The Council Constitution

The Constitution sets out how the Council operates, how decisions are made and the procedures which are followed to ensure that these are efficient, transparent and accountable to local people. Some of these processes are required by the law, while others are a matter for the Council to choose.

Our Council Values

The Council has agreed five underpinning values and competencies which will influence the way in which we go about delivering our policies and plans. These are:

- **Listening and Communicating** - this is concerned with our ability to listen to customers and staff to improve understanding and decision-making and our ability to communicate in a number of different ways.
- **Loyalty** - this is concerned with our ability to build our reputation, trust and confidence.
- **Management of Performance** - this is concerned with our ability to remain focused and deliver identified and measured outcomes.
- **Celebration of Success** - this is concerned with evaluation, learning and recognising what we have done well and applying lessons learned.
- **Customers Matter** - this is concerned about our ability to recognise the diversity of customers, and the importance and value of developing services that meet the needs of different customers.

These values are important because they set out a series of expectations about how the Council and its staff should behave. Elected Councillors and the public therefore have a standard against which they can measure how well we are doing.

What customers can expect from us:

- Meeting our customer care standards.
- Using our knowledge, skills and expertise to deliver the best services we can.
- Listening to views and trying our best to understand and solve problems.
- Taking responsibility for problems and getting back to people when we say we will.
- Being honest about what we can and can't do.

Our Customer Promise

### *"To put customers first at all times and at every point of contact"*

Our customers have the right to be treated fairly and impartially and receive professional, high quality, efficient, good value, accurate, accessible and confidential services delivered in a polite, friendly, approachable and responsive way.

We will aim to resolve 80% of customer transactions at the first point of contact.

Customer Service Standards

- Our staff will wear a uniform or work clothing and a name badge.
- We will provide clear information in appropriate formats to meet the needs of different customers.
- We have a formal Customer Complaints and Feedback system. We will put complaints right quickly, acknowledge them within 5 working days and respond fully within 15 days.
- We will respond to written correspondence fully within 10 days and include full contact details.
- We will include full contact details on our emails, use 'Out of Office' messages and provide alternative contact details. Email will be checked once a day and acknowledged within 1 working day.
- Telephone calls will be answered within 20 seconds by a named person.
- Voicemail will be checked once a day and we will respond to you within 2 working days. Alternative contact numbers will be provided were possible.
- 8 out of 10 people who 'drop-in' to see us at the One Stop Shop will be seen within 15 minutes.
- Home visits will be offered if appropriate and we will give you at least one working day's notice if we need to cancel an appointment.
- We will take a note of any actions that we agree with you during any meeting to ensure accuracy.

During 2009/2010 we will be consulting with customers in relation to our Customer Service Standards.
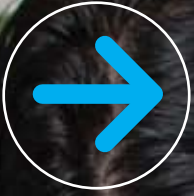
Section 5

The Council's Performance

The Council's Performance

Highly performing services are a high priority in Rossendale, we achieve this through a robust Performance Management System. The Council is committed to improving on an ongoing basis how it operates and to improve the services it delivers.

