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Draft 1.6 Burnley Council's Strategic Plan 2013/14 to 2015/16

Mid year review

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Contents

BURNLEY COUNCIL’S VISION 3

BURNLEY COUNCIL’S VALUES 3

BURNLEY COUNCIL: ADAPTING TO CHANGE 4

CORE COUNCIL SERVICES 6

STRATEGIC PLAN 2012/13- WHAT DID WE ACHIEVE? 7

WHAT DO WE WANT TO ACHIEVE DURING 2014 AND BEYOND? 8

PLACES: MAKING THE BOROUGH A PLACE OF CHOICE 9

PLACES- HOW WE WILL ACHIEVE OUR OBJECTIVES 9

PEOPLE - CREATING OPPORTUNITIES AND SUSTAINING AMBITION 11

PEOPLE- HOW WE WILL ACHIEVE OUR OBJECTIVES 12

PEOPLE - CREATING OPPORTUNITIES AND SUSTAINING AMBITION 14

PEOPLE- HOW WE WILL ACHIEVE OUR OBJECTIVES 15

PERFORMANCE- ENSURING A CONTINUOUS FOCUS ON IMPROVEMENT IN ALL ASPECTS OF THE COUNCIL’S PERFORMANCE 17

PEOPLE- HOW WE WILL ACHIEVE OUR OBJECTIVES 17

CORPORATE PERFORMANCE SCORECARD 2012-2013 19

STRATEGIC PLAN ACTIONS BY EXECUTIVE PORTFOLIO 20

Burnley Council's vision

The Council wants to make the borough a place of choice. It will be a place where businesses want to invest, because of its skilled workforce and its competitive, modern economy. It will be a place where people want to live because of its clean and safe neighbourhoods, its reputation as a centre of educational excellence, and its beautiful parks and wild countryside.

Burnley Council's values

- **Being Progressive**
Learning new ways of working, listening to your feedback and developing our services.
- **Accountable and Responsible**
Always remembering we are here for you, the people of Burnley.
- **Honest and Trusted**
Earning your trust by being open and clear.
- **Fair and Respected**
Making our services accessible.

Burnley Council... Working hard for YOU

Burnley Council: adapting to change

By the end of 2015, Burnley Council will be a different organisation. More of our services- both front and back office- will be commissioned from external partners. This means that the core establishment will be smaller, and more focused on managing relationships with the suppliers of our services.

While this strategy sets out how the Council will adapt to having fewer resources, we will not lose sight of our vision for the borough. We are a confident, positive organisation, and together with local partners, we have strong track record of delivering change: in 2013, Burnley was named the most enterprising place in the UK.

We are clear about what we have to do to bring about further transformation of the borough. This means we will minimise the impact of budget reductions on the priority services that deliver economic growth and cleaner, safer neighbourhoods.

In recent years, the Council has successfully lobbied for additional investment in Burnley, and will continue to press the case for Burnley at the highest levels of Government. **However, if the Council is to continue delivering quality services that meet the needs of the borough, then radical change is inevitable if the organisation is to remain financially viable. Lower priority services will have to be reduced or stopped.**

Burnley Council has already delivered cash savings of £7m since the 2010 Comprehensive Spending Review, equivalent to a 38% reduction in net budget requirement. Since 2010/11 the total size of the workforce has reduced from 588 to 501 in 2012/13.

Burnley has a strong track record of delivering efficiency and cost reduction programmes to maintain a balanced budget and has, over recent years, taken some difficult decisions to address the financial challenge it faces. The Council has absorbed and delivered annual budget savings 7.5 times the national average.

Since the start of the recession, the Council has not only adjusted to reduced government allocations, but has also seen a reduction in demand for chargeable services, with fee income down £800k. This loss of income has been absorbed as part of the annual budgeting process.

The Council has adapted to these pressures in a way that minimises impact on services. The year end scorecard for 2012-13 (page 19) shows that service quality has remained consistently high. Between 2010 and 2013, the Council did not lower its ambitious performance targets, despite the financial pressures, and resident satisfaction with key services has been unaffected.

