxhill Bank. In addition a woodland improvement programme has delivered significant enhancements to wooded green spaces across the borough.

Work has commenced on a £2,000,000.00 makeover of Rhyddings Park. The project will see the restoration of the Coach House creating a new community venue which will include a social enterprise and performance space. The historic heritage of the site will be recreated with the refurbishment of the derelict walled garden and the construction of Victorian style greenhouses. The scheme will also establish a training and volunteering programme linked to park management, community engagement and health promotion.

Recognising the increased interest in allotment gardening and the impact on quality of life that this activity provides Hyndburn Council has made significant investment in improving the quality and quantity of allotments across the borough. The impact of this investment has been a 27% increase in the number of allotments, a 50% reduction in the waiting list and an increase in the variety of sizes and styles of allotments, improving access and choice for residents of all abilities and ambitions.

Over the life of the previous strategy we have introduced efficiency improvements across all council services. We have reduced the level of back office services whilst maintaining investment in frontline services. We have made it easier for service users to access the services we deliver and expanded the ways payments can be made. We improved the way we dealt with outstanding debt which has reduced the level of monies owed to the council. We have implemented robust attendance management procedures which have seen average sickness absence levels of 7.5 days achieved over the life of the previous strategy.

We carried out an extensive review of the land and property we hold to ensure we are making best use of them. We have implemented energy efficiency schemes at all our main building. We have worked with a number of community groups to transfer the management

of community buildings such as Churchfield House and Elmfield Hall to ensure they continue to provide a valuable community resource for many years to come. We will continue to look for opportunities to rationalise the operational accommodation we use to reflect the changing structure of the services we deliver and the size of the Council's workforce.

A Strategy for Growth – Key Objectives

Over the life of this strategy Hyndburn Council will work to deliver strong housing growth and improved housing choice across the Borough. We will work to create greater opportunities for all to access improved employment opportunities and to strengthen Hyndburn's economy through employment growth. Improved prosperity in the Borough also requires a greater diversity of employment opportunities so we will aim to attract businesses that provide higher value employment opportunities.

We recognise that the way people shop is changing but know that there is still demand for vibrant, attractive shopping centres. We will continue to invest in our town centres and support retailers. We will review our main shopping centres to ensure they continue to meet the needs of our residents and support the ambitions of our retailers.

Delivering Housing and Employment Growth and Improving Housing Choice

To deliver housing and employment growth the Council will review the Core Strategy and develop and adopt a Site Allocation Development Plan. This plan will identify sufficient sites to fully meet the long term development need for housing and employment growth across the Borough.

To deliver housing growth and improve housing choice we will work to progress the development of a number of key housing sites across the Borough. We will allocate sufficient sites in the Site Allocation Development Plan to ensure delivery of housing targets set out in the Core Strategy is realistic and achievable. In developing the housing choice across the borough, through the granting of planning permission, we will ensure there is sufficient quantity, high quality and appropriate housing to meet the economic aspirations of residents.

We will work with infrastructure providers to ensure road and transport networks, education and health facilities and service utilities such as energy, water and telecoms support our ambitions for housing and employment growth. We will prepare an Infrastructure Delivery Plan that details the infrastructure needed in Hyndburn to support the achievement of our ambitions.

Central to our ambitions for housing growth is Huncoat. The area has the potential to deliver up to 2000 new homes and has been awarded Housing Action Zone status by the Department of Communities and Local Government. The Council has secured government funding to undertake planning work and project management in order to bring the Huncoat Housing Zone to the point of delivery. This funding will be used to develop a Masterplan for the housing zone along with a Financial Viability Appraisal and Delivery Strategy. The full development of this area will extend beyond the life of this strategy but when complete should provide:

- A range of market and affordable housing
- Create a new employment destination
- Provide a new local centre
- Improve the street scene and environmental amenities
- Provide a series of well-connected and designed green spaces

- Improve the quality and function of the existing village green
- Establish attractive and well-designed landscape gateways
- Improved transport links
- Maximise the potential of sustainable transport modes

Other key housing sites we will work to progress over the life of this strategy include Lyndon Park, Rishton Canalside, Clayton Triangle and Woodnook Vale. Alongside this the work regenerate Woodnook will be completed with the refurbishment and remodelling of a further 34 properties and an additional 108 facelifted properties.