How we manage performance

To consistently plan and manage high performance we have developed and put in place a performance management framework that provides robust management information to assist the Chief Executive, Executive Directors, Heads of Service and Councillors in the management of the Council.
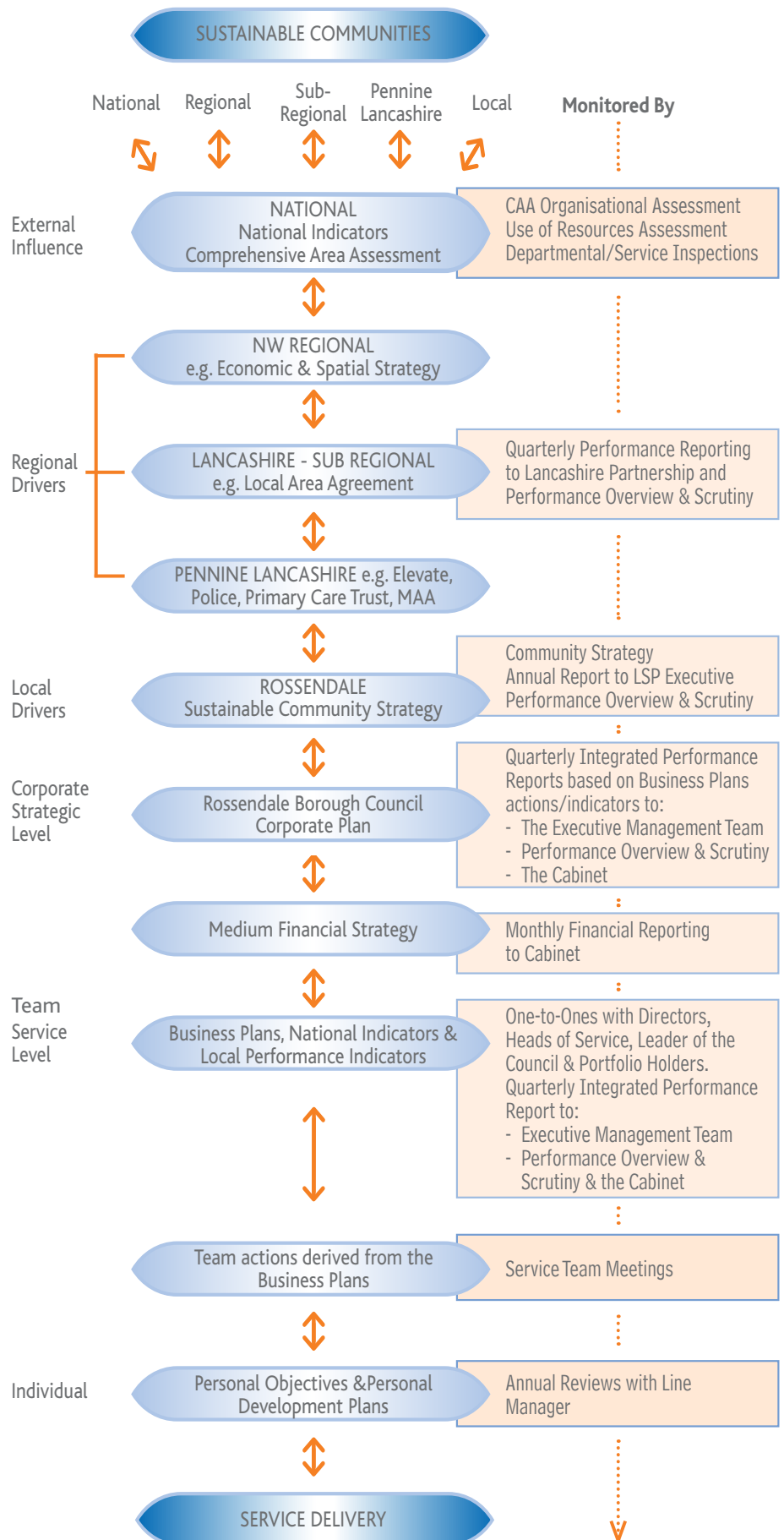
Rossendale's Performance Management Framework

The performance management framework (Fig 2) assists in making tough decisions about allocating resources and effort towards those areas that will result in the most impact in addressing identified priorities.

Regular monitoring of our performance management framework enables us (and other interested stakeholders) to make sure that we are effectively delivering what we said we would - as detailed in the Council Corporate and supporting Business Plans. It also allows us to take swift corrective action where performance is reducing and identify barriers and challenges to improvement.

Fig 2. Performance Management Framework

SUSTAINABLE COMMUNITIES

					Monitored By
National	Regional	Sub-Regional	Pennine Lancashire	Local	

External Influence

NATIONAL
National Indicators
Comprehensive Area Assessment

CAA Organisational Assessment
Use of Resources Assessment
Departmental/Service Inspections

NW REGIONAL
e.g. Economic & Spatial Strategy

Regional Drivers

LANCASHIRE - SUB REGIONAL
e.g. Local Area Agreement

Quarterly Performance Reporting to Lancashire Partnership and Performance Overview & Scrutiny