Nationally, 2013/14 sees the introduction of new funding arrangements for local government: localisation of council tax support, the New Homes Bonus and retention of business rates. The impact of these changes is difficult to assess at this time. **Regardless, the Council's Medium Term Financial Strategy projects a very significant budget shortfall by 2015-16.**

This document sets out how the Council will manage the reductions in its resources in a way that protects the priority services that help to strengthen the local economy and make the Borough a cleaner, greener, safer and more prosperous place to live.

Our guiding principles

In reviewing the Council's size, shape and structure, the Council's Executive and Management Team have worked to the following principles:

- Burnley Council is pragmatic. The Council is not ideologically committed to a specific model of local government organisation. This means that the Council is open minded about how to achieve savings. It will pursue joint working arrangements, or seek to outsource services to the private sector, where there is a clear business case.
- A business case for change must take into account the impact on the local economy, as well as the cost and benefits in terms of service quality and efficiency gains. It will implement changes following appropriate consultation with residents and employees.

Who is this document for?

The Council usually reviews its corporate strategy annually. In light of the scale of the change facing the Council, this edition has been updated in the middle of the financial year.

The strategy is produced to help Elected Members and officers execute the Council's business in a well-planned and effective manner. While it is primarily for an internal audience, it is also a public document. Local residents and businesses can use this document to stay informed about the Council's plans for the Borough. The Council's Executive members report progress against the objectives at Full Council meetings.

What is the purpose of the Strategic Plan?

1. The Strategic Plan describes how the Council will make the vision for the Borough, which is described in the [Community Strategy](#), a reality.
2. The Strategic Plan unifies the Council's service units, and is used to articulate common purpose.
3. Strategic analysis helps anticipate and prepare for change. The strategic planning process helps the Council audit internal capacity, informing decisions about resource allocation (staff, budgets, technology, equipment, and premises).
4. Finally, the Strategic Plan encourages dialogue amongst different service units in the Council. This in turn should lead to more joined up working as council officers identify points of connection at the level of outcome, output, process or input.

The strategic plan does not cover every service delivered by the Council. The emphasis is on planning for major change and challenges, and defining priority actions linked to corporate objectives. However, as stated above, an overriding concern of the Council is to protect core services. Though budget pressures may mean that how we provide services may have to change, the Council will continue to provide good quality frontline services that are a priority for local residents. An overview of these services is set out below.

Core Council Services

- We collect rubbish, recyclable or non-recyclable, from every household every week. On the next working day following a general refuse collection, every residential street is swept by manual litter pickers. Following a recycling collection, the street receives a mechanical sweep.
- We own and manage the historic Towneley Hall that attracts tens of thousands of visitors every year
- We manage over 550 hectares of parks and green spaces including six Green Flag Parks.
- We fund two leisure centres (St Peter's and Padiham), and the Mechanics theatre, which attracts top names in comedy, music and the arts.
- We work with local firms to support job creation and business growth, including helping businesses to relocate in the borough.
- We prosecute those who commit environmental crime in the Borough; each and every month around 10 people are fined or taken to court.
- We support victims of antisocial behaviour and work with the police to take action against anti-social behaviour.
- We deal with around 4,000 calls and 2,000 visitors every week at our contact centre.
- We award benefit to 12,000 households a year.
- We provide a quality advice and enforcement service for vulnerable households and individuals and work to tackle homelessness.
- We provide public protection services: we conduct food safety checks on food establishments; we carry out health and safety inspections of warehouses and retail premises; we license pubs and clubs and taxis; we investigate environmental pollution complaints about noise, smoke and private water supplies; and we provide CCTV monitoring.
- We work with the police and community organisations to help foster stronger community relations.
- We process planning applications and aim to ensure that new development in Burnley is built to high design standard. We also protect the historical heritage of the town through the management of conservation areas and listed building protection, and take enforcement action to protect the quality of life of Burnley residents against unauthorised building activity.
- We conduct local land searches for buyers of land or property.
- We plan regeneration activity, working alongside communities and businesses.
- We manage car parks so parking in Burnley is easy.
- We ensure that taxpayers' money is spent prudently and that the Council allocates resources within its means by providing a professional treasury management and audit service.
- We make sure local citizens have a democratic voice, through proper and effective management of elections.