To deliver these objectives the Council will:

- Review the Core Strategy by 2021 to ensure we have an robust and up-to-date understanding of development needs relating to housing, employment and retail
- Adopt a new Site Allocations Development Plan and Infrastructure Delivery Plan by 2021
- Work with the Homes and Communities Agency, Lancashire County Council, Infrastructure providers, local residents and other stakeholders to complete the Masterplan and Development Brief for the Huncoat Housing Zone by November 2018
- Progress Woodnook Phase 2 completing the remodelling and refurbishment of 10 properties and the face-lifting of 34 properties.
- Complete a review of the Accrington Town Centre Action Plan by 2021
- Deliver a programme of improvements along the main access route (Blackburn Road) in to Accrington town centre to improve the accessibility and visual appearance of the streetscape and shop fronts to attract people to the town centre and support local businesses
- Work to deliver a year on year increase in the number of housing completions delivered in the Borough aiming to achieve the housing targets defined in the Local Development Framework. To support this we will work with relevant partners to progress the development and completion of:
 - Lyndon Park...
 - Rishton Canal Side...
 - Clayton Triangle...
 - Woodnook Vale...

A Strategy for Efficiency – Key Objectives

Hyndburn Council will continue to improve the efficiency of the services we deliver and we will maintain robust and effective arrangements for managing and governing the Council.

Maintaining Effective Financial Management

Guided by the Medium Term Financial Strategy the Council is committed to maintaining its strong financial standing and ensuring expenditure is focussed on priority areas. Over the life of this strategy we will look at strengthening the way we manage our reserves and our capital expenditure.

We will maintain reserves at a prudent level over the life of this strategy to ensure the Council can finance unplanned expenditure without the need to borrow.

To reduce future burdens on the revenue budget we will seek to maintain a self-financing capital programme focussed on delivering priority projects. We will do this by proactively identifying and applying for suitable external funding opportunities, making effective use of capital receipts and underspends from the revenue budget. We will ensure the capital

programme is managed robustly to ensure projects are delivered on time and within budget.

Due to the ending of the waste services cost sharing agreement with Lancashire County Council we need to develop and deliver a sustainable plan for managing the £800,000 loss of income that this has created.

As the Council moves towards financial self-sufficiency we will introduce measures to maximise income and ensure all relevant services are self-financing.

To deliver these objectives the Council will:

- Present a balanced budget each year and operate within budget during the year
- Undertake a review of the use of the Council's Reserves
- Put in place a Medium Term Capital Financial Strategy by March 2019
- Maintain reserves at a level defined in the Medium Term Financial Strategy
- Develop a sustainable plan for managing a reduction in excess of £800,000 to the waste services budget which will include:
 - developing a programme for the introduction of 2 recycling bins for 36,500 properties across the borough and start roll out by June 2018; and
 - introducing charging for garden waste.
- Implement improvements to Council Tax and Business Rates collection to achieve 96% collection levels by March 2020
- Improve recovery of outstanding Council Tax, Business Rates and other debt where all usual enforcement options have failed
- Ensure all relevant services are self-financing by undertaking regular reviews of fees and charges
- Identify opportunities and implement measures to increase service income

Improving Efficiency Through the Use of Technology

This strategy aims to build on the progress that has already been achieved in transforming our customer access arrangements and consolidating the digital transformation of our services. Throughout the life of this strategy we will continue the move towards increasing the services available through digital access channels and the level of take up through these channels. Online payments will be introduced for all relevant services to improve efficiency of revenue collection.

We will continue to deliver improved service efficiency through the use of technology. Mobile technology will be used to introduce more efficient working practices.