PENNINE LANCASHIRE e.g. Elevate, Police, Primary Care Trust, MAA

Local Drivers

ROSSENDALE
Sustainable Community Strategy

Community Strategy
Annual Report to LSP Executive
Performance Overview & Scrutiny

Corporate Strategic Level

Rossendale Borough Council
Corporate Plan

Quarterly Integrated Performance Reports based on Business Plans actions/indicators to:
- The Executive Management Team
- Performance Overview & Scrutiny
- The Cabinet

Medium Financial Strategy

Monthly Financial Reporting to Cabinet

Team Service Level

Business Plans, National Indicators & Local Performance Indicators

One-to-Ones with Directors, Heads of Service, Leader of the Council & Portfolio Holders. Quarterly Integrated Performance Report to:
- Executive Management Team
- Performance Overview & Scrutiny & the Cabinet

Team actions derived from the Business Plans

Service Team Meetings

Individual

Personal Objectives & Personal Development Plans

Annual Reviews with Line Manager

SERVICE DELIVERY

How have we performed?

Improving the Council's data and information to support decision making

The purpose of the Data Quality and Performance Management Policy is to specify Rossendale Borough Council's continuing pledge towards using Performance Management to constantly improve how we do things, providing better services and value for money for our customers.

Officers challenge colleagues and themselves when producing data by ensuring it is relevant, reliable and fit for its intended purpose. This includes the quality of data that is applied to any local, national, Multi Area or Local Area Agreement performance indicators included within the Council's Corporate and Business Plans; Council policies and strategies.

Data Quality can be assessed by making sure it meets the six key characteristics of good data quality that is:

• Accuracy
• Validity
• Reliability
• Relevance
• Timeliness
• Completeness

The following pages provide a detailed overview of our current performance against a full range of Performance Indicators. Some of these indicators are designated as National Indicators and we are required to collect this information by central government. We also collect a number of indicators called Local Indicators. These are additional measures that the Council uses to help it monitor progress, drive forward service improvements and continue to deliver high standards of service and value for money to the people of Rossendale. In the following tables we show our current performance for the year up until the end of March 2009 and where it is possible, show how this has changed since the previous year. We also show the challenging targets that we set ourselves for the past year and for future years so that people will know if we have managed to achieve what we set out to do. As some of the indicators we have are new, it is not always possible to compare them with performance in previous years but we will be able to show the progress we are making in future years.

Local Performance Indicators

The following section provides a detailed overview of our current performance against the Local Performance Indicators monitored by the Council together with the targets we have set ourselves for the next three years and a trend column showing how our performance this year compared with performance in 2007/08. Local Performance Indicators are indicators previously known as Best Value Performance Indicators which the Council have decided to continue to monitor.

Performance Indicator Code	Short Name	2008/09 Outurn	2008/09 Target	Trend - since 2007/08	2009/10 Target	2010/11 Target	2011/12 Target
LI 8	% of invoices paid on time	95.45%	97.50%	⬇	No data for this range	No data for this range	No data for this range
LI 9	Percentage of Council Tax collected	97.4%	97.6%	⬆	No data for this range	No data for this range	No data for this range
LI 10	Percentage of Non-Domestic Rates collected	98.00%	97.50%	⬇	98.40%	No data for this range	No data for this range
LI 12	Working days lost due to sickness absence (days)	8.63	8.50	⬆	8.00	7.50	7.50
LI 64	No. of private sector vacant dwellings that are returned into occupation or demolished	26.00	45.00	⬇	50.00	55.00	60.00
LI 78a	Speed of processing - new Housing/Council Tax Benefit claims	19.8	20.0	⬆	20.0	No data for this range	No data for this range
LI 82ai	% of household waste recycled	28.42%	26.00%	⬆	27.50%	28.50%	28.50%
LI 82aii	Tonnes of household waste recycled	6799.06	6300.84	⬆	No data for this range	No data for this range	No data for this range
LI 82bi	% of household waste composted	9.63%	7.00%	⬆	7.50%	8.50%	8.50%
LI 84a	Household waste collected per head (kgs)	359.6kgs	378.0kgs	⬆	378.0kgs	378.0kgs	378.0kgs
LI 86	Cost of household waste collection (£)	£45.35	£50.00	⬇	£50.00	£50.00	£50.00
LI 88a	Missed collections of bins per 100000	66	65	⬆	60	55	50
LI 109a	Major applications determined in 13 weeks	100%	65.00%	⬆	65.00%	68.00%	68.00%