Strategic Plan 2012/13- what did we achieve?

People

- We acquired 24 empty properties for renovation and re-sale. A further 30 properties were investigated for the Empty Property Loan scheme with the first loan agreed at the end of November 2012.
- We help residents with energy efficiency improvements, through the Burnley Heating Rebate Scheme and the Lancashire Home Insulation project. By December 2012, Over 123 heating rebates were awarded, 91 properties received free loft insulations and 33 properties benefited from cavity wall insulation.

Places

- Through our participation in the Community Safety Partnership, two priority community safety issues continued to improve. Burnley saw an 8% decrease in criminal damage and arson in the period April- November 2012 compared to the same time frame in 2011. Over the same period, there was a 25% reduction in the number of anti-Social Behaviour reports.
- We remain one of the most successful councils in the country for prosecuting environmental crime. In the first 6 months of 2012, we issued 83 fines for littering or dog fouling. In total, over that period, we brought 129 cases before the court for environmental offences.

Prosperity

- We secured £1.5 million of Regional Growth Fund 2 to help develop the new aerospace supply chain park.
- Following a successful £2.2 million bid for Regional Growth Fund in support of the development of Weaver's Triangle last year, we successfully negotiated for a new University Technical College to occupy Victoria Mill.

Performance

- We completed an accommodation review and started to put its recommendations into practice. Staff from our Nicholas Street office have moved to other premises, which contributed £70k towards budget savings in 2013-14.
- We installed a new Customer Relations Management System.
- We undertook one of the biggest ever local consultation exercises, to get feedback from residents on changes to Council Tax benefit.
- We achieved Investors in People Gold and Champion status and Health and Wellbeing good practice award, and also a European award for fostering a coaching culture in the organisation.

What do we want to achieve during 2014 and beyond?

Much of what the Council has or plans to achieve, involves working in partnership. The [Sustainable Community Strategy](#) sets out the vision for the Borough that is shared by statutory agencies, local businesses and the third sector. It includes a list of long term transformational projects and shorter term pledges which, if delivered, will help us achieve a cleaner, greener, safer and more prosperous Borough in the future.

The Community Strategy describes the Borough's challenges, its assets and opportunities. The following section of this document sets out the Council's role in meeting those challenges, exploiting the assets, and developing the opportunities that exist in the Borough. It is structured around the themes of **People, Places, Prosperity**, in line with the Sustainable Community Strategy. A fourth theme, **Performance**, sets out the Council's approach to organisational development and financial management.

This structure helps:

- breakdown departmental silos, so that Service Units are encouraged to think collaboratively about how to achieve corporate objectives;
- ensure that the Council focuses on a balanced range of priorities, so that interventions are mutually supportive. For example, the Council wants to encourage business growth so that local people have access to good, well-paid jobs (an objective under the *prosperity* theme). But to achieve this we must make sure that educational attainment improves (an objective under the *people* theme) and that, also, the environment for doing business is good thanks to clean streets and safe neighbourhoods (and action under the *places* theme);
- design services around the needs of citizens and businesses that we service, rather than around the structure of the Council. For example, it helps embed the "Total Business Environment" approach through all areas of the Council. This means that business do not have to understand, or navigate through, administrative structures to get a service from the Council.