We will ensure our technology infrastructure is robust and efficient.

To deliver these objectives the Council will:

- Increase take up of e-services for revenues and benefits services for:
 - Council Tax from 27% to 40%;
 - Business Rates 29% to 50%;
 - On-line applications for Housing Benefit and Council Tax Support from 45% to 65%; and Change of Circumstances to 25%.
- Expand use of mobile technology to improve efficiency of staff operating on-site:
 - Pest Control
 - Environmental Enforcement
 - Food Safety and Hygiene Inspections
- Increase the level virtualisation of the IT servers from 75% to 90% by 2020.

- Move towards Cloud based infrastructure and software services to reduce operating costs, increase flexibility and improve service resilience:
 - Introduce a cloud-based back-up solution by December 2020
 - Investigate benefits of cloud based Office software by December 2018.
- Continue to reduce and rationalise IT hardware.
- Evaluate and implement more cost-effective mobile, landline, broadband and IT consumable contracts.

Efficient Use of Land and Property

Supporting our commitment to efficiency and the need to find significant savings in response to a reduction in funding from central government we will continue to carefully consider and control the land and property we own. We will seek to deliver operational efficiencies, reduce ownership risks and future liabilities and generate financial savings and capital receipts.

To deliver these objectives the Council will:

- Identify and develop opportunities to transfer assets in to community control where this will provide a sustainable and beneficial use of the asset for the future.
- Keep under review the operational buildings we utilise and take necessary action to further rationalise and reduce the cost of operation
- Dispose of any property at an appropriate price that is identified as surplus to requirement

A Strategy for Quality – Key Objectives

Over the life of this strategy Hyndburn Council will continue to work to enhance the quality of life of our residents, the facilities we provide and the services we deliver.

Improving Quality of Life

Hyndburn Council recognises that fundamental to an individual's quality of life is their ability to prosper economically, socially, physically and mentally, enabling them to develop a sense of meaning and purpose.

Economic prosperity is an important factor in influencing a person's quality of life. Achieving economic prosperity is in part about having access to good quality, well paid jobs and that is why central to this corporate strategy is the commitment to increase and improve access to good quality employment opportunities. How we plan to achieve this is set out elsewhere in this strategy.

We will continue to work with partners to deliver objectives around improved health, leisure, education and community safety. In those areas that we lead on we work improve the quality of life for Hyndburn residents and we will achieve this by.

- Undertake a review of Selective Landlord Licensing Scheme by April 2023
- Provide advice and support to relevant businesses to increase their Food Hygiene Rating and reduce the number of businesses scoring 0, 1 or 2 Hygiene Rating
- Increased enforcement activity in line with enforcement policy for any food businesses who are non-compliant to drive compliance

Improving Quality of Services and Facilities

Over the life of this strategy the Council will continue to improve the quality of services and facilities that residents have told us are important to them. To deliver these objectives the Council will:

- Implement improvements to the domestic waste and recycling service to reduce overall service costs, fulfil recycling obligations and provide a simplified service for residents. Service changes to be introduced by July 2018
- Finalise work to the new town square in Accrington by July 2018
- Develop and deliver a programme of events to promote the Accrington Town Centre and the town square. Programme to commence with the opening of the town square and run through to September 2019.
- Deliver a grants programme to improve aesthetics and restore historical features to shops in Accrington to complement the new town square
- Complete the refurbishment of Rhyddings Park by May 2018
- Develop and deliver an events programme in Rhyddings Park by June 2020
- Retain Green Flag status for 8 sites in 2018 and secure Green Flag status for Rhyddings Park in 2019
- Secure Heritage Lottery Funding to deliver a programme of improvements to Memorial Park by 2023
- To support the growth objectives within the strategy improve the management and delivery of the pre-application planning advice service so that it is integrated into the development management system ensuring responses are made within 35 working days.
- Expand the number of services offered through My.Hyndburn App where online payments can be made for services:
 - Fixed Penalty Notices – January 2018
 - Pest Control services – December 2018