Performance Indicator Code	Short Name	2008/09 Outurn	2008/09 Target	Trend - since 2007/08	2009/10 Target	2010/11 Target	2011/12 Target
LI 109b	Minor applications determined in 8 weeks	91.56%	80%	⬆	80%	85%	85%
LI 109c	Planning applications: 'Other' applications	91.62%	85%	⬇	85%	90%	90%
LI 156	Buildings accessible to people with a disability	85%	99%	⬆	99%	No data for this range	No data for this range
LI 174	Racial Incidents Recorded per 1,000 population	0	3	⬆	3	3	No data for this range
LI 175	Racial incidents resulting in further action	100%	100%	↔	100%	100%	No data for this range
LI 183b	Length of stay in temporary accommodation - hostel (weeks)	0	2	⬆	1	0	No data for this range
LI 204	Planning appeals allowed	35%	25%	⬆	25%	20%	20%
LI 205	Quality of Planning Service checklist	88.90%	100%	⬆	100%	100%	100%
LI 213	Housing Advice Service: preventing homelessness	4.2	2.0	⬆	No data for this range	No data for this range	No data for this range
LI 216b	Information on contaminated land	3%	3%	↔	3%	3%	3%
LI 217	Pollution control improvements completed on-time	100%	90%	⬆	90%	90%	90%
LI 218a	Abandoned vehicles - % investigated within 24 hrs	100%	98%	↔	99%	99%	No data for this range
LI 218b	Abandoned vehicles - % removed within 24 hours of required time	100%	100%	↔	100%	100%	No data for this range
LI 400	Criminal damage (Number of cases reported)	1150	1192	⬆	1132	No data for this range	No data for this range

Trend Key

⬆ The value of this performance indicator has improved.

⬇ The value of this performance indicator has declined.

↔ The value of this performance indicator has not changed

National Indicators – Local Area Agreement

The following section provides a list of the 35 National Indicators that are included in the Lancashire Local Area Agreement and monitored by the Council. As National Indicators are new indicators and performance figures are still being calculated for the first year, the results and targets will be detailed in the Corporate Plan for 2010/2013.

Performance Indicator Code	Description	Link to Local Area Agreement theme
NI 1	Percentage of people who believe people from different backgrounds get on well together in their local area	P&C
NI 4	% of people who feel they can influence decisions in their locality	P&C
NI 6	Participation in regular volunteering	P&C
NI 7	Environment for a thriving third sector	P&C
NI 16	Serious acquisitive crime rate	CS
NI 20	Assault with injury crime rate	CS
NI 30	Re-offending rate of prolific and priority offenders	CS
NI 39	Alcohol-harm related hospital admission rates	H&W
NI 40	Drug users in effective treatment	CS
NI 47	People killed or seriously injured in road traffic accidents	CS
NI 49	Number of primary fires and related fatalities and non-fatal casualties (excluding precautionary checks)	CS
NI 50	Emotional health of children	C&YP
NI 55	Obesity among primary school age children in Reception Year	C&YP
NI 110	Young people's participation in positive activities	C&YP
NI 112	Under 18 conception rate	C&YP
NI 117	16 to 18 year olds who are not in education, training or employment (NEET)	C&YP
NI 119	Self-reported measure of people's overall health and wellbeing	H&W
NI 120	All-age all cause mortality rate	H&W
NI 123	16+ current smoking rate prevalence	H&W
NI 137	Healthy life expectancy at age 65	OP
NI 139	The extent to which older people receive the support they need to live independently at home	OP
NI 142	Number of vulnerable people who are supported to maintain independent living	OP