Places: making the Borough a place of choice

Ref	Strategic Objectives	Why this matters
PL1	Making the Borough Cleaner	Citizen Panel data shows that improving the cleanliness of the borough is a top priority. Though falling, the number of flytipping incidents and dirty back yards is high compared with other areas.
PL2	Making the Borough Safer	Feedback from residents also shows that reducing crime and antisocial behaviour is another top priority. Though falling, the level of crime is higher than the Lancashire average.
PL3	Making the Borough Greener	We are proud to maintain a significantly higher than average proportion of greenspace per head of population. Evidence suggests that access to parks and nature has major health benefits, as well as making the living environment attractive. Our parks are therefore a key asset in making the Borough a good place to live and work. In addition, the Council has an obligation as a community leader to play a part in reducing harmful carbon emissions and responding to climate change.

Places- how we will achieve our objectives

Strategic Objectives	Action	Lead
Making the Borough Cleaner	PL1a – Maintain a high standard of Street Cleansing, Refuse Collection and Recycling service. We will undertake targeted clean up where appropriate and continue to take robust enforcement action.	Head of Streetscene Executive Member for Community Services
	PL1b – Re-tender the Cleansing, Refuse and Recycling contract, and achieve savings in purchase of vehicles.	Head of Streetscene Executive Member for Community Services
Making the Borough Safer	PL2a - Work with our partners in the Community Safety Partnership and the Police and Crime Commissioner to deliver the strategic priorities identified in the Strategic Assessment.	Head of Streetscene Executive Member for Community Services
	PL2b – Improve condition and management systems across the private rented sector, including the re-designation of the Trinity landlord licensing area and expanding licensing into Gannow and Queensgate	Head of Housing and Development Control Executive Member for Housing and Environment
	PL2c - Continue to develop, operate and review public space CCTV systems in conjunction with key partners.	Head of Streetscene Executive Member for Community Services

Strategic Objectives	Action	Lead
Making the Borough Greener	PL3a - Improve energy efficiency, reduce fuel poverty and help tackle climate change.	Head of Housing and Development Control Executive Member for Housing and Environment
	PL3b –Adopt and implement the Borough’s Green Space Strategy.	Head of Green Spaces and Amenities Executive Member for Leisure & Culture
	PL3c – In partnership with other agencies, implement the Brun Valley Forest Park scheme.	Head of Green Spaces and Amenities Executive Member for Leisure & Culture

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People - Creating opportunities and sustaining ambition

Ref	Strategic Objectives	Why this matters
PE1	Strong Visible Leadership for the Council and the Borough	The Council is ambitious for Burnley. It will lead the delivery of our ambitious Community Strategy alongside its partners. To ensure that Burnley punches above its weight and gets a fair deal, the Council's Executive and Management Team will make sure that the business case for Burnley is heard at subregional, regional and national decision making levels.
PE2	Developing opportunities and sustaining ambition of local residents	Regeneration of neighbourhoods cannot be achieved without developing local pride and individual responsibility to look after the area. Nor can we release our young people from the trap of deprivation unless families recognise the value of education and the benefits of working life, the importance of acquiring new skills and of leading a healthy lifestyle, and the need to pass onto a sense of social responsibility to the next generation.
PE3	Ensuring services to vulnerable groups are protected wherever possible	The Council has a moral, as well as a legal, obligation to protect the most vulnerable in society.
PE4	Improved health standards	Health inequality is significant factor in Burnley. For example, alcohol related hospital admissions, incapacity benefit claimants for mental health, and deaths from smoking are all higher than the national average. Levels of worklessness due to ill health are high.

People- how we will achieve our objectives

Strategic Objectives	Action	Lead
Strong Visible Leadership for the Council and the Borough	PE1a- Work with partners to ensure the delivery of the Borough's Community Strategy.	Director of Community Services Council Leader
	PE1b- Ensure the Council plays a major role in Pennine Lancashire Leaders and Chief Executives group (PLLACE), and in the Lancashire Leaders East Group.	Chief Executive Council Leader
Developing opportunities and sustaining ambition of local residents	PE2a- Improve educational attainment in the Borough by working closely with the Education Trust and its partners and further develop Burnley as a Centre of Education Excellence	Chief Executive Council Leader
	PE2b- Communicate our work and policies, and run effective community engagement activities, to deliver the Council's strategy and services. These activities are to combine high profile borough wide events with neighbourhood engagement and particular initiatives to engage different groups of residents.	Head of Chief Executive's Office Executive Member for Community Services
Ensuring services to vulnerable groups are protected wherever possible	PE3a- Proactively work with residents vulnerable to losing their home through preventative strategies	Head of Housing and Development Control Housing and the Environment
	PE3b- Ensure quality housing and services are available to vulnerable, elderly and disabled residents, aiming to assist independent living in decent housing across all sectors.	Head of Housing and Development Control Executive Member for Housing and Environment
	PE3c- Implement the Children and Young People's Plan for Burnley	Director of Community Services Executive Member for Leisure & Culture
Improved health standards	PE4a- Work with partners on the East Lancashire Clinical Commissioning Group, the Lancashire Health and Well-being Board and East Lancashire Health and Well-being Partnership to improve the health and well-being of Burnley residents.	Director of Community Services Council Leader

Strategic Objectives	Action	Lead
	PE4b – Implement a range of Council led initiatives to improve the health and well-being of residents.	Director of Community Services Council Leader
	PE4c- Continue to develop the leisure and cultural offer of Burnley including the development of the Prairie Sports Complex	Head of Sport and Culture Head of Green Spaces and Amenities Executive Member for Leisure & Culture

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Prosperity – promoting transformational economic change for Burnley

Ref	Strategic Objectives	Why this matters
PR1	Developing a diverse business base with an entrepreneurial culture	In the past, Burnley's economy was too reliant on mass manufacturing. The Borough has therefore suffered in the face of the changing global economy. Diversification and prioritising and supporting key sectors protects against this. In 2013, Burnley was named the most enterprising place in the UK.
PR2	Establishing Burnley as a key retail and service centre in Pennine Lancashire	With a retail catchment area of 300,000 people, Burnley is a major retail and service centre in Pennine Lancashire. Being vital for local jobs, the Council will take action to protect and develop the existing Town Centre offer.
PR3	Establishing Burnley as an attractive place to live, work and learn	By promoting Burnley as an investment opportunity, and by improving travel connections and kick starting development to attract investors, the Council is dedicated to getting the most out of Burnley's key assets: its rural setting, its proximity to the regional growth hub of Manchester, the economic development potential of Burnley's land and its first class education and skills infrastructure. A new Local Plan will act as the key supporting framework for encouraging employment and housing investment, with the aim of maintaining the recent trend of private sector job growth.
PR4	To enhance Burnley's reputation as a regional advanced manufacturing centre	Advanced manufacturing, particularly within the aerospace industry, is a key component of the economy of Burnley and the wider region. Employees in the sector tend to be well paid and highly skilled. Protecting Burnley as a hub for this sector is important for the wider economy, given the number of local businesses that supply services to the sector.
PR5	To improve the skills, qualifications and employability of the Borough's workforce	Burnley suffers from higher than average levels of worklessness. The Council will play its part in supporting quality vocational skills provision in the Borough, and will proactively promote the benefits of apprenticeships. A recent success was the opening of the region's first University Technical College in September 2013, within the transformed Victoria Mill.