Performance Indicator Code	Description	Link to Local Area Agreement theme
NI 153	Working age people claiming out of work benefits in the worst performing neighbourhoods	ED
NI 155	Number of affordable homes delivered (gross)	ED
NI 156	Number of households living in temporary accommodation	OP
NI 163	Working age population qualified to at least Level 2 or higher	ED
NI 165	Working age population qualified to at least Level 4 or higher	ED
NI 166	Average earnings of employees in the area	ED
NI 171	New business registration rate	ED
NI 186	Per capita reduction in CO2 emissions in the LA area	Env
NI 187(i)	Tackling fuel poverty - % of people receiving income based benefits living in homes with a low energy efficiency rating: (i) Low energy efficiency	Env
NI 187(ii)	Tackling fuel poverty - % of people receiving income based benefits living in homes with a low energy efficiency rating: (ii) High energy efficiency	Env
NI 188	Planning to adapt to climate change	Env
NI 192	Percentage of household waste sent for reuse, recycling and composting	Env
NI 195a	Improved street and environmental cleanliness: Litter	Env
NI 195b	Improved street and environmental cleanliness: Detritus	Env
NI 195c	Improved street and environmental cleanliness: Graffiti	Env
NI 195d	Improved street and environmental cleanliness: Fly-posting	Env
NI 197	Improved Local Biodiversity - proportion of local sites where positive conservation management has been or is being implemented	Env

KEY TO LAA THEMES:

P&C (People & Communities)

CS (Community Safety)

H&W (Health & Wellbeing)

C&YP (Children & Young People)

OP (Older People)

ED (Economic Development)

Env (Environment)

Other National Indicators; Non Local Area Agreement

The following section provides a list of the all the other National Indicators (NI) that are monitored by the Council. As National Indicators are new indicators and performance figures are still being calculated for the first year, the results and targets will be detailed will be detailed in the Corporate Plan for 2010/2013.

Performance Indicator Code	Description
NI 2	% of people who feel that they belong to their neighbourhood
NI 3	Civic participation in the local area
NI 5	Overall/general satisfaction with local area
NI 8	Adult participation in sport and active recreation
NI 14	Avoidable contact: the proportion of customer contact that is of low or no value to the customer
NI 17	Perceptions of anti-social behaviour
NI 21	Dealing with local concerns about anti-social behaviour and crime issues by the local council and police
NI 22	Perceptions of parents taking responsibility for the behaviour of their children in the area
NI 23	Perceptions that people in the area treat one another with respect and consideration
NI 27	Understanding of local concerns about anti-social behaviour and crime issues by the local council and police
NI 37	Awareness of civil protection arrangements in the local area
NI 41	Perceptions of drunk or rowdy behaviour as a problem
NI 42	Perceptions of drug use or drug dealing as a problem
NI 121	Mortality rate from all circulatory diseases at ages under 75
NI 122	Mortality rate from all cancers at ages under 75
NI 138	Satisfaction of people over 65 with both home and neighbourhood
NI 140	Fair treatment by local services
NI 154	Net additional homes provided
NI 159	Supply of ready to develop housing sites
NI 170	Previously developed land that has been vacant or derelict for more than 5 years
NI 179	Value for money - total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008/09 financial year
NI 180	The number of changes of circumstances which affect customers' Housing/Council Tax Benefit entitlement within the year
NI 181	Time taken to process Housing/ Council Tax Benefit new claims and change events
NI 184	Food establishments in the area which are broadly compliant with food hygiene law
NI 185	CO2 reduction from local authority operations
NI 189	Flood and coastal erosion risk management
NI 191	Residual household waste per household
NI 193	Percentage of municipal waste land filled
NI 194	Air quality - % reduction in NOx and primary PM10 emissions through local authority's estate and operations

Section 6

Key Achievements

Key Achievements 2008/09

The Corporate Plan is the Council's forward looking document, setting out what we intend to achieve, and how we plan to deliver those achievements. It sets out our corporate priorities and outcomes and identifies the main areas of work we will be focusing on over the next three years.

The Council's Annual Report is the backward looking document, focusing on what we have achieved and the progress we have made over the last year.

In line with this, the achievements set out in this section of the Corporate Plan are only a selection of the Council's achievements during 2008/09. A more comprehensive representation of our achievements can be found in the Annual Report.