Prosperity- how we will achieve our objectives

Strategic Objectives	Action	Lead
Developing a diverse business base with an entrepreneurial culture	PR1a- Contribute to the strategic direction of the Lancashire Local Enterprise Partnership, playing a full part in developing and implementing the Local Growth Deal.	Director of Economic Regeneration Council Leader
	PR1b- Support the development of the Burnley Bridge Business Park	Head of Regeneration and Planning Policy Executive Member for Regeneration and Economic Development
	PR1c- Proactively support the Borough's key growth businesses and deliver the council's Business Growth Programme.	Head of Regeneration and Planning Policy Executive Member for Regeneration and Economic Development
Establishing Burnley as a key retail and service centre in Pennine Lancashire	PR2a- Deliver a quality Town Centre Management service in both Burnley and Padiham	Head of Facilities Management Executive Member for Regeneration and Economic Development
	PR2b Review of Burnley Markets	Director of Economic Regeneration Executive Member for Regeneration and Economic Development
Establishing Burnley as an attractive place to live, work and learn	PR3a – Complete land assembly programme and facilitate redevelopment of key priority neighbourhoods.	Executive Member for Housing and Environment Head of Housing and Development Control
	PR3b – Work with Lancashire County Council to ensure public realm priorities are shared and delivered. This will include improvements to the pedestrianised area of Burnley town centre.	Head of Streetscene Executive Member for Community Services
	PR3c- The Weavers Triangle Phase 1 and 2 regeneration programme underway in partnership with Barnfield Investment Properties	Director of Economic Regeneration Executive Member for Regeneration and Economic Development
	PR3d- Todmorden Curve construction completed and service specification agreed with train operator	Head of Regeneration and Planning Policy Executive Member for Regeneration and Economic Development

Strategic Objectives	Action	Lead
	PR3e- Implement the Borough's Branding Strategy	Head of Regeneration and Planning Policy Executive Member for Regeneration and Economic Development
	PR3f - Develop and deliver the Local Plan. This will act as the key supporting framework for encouraging employment and housing investment.	Head of Regeneration and Planning Policy Executive Member for Regeneration and Economic Development
	PR3g - Start work on a disposal programme that over a three year period should both deliver much needed higher value housing in the Borough but also contribute receipts to the Council's budget. This will include the on-going disposal of our clearance sites in the Borough to the private sector	Head of Regeneration and Planning Policy Executive Member for Housing and Environment
	PR3h – Implement the Empty Homes Programme	Head of Housing and Development Control Executive Member for Housing and Environment
To enhance Burnley's reputation as a regional advanced manufacturing centre	PR4a- Complete the procurement of a developer for the Princess Way Knowledge Park	Head of Regeneration and Planning Policy Executive Member for Regeneration and Economic Development
	PR4b- Develop the Supply Chain Village at the Michelin Site	Head of Regeneration and Planning Policy Executive Member for Regeneration and Economic Development
To improve the skills, qualifications and employability of the Borough's workforce	PR5a- Promote the take up of apprenticeships across the Borough	Head of Regeneration and Planning Policy Executive Member for Regeneration and Economic Development

Performance- ensuring a continuous focus on improvement in all aspects of the Council's performance

Ref	Strategic Objectives	Why this matters
PF1	Improved value for money	The Council always has a duty to ensure that tax payers get value for money.
PF2	Review service delivery	The current era of austerity means that services cannot continue to be delivered in the same way as in the past. New service delivery models will be required to achieve efficiencies. If services have to be cut the Council will be clear about the process that has been followed in reaching these decisions.

People- how we will achieve our objectives

Strategic Objectives	Action	Lead
Improved value for money	PF1a- Aim to achieve a further 10% of savings in senior management costs by the end of 2014/15	Chief Executive Leader
	PF1b- Maintain an up to date Medium Term Financial Strategy to ensure that future reductions in funding levels are anticipated and factored into budget setting.	Director of Resources Executive Member for Resources and Performance Mgt
Review service deliver	PF2a- Implement the Pennine Lancashire Shared Museums Programme with other neighbouring authorities.	Head of Green Spaces and Amenities Executive Member for Leisure & Culture
	PF2b – Develop and work in partnership with the new Leisure Trust.	Executive Member for Leisure & Culture Director of Community Services
	PF2c – Implement back office shared service arrangements where there is a compelling business case to do so, following the conclusion of the feasibility study.	Director of Resources Executive Member for Resources and Performance Mgt
	PF2d- A review of the Council's facilities management service, carrying out an options appraisal exercise to examine potential savings through outsourcing.	Director of Economic Regeneration Executive Member for Resources and Performance Mgt

Strategic Objectives	Action	Lead
	PF2e- Monitor impact of key changes to Council Tax Benefit and Housing Benefit to ensure a continuing good quality service for Burnley residents	Head of Revenues and Benefits Executive Member for Resources and Performance Mgt
	PF2f- Review the Council's Organisational Development Strategy. This will include: <ul style="list-style-type: none"> • procurement of external training • As far as possible, recruiting internally and investing in our own staff if new skill sets are required • improving commissioning, contract and budget management, by training council managers. 	Director of Resources Executive Member for Resources and Performance Mgt
	PF2g- Deliver efficiencies through better use of Information Technology. This will involve: <ul style="list-style-type: none"> • Increasing customer self-service on burnley.gov.uk, leading to a reduced requirement for contact centre staff. • Minimising the impact on customer service levels of channel shift by loosening distinction between front and back office • Rationalisation of IT systems thereby reducing licensing costs 	Director of Community Services Executive Member for Resources and Performance Mgt
	PF2h- Commission LGA Productivity Expert to review energy purchasing and implement agreed actions.	Director of Resources Executive Member for Resources and Performance Mgt
	PF2i- Rationalise contracts for supplies and services and consolidate procurement function	Head of the Chief Executive's Office Executive Member for Resources and Performance Mgt
	PF2j- Overall workforce reductions in line with workforce planning review. This will include a review of the democracy functions of the Council.	All Directors Council Leader.
	PF2k- Make the case and lobby for re-organisation of local government in Pennine Lancashire. The Council will press for the merger of functions, including political and management structures.	Head of the Chief Executive's Office Leader

Corporate Performance Scorecard 2012-2013

Measure	Target	Result	On target
Outcomes			
% of residents satisfied with the Council overall	48%	51%	★
% users satisfied with parks and open spaces (A)	70%	80%	★
% satisfied with leisure facilities	55%	52%	●
% satisfied with general household waste collection	80%	84%	★
% satisfied with litter free public land	47%	55%	★
% stating that ASB is a problem in the local area	28%	29%	●
Private sector investment levered through inward investment service and development projects	£3.75m year end	£3,692,750	●
Internal processes			
Benefits Right First Time indicator (average number of days to process new claims and change of circumstances)	12	9.77	★
% of streetscene requests responded to within timescale	90%	95.71%	★
Telephone calls answered within target time (%)	80%	67%	▲
Average number of days to invoice customers for work done	21	19	★
No. of businesses relocation assists	10	12	
Organisational development			
Average number of days sickness absence per employee	6	7.32	▲
No. of units reporting that 100% of staff have had a PDR	11	7	
Spend on training as % of total revenue budget	1%	1%	
Finance			
Forecast revenue budget outturn (£)	£14,752,538	£13,752,815	★
Proportion of capital budget spent	95% at year end	98%	★
Forecast Earmarked Reserves at year end	N/a	£6.031m	
External Borrowing	£19.9m	£19.9m	★
Service income generated	£4,232,861	£4,124,257	

Strategic Plan Actions by Executive Portfolio

Council leader

PE1a- Work with partners to ensure the delivery of the Borough's Community Strategy.

PE1b- Ensure the Council plays a major role in Pennine Lancashire Leaders and Chief Executives group (PLLACE), and in the Lancashire Leaders East Group.

PE2a- Improve educational attainment in the Borough by working closely with the Education Trust and its partners and further develop Burnley as a Centre of Education Excellence.

PE4a- Work with partners on the East Lancashire Clinical Commissioning Group, the Lancashire Health and Well-being Board and East Lancashire Health and Well-being Partnership to improve the health and well-being of Burnley residents.

PE4b – Implement a range of Council led initiatives to improve the health and well-being of residents.

PR1a- Contribute to the strategic direction of the Lancashire Local Enterprise Partnership, playing a full part in developing and implementing the Local Growth Deal.

PF1a- Aim to achieve a further 10% of savings in senior management costs by the end of 2014/15

PF2j- Overall workforce reductions in line with workforce planning review. This will include a review of the democracy functions of the Council.

PF2k- Make the case and lobby for re-organisation of local government in Pennine Lancashire. The Council will press for the merger of functions, including political and management structures.