Some of the Council's key achievements during 2008/09 include:

Delivering quality services to our customers

- The amount of time taken to process a new Housing/Council Tax Benefit application has reduced from 25.9 days to 20 days for 2008/09.
- The new A to Z of Council Services booklet demonstrates the breadth of services provided by the Council and is helping local people access our services quickly and efficiently.
- Customer satisfaction in excess of 98% has been achieved for the One Stop Shop with over 40,000 people visiting the One Stop shop in 2008/09.

Delivering regeneration across the Borough

- Delivered a £2.6 million Housing Market Renewal Programme, further we have improved 205 homes within the Borough, and issued Compulsory Purchase Order for three long term vacant properties.
- Provided 88 Disabled Facilities Grants to help vulnerable people adapt their homes and have assisted Green Vale Homes to adapt 35 properties for vulnerable people.
- Secured the first funding allocation from the NWDA through the Rossendale Sustainable Economic Development programme, supporting the development of a £7m new build business village in Rising Bridge.

Keeping our Borough clean, green and safe

- Planted an additional 10,000 spring bulbs as part of the Rossendale Pride initiative.
- Improved the play facilities at Whitaker Park, Sunnyside Park and implemented a new play area at Greenfield Gardens, Haslingden.
- Provided cleaner streets by reducing the amount of unacceptable levels of litter, waste, fly-posting and graffiti from 10% in 2007/08 and 5% in 2008/09.

Encouraging healthy and respectful communities

- Delivered a four week campaign to promote Healthy Eating and Healthy Living across the Council's markets involving local partners.
- Held twenty Safer Food Better Business Coaching sessions.
- The Council and its partners have held a Streetwise event for 700 young people aimed at providing information on sensible approaches to alcohol, preventing antisocial behaviour, and safe places to play.

Promoting the Borough

- Installed 90 new and replacement street litter bins as part of the Rossendale Pride initiative.
- Improved four 'grot spots' in consultation with Councillors by undertaking clean-ups at Eagley Bank in Shawforth, Newchurch Road in Bacup, Bacup Road in Waterfoot and Road End in Haslingden.
- Promoted democracy to young people through the Mini-mayor and Local Democracy Week, initiatives included the X-tra factor speed dating event for young people.

Providing value for money services

- Revised the street cleansing rounds which has increased the frequency of mechanical street cleansing and also incorporated a number of previously un-swept back street and alleys. Increasing the number of roads swept from 800 to 1077.
- Delivered £1m in savings during 08/09 - with over £700,000 saved over the last three years through the implementation of an ICT Strategy, which has been used to support other Council priorities including the Rossendale Pride initiative.
- Won the Local Government Award for Standards and Ethics.

CORPORATE PRIORITIES

Section 7
Corporate Priorities

Delivering quality services to our customers

The Council is committed to the development and delivery of high performing cost effective customer services which meet the needs of it's customers. We are working to achieve the following outcomes for our customers and communities:

1.1   High quality services.
1.2   Greater community involvement in the design and delivery of services.
1.3   A stronger relationship between the Council and communities.

Measures and Targets:

- Determine 85% of minor planning applications in 8 weeks.
- Remove 100% of abandoned vehicles within 24 hours.
- Increase the speed of processing a new Housing Benefit/Council Tax Benefit claims to less than 20 days.
- Ensure 100% of Land Charges enquiries and searches are processed within 5 working days.
- Increase the accuracy of processing Housing Benefit

- and Council Tax Benefit claims to over 96%.
- Increase the number of Fraud Investigations closed to over 240 per 1,000 caseload.
- Increase the percentage of calls answered within 20 seconds by the Council switchboard to over 90%.
- Reduce the average waiting time at the One Stop Shop to 10 minutes.
- Maintain the percentage of first point of contact resolution at the One Stop Shop to over 95%.

→ Outcome 1.1 High quality services
Key Actions & Projects:

- Improved staff training to put residents at the heart of service delivery.
- Maintain services through the implementation of ICT Disaster Recovery systems.
- Publicise Whitworth Swimming Pool more effectively through a new website.

- Make it easier for disabled people to visit our parks and cemeteries by carrying out access audits of two main parks and four cemeteries.
- Develop a 'Choice Based Letting' scheme to advertise social housing vacancies.
- Establishment of a private sector landlord accreditation scheme to enable landlords to offer decent and affordable housing.

→ Outcome 1.2 Greater community involvement in the design and delivery of services
Key Actions & Projects:

- Continue to provide a benefits service which meets the needs of people through carrying out consultation to identify what people want from the service.
- Continue to ask residents what they want from our One Stop Shop to ensure that all customer needs are fully understood.

- Consult with residents in relation to the Local Development Framework (LDF) so they have an opportunity to shape and influence their neighbourhoods.
- Through Local Democracy Week consult with residents on the priorities for local people.

→ **Outcome 1. 3 A stronger relationship between the Council and communities**
Key actions & projects:

- Make it easy to vote through accessible, well located polling stations.
- Provide better opportunities for the community to influence our services by revitalising our Neighbourhood Forums.
- Encourage safe, respectful and tolerant communities through the actions in our new Community Cohesion Delivery Plan.
- Provide better support and assistance to disabled and vulnerable people through a Handypersons scheme for Rossendale, and funding which supports family intervention projects.
- Provide Disabled Facilities Grants.
- Make services more accessible by producing and distributing a new A to Z of Council Services, involving residents in determining the content and style of the publication.

- Engage young people in what the Council does by using the Mini Mayor to promote local democracy initiatives.
- Continue to respond to complaints in a positive way and review our complaints handling so that more people will be satisfied with the way we deal with complaints.
- Deliver environmental improvements and neighbourhood management programmes which includes the completion of the Dale Street Community Safety design; the launch of a community cinema at the Royal Theatre within Bacup, and community engagement work to develop community inspired environmental designs in and around Rockliffe and Rochdale Road.

Delivering regeneration across the Borough

Physical and economic regeneration is crucial to sustainable growth and prosperity for the Borough. Rossendale is well placed in terms of location as a gateway between Lancashire and the Greater Manchester conurbation. Sustaining and balancing our economy so that all can benefit both now and in the future is an important aspect to developing Rossendale. We are working to achieve the following outcomes for our customers and communities:

2.1   A thriving local economy.
2.2   Well performing town centres.
2.3   A well balance housing market.

Measures and Targets:

- Increase the amount of spend with local suppliers to £1m.
- Increase the number of affordable homes by 35.
- Reduce the number of long term empty homes across the Borough by 20 over the next 12 months.
- Ensure all sector 106 Agreements are completed within a 13 week period to meet Planning National Indicator targets.

- Increase the number of private sector vacant dwellings that are returned into occupation or demolished to over 50.
- Increase the percentage of new homes built on previously developed land to over 55%.
- Ensure the number of people sleeping rough remains at zero.

→ Outcome 2.1 A thriving local economy
Key Actions & Projects:

- Support appropriate Valley Centre redevelopment.
- Implementation of the Open Spaces Strategy to develop space, sport and recreation facilities which are high quality, attractive to users, well managed and maintained.
- Develop a Marketing Strategy for Rossendale Markets, increasing the choice of shopping outlets and to reduce the costs associated with running the Markets.
- Establish a mortgage rescue scheme and provide continued support for the provision of a Court Desk Advisory Service at Rawtenstall to assist peoples whose homes are under threat of repossession.

- Adopt a Strategy which sets out a sustainable future in respect of the development and regeneration of sites and buildings within the Borough, and which at the same time offers protection and enhancement for its countryside, open spaces and historic buildings.
- Deliver a series of regeneration initiatives to attract visitors and employment to the Borough.
- Establish a multi-agency task group to co-ordinate and develop initiatives to assist those people and businesses affected by the current economic climate.
- Support the development of a commuter rail link to Manchester from Rawtenstall

→ Outcome 2.2 Well performing town centres
Key Actions & Projects:

- Development of CCTV across the Borough in order to deter anti-social behaviour and crime.
- Development of active and effective business forums in Rossendale's town centres to ensure that local

businesses receive advisory services to influence the development of economic and tourism initiatives.
- Support the owner of Valley Centre to determine an amended an appropriate scheme for town centre redevelopment.