Deputy Leader and Executive Member for Resources and Performance Mgt

PF1b- Maintain an up to date Medium Term Financial Strategy to ensure that future reductions in funding levels are anticipated and factored into budget setting.

PF2c – Implement back office shared service arrangements where there is a compelling business case to do so, following the conclusion of the feasibility study

PF2e- Monitor impact of key changes to Council Tax Benefit and Housing Benefit to ensure a continuing good quality service for Burnley residents

PF2f- Review the Council's Organisational Development Strategy.

PF2g- Deliver efficiencies through better use of Information Technology.

PF2h- Commission LGA Productivity Expert to review energy purchasing and implement agreed actions.

PF2i- Rationalise contracts for supplies and services and consolidate procurement function.

Executive Member for Regeneration and Economic Development

PR1b- Support the development of the Burnley Bridge Business Park.

PR1c- Proactively support the Borough's key growth businesses and deliver the council's Business Growth Programme.

PR2a- Deliver a quality Town Centre Management service in both Burnley and Padiham

PR2b Review of Burnley Markets

PR3c- The Weavers Triangle Phase 1 and 2 regeneration programme underway in partnership with Barnfield Investment Properties

PR3d- Todmorden Curve construction completed and service specification agreed with train operator

PR3e- Implement the Borough's Branding Strategy

PR3f - Develop and deliver the Local Plan, setting out a growth agenda for Burnley.

PR4a- Complete the procurement of a developer for the Princess Way Knowledge Park

PR4b- Develop the Supply Chain Village at the Michelin Site

PR5a- Promote the take up of apprenticeships across the Borough

PF2d- A review of the Council's facilities management service, carrying out an options appraisal exercise to examine potential savings through outsourcing.

Executive Member for Housing and Environment

PL2b- Improve condition and management systems across the private rented sector, including the re-designation of the Trinity landlord licensing area and expanding licensing into Gannow and Queensgate

PL3a- Improve energy efficiency, reduce fuel poverty and help tackle climate change.

PE3a- Proactively work with residents vulnerable to losing their home through preventative strategies

PE3b- Ensure quality housing and services are available to vulnerable, elderly and disabled residents, aiming to assist independent living in decent housing across all sectors.

PR3a – Complete land assembly programme and facilitate redevelopment of key priority neighbourhoods.

PR3g - Start work on a disposal programme that over a three year period should both deliver much needed higher value housing in the Borough but also contribute receipts to the Council's budget. This will include the on-going disposal of our clearance sites in the Borough to the private sector

Executive Member for Leisure and Culture

PL3b –Adopt and implement the Borough's Green Space Strategy.

PL3c– In partnership with other agencies, implement the Brun Valley Forest Park scheme.

PE3c- Implement the Children and Young People's Plan for Burnley

PE4c- Continue to develop the leisure and cultural offer of Burnley including the development of the Prairie Sports Complex

PF2a- Implement the Pennine Lancashire Shared Museums Programme with other neighbouring authorities.

PF2b – Develop and work in partnership with the new Leisure Trust.

Executive Member for Community Services.

PL1a – Maintain a high standard of Street Cleansing, Refuse Collection and Recycling service. We will undertake targeted clean up where appropriate and continue to take robust enforcement action.

PL1b – Re-tender the Cleansing, Refuse and Recycling contract, and achieve savings in purchase of vehicles.

PL2a - Work with our partners in the Community Safety Partnership and the Police and Crime Commissioner to deliver the strategic priorities identified in the Strategic Assessment.

PL2c - Continue to develop, operate and review public space CCTV systems in conjunction with key partners.

PE2b- Communicate our work and policies, and run effective community engagement activities, to deliver the Council's strategy and services. These activities are to combine high profile borough wide events with neighbourhood engagement and particular initiatives to engage different groups of residents.

PR3b – Work with Lancashire County Council to ensure public realm priorities are shared and delivered. This will include improvements to the pedestrianised area of Burnley town centre.

DRAFT