→ Outcome 2.3 A well balanced housing maket
Key Actions & Projects:

- Improve the Homelessness Service for Rossendale. This will include ensuring that appropriate advice and care is available when needed.
- Deliver a choice of affordable and decent housing across Rossendale as part of all new Housing developments.
- Secure funding to deliver affordable housing units across Rossendale through external partners such as

Registered Social Providers; Private Developers and the Homes and Community Agency.
- Deliver proactive measures to bring Empty Homes back into use.
- Delivery of environmental improvements and face lifting to over 140 properties.
- Establish an Equity Loans Scheme to assist homeowners to improve their homes and bring them up to the decent homes standard.

Keeping our Borough clean, green and safe

The Council has a duty to maintain the cleanliness of the Borough, in addition to improving and safeguarding the environment. One element to safeguarding is ensuring that people feel safe. We are working to achieve the following outcomes for our customers and communities:

3.1   People feel safer in their communities.

3.2   A better environment for all.

Measures and Targets:

- Ensure that the amount of Household waste composted remains above 7.50%.

- Ensure that the amount of Household waste recycled remains above 27.50%.

- Maintain pollution control improvements completed on time to over 90%.

- Install 15 new benches and install over 100 new bins.

- Reduce the number of serious acquisitive crimes reported to less than 847.

- Reduce criminal damage by a further 5%.

→ Outcome 3.1 People feeling safer in their communities
Key Actions & Projects:

- Develop a Public Convenience Strategy incorporating a Community Toilet Scheme in order to ensure access to facilities that are clean and safe within the community.

- Reorganisation of the maintenance of our grounds in order to ensure our parks and open spaces are tidier.

- Revision of our Street Cleansing routes to increase the cleanliness in towns and outlying areas.

- Implement Phase One of the Footpath Improvement Works to ensure safe and accessible footpaths in the Borough.

- As part of National Tackling Drugs Week we will work with partners to offer information and advice.

→ Outcome 3.2 A better environment for all
Key Actions & Projects:

- Visit ten Primary schools and two High schools as part of the Pride in Rossendale Programme, to promote to young people clean streets, recycling and safe places to play.

- Delivery of at least four community initiatives in consultation with the community during 2009/10 as part of the Pride in Rossendale programme.

- Increase the amount of recycling we collect and encourage more recycling within in the community.

- Adopt more "Eco-Friendly" practice using peat free composts and organic fertilisers to ensure we are operating as environmentally friendly as we can.

Promoting the Borough

As a Council we are committed to promoting the Borough as a place to live, work and invest. We are working to achieve the following outcomes for our customers and communities:

4.1   More people satisfied with Rossendale as a place to live.

4.2   A thriving visitor economy.

4.3   An improved understanding of the Council, its success and how to influence decision making.

Measures and Targets:

- Increase the number of people who feel they know how the Council is performing to above average for all Council's.

- Increase the percentage of people who feel that they can influence decisions in their locality to 26.5%.

→ **Outcome 4.1 More people satisfied with Rossendale as a place to live**
Key Actions & Projects:

- Continue to lobby the County Council for a new Bus Terminal in Rawtenstall and work with other Council's and agencies to improve transport connectivity.

- Encourage local newspapers to publish more promotional good news about Rossendale.

- Work with partners to deliver the development of the East Lancashire Railway.

→ **Outcome 4.2 A thriving visitor economy**
Key Actions & Projects:

- Develop tourism in Rossendale through supporting active area specific Tourism Working Groups.

- Revamp the 'Visit Rossendale' website to enable a more user friendly and interactive site with a multi-search function so that users can find out more easily what they can do/see in Rossendale and launch a new Visitor Guide.

- Establish Rossendale's priorities for leisure and cultural provision, in order to attract more people to the Borough and to ensure that we have sustainable leisure attractions encouraging people to visit.

- Support the Pennine Lancashire Festival of food and culture.

→ **Outcome 4.3 An improved understanding of the Council, its success and how to influence decision making**
Key Actions & Projects:

- Produce a revised Communication Strategy to improve communication with the community.

- Encourage more people to influence local decisions by coming to the revamped Neighbourhood Forums.

- Improve awareness of Council services by producing a revised edition of the A to Z of Council